

Office of the City Auditor
City and County of Honolulu
State of Hawai'i
Report for Fiscal Year 2011

Service Efforts and Accomplishments & 2011 Honolulu Citizen Survey



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City and County of Honolulu

Office of the City Auditor

March 8, 2012

Honorable City Council
Honolulu, Hawai'i

City and County of Honolulu Service Efforts and Accomplishments Report (FY 2011)

This is the City Auditor's second Service Efforts and Accomplishments Report for the City and County of Honolulu. The report is intended to be informational. It provides data about the costs, quality, quantity, and timeliness of city services. It includes a variety of comparisons to other cities and the results of a citizen survey. The purpose of the report is 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, improve governmental efficiency and effectiveness, provide data for future decision making, and improve the delivery of public services.

OVERALL SATISFACTION (pages 4-5 and pages 19-31)

This report includes the third Citizen Survey conducted for the city and the second administered in conjunction with this report. The survey provides 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. 70% of the residents rated the overall quality of life in the City and County of Honolulu as excellent or good and 80% rated it as an excellent or good place to live. 80% reported they plan to stay in the city over the next five years.

A variety of community characteristics were evaluated by the survey participants. Among the characteristics receiving the most favorable ratings were shopping opportunities, opportunities to attend cultural activities, air quality, and opportunities to volunteer. Characteristics receiving the least positive ratings were the availability of affordable quality housing, traffic flow on major streets, and the amount of public parking.

Ratings for the quality of community life were compared to the benchmark database. Of the 31 characteristics for which comparisons were available, 5 were above, 7 were similar to, and 19 were below the national benchmarks. Ratings for city services were compared to the benchmarks and 3 were above, 3 were similar, and 25 were below the national benchmarks.

A Key Driver Analysis examined the relationships between service ratings and city ratings. Services that closely correlated to residents' perceptions of city services overall were police services, emergency preparedness, recycling and code enforcement. By targeting improvements in these key services, the city may influence residents' overall service quality ratings.

OVERALL SPENDING, STAFFING, AND ACCOMPLISHMENT OF CITY PRIORITIES (pages 11-31)

General Fund spending increased 19% from \$1 billion in FY 2007 to \$1.2 billion in FY 2011. Honolulu's estimated population increased 3% from 926,954 in FY 2006 to 955,775 in FY 2010. In FY 2011, total citywide authorized staffing was 10,968 full-time equivalent employees (FTE). However, only 8,628 FTEs were filled and 2,340 FTEs were vacant. Authorized staffing increased 2% between FY 2007 and FY 2011.

In FY 2011, General Fund operating expenditures and other uses of funds totaled \$1,250 per Honolulu resident, including operating transfers. The per capita cost decreased 6.4% from \$1,330 in FY 2010 as shown below:

<u>Per capita cost for city operations</u>	<u>FY 2011</u>	<u>FY 2010</u>
Debt service	\$0.4	\$1
Sanitation	\$4	\$3
Highway and streets	\$2	\$2
Human services	\$3	\$3
Sanitation	\$4	\$3
Miscellaneous expenses	\$23	\$23
Culture and recreation	\$53	\$62
General government	\$127	\$136
Retirement and health benefits	\$128	\$169
Public safety	\$341	\$331
<u>Operating transfers out such as TheBus</u>	<u>\$568</u>	<u>\$598</u>
Per capita cost	\$1,250	\$1,330

We estimate the per capita cost per department in FY 2011 was about \$544 and proprietary/special fund operating expenses totaled \$576 per capita. Honolulu's 35 special funds include highway, highway beautification, bikeway, parks and playgrounds. Other funds are sewer, solid waste, transit, bus transportation. More funds are liquor commission, post-employment benefits reserves, affordable housing, and rental assistance funds.

The capital outlays increased from \$611 million in FY 2007 to \$2.1 billion in FY 2011. As a result, the city debt service increased from \$253.7 million in FY 2007 to \$317.3 million in FY 2011. However, debt service as a percentage of operating expenditures remained below the cap of 20%, ranging from 17.6% to 18.2% during the past five years.

BUDGET AND FISCAL SERVICES (page 33) and LIQUOR COMMISSION (page 39)

The Department of Budget and Fiscal Services (BFS) mission is to protect the financial well-being of the City and County of Honolulu. It provides centralized accounting, budget and fiscal, procurement, treasury, real property, and internal audit functions through eight divisions. Department operating expenditures increased 18% from \$15.4 million in FY 2007 to \$18.1 million in FY 2011. Authorized staffing increased from 314 FTE to 323 FTEs, while vacant FTEs increased 12%. Real property assessed values increased 5% over the past 5 years from \$146.1 billion (FY 2007) to \$153.1 billion (FY 2011). Real property taxes levied increased 15% from \$698.3 million (FY 2007) to \$804.3 million (FY 2011). Real property tax collection efforts averaged 99.4% of taxes levied for the period FY 2007 – FY 2011. Total consultant and construction contracts awarded increased from \$205 million (FY 2007) to \$905 million (FY 2011). The increase was primarily due to the new Honolulu rail transit project.

The department administratively supports the Honolulu Liquor Commission. The commission has sole jurisdiction, power, authority and discretion to grant, refuse, suspend and revoke any license for the manufacture, importation, or sale of liquor within the City and County of Honolulu. Its mission is to promote the community's health, safety, and welfare by efficiently and fairly administering and enforcing Hawai'i's liquor laws. It is wholly funded through revenues generated from liquor licenses. The voters in the 2010 General Election approved a city charter amendment to convert the commission's top two administrator positions to non-civil service positions. In FY 2011, there were 1,346 active liquor licenses. Violations adjudicated decreased by 9%, and the number of liquor violations for minors increased 22% over the past 5 years. The commission is exploring options for reducing the number of violations, including educating licensees on the consequences of violations. Investigations of licensed liquor establishments declined nearly 6% for the 5 year period FY 2007 to FY 2011. The number of public complaints about premises continues to increase annually and have increased 94% over the past 5 years.

COMMUNITY SERVICES (page 41)

The Department of Community Services' (DCS) mission is to administer 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. To accomplish the city charter mandate to serve and advance the general welfare, the department's goal was to seek grant resources that maximize services for those with the greatest needs or challenges. The department's expenditures were \$76.9 million in FY 2011, an increase of 25% from \$61.6 million in FY 2007.

The DCS Community Assistance Division provides rental, housing and homeownership assistance to low to moderate income families and comprises 64% of the department's operating budget. Rental assistance programs accounted for \$47.4 million of the division's FY 2011 operating budget. According to the National Low Income Housing Coalition, Honolulu tied for 5th among the most expensive U.S. counties in terms of rent affordability. A household must earn the equivalent of \$32.73 per hour or \$68,080 per year to afford a two-bedroom unit in Honolulu. The median family income in Honolulu was about \$64,000 a year in 2011 and illustrates the importance of the rent and housing assistance programs for the city and county's extremely low income residents. The Section 8 program enables extremely low-income families, earning 30% of the median income, to rent housing units on the private rental market. Through this program 3,699 families were served in FY 2011.

The DCS Community Based Development Division (CBDD) secures and administers homeless assistance grant funds and community development and housing grants. The division works with nonprofit shelter and service providers to help homeless persons transition from homelessness to independent living. The division received more than \$13.9 million in FY 2011 to assist with community development and special needs housing, including assistance for the elderly and homeless in Honolulu. In FY 2011, the U.S. Housing and Urban Development department awarded the division \$9.2 million in grants. CBDD awarded 25 Community Development Block Grants funds to communities, which was an increase of 32% over the last 5 years.

The Elderly Affairs Division provided support services to caregivers of the elderly and disabled so that they may live independently at home. Under the Aging Network Service System, 5,546 persons received meals, personal care, and transportation services. 53,505 received counseling, health promotion, housing and legal assistance services. Another division, the WorkHawai'i Division, administers the Workforce Investment Act programs whose partners served a total of 12,698 job seekers in Honolulu.

CORPORATION COUNSEL (page 45) AND ETHICS COMMISSION (page 47)

The Corporation Counsel is the chief legal advisor and legal representative for all city agencies and city employees. Its mission is to meet the diverse legal needs of the city, and advise, represent and litigate on behalf of its clients. Its goal is to maintain the highest standards of professionalism and ethics; maximize real property tax revenues by defending assessments; expeditiously resolve tax appeals; contain costs; and develop supplemental sources of city revenue. The department contained costs by improving its case management system; controlling outside counsel and consultant fees and costs; and working with other city agencies to reduce operational costs. The department developed alternative revenues by pursuing and expanding federal and other grants funding, and pursuing collection matters and claims on the city's behalf.

The department helped the city enter into a global consent decree for the city's wastewater system with federal, state, and environmental entities on December 17, 2010. The decree consolidates prior consent decrees and enforcement actions, and requires improvements to the collection system and treatment plant upgrades. The department helped the city entities transition to the Honolulu Authority for Rapid Transit (HART) and helped establish the HART Board of Directors that began operations on July 1, 2011. The department also counseled other city departments in preparation for the Asia-Pacific Economic Cooperation conference.

The Ethics Commission was established in 1962 and is administratively attached to the Department of the Corporation Counsel. The purpose of this Commission is to ensure that city officers and employees understand and follow the ethical standards of conduct governing their work for the public. Its purpose is consistent with the city's goal of promoting transparency and public trust. 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 violations of the ethics laws. The Commission is authorized to impose civil fines for ethics violations, develops and implements education programs and ethics training, and recommends legislation to the city council and the state legislature. It develops guidelines for standards of conduct; reviews and maintains financial disclosure statements of city officials, and

regulates lobbying and lobbyists. The Commission has 3 permanent full-time positions. In FY 2011, the Commission investigated 81 complaints and answered 392 requests for advice.

CUSTOMER SERVICES (page 49)

The Customer Services Department's (CSD) mission is to provide the highest quality of service to the public in person, by phone, or electronically. Total operating expenditures declined from nearly \$19 million in FY 2007 to \$18.8 million in FY 2011 and declined 7.5% (over \$1.5 million) from FY 2010 due to furloughs and budget constraints. Over the past five years, vacancies have increased nearly 44% due to city wide budget restrictions and hiring freezes. During FY 2011, 2-day per month furloughs led to backlogs of one month in filing active titles, 3 days in dealer drop off transactions, and 2 days in processing mail-in and other motor vehicle transactions.

The CSD Division of Motor Vehicle, Licensing and Permits processes motor vehicle registrations, issues driver licenses, issues permits for disabled parking, and administers and enforces the motor vehicle inspection programs. The division saved an estimated \$115,500 in printing and postage costs by simplifying the mailing for vehicle registration renewals. Online motor vehicle registration renewals save the city an estimated \$1.68 per transaction. Over the past 5 years, online renewals have increased nearly 53% which the division attributes to increased public use of the internet to pay bills. Implementing the cost savings and efficiencies through technology supports the city's goals related to fiscal responsibility and focusing on technology for the future.

The department's Satellite City Halls provide essential city government services and information through 10 storefront offices across O'ahu. The satellite office services include processing motor vehicle registration and title transactions; collecting payments for water bills and real property taxes, and issuing monthly bus passes. The offices issue spay/neuter certificates, dog, bicycle and moped licenses, and permits for disabled parking, picnic and camping, bus and loading zone parking, and fireworks permits. Other services include voter registration and information on city jobs and local government programs. During FY 2011, city furloughs contributed to longer lines and wait times. Satellite staff initiated screening services to confirm customers had the necessary documents to complete their transactions. Revenue collections increased 21% due to increases in motor vehicle registration fees and weight taxes, and increases in water and sewer rates. In FY 2011, all satellite offices implemented a new one-stop, point-of-sale cashiering system which reduced processing time and customer waiting time consistent with the mayor's goal to increase efficiency through the use of technology.

DESIGN AND CONSTRUCTION (page 53)

The Revised Charter of Honolulu mandates that the Department of Design and Construction (DDC) direct and perform the planning, engineering, design and construction of public buildings. One DDC goal is to maximize the use of its human resources. The department made important gains in stabilizing its workforce in FY 2011. The number of filled positions increased from 208 in FY 2007 to 230 in FY 2011. The number of position vacancies declined 21% from FY 2007 (113) to FY 2011 (89). The improvements resulted from aggressive recruiting, the economic downturn, declines in private sector employment opportunities, and the benefits offered by the city government.

In FY 2011, the land services branch reorganized its field crew section. The reorganization improved the branch's efficiency by shifting responsibilities to the appropriate positions and relieved surveyors from managing some of the field crews. The reorganization was responsive to both the mayor's goal to identify areas for operational efficiency and streamlining opportunities, as well as the DDC goal to maximize the use of available fiscal and human resources.

In FY 2011, DDC had 33 on-going wastewater construction projects valued at \$346 million, another 12 projects under design at a cost of nearly \$463 million, and 12 additional projects put out to bid and valued at \$31 million. The value of CIP projects completed increased 140% from FY 2007 (\$119 million) to FY 2011 (\$286 million). The increase in the value of projects resulted from major wastewater construction projects that were completed during the year. The value of construction projects encumbered declined 65% from \$452 million (FY 2007) to \$158 million (FY 2011). The decline in value of encumbered construction projects resulted from lower contractor bids than what was budgeted and reflected the current economic climate. One of the challenges for DDC going forward is planning, designing, and constructing wastewater facilities in accordance with the December 17, 2010 global consent decree that requires the city to bring the entire wastewater collection system up to federal and state standards while upgrading both its wastewater treatment plants over the next 25 years.

In FY 2011, DDC entered into 2,739 land negotiations, a 169% increase from FY 2007 (1,018). The number of negotiations rose due to the need for increased staff contact and communication with property owners who requested information about the projects and the acquisition process. The actual number of parcels acquired decreased 74% from FY 2007 (393 parcels) to FY 2011 (104 parcels). The completed acquisitions of 13 properties were related to the Honolulu rail transit system project and included properties in the “banana patch” area of Pearl City that posed unique acquisition challenges.

The DDC Land Services division conducts land surveys, title searches, appraisals, negotiations and acquisition of real property and easements for all city projects. In FY 2011, project and construction management expenses increased 31% from FY 2007 (\$12.9 million) to FY 2011 (\$17 million). The department reports the increase is due to an increase in both street paving and sewer projects that required additional construction management services. Department revenues doubled from \$1.4 million in FY 2007 to \$2.8 million in FY 2011 due to increased Federal Highway funding for bridge and road programs.

EMERGENCY MANAGEMENT (page 57)

The Department of Emergency Management (DEM) mission is to coordinate the city’s emergency management operations with multiple levels of governmental and non-governmental entities. Its goal is to mitigate, prepare for, respond to, and recover from disasters. Other goals are to maintain national compliance with the National Incident Management System (NIMS); sustain personnel proficiency; continue public awareness and education programs; and ensure strategic planning with the government, non-profit, and private sectors.

According to the department, future emergency warning and communication with the public will use social media. In August 2010, DEM launched a new community notification service called *Nix/le*. Subscribers to this free service receive cell phone text messages, e-mail alerts, Facebook posts, and tweets via Twitter directly from DEM. On March 11, 2011, DEM successfully coordinated the notification, warning, and evacuation of over 80,000 residents and visitors from all O’ahu coastlines in response to the Japan earthquake and tsunami.

DEM is converting the city’s siren warning system to solar-powered batteries charged by photovoltaic panels. This program converts old, mechanical sirens to solar power, and eliminates the need for staff to deploy to remote areas to fix mechanical parts. DEM installed six upgraded warning sirens in FY 2011. DEM also provided support and resources for the 2011 Asia-Pacific Economic Cooperation (APEC) conference and spent \$268,700 in FY 2011 for hardware and software upgrades to improve the city’s security camera system and to coordinate training exercises related to APEC.

EMERGENCY SERVICES (page 59)

According to the Revised Charter of Honolulu, the Honolulu Emergency Services Department’s (HESD) function is to provide emergency medical care and ambulance service on the island of O’ahu. The department has two divisions. The first division, Emergency Medical Services (EMS), is divided into two operational districts, and increased from 16 to 19 ambulance units between FY 2007 and FY 2011. In FY 2011, EMS ambulances made 48,442 transports, an increase of 7% from FY 2007. The average number of transports per ambulance decreased by 10% from FY 2007 to FY 2011. In June 2011, a consultant report proposed merging the HESD ambulance and lifeguard operations with the Honolulu Fire Department.

The second division, Ocean Safety and Lifeguard Services (OSLS), provides lifeguard services along 198 miles of O’ahu’s coastline. The division provides year-round ocean safety programs for 19 beach parks including lifeguard services, patrol, rescue and emergency response to medical cases near shore waters. The division has four operational districts. 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. Department data show the number of ocean rescues increased 35% from 1,388 ocean rescues in FY 2007 to 1,868 in FY 2011. The number of ocean rescues per 1,000 *preventive actions* taken in FY 2007 was 4.1, compared to 3.2 rescues in FY 2011, a decline of 23%. Also, the number of ocean rescues per 1,000 *public contacts* made was 2.2 in FY 2007, compared to 1.7 rescues in FY 2011, a decline of 20%.

ENTERPRISE SERVICES (page 63)

The city charter mandate is to serve and advance the general happiness and aspirations of city and county residents. The Department of Enterprise Services (DES) operates and maintains the Neal S. Blaisdell Center complex, the Waikiki Shell outdoor amphitheater, the Honolulu Zoo, and six municipal golf courses. The

department also administers and enforces citywide concession contracts. The department's operating budget is primarily funded by user fees from public events and activities. The department has four divisions to achieve the mayor's goals of fiscal self-sustainability and decreasing general fund subsidies. Department expenditures were \$18.6 million in FY 2011, an increase of 3% from \$18.0 million in FY 2007. Total authorized staffing increased 2% from 292 FTE in FY 2007 to 298 FTE in FY 2011.

- The Blaisdell Exhibition Hall held 44 major expositions and tradeshow that served as an "onshore" economic engine for stimulating the local economy. Rate increases are projected to increase revenue from shows and booth rentals. Despite the mandated 2-day per month furloughs, the auditoriums program continued to operate on a seven day a week schedule and exceeded the annual revenue projections. The number of performances nearly doubled from FY 2007 to FY 2011.
- The Honolulu Zoo division plans, operates and maintains a 42-acre integrated zoological and botanical park in Waikiki. Operating expenditures increased 10% from \$4.4 million (FY 2007) to \$4.8 million (FY 2011), visitor attendance increased 0.4% during the five-year period, and revenues increased 41% from \$2.1 million (FY 2007) to \$3.0 million (FY 2011) due to increased marketing efforts, a new entrance and exhibits, and moderate admission fee increases. The Honolulu Zoo parking lot, with new solar powered pay stations, added revenues of \$445,149 for FY 2011.
- The Golf Course division operates and maintains six municipal golf courses. The Ala Wai golf course is the busiest municipal course on O'ahu and one of the busiest courses in the world. Operating expenditures increased 4% from \$8.0 million (FY 2007) to \$8.3 million (FY 2011). Revenues generated by the golf courses increased 5% from \$8.2 million (FY 2007) to \$8.7 million (FY 2011) and were due to golf fee increases used to maintain the golf courses.

ENVIRONMENTAL SERVICES (page 67)

The Department of Environmental Services (ENV) operates the wastewater, solid waste, and storm water programs. Its mission is to protect the public health and the environment by providing effective and efficient management of the city's wastewater, storm water, and solid waste disposal systems. This mission is consistent with the Revised Charter of Honolulu mandate that the department oversee the operation and maintenance of sewer lines, treatment plants, and pumping stations. The department has five divisions to carry out the charter requirements. The department goals and objectives are to provide environmental and fiscally sound long range plans, efficient services with minimal impact on the community; improve the productivity and effectiveness of the department, and protect the public health and environment.

In FY 2011, department charges for services totaled \$350.7 million, an increase of 95% from \$179.9 million (FY 2007). The increase was due primarily to sewer fee increases. According to the department estimated monthly sewer charges for a single family residential household was \$90.98, double the charge of \$45.44 in FY 2007. FY 2011 was the first year of a six-year schedule of sewer charge increases to stabilize revenues needed to upgrade the sewer infrastructure.

The department repairs, operates, and maintains 2,100 miles of mains and pipes in the city's sanitary sewer system. The system collects about 105 million gallons of wastewater daily. Wastewater travels through 70 pump stations and four preliminary treatment facilities before reaching one of nine wastewater treatment plants for processing. In FY 2011, the department performed 77,416 compliance monitoring actions, a 65% decrease from the 220,495 performed in FY 2007. The number of investigations and inspections increased 17% from FY 2007 (4,984) to FY 2011 (5,820). The number of line miles inspected by closed circuit television (CCTV) increased 300% in FY 2011 (66 miles) compared to FY 2007 (16.5 miles). The inspections provided a better understanding of pipe condition, earlier detection of potential problems, and better planning for corrections. The number of gravity main spills increased 23% from 64 (FY 2011) to 52 (FY 2007). In FY 2011, the department launched a new 5-year strategic master plan and received five Peak Performance Awards from the National Association of Clean Water Agencies for its wastewater treatment plants.

The refuse collection and disposal activity 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. In an effort to divert waste from the landfill, the department distributed over 5,000 cubic yards of biosolids compost from three facilities and dispersed an average of 8.4 million gallons of recycled water per day. The total amount of municipal solid waste created and disposed decreased 22% from 995,409 tons (FY 2007) to 778,158 tons

(FY 2011). Municipal solid waste disposed at the landfill decreased 36%, from 289,809 tons (FY 2007) to 186,896 tons (FY 2011). Reducing tons of waste disposed in the landfill directly supports the department's goal to protect the public health and environment.

Solid waste is delivered to the H-POWER plant which incinerates the waste to generate electricity. In May 2011, the department reached the half-way point of its planned H-POWER Expansion Project to add a third boiler and mass burn facility. Upon completion in July 2012, H-POWER will be able to divert more of the bulky, combustible waste from the landfill. In FY 2011, the amount of municipal solid waste disposed at H-Power declined 5% from 619,700 tons (FY 2007) to 590,062 tons (FY 2011).

Honolulu is a leader in environmental sustainability. In 2008, the department issued the City's 25-Year Integrated Solid Waste Management Plan that includes the diversion of solid waste as fuel to generate electricity for the city at its H-POWER facility. Approximately 45 megawatts of electricity is generated each day, sufficient to power 40,000 homes, and sold to the island's primary electric utility, Hawaiian Electric Company (HECO). In FY 2011, the department generated and sold 313,725 Megawatt Hours (MWh) to HECO. This represented a 3% decline from FY 2007.

Recycling continued to be a focus for diverting solid waste from the landfill. Total tons of waste recycled increased 11% from 495,447 tons (FY 2007) to 548,551 tons (FY 2011). Although office paper waste (off 34%) and community mixed recyclables (off 61%) declined from FY 2007, the amount of green waste recycled increased 87% from FY 2007.

In December 2010, the city entered into a global consent decree with the U.S. Environmental Protection Agency, State of Hawai'i, and non-governmental organizations regarding the city's wastewater program. The consent decree consolidates prior consent decrees and enforcement actions, and provides a 25-year plan to upgrade the program, starting with the wastewater collection system (2020). In FY 2011, the department maintained an AA bond rating for its Wastewater System Revenue Bonds and sold \$204 million in new money bonds at a true interest cost of 3.918%. These achievements lowered the city's borrowing costs and contributed to the mayor's fiscal sustainability goal.

FACILITY MAINTENANCE (page 73)

The Department of Facility Maintenance's (DFM) mission is to plan and administer the city's repair, renovation and maintenance programs related to roads, bridges, streams, flood control systems, vehicles, construction equipment, and city buildings. The department consists of four divisions. The department's goal is to deliver and enhance core city services, provide customer service, build quality of life and morale, and improve department effectiveness. In FY 2011, the department had 267 staff vacancies, an increase of 17% from 228 vacancies in FY 2007. Employee furloughs further limited staffing resources.

Adverse weather in January 2011 caused numerous potholes, deteriorated pavements, and road washouts. The department re-focused on pothole repairs in FY 2011, which resulted in a decrease in first aid repairs. The number of pothole repairs decreased 7% from 73,013 (FY 2007) to 67,714 (FY 2011). The number of in-house lane miles resurfaced decreased 50% from 38 miles (FY 2007) to 19 miles (FY 2011). The decline in in-house miles resurfaced was offset by an increase in contractor resurfacing lane miles of 338 miles (FY 2010) and 148 lane miles in FY 2011. Street and first aid repair tonnage decreased 33% from 14,066 tons (FY 2007) to 9,472 tons (FY 2011).

In FY 2011, the number of work orders for repair of building and appurtenant structures totaled 5,012, a 24% decrease from FY 2007. In FY 2011, the automotive division processed 38,410 repair and maintenance work orders, a decline of 5% from the 40,542 work orders processed in FY 2007. The total number of vehicles maintained and serviced increased less than 1% from 2,218 vehicles (FY 2007) to 2,232 vehicles (FY 2011). On-road, highway vehicles increased 57 vehicles (4%) from FY 2007 to FY 2011. The number of fuel transactions decreased 24% from FY 2007 (71,099) to FY 2011 (53,996). For the 2011 APEC meeting, the department support included security, fiber optic installations, increased custodial service, re-striping traffic markings, sidewalk patching, and camera notification sign installations. Department revenues increased nearly 50% from \$2.7 million (FY 2007) to nearly \$4 million (FY 2011).

FIRE DEPARTMENT (page 77)

The Honolulu Fire Department (HFD) responds to fires, emergency medical incidents, hazardous materials incidents, and rescues on land and sea. Their mission is to save lives, property, and the environment by promoting safety, fire prevention and maintaining a well equipped, highly trained, and motivated force of professional fire fighters and rescue personnel. The department's mission is consistent with the city goal of maintaining public safety. The department has four major divisions and programs and is accredited by the Commission on Fire Accreditation International, Inc.

Over the last five years, total Department spending increased from \$74.6 million to \$95.9 million, or 28%. The department increases were due to a 4-year collective bargaining agreement spanning from FY 2007 to FY 2010 and the rising costs for current expenses, such as fuel and utilities. The department's fleet includes 43 fire engines, 7 aerial ladders, 6 quints, 2 aerial towers, 2 rescue units, 2 hazmat units, 6 tankers, 2 brush trucks, 1 command truck, 20 relief apparatuses, 42 mobile equipment trailers, and approximately 78 auxiliary vehicles. It also maintains a 110-foot fire boat, 3 rescue boats, and 12 jet skis/watercrafts.

The total *number of calls* grew by 23% from FY 2007 to FY 2011. *Fire calls* declined by 31%, while *medical and rescue calls* grew by 28%. There were 2,117 fire incidents and five deaths in FY 2011. Over the last five years, the number of fire incidents decreased by 31% and the number of residential structure fires dropped by 19% (from 268 to 216 structure fires). In FY 2011, the department responded to 27,962 *emergency medical incidents*. Emergency medical responses represented the largest segment of all incidents and, over the last five years, increased by 29%. In FY 2011, the department responded to 1,899 *hazardous materials* incidents. The number of hazardous materials incidents decreased by 4% and hazardous materials inspections declined 15% over the last five years.

The city mandated twice-a-month furloughs impacted HFD civilian staff. For FY 2011, 81.9% of suburban responses were within 9 minutes and 86.5% of urban responses met the Urban Standards of Cover by responding within 7 minutes. The HFD reports that responses over 12 minutes are frequently associated with isolated road networks or interstate highway delays.

The HFD devoted significant resources to planning, training and interagency exercises to prepare for the Asia-Pacific Economic Cooperation (APEC) conference scheduled for FY 2012. The department dedicated \$4.6 million in FY 2011 to support APEC. In November 2011, the department provided fire and life safety protection by deploying APEC-dedicated fire fighting task forces. Inspections declined by 66% from FY 2007 to FY 2011. The department expanded its Compressed Air Foam System (CAFS) fire fighting efforts in support of fire fighter safety and conserving potable water used to fight fires.

HUMAN RESOURCES (page 85)

The Department of Human Resources (DHR) is the central personnel agency for the city. Its mission is to recruit, develop and retain an outstanding workforce dedicated to quality public service. 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. Its functional areas are administration, classification and pay, employment and personnel services, industrial safety and workers' compensation, and health services. In FY 2011, the ratio of human resources staff to city staff was approximately 1:111. Authorized staffing for the department remained constant at 91.5 FTE. The department's spending decreased about 2% from \$5.1 million to \$5.0 million over the last 5 years.

In FY 2011, the department reached agreements with 5 bargaining units that involved directed leaves without pay and supplemental time off for city workers. The number of new hires entering city service increased from 571 in FY 2010 to 673 in FY 2011, but decreased 10% from 2007. To compensate for the \$72,000 reduction in the training budget, new training classes were developed utilizing internal resources. Over the past 5 years, hours of training declined about 21%. Over the past year, Labor Relations and Training provided an additional 2,208 hours due to new classes and internal resources. Training satisfaction ratings increased from last year to 4.8 out of a scale of 5. The department divisions renewed efforts to raise the safety consciousness of employees by offering more safety training classes, tailgate lesson plans, and field auditing and investigation services. From FY 2007 to FY 2011, the number of injury claims filed by city employees declined 12%. The department continues to support workers' compensation reform legislation by supporting bills that will reduce costs; and oppose bills that increase workers compensation costs.

INFORMATION TECHNOLOGY (page 87)

The Department of Information Technology (DIT) provides technical expertise in computer and communications technology. Its mission is to plan, direct, and coordinate implementation of the city's information technology program; sets and enforces citywide technology and data security standards and policies; and to provide information technology products, services, guidance, and direction to city agencies. The department maintains and manages the city computer network and data processing operations 24 hours per day, 7 days a week. It also provides programming support to the city and runs systems that support driver licensing and motor vehicle systems for the entire state and other counties. Its performance measures quantify system online availability, problem resolution levels, and operational support to the city. The department has four primary divisions: Operations, Applications (ERP and CSR), Technical Support, and Radio and Network Infrastructure.

In support of the APEC conference, the department coordinated a system disaster recovery exercise, and tested its ability to provide continuity of operations for key computer services

On March 9, 2011, the department launched the first phase of Can-Do Honolulu (**C**itizens **A**nalyzing **N**umbers **D**iscover **O**pportunity) which is a web-based system designed to improve governmental transparency by providing key government data to the public; take inputs from citizens on how to improve city government; and provide public ideas for improving the cost and efficiency of services. The web-based system allows the public to download and analyze raw government data, such as the mayor's proposed executive operating budget. The focus on technology is one of the mayor's key priorities.

The department supports the citywide Enterprise Resource Planning (ERP) financial management system which integrates the city's workflow processes such as the city's financial, human resource/payroll, and budget management systems. In FY 2011, department staff logged 1,526 hours developing the new ERP web-based Advantage Budgeting System (ABS) which began operating in FY 2012. The ABS system will allow various ERP applications (finance, human resources/payroll, and budget) to share data and is the last module.

LEGISLATIVE BRANCH (page 91)

Pursuant to the city charter, the Legislative Branch is comprised of the City Council, City Clerk, Council Services and City Auditor. Overall, the Legislative Branch's expenditures have decreased 3% from \$11.9 million (FY 2007) to \$11.5 million (FY 2011). Authorized staffing increased 2% from 125 FTE (FY 2007) to 127 FTE (FY 2011).

The city council consists of nine elected officials and staff. The city council's mission is to establish city-wide policies via the passage of ordinances and resolutions, adopt the City's annual operating and capital improvement budgets, set annual real property tax rates, and authorize the issuance of general obligation bonds. The city council adopts the general plan for long-range development, land use laws, zoning regulations, and policies for shoreline development. The city council's expenditures were \$4.2 million in FY 2007 and \$3.67 million in FY 2011. The council's authorized staffing has decreased from 65 FTEs in FY 2007 to 61 FTEs in FY 2011. In FY 2011, city council concerns included the impact of employee furloughs on the delivery of municipal services, funding for the new rail transit system, and implementation of the Honolulu Area Rapid Transit System (HART).

The City Clerk's mission is to serve as 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 city clerk's expenditures decreased 18%, from \$3.1 million in FY 2007 to \$2.54 million in FY 2011. Staffing in FY 2011 was 38 FTE, up from 29 FTE in FY 2007 due to anticipated higher costs for the election voting system, staff needed to process absentee ballots, and staff to handle early voting walk-in residents.

The Office of Council Services provides comprehensive research and reference services for the council. It conducts research and drafting for the enactment or consideration of legislation, revises city ordinances, and serves in an advisory capacity to the council and its committees. Over the past five years, council services expenditures have decreased over 4% from \$1.4 million in FY 2007 to \$1.34 million in FY 2011. Its authorized staffing has been stable at 21 FTE.

The Office of the City Auditor is an independent audit agency created by the city charter to strengthen the auditing function and ensure that city agencies and programs are held to the highest standard of accountability. The city auditor is responsible for conducting the annual financial audit; performance audits of any agency or operation of the city; and follow-up audits and monitoring of audit recommendations. The office's expenditures increased to \$1.25 million in FY 2011, up 39% from FY 2007 (\$0.9 million) due to increases in the city's contracted annual financial audits and audits of federal grants. Its authorized staffing remains the same at 8 FTE in FY 2007 to FY 2011.

OFFICE OF THE MAYOR AND THE MANAGING DIRECTOR (page 95)

The city charter specifies the powers and duties of the Office of the Mayor and the Managing Director. The Mayor is the chief executive of the city and county of Honolulu and is responsible for the faithful execution of the provisions of the city charter and the city's ordinances and statutes. The Managing Director is the principal management aide to the mayor, supervises all line executive departments and agencies, and prescribes the standards of administrative practice to be followed. To accomplish the charter's mandates, the mayor's priorities addressed transportation, economic development, good government, fiscal responsibility, and focus on technology for the future.

FY 2011 was a year of transition for the Office of the Mayor. The former mayor resigned and the former managing director served as acting mayor. On October 11, 2010, a new mayor and managing director assumed their positions. The mayor's office expenditures declined 2% from \$526,603 (FY 2007) to \$516,108 (FY 2011). Total authorized staffing remained consistent at 6 FTE over the last 5 years. The managing director's office expenditures decreased 44% from \$1.8 million (FY 2007) to \$992,417 (FY 2011). The managing director's authorized staff remained at 17 FTE. The mayor and managing director oversee approximately 10,000 employees and over 20 departments in the 10th largest municipality in the United States.

The impact of the recession continued to affect the city's economic recovery. The mayor's office focused on multi-year budget cuts; citywide budget and personnel restrictions which included a 2-day per month furlough to avert layoffs; and increased fees, charges and certain taxes. The mayor's office provided funding for major infrastructure capital improvements, broke ground on the city's new rail transit project, and launched a transparency website, www.can-do.honolulu.gov. The mayor's office agreed to a global consent decree that consolidates prior consent decrees and enforcement actions; facilitated planning for FY 2012 events, such as APEC; established the Office of Housing; and commenced the Honolulu Authority for Rapid Transportation (HART) entity.

The mayor's office includes the Mayor's Office of Culture and the Arts (MOCA) which has the mission to promote the value of arts and culture throughout the city. MOCA operating expenditures declined 5% from \$687,784 (FY 2007) to \$651,950 (FY 2011). Total authorized staffing decreased from 7 FTE in FY 2007 to 6 FTE in FY 2011. MOCA established a brown bag lunch program at Honolulu Hale; invited the community to participate in lunch hour activities; and invited the Royal Hawaiian Band to perform. In FY 2011, the number of cultural arts events declined 15% from the previous fiscal year to 142.

The mayor's office includes the Neighborhood Commission Office (NCO). Its mission is to increase and ensure effective citizen participation in government decisions through the neighborhood board system. The Commission provides staff support to the 9-member Neighborhood Commission, 33 neighborhood boards and 439 neighborhood board members. In FY 2011, NCO staff attended 340 meetings and prepared 383 sets of meeting minutes and agendas. The 2011 neighborhood board elections were conducted via the internet and an automated telephone system as an alternative for those without Internet access. Participation in the 2011 election rose 2.5% from 2009, with a high of 23% voter turnout in one district. In FY 2011, board attendees provided inputs on issues such as developments in Waikiki, emergency preparedness, tsunami inundation zone maps, residential development for the 'Ewa plain, liquor license applications, landfill, rail transit and homelessness. These activities accomplished the charter's mandate to encourage residents' full participation in the process of governance and facilitated interaction and communication between government and neighborhood boards in addressing community concerns.

The mayor's office includes the Office of Economic Development (OED). Its mission is to provide a business-friendly environment for businesses and community organizations and to stimulate economic development opportunities. OED expenditures increased 82% to \$879,163 in FY 2011, compared to \$482,899 in FY 2007. OED's authorized staff remained at 10 FTE. In FY 2011, OED awarded 40 Hawai'i Tourism Authority grants, which was a 54% increase from FY 2007. The Honolulu Film Office assisted in 515 projects that resulted in about \$250 million in direct spending by production companies.

MEDICAL EXAMINER (page 101)

The Medical Examiner Department (MED) serves the public through the investigation of sudden, unexpected, violent and suspicious deaths. The mission of the Medical Examiner Department is to provide accurate, dignified, compassionate, and professional death investigative services for the city. MED is staffed by physicians qualified in the practice of Forensic Pathology, medical examiner investigators, laboratory technicians, prosecutor assistants, and administrative personnel. Investigations help determine the cause and manner of death, and provide expert testimony in criminal or civil litigation. Laboratory procedures include toxicological analysis, blood alcohol determinations, and various other analyses of different types of body fluids.

The department is on provisional status for accreditation by the National Association of Medical Examiners (NAME) due to the retirement of its Chief Medical Examiner, a Forensic Board-Certified Pathologist in 2009. Pending the selection of a qualified full time Chief Medical Examiner, the department maintained the quality of forensic services at the accredited level by contracting for a forensic board-certified pathologist and an anatomic board-certified pathologist to perform autopsies.

PARKS AND RECREATION (page 103)

The mission of the Department of Parks and Recreation (DPR) is to provide parks and recreational services and programs that enhance the quality of life for the people in the City and County of Honolulu. Parks and recreation has two goals and objectives: (1) provide parks and recreational opportunities that are accessible, enjoyable, meaningful, safe, well-designed and well-maintained; and (2) promote and deliver parks and recreation services in an efficient, effective and responsive manner. The department is organized into five divisions.

In FY 2011, the department maintained 288 parks that consisted of 5,147 acres. Total park acreage decreased by 1% from 5,216 acres in FY 2007 due to the exclusion of undeveloped park properties that were previously counted as parks. Over the last five years, operating expenditures decreased 1% from \$55.5 million (FY 2007) to \$55.0 million (FY 2011). Staffing increased 2% between FY 2007 to FY 2011 from 912 FTE to 930 FTE. This increase was due to the conversion of 30 lifeguards from contract funds, the addition of 10 grounds maintenance FTE, and 6 FTE from the Fort Street Mall. Total revenues increased 23% from \$4.6 million (FY 2007) to \$5.6 million (FY 2011). The majority of revenues were generated by charges for services, which totaled 92% or \$5.2 million in revenues. The revenue increases were attributed to attendance and admission fee increases for Hanauma Bay and helped improve the city's financial health through user fees.

The department had a total inventory of 232,163 trees in FY 2011. The division planted 1,835 trees in FY 2011, an 1,132% increase from 149 trees in FY 2007. The sharp increase was due to a more formal replanting program. Over the last five years, botanical gardens visitors increased 32% from 167,772 in FY 2007 to 221,686 in FY 2011. Grounds Maintenance maintains all parks and recreation facilities, including grounds keeping, custodial and maintenance services. In FY 2011, there were 287 comfort stations cleaned seven days a week. The Recreation Services division's mission is to plan, promote and organize recreational activities. The division provides recreational activities for tiny tots, children, teens, adults and seniors at 80 recreation sites. Tiny tot registrants increased 18% over the past five years; children registrants decreased by 3%, and teen registrants decreased by 20%. Adult registrants decreased by 20% and senior registrants increased by 28% over the past five years. Since 1973, the City's Peoples Open Market program supported diversified local agriculture and aquaculture by providing 25 open market sites. Nearly 1 million residents and visitors shop at the 25 open market sites each year. The number of permits issued by the department decreased by 27% from 21,522 permits issued in FY 2007 to 15,649 permits issued in FY 2011.

PLANNING AND PERMITTING (page 109)

The Revised Charter of Honolulu requires the Department of Planning and Permitting (DPP) to perform various community planning, development and use, code enforcement, and infrastructure activities. The DPP goal is to provide the public with efficient, timely service that is responsive and effective in guiding development. Departmental expenditures declined 5% in FY 2011 (\$15.9 million) compared to FY 2007 (\$16.6 million). The largest decrease came from administrative costs, where FY 2011 expenditures totaled \$2.2 million compared to \$2.8 million in FY 2007, a 24% decline.

The department is responsible for administering the Honolulu Land Information System (HoLIS) geospatial data and the city's Geographic Information System (GIS) mapping program. These programs relate to DPP's goal to provide a comprehensive and integrated source of geographic information systems and to improve the city's operational services. In FY 2011, the total number of land base data updated and maintained climbed from 482 in FY 2007 to 1,295 in FY 2011, a 169% increase.

HonLINE allows citizens to apply, pay, and print city building permits online for single family solar, electrical, plumbing, air conditioning, photovoltaic, and fence work. In FY 2011, HonLINE issued 3,702 permits, a 101% increase from 1,843 permits issued in FY 2007. According to the department, nearly 24% of all building permits issued in FY 2011 were done by HonLINE. On-line permitting for electrical vehicle charging stations was added to the HonLINE in FY 2011. The department reports that HonLINE use in FY 2011 resulted in labor savings of 347 work days and implemented the mayor's goal of focusing on technology for the future.

In FY 2011, the department reviewed 6 zone change applications, a 70% decrease from 20 zone change applications in FY 2007. The reviews included the five-year reviews for the North Shore Sustainable Communities Plan, the 'Ewa Development Plan, and the sustainable communities plans for East Honolulu, Central O'ahu, Koolau Loa, Waianae, and Koolau Poko. An update to the O'ahu General Plan is on-going. The department initiated the planning process for 6 stations related to the transit-oriented rail transit project, and planning for an additional 8 stations is on-going.

Building code inspections conducted decreased by 6% in FY 2011 (66,788) compared to FY 2007 (71,331). The total number of building code violation notices issued declined 23% in FY 2011 (582) compared to FY 2007 (752). In addition, the division addressed 3,821 building code complaints in FY 2011, a 198% increase from 1,281 complaints in FY 2007. In FY 2011, the division reviewed 5,343 building/sign permit applications, a 40% decrease from 8,876 applications in FY 2007.

POLICE DEPARTMENT (page 117)

The city charter states the Honolulu Police Department (HPD) chief is responsible for preserving the public peace; protecting the rights of persons and property; preventing crime; detecting and arresting offenders against the law; and enforcing and preventing violations of all state laws and city ordinances. The city goal is to maintain public safety. The City and County of Honolulu covers nearly 600 square miles and has a population totaling approximately 955,775. Tourists add over 7.1 million persons to the annual population. The HPD is accredited by the Commission on Accreditation for Law Enforcement Agencies, Inc. The Honolulu Police Department consists of several bureaus and divisions including Patrol, Traffic, Central Receiving, and Criminal Investigation. Other divisions are Juvenile Services, Narcotics and Vice, and Specialized Services; and support activities such as the forensic laboratory, information and telecommunications systems, and training academy. In FY 2011, department's expenditures totaled \$227.3 million, an increase of 23% from FY 2007. Revenues for FY 2011 totaled \$11.5 million and came from intergovernmental revenue, licenses and permits, service charges, and fines and forfeitures. Authorized departmental staffing consisted of uniformed and civilian personnel (2,730 FTEs) which is augmented by reserve personnel who serve as sworn police officers on a voluntary, non-salaried basis. Vacant positions increased 24% from FY 2010 to FY 2011.

In January 2010, HPD formed the Asia-Pacific Economic Cooperation Planning Group to plan, prepare, and facilitate a safe, uninterrupted global event with minimal inconvenience to the public. In FY 2011, there were 913,426 calls for service. The calls were for police services (75%); fire (6%); emergency services (8%); and miscellaneous services (11%) that included poison control and crisis center calls. The average response time for Priority 1 calls improved 1.26 minutes: from 8.4 minutes to 7.14 minutes. The average response time for Priority 2 calls improved 2.34 minutes from 14.39 to 12.05 minutes due to an increase in staffing and in-service training.

Honolulu experienced a 17% overall decline in crime over the last five fiscal years, including a decrease in arrests and an increase in clearance rates for homicide, robbery, and larceny-theft offenses. The criminal investigation division formed a new crime analysis unit that made great strides with predictive policing and identification of serious crimes. The division also implemented a cold case review of all homicides from 1970 to the present. The review included the physical reorganization of the cases, as well as a review of the cases to ensure that all possible investigative strategies were maximized. A database of the cases was developed to allow future investigators to be able to quickly determine exactly what investigative actions and forensic tests had been conducted.

The department's goals include providing excellent service through partnerships that build trust, reduce crime, create a safe environment, and enhance the quality of life. Other goals include improving traffic safety, reducing household violence, and supporting positive activities for juveniles. The HPD worked with many community partners to provide safer traffic strategies based on the police chief's strategic plan for guiding the Honolulu police department through the year 2015. During FY 2011, the department maintained ongoing commitments to improve neighborhoods and communities through several projects that gathered volunteers from the community, department and the city to eradicate graffiti, remove rubbish and derelict vehicles, and address chronic problems. The department expanded its use of low-profile marked vehicles to enhance enforcement and provide support to its patrol districts. Traffic fatalities have steadily declined over the past five years due to increased enforcement efforts. Deaths among pedestrians and motorcyclists continue to be a significant focus of enforcement and education efforts. Community support and education programs play an important role in reducing collisions. These include Community Traffic Awareness Partnerships and special programs that educate drivers, pedestrians, the elderly, and children regarding pedestrian safety.

On July 1, 2009, the Mobile Electronic Devices Law (Sect. 15-24.23, ROH) took effect. The Mobile Electronic Devices Law prohibits the use of mobile electronic devices while operating a motor vehicle. In FY 2011, there were 11,198 citations in violation of the law.

PROSECUTING ATTORNEY (page 123)

The city charter requires the Department of the Prosecuting Attorney to serve and advance the general welfare and safety of city and county residents. The department goals and objectives were to promote and ensure public safety through effective, efficient and just prosecution, and to prosecute violations of all statutes, ordinances and regulations for which there are criminal sanctions. The department's expenditures totaled \$17.8 million (FY 2011), an increase of 6% from \$16.8 million (FY 2007). Total authorized staffing was 287.5 FTEs. Vacant positions increased 25% from 45.5 FTEs (FY 2007) to 57 FTEs (FY 2011). A new prosecuting attorney was elected and assumed office in October 2010.

The department has five divisions. Two deputy prosecutors were added to the elder abuse justice division to address reported increases in crimes against senior citizens. In FY 2011, the unit initiated 127 cases of elder abuse, an increase of 51% compared with 84 cases in FY 2010. In FY 2011, the department teamed with the Better Business Bureau of Hawai'i and the Honolulu Police Department to conduct a news conference to caution senior citizens of frauds and scams; set up booths at senior expos and health fairs to educate senior citizens about potential scams; and was recognized by *Generations*, a senior-oriented magazine, for its efforts to protect the elderly. An individual was sentenced to 5 years in prison for taking money from senior citizens in exchange for yard work that was never done.

In other divisions, the department made preparations to add deputies to the domestic violence unit, and focused attention on crystal methamphetamine trafficking, cybercrimes and animal cruelty. In FY 2011, the department prepared and finalized plans for two major initiatives: the Hawaii International Drug Trafficking Summit, and the first phase of the Honolulu Family Justice Center. Other accomplishments include the indictment of an alleged leader of a 5-person identity-theft ring that obtained personal information from 145 residents and stole an estimated \$200,000 during a 6-month period, and the indictment of the owners of a Waimanalo puppy mill who are awaiting trial and pleaded no contest to animal cruelty. The department initiated a courthouse dog program, the first of its kind in Hawaii, which uses a specially trained service dog to help victims of crime, particularly children, overcome the stress of interviews with counselors and police.

ROYAL HAWAIIAN BAND (page 125)

The city charter establishes the Royal Hawaiian Band. Its mission, as the official band representing the mayor and the City and County of Honolulu at public events and private functions, is to create goodwill and promote Honolulu and the State of Hawai'i through its music. 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. The Royal Hawaiian Band expenditures totaled \$1.8 million in FY 2011, a decline of 4% from \$1.9 million in FY 2007. Total authorized staffing remained level at 40 FTE over the last 5 years. In FY 2011, the former bandmaster retired and a new bandmaster was appointed. The band issued its fourth recording, staged 312 performances, and prepared for its 175th anniversary celebration. The lack of a permanent indoor practice facility continues to impact its rehearsals.

TRANSPORTATION SERVICES (page 127)

The Department of Transportation Services' mission is to provide safe, efficient multi-modal movement on city streets and roadways; and to plan and coordinate public mass transportation systems, bicycle and pedestrian facilities. Its goal is to plan, implement, and construct the new Honolulu High-Capacity Transit Corridor Project (HHCTCP) system. It has six divisions to support the Transportation Commission; provide public transit (which includes the fixed-route bus transit system (TheBus) and the paratransit system (TheHandi-Van)); and oversee the O'ahu Transit Service (OTS) contractor that manages and operates the public transit system. Other divisions plan and manage the transportation capital improvement program and budgets; conducts studies and analysis for the safe, efficient, and effective operation of the streets and roadways; and design, implement, operate and maintain over 795 state and city traffic signals on the island. In FY 2008, a new division assumed responsibility for planning, designing and constructing the new rail transit system. Over the past 5 years, the department's operating expenditures have increased 25%, from \$173.5 million in FY 2007 to \$217 million in FY 2011; the department's staff increased 84%, from 149 FTE (FY 2007) to 274 FTE (2011); and complaints decreased 7%.

TheBus observed 40 years of operation and ranked 12th among the nation's largest bus agencies (by boardings) and TheHandi-Van ranked 29th (with 9.6 million passenger miles) in 2009. TheBus provides more than 70 million rides to residents and visitors each year. In the 2011 National Citizen SurveyTM, residents (67%) rated TheBus or TheHandi-Van services as excellent or good. To ensure public transit meets the needs of people with disabilities, senior citizens, and people with limited incomes, the department brought together transit, social services agencies, transportation providers, and other community providers to improve transportation options.

Residents rating ease of car travel excellent or good declined from 25% (2010) to 23% (2011). In 2011, 69% of the respondents rated condition of sidewalks, crosswalks and bike lanes and pedestrian safety as moderate or major problems in Honolulu. In 2011, residents rating traffic signal timing excellent or good decreased from 37% (2010) to 35% (2011). Residents rating traffic flow on major streets excellent or good increased from 10% (2010) to 12% (2011).

A new Middle Street Intermodal Center was completed in FY 2011. The department allocated more than \$1 million to support the November 2011 Asia-Pacific Economic Cooperation (APEC) conference, including the installation of security traffic cameras, 10 buses and 29 handivans for APEC use; and extensive rerouting of buses. The department awarded seven contracts totaling \$2.1 billion for the design, engineering, construction and review of various aspects of the new rail transit system. Pedestrian fatalities decreased from 21 deaths (FY 2007) to 16 deaths (FY 2011).

BOARD OF WATER SUPPLY (page 135)

The Revised Charter of Honolulu gives the Honolulu Board of Water Supply (BWS) full and complete authority to manage, control, and operate O'ahu's municipal water supply and distribution systems. It supplies approximately 150 million gallons of water a day to roughly one million customers through an intricate system of 94 active potable water sources, 170 reservoirs, and nearly 2,100 miles of pipelines. As a semi-autonomous agency, the BWS is governed by a seven-member board of directors that appoints the BWS Manager and Chief Engineer to run the entity's operations. Its mission of *Water for Life* is to provide a safe and dependable water supply, now and into the future.

In FY 2011, the department awarded \$26.3 million in capital program contracts, an 11% increase from the \$23.7 million awarded in FY 2007. The department's increased construction spending was necessary to repair, replace, and improve the city's aging municipal water infrastructure. Professional services contract expenditures increased 48% from FY 2007 (\$2.9 million) to FY 2011 (\$4.3 million). The professional services contracts were for information technology systems needed to support the department's core operations, waterworks materials, services and supplies, and automotive and construction equipment.

The board's objective for resource sustainability is to protect and efficiently manage natural groundwater supplies. The water conservation program calls for effective water management policies, practices that reduce per capita use of potable water, and encourages sustainable behavior and practices for all users. In FY 2011, residential water use totaled 29 billion gallons, a 6% decline from 30.7 billion gallon in FY 2007. Yearly average residential water use decreased 6% from 33,934 gallons in FY 2007 to 30,424 gallons in FY 2011. Recycled water use is an important component of conservation strategies to reduce potable water consumption. In FY 2011, the department reports that the Honouliuli Water Recycling Facility produced an average of 7.5 million gallons of recycled water per day, which was used to meet the West O'ahu 'Ewa region's irrigation and industrial needs. In FY 2011, the 'Ewa region used an average of 14.3 million gallons per day, a 7% decline from 15.4 million gallons in FY 2007.

The board's strategic objective for economic sustainability calls for a financial strategy that supports the department's operating and capital needs. On July 1, 2010, the BWS implemented a power cost adjustment of 2.8 cents per 1,000 gallons of water used to help pay for unexpected electrical cost surcharges incurred during FY 2010. The adjustment is reviewed annually and recovers only the surcharges from the previous fiscal year. Department estimates indicate the typical monthly water bill for a single-family residence rose 41% from \$28.09 in FY 2007 to \$39.55 in FY 2011. The department implemented a 5% water rate increase on July 1, 2010 to keep up with the rising cost of delivering water to customers. Additional water rate increases of 9.65% are expected for each of the next five years. The funds are needed to replace pipelines, upgrade pumps, reservoirs, and water treatment plants.

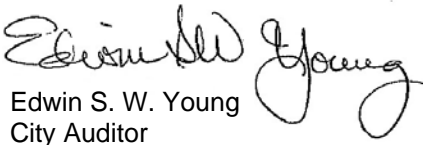
The department continues to focus efforts on improving its core services, addressing aging infrastructure, and ensuring the reliability and quality of water provided to all its customers. The department's goal for number of main breaks was less than 400 breaks per year. The total number of water main breaks in FY 2011 totaled 333. In FY 2011, the number of water main breaks per 100 miles of pipeline was 16 breaks; compared to 17 breaks in FY 2007. The department reports the number of breaks was better than the national standard of 25-30 breaks per 100 miles of pipeline. The number of pipeline miles replaced declined 85% from 6.7 miles (FY 2007) to 1 mile (FY 2011). The number of recycled water pipeline added came to a standstill in FY 2011, compared to 0.7 miles added in FY 2007.

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 24 present the mission statements, goals and objectives, description of services, resources, background information, workload, performance measures, and survey results for the various city services. The full results of the *National Citizen Survey* and Benchmark Report are attached in the appendices. City priorities are discussed in Chapter 1. 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 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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THE NATIONAL CITIZEN SURVEY™

City and County of Honolulu, HI 2011

City and County of Honolulu, HI 2011 Benchmark Report

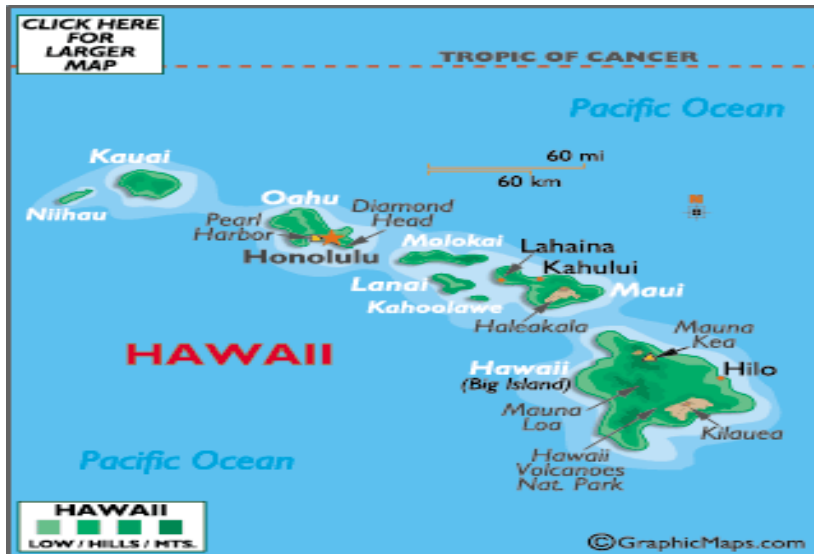
Attachment 1

Attachment 2

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BACKGROUND

Maps of Hawai'i with Honolulu



Source: <http://www.worldatlas.com/webimage>

INTRODUCTION

This is the City Auditor's second Service Efforts and Accomplishments Report for the City and County of Honolulu. The report is intended to be informational. It provides data about the costs, quality, quantity, and timeliness of city services. It includes a variety of comparisons to other cities and the results of a citizen survey. The purpose of the report is 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, improve governmental efficiency and effectiveness, provide data for future decision making, and improve the delivery of public services.

The report contains summary information on spending and staffing, workload, and performance results for the fiscal year ended June 30, 2011 (FY 2011)¹. It also includes the results of a resident survey rating the quality of city services. The report provides two types of comparisons:

¹ The City and County of Honolulu Comprehensive Annual Financial Report (CAFR) was released at the end of calendar year 2011. The City and County of Honolulu

- Five-year historical trends for Fiscal Years 2007 through 2011.
- Selected comparisons to other cities.

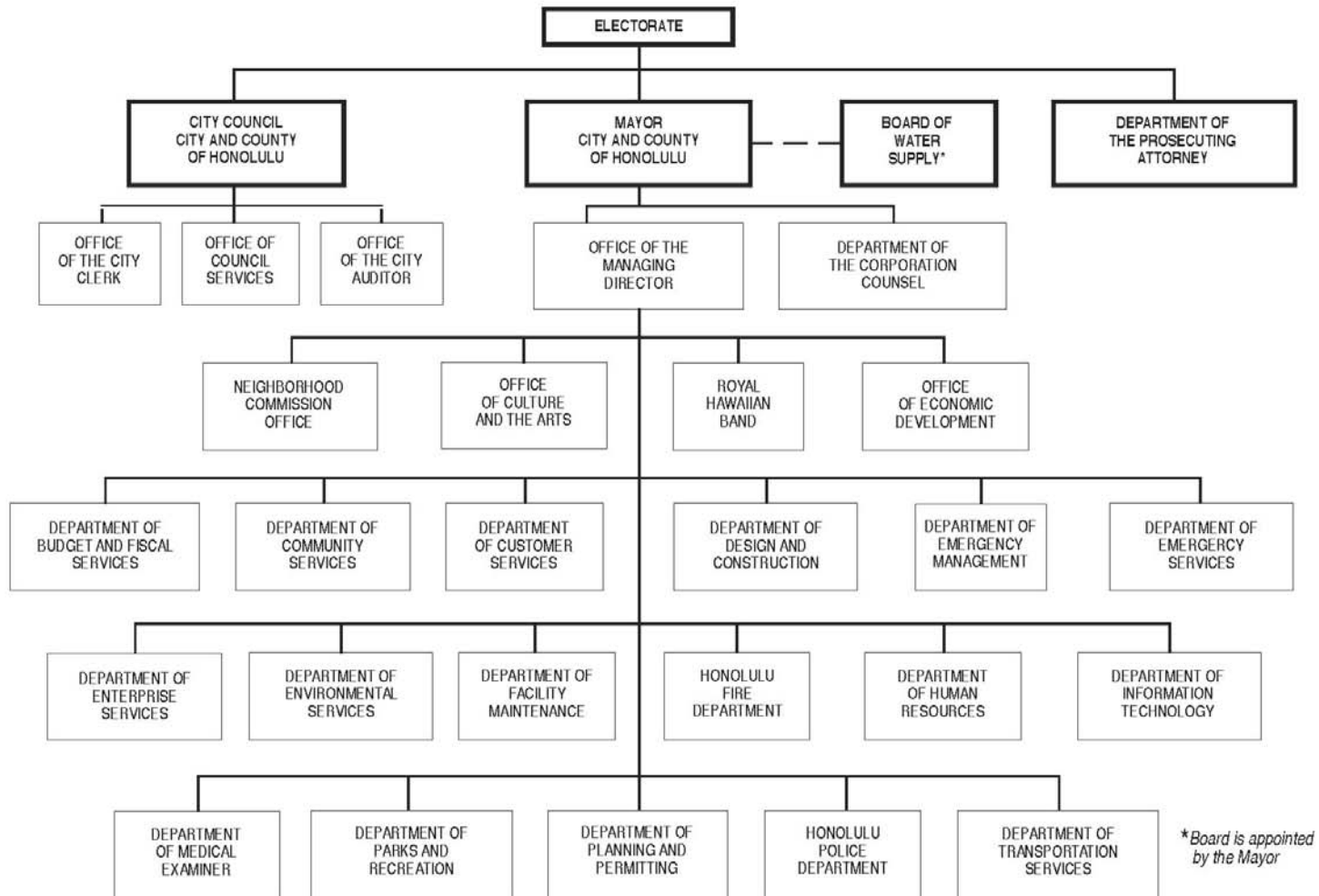
There are many ways to look at services and performance. This report looks at services on a department-by-department basis. All city departments are included in our review.

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 24 present the mission statements, description of services, background information, workload, performance measures, departmental 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
- Royal Hawaiian Band
- Transportation Services
- Honolulu Board of Water Supply

Executive Budget was released on March 2, 2012. As result, the City and County of Honolulu was unable to submit a SEA report until after March 2, 2012.

CITY AND COUNTY OF HONOLULU ORGANIZATION CHART



Source: City and County of Honolulu

Not Shown: Office of Housing and Honolulu Authority for Rapid Transportation

COMMUNITY PROFILE

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 1893 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 955,775 residents. This is about 70% of the state's total population of 1,363,621 people. Of the total Honolulu population, 138,587 (14.5%) was 65 years and older. Population density is 1,586.7 persons per square mile. Tourism is the city's principal industry, followed by federal defense expenditures and agricultural exports. Tourists increase Honolulu's de facto population 7.1 million per year.

DEMOGRAPHICS

The population of Honolulu is diverse and multi-cultural. According to census statistics, the population for the City and County of Honolulu was 955,775 as of July 1, 2010. The major ethnic groups were white (20.8%), Asian (43.9%), and native Hawaiian or Pacific Islanders (9.5%).

<u>Race-ethnicity</u>	<u>Percent</u>
White	20.8%
Asian ³	43.9%
Black or African American	2.0%
Native Hawaiian and Other Pacific Islander ⁴	9.5%
American Indian/Alaska Native	0.3%
Hispanic or Latino (of any race)	8.1%
White person, not Hispanic	19.1%
<u>Other / Two or more races</u>	<u>22.3%</u>

Source: U.S. Census Bureau (<http://censtats.census.gov/cgi-bin/usac/usatable.pl>)

² The U.S. Census Bureau continuously updates its statistics, so data may not match prior SEA information.

³ Asian includes Asian Indian, Chinese, Filipino, Japanese, Korean, Vietnamese and other Asian.

⁴ Native Hawaiian and Other Pacific Islander includes Samoan, Guamanian, Chamorro, and other Pacific Islanders.

Foreign born persons were 18.4% of the population and 26.7% reported a language other than English was spoken at home. 89.7% of residents had at least a high school diploma or its equivalent. Of these, 30.7% had a bachelor's degree or higher.

According to the U.S. Census Bureau Quickfacts, Honolulu had 303,794 households with an average of 2.87 persons per household. Median household income was \$67,019 per year and per capita personal income was \$29,221. Persons below the poverty level were estimated at 9.7%. Mean travel time to work was 26.8 minutes. Housing totaled 336,899 units and homeownership was 56%. The median value for owner-occupied housing units was \$537,800.

The following table shows population by age as of 2010:

<u>Age</u>	<u>Population</u>	<u>Percent</u>
Under 18 years	211,226	22.1%
18 to 64 years	605,961	63.4%
65 years and over	138,587	14.5%

Source: U.S. Census Bureau 2010

NATIONAL RANKING

According to the State of Hawai'i, the City and County of Honolulu ranked as the 55th largest metropolitan statistical area and the 52nd 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 number 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 work. Hawai'i ranked number two for the number of workers in the service sector. In the nation, Hawai'i had the highest median housing value and ranked in the bottom four for home ownership. Hawai'i's cost of living was one of the highest in the nation.

OVERALL COMMUNITY QUALITY

The 2011 National Citizen Survey™ results indicate a need to improve resident perceptions regarding Honolulu’s quality of life. When asked to rate the overall quality of life in Honolulu, 70% of residents said excellent or good. When asked to rate Honolulu as a place to live, 80% gave excellent or good ratings.⁵ These ratings placed Honolulu in the 23rd to 42nd percentile when compared to the national benchmarks. When compared to cities with populations of 300,000 residents or more, the rankings changed.

The ratings for these and other questions are shown below.

Community Quality Ratings	Percent Rating Honolulu Excellent or Good	National Ranking	City Population 300,000+ Ranking
Overall quality of life	70%	282/408	15/30
Honolulu as a place to live	80%	198/340	9/31
Neighborhood as a place to live	70%	208/269	13/21
Services to seniors	49%	234/274	17/22
Services to youth	45%	161/250	7/19
Services to low-income	46%	97/219	2/19

Source: National Citizen Survey™ 2011 (Honolulu)

SENSE OF COMMUNITY

Although residents gave low ratings for some services, 80% responded they would remain in Honolulu for the next five years. This placed Honolulu in the 24th percentile and below the national benchmark. 73% indicated they would recommend living in Honolulu to someone who asks. According to the National Research Center, intentions to stay and willingness to make recommendations, provide evidence that the city provides services and amenities that work although many ratings were below the national benchmarks.

A majority of residents (50%) rated Honolulu’s “sense of community” as excellent or good. This rating was below the national benchmarks and placed Honolulu in the 29th percentile. 53% gave excellent or good ratings for the city’s overall appearance and placed the city in the 26th percentile compared with other jurisdictions. 41% rated cleanliness as good or excellent. The rating for cleanliness placed Honolulu in the 8th percentile nationally, or 163 out of 178 jurisdictions. Most residents (63%) felt that the Honolulu community was open and accepting towards people of diverse

backgrounds. This was similar to the national benchmarks and placed the city in the 55th percentile.

Community Characteristics	Percent Rating Honolulu Excellent or Good	National Ranking	City Population 300,000+ Ranking
Overall image/reputation of Honolulu	66%	166/288	7/21
Quality of overall appearance of Honolulu	53%	233/313	12/20
Cleanliness of Honolulu	41%	163/178	12/14
Openness and acceptance of the community toward people of diverse backgrounds	63%	112/247	5/17
Sense of community	50%	199/278	6/18

Source: National Citizen Survey™ 2011 (Honolulu)

The survey also included questions to assess resident involvement with neighbors. 51% of residents reported talking to or visiting their immediate neighbors at least several times a week, which is similar to other jurisdictions.

⁵ As a place to retire, 53% gave excellent or good ratings. As a place to work, 53% said excellent or good.

COMMUNITY AMENITIES

In comparisons to other jurisdictions, Honolulu residents gave high ratings for ease of bus travel in Honolulu, air quality, and drinking water quality. A high rating was also given for opportunities to attend cultural events. These satisfaction levels placed Honolulu above the national benchmarks. Other rankings indicated efforts to improve these service areas should continue.

Community Amenities	Percent Rating Honolulu Excellent or Good	National Ranking	City Population 300,000+ Ranking
Ease of bus travel in Honolulu	51%	54/186	2/16
Air Quality	70%	83/215	1/18
Drinking Water	74%	96/278	5/20
Opportunities to attend cultural events	71%	50/277	3/20

Community Amenities	Percent Rating Honolulu Excellent or Good	National Ranking	City Population 300,000+ Ranking
Shopping opportunities	72%	50/261	5/12
Recreation opportunities	69%	85/272	7/20
Traffic flow on major streets	12%	241/243	17/17
Availability of affordable quality housing	9%	270/279	22/22
Employment opportunities	26%	152/276	16/23
Availability of affordable quality health care	34%	190/219	16/18
Availability of affordable quality child care	15%	209/215	15/15

Source: National Citizen Survey™ 2011 (Honolulu)

In 2011, the rate of population growth in Honolulu was viewed as too fast by 67% of survey respondents. Survey respondents rated economic development as excellent or good (26%), fair or poor (74%) and job growth as too slow (82%).

Other factors affecting the perception of residents include availability of public parking, street cleaning, sidewalk maintenance, and street repair. For example, 13% of Honolulu residents rated street repair as good or excellent, 28% as fair, and 58% as poor. This satisfaction level places the city in the 2nd percentile and is much below the comparison for other cities nationally.

Street repair has been a frequent topic in Honolulu discussions. In June 2005, the City Auditor issued an “Audit of the City’s Road Maintenance Practices” with recommendations to improve the street maintenance program. The street maintenance program has been a priority for past mayors. Efforts have been made to improve this service area and the survey results appear to indicate these efforts should continue.

Transportation and Parking Services	Percent Rating Honolulu Excellent or Good	National Ranking	City Population 300,000+ Ranking
Street repairs	13%	387/393	29/29
Street cleaning	30%	261/272	9/11
Street lighting	46%	261/300	14/16
Sidewalk maintenance	26%	241/255	8/9
Traffic signal timing	35%	198/210	11/11
Amount of public parking	12%	201/203	12/12

Source: National Citizen Survey™ 2011 (Honolulu)

KEY DRIVER ANALYSIS

This year’s survey report from the National Research Center (see Attachment 1 of this report) analyzed the responses from the city and county’s National Citizen Survey to provide an analysis of “Key Drivers” and an overall evaluation of services by category. According to the report, local government core services – like fire protection - land at the top of the list when residents are asked about the most important local government services. Key Driver Analysis however reveals service areas that influence residents’ overall ratings for quality of government services. Examining services that have the greatest likelihood of influencing residents’ opinions about overall service quality may help government better focus its efforts.

Based on Honolulu’s 2011 survey results, police services, emergency preparedness, recycling, and code enforcement were the areas most strongly correlated with ratings of overall service quality.

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. For achieving these purposes, its 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.⁶

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. To mitigate the economic downturn and maintain a balanced budget, the city raised sewer and other fees, restricted agency budgets, and implemented spending restrictions. The latter included a freeze on hiring; restrictions on reorganizations that created new and higher level positions; and restrictions on purchases and travel. The city focused on basic city services, improving infrastructure, and upgrading facilities such as the sewer and wastewater collection systems. The proactive steps generated savings as revenues from tourism and real property assessments remained relatively flat or declined.


⁶ In 1998, major changes reorganized city government, 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.

Unemployment in the City and County of Honolulu was:

<u>Year</u>	<u>Unemployment Rate</u>
2007	2.7%
2008	4.8%
2009	5.9%
2010	5.4%
2011	5.7%

Source: U.S. Bureau of Labor Statistics

CITY PRIORITIES

The city continues to focus on fiscal stability while maintaining quality municipal services and minimizing increases in fees and taxes. For this report, the mayor's FY 2011 priorities (designated with this symbol ) were:

-  Transportation
-  Economic Development
-  Good Government
-  Fiscal Responsibility
-  Focus on Technology for the Future

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, direct inputs at public hearings, communications to department heads and elected officials, and testimony at city council meetings. Department heads synthesize resident inputs, the 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 on his or her analysis of these inputs, State of Hawai'i and federal government requirements, and priorities he or she determines are appropriate for the city and county.

SCOPE AND METHODOLOGY

The Office of the City Auditor prepared this report in accordance with the City Auditor's FY 2011 Work Plan. The scope of our review covered information and results for the city's departments for the fiscal year beginning July 1, 2006 (FY 2007) and ending June 30, 2011 (FY 2011).

We conducted this work in accordance with generally accepted government auditing standards. These standards require that we plan and perform the audit to obtain sufficient, appropriate evidence to provide a reasonable basis for our findings and conclusions based on our audit objectives. We believe that the evidence obtained provides a reasonable basis for our findings and conclusions based on our audit objectives.

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. Our 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 the department's brief explanation of internal or external factors that may have affected the performance results. However, while the report may offer insights on service results, these insights are for informational purposes and do not thoroughly analyze the causes of negative or positive performance. Some results or performance changes can be explained simply. For others, 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

⁷ On December 15, 2008 GASB issued Concepts Statement No.5, Service Efforts and Accomplishments Reporting, which amended Concepts Statement No.2. Further information is on-line at <http://www.gasb.org/st/index.html>.

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.

In 2003, GASB issued a special report on *Reporting Performance Information: Suggested Criteria for Effective Communication* that describes 16 criteria that state and local governments can use when preparing external reports on performance information.⁸ Using the GASB criteria, the Association of Government Accountants (AGA) initiated a Certificate of Excellence in Service Efforts and Accomplishments Reporting project in 2003. In November 2011, Honolulu's 2010 SEA Report received AGA's Silver Award for Service Efforts and Accomplishments Reporting.

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.

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

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

⁹ The budget is on-line at <http://www1.honolulu.gov/budget/execbgt/index1.htm>.

jurisdictions, and benchmarking information from the ICMA¹⁰ and other professional organizations. We used audited information from the Comprehensive Annual Financial Reports (CAFR) for the City and County of Honolulu (CAFR).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 departments 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 relevant 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.

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.

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,

The operating budget includes additional performance information.

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

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

¹² The operating budget may include additional performance targets for the budget benchmarking measures.

¹³ The full report of Honolulu's survey results can be found in Attachments 1-2.

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 November 2011. Completed surveys were received from 431 residents, for a response rate of 37%. 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.

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 2006	926,954
FY 2007	925,335
FY 2008	933,680
FY 2009	943,177
FY 2010	955,775
Percent change over last 5 years:	3%

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 decreased by 1.49% 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 2007	4.95%
June 2008	4.95%
June 2009	0.32%
June 2010	2.52%
June 2011	3.46%
Percent change over last 5 years:	-1.49%

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. For example, the California State Controller’s Office gathers and publishes comparative financial information from all California cities. We used this information where possible, but noted that cities provide different levels of service and categorize expenditures in different ways. Other data was extracted from the U.S. Census Bureau 2010 results and the 2011 State of Hawai’i Data Book issued by the State Department of Business, Economic Development and Tourism.

ACKNOWLEDGEMENTS

This report could not have been prepared without the cooperation and assistance of city management and staff from every city department. 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 *City of Palo Alto Service Efforts and Accomplishments* reports over the last 10 years.

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

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CHAPTER 1 – OVERALL SPENDING, STAFFING & ACCOMPLISHMENT OF CITY PRIORITIES

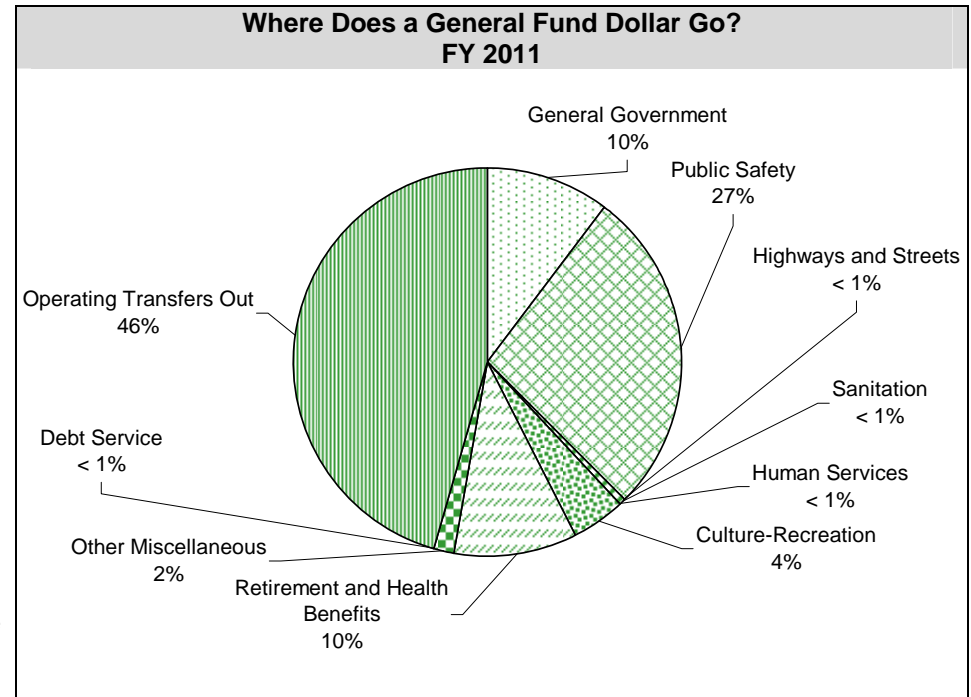
OVERALL SPENDING

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

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

The pie chart to the right shows where a General Fund dollar goes. The table below shows more detail. In FY 2011, the city's total General Fund expenditures and other uses of funds totaled \$1.195 billion. This included \$543 million in transfers to other funds (including \$185 million for debt service, \$71 million for bus subsidies and \$179 million for the Transit Fund).

Total General Fund spending increased 19% over the last five years (some expenses were transferred to other funds).



Source: Comprehensive Annual Financial Report (FY 2011)

General Fund Operating Expenditures and Other Uses of Funds (\$ million)

	General Government	Public Safety	Highways and Streets	Sanitation	Human Services	Culture-Recreation	Utilities and Other Enterprise	Retirement and Health Benefits	Other Miscellaneous	Debt Service	Capital Outlay	Operating Transfers Out	Total	Proprietary Funds Operating Expenditures
FY 2007	\$115.2	\$268.5	\$2.2	\$2.2	\$2.4	\$51.8	-	\$119.4	\$21.8	\$0.6	-	\$423.1	\$1,007.3	\$441.0
FY 2008	\$125.3	\$288.9	\$2.6	\$5.5	\$2.8	\$60.5	-	\$121.4	\$19.8	\$0.9	\$2.1	\$624.4	\$1,254.1	\$504.0
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	\$496.5
FY 2010	\$128.6	\$312.4	\$2.1	\$3.0	\$3.1	\$58.8	\$0.1	\$158.9	\$21.5	\$1.0	\$1.5	\$563.7	\$1,254.8	\$524.1
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	\$550.9
Change over last 5 years	6%	21%	-14%	72%	3%	-2%	-	3%	0%	-36%	-	28%	19%	25%

Sources: Comprehensive Annual Financial Reports (FY 2007-2011)

PER CAPITA SPENDING

As shown below, in FY 2011, General Fund operating expenditures and other uses of funds totaled \$1,250 per Honolulu resident, including operating transfers. Based on the State of Hawai'i's Data Book population estimate of 955,775 residents, we calculate the per capita cost per department in FY 2011 was about \$544.

Proprietary/special fund operating expenses totaled \$576 per capita. Honolulu's proprietary funds include funds for housing development, sewer, solid waste and the public transportation system.

Other funds are for 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 are the golf, special events, special projects, and farmers' home administration loan funds. The federal grants, housing and community development, and Section 8 funds contain federal grants.

Specialized funds exist for the Pauahi Project Expenditures, leasehold conversion, and special housing development funds. Funds also exist for general improvement bonds, highway improvement bonds, sewer revenue bonds, capital projects, and municipal stores.

Department	FY 2011	Department	FY 2011
Budget and Fiscal Services	\$15	Information Technology	\$17
Community Services	\$4	Legislative	\$12
Corporation Counsel	\$6	Mayor	\$1
Customer Service	\$18	Managing Director	\$2
Design and Construction	\$15	Neighborhood Commission	\$1
Emergency Management	\$1	Royal Hawaiian Band	\$2
Emergency Services	\$32	Medical Examiner	\$1
Environmental Services	\$5	Parks and Recreation	\$54
Facilities Maintenance	\$16	Planning and Permits	\$13
Fire	\$100	Police	\$207
Human Resources	\$5	Prosecuting Attorney	\$16
Total Per Capita Cost for City Operations = \$544 (rounded)			

Sources: Department of Budget and Fiscal Services and State of Hawai'i Data Book 2011

Per Capita Cost by Function (FY 2007 - 2011)

	Gen. Gov't	Public Safety	Highways & Streets	Sanitation	Human Svcs.	Culture-recreation	Retirement & Health Benefits	Other Misc	Debt Service	Capital Outlay	Operating Transfers Out	TOTAL	Proprietary Funds Operating Expenditures
FY 2007	\$124	\$290	\$2	\$2	\$3	\$56	\$129	\$24	\$1	-	\$456	\$1,087	\$476
FY 2008	\$135	\$312	\$3	\$6	\$3	\$65	\$131	\$21	\$1	\$2	\$675	\$1,355	\$545
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	\$0.4	-	\$568	\$1,250	\$576
Change over last 5 years	2%	18%	-16%	67%	-	-5%	-0.4%	-1%	-38%	-	24%	15%	21%

Sources: Comprehensive Annual Financial Reports (FY 2007-2011) and State of Hawai'i Data Book 2011

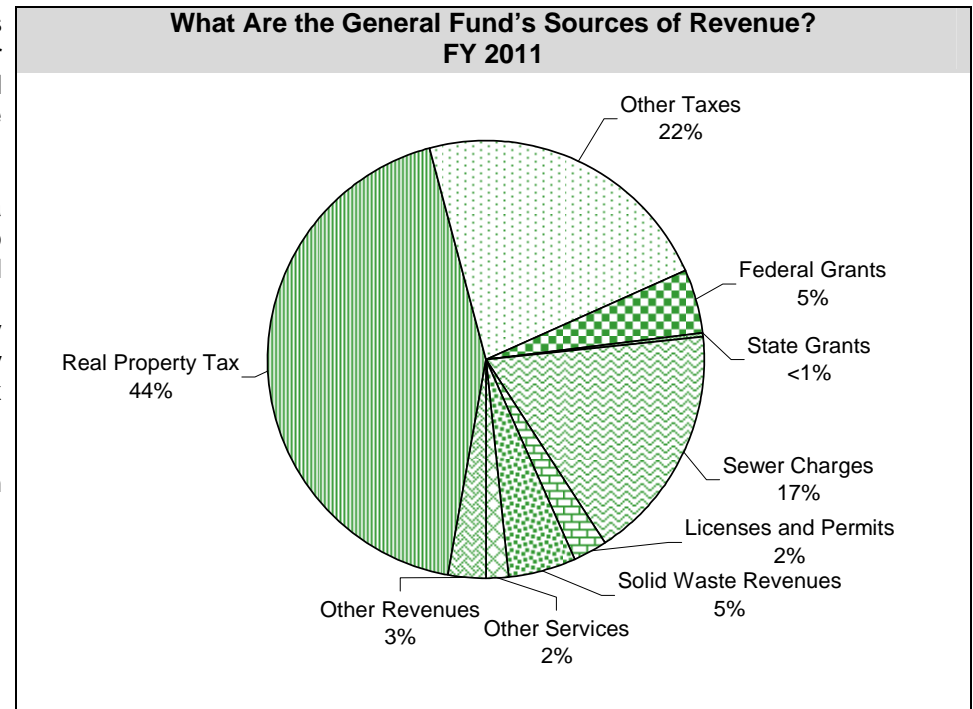
¹ Excludes the Honolulu Board of Water Supply which receives no General Funds.

REVENUES

The primary sources of operating revenues used to support city functions include real property tax, federal and state grants, sewer charges, charges for licenses and permits, solid waste revenues, charges for other services, and other revenues. Various other taxes including the fuel tax and motor vehicle weight 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 98.5%) 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 should be a diversified mix to reduce dependency on property tax and temporary revenues.

Over the last five years, total revenue has increased 23%. Total revenues in FY 2011 totaled \$1.85 billion. The largest sources of revenue are the real property tax (\$799.4 million) and sewer charges (\$323.4 million).



Source: Executive Operating Program and Budget (FY 2013)

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 2007	\$689.4	\$247.3	\$69.8	\$8.9	\$162.7	\$50.1	\$121.4	\$25.1	\$130.9	\$1,505.7
FY 2008	\$769.4	\$373.5	\$81.1	\$8.6	\$213.5	\$44.7	\$114.6	\$24.1	\$142.1	\$1,771.6
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	\$53.5	\$1,853.2
Change over last 5 years	16%	68%	27%	-25%	99%	-12%	-22%	13%	-59%	23%

Sources: Executive Operating Program and Budgets (FY 2009-2013)

¹ Other Taxes includes Fuel Tax, Motor Vehicle Weight Tax, Public Utility Franchise Tax, Excise Tax Surcharge (Transit), Transient Accommodations Tax, and Public Service Company Tax

² Other Revenues includes Bus Transportation Revenues

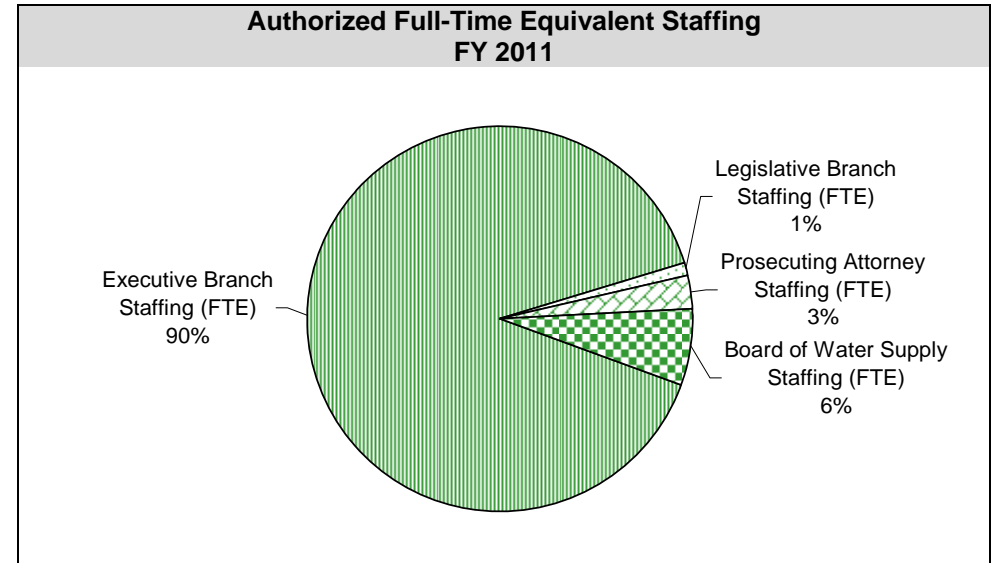
³ Not including Carry-Over revenues

AUTHORIZED STAFFING

City staffing is measured in full-time equivalent staff, or FTE. In FY 2011, there were a total of 10,968 authorized FTE citywide.¹ Citywide filled positions totaled 8,628 (78.7%) FTE and vacant positions were 2,340 FTEs (21.3%). The executive branch was authorized 10,127 FTE and filled 7,993 FTE positions. The executive branch vacancy rate was 21.1% or 2,134 FTE in FY 2011.

Over the last five years, total citywide FTE (including authorized temporary positions) increased 2% and the vacancy rate increased 2%. In the executive branch, authorized FTE staffing increased 6% and the vacancy rate increased 2% between FY 2007 and FY 2011.

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.



Sources: Department of Budget and Fiscal Services , Advantage Budget System (ABS) FY 2011, Honolulu City Council, and Honolulu Board of Water Supply

City Staffing (FTE) (FY 2007 to FY 2011)

Fiscal Year	Total Citywide Staffing (Estimated FTE)					Executive Branch Staffing (FTE)				
	Total City Authorized FTE	Authorized FTE (Filled)	Authorized FTE (Vacant)	Authorized FTE Filled (Percent)	Authorized FTE Vacant (Percent)	Total Authorized FTE	Authorized FTE (Filled)	Authorized FTE (Vacant)	Authorized FTE Filled (Percent)	Authorized FTE Vacant (Percent)
FY 2007	10,707.9	8,671.4	2,036.5	81.0%	19.0%	9,581.4	7,779.9	1,801.5	81.2%	18.8%
FY 2008	10,788.9	8,856.3	1,932.6	82.1%	17.9%	9,668.9	7,972.8	1,696.1	82.5%	17.5%
FY 2009	10,834.4	8,929.3	1,905.1	82.4%	17.6%	9,714.4	8,034.8	1,679.6	82.7%	17.3%
FY 2010	10,911.4	8,792.0	2,119.4	80.6%	19.4%	9,781.9	7,944.0	1,837.9	81.2%	18.8%
FY 2011	10,968.2	8,628.4	2,339.8	78.7%	21.3%	10,127.2	7,993.4	2,133.8	78.9%	21.1%
Change over last 5 years	2%	-0.5%	15%	-2%	2%	6%	3%	18%	-2%	2%

Sources: Full Time Equivalent (FTE) Department of Budget and Fiscal Services' BRASS data (FY 2007-FY 2010); Advantage Budget System (ABS) FY 2011, City Council Administration, and Honolulu Board of Water Supply

¹ FTE excludes personal services contract staff reported as 340 for the quarter ending June 30, 2011.

AUTHORIZED STAFFING (continued)

Authorized staffing in the Legislative branch¹ was 127 FTE, of which 125 were filled in FY 2011. The vacancy rate was 1.6% or 2 FTE. Authorized FTE increased 2% over the past five years and the authorized FTE filled rate has increased 2% to 125.0 FTE.

Authorized FTE for the Office of the Prosecuting Attorney remained stable between FY 2007 and FY 2011 at 287.5 authorized FTEs. It filled 230.5 FTE positions and had 57.0 FTE positions vacant. This represented a vacancy rate of 19.8%.

The Honolulu Board of Water Supply, a quasi-governmental entity within the City and County of Honolulu, was authorized 714 FTEs and filled 510 positions in FY 2011. The vacant 204 FTEs represented a vacancy rate of 28.6%. Filled positions in FTEs decreased 4% over the past five years.

	City Staffing (FTE) (FY 2007 to FY 2011)				
	Legislative Branch Staffing ¹ (FTE)				
	Total Authorized FTE	Authorized FTE (Filled)	Authorized FTE (Vacant)	Authorized FTE Filled (Percent)	Authorized FTE Vacant (Percent)
FY 2007	125.0	120.5	4.5	96.4%	3.6%
FY 2008	119.0	116.5	2.5	97.9%	2.1%
FY 2009	122.0	116.5	5.5	95.5%	4.5%
FY 2010	128.0	123.0	5.0	96.1%	3.9%
FY 2011	127.0	125.0	2.0	98.4%	1.6%
Change over last 5 years	2%	4%	-56%	2%	-2%

Source: Honolulu City Council

City Staffing (FTE) (FY 2007 to FY 2011)

	Prosecuting Attorney Staffing (FTE)					Honolulu Board of Water Supply Staffing (FTE)				
	Total Authorized FTE	Authorized FTE (Filled)	Authorized FTE (Vacant)	Authorized FTE Filled (Percent)	Authorized FTE Vacant (Percent)	Total Authorized FTE	Authorized FTE (Filled)	Authorized FTE (Vacant)	Authorized FTE Filled (Percent)	Authorized FTE Vacant (Percent)
FY 2007	287.5	242.0	45.5	84.2%	15.8%	714.0	529.0	185.0	74.1%	25.9%
FY 2008	287.0	251.0	36.0	87.5%	12.5%	714.0	516.0	198.0	72.3%	27.7%
FY 2009	287.0	249.0	38.0	86.8%	13.2%	711.0	529.0	182.0	74.4%	25.6%
FY 2010	287.5	238.0	49.5	82.8%	17.2%	714.0	487.0	227.0	68.2%	31.8%
FY 2011	287.5	230.5	57.0	80.2%	19.8%	714.0	510.0	204.0	71.4%	28.6%
Change over last 5 years	0%	-5%	25%	-4%	4%	0%	-4%	10%	-3%	3%

Sources: Honolulu City Council Administration, Full Time Equivalent (FTE) Department of Budget and Fiscal Services' BRASS data (FY 2007-FY 2010), Advantage Budget System (ABS) data FY 2011, and Honolulu Board of Water Supply

¹ Legislative Branch includes City Council, City Clerk, Council Services, and City Auditor.

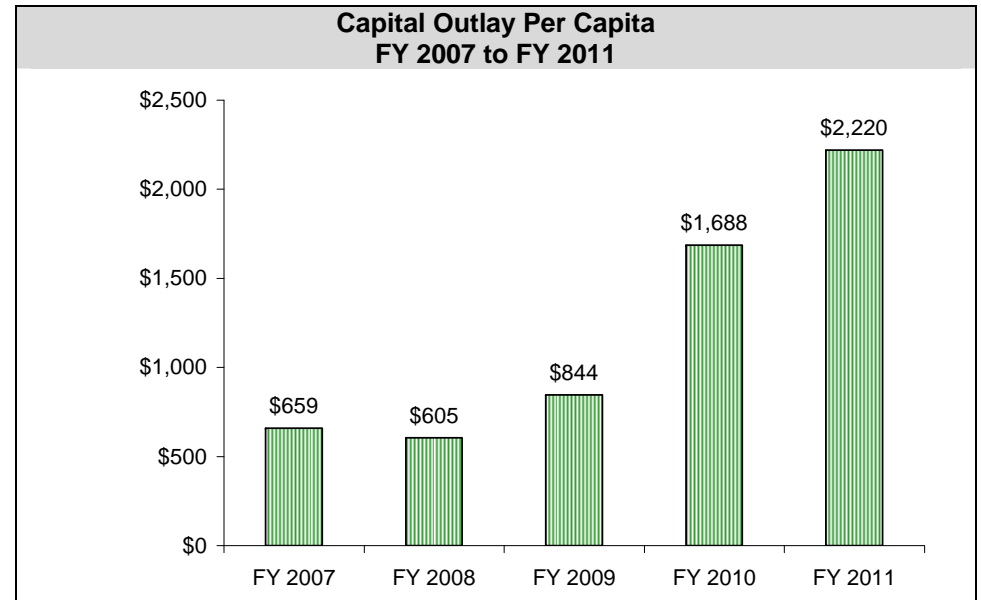
CAPITAL SPENDING

The Capital Improvement Program (CIP) budget focuses on core capital programs that maintain and upgrade essential infrastructure. Significant focus is on roads, sewers, refuse facilities, and transportation improvements.

FY 2011 funding totaled \$2.12 billion and was an increase of \$530 million over the previous year. More than \$1 billion is for the rail transit project. General government projects totaled \$29.6 million. Public safety CIP projects were \$55.6 million, highways and streets totaled \$126.6 million, and sanitation projects totaled \$493.8 million. Culture and recreation CIP projects totaled \$39.6 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.

Capital outlay increased over the past five years from \$611 million to \$2.12 billion. As shown in the chart on the right, capital outlay per capita increased from \$659 in FY 2007 to \$2,220 in FY 2011. Capital outlays increased the most for utilities and other enterprises (1,919%), public safety (77%) and highways and streets (58%) over the last five years.



Sources: Executive Operating Program and Budgets (FY 2009-2013) and U.S. Census Bureau

Capital Outlay (\$ million)

	General Government	Public Safety	Highways and Streets	Sanitation	Human Services	Culture-Recreation	Utilities and Other Enterprises	Total
FY 2007	\$45.6	\$31.4	\$80.0	\$344.6	\$15.1	\$27.1	\$67.2	\$611.0
FY 2008	\$30.0	\$24.5	\$62.1	\$286.3	\$14.5	\$22.4	\$120.4	\$560.2
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 ¹	\$29.6	\$55.6	\$126.6	\$493.8	\$20.4	\$39.6	\$1,356.1	\$2,121.7
Change over last 5 years	-35%	77%	58%	43%	35%	46%	1,919%	247%

Source: City and County of Honolulu Comprehensive Annual Financial Reports (FY 2009-2013) and Executive Operating Program and Budgets (FY 2009-2013)

¹FY 2011 Appropriated Capital Expenditures

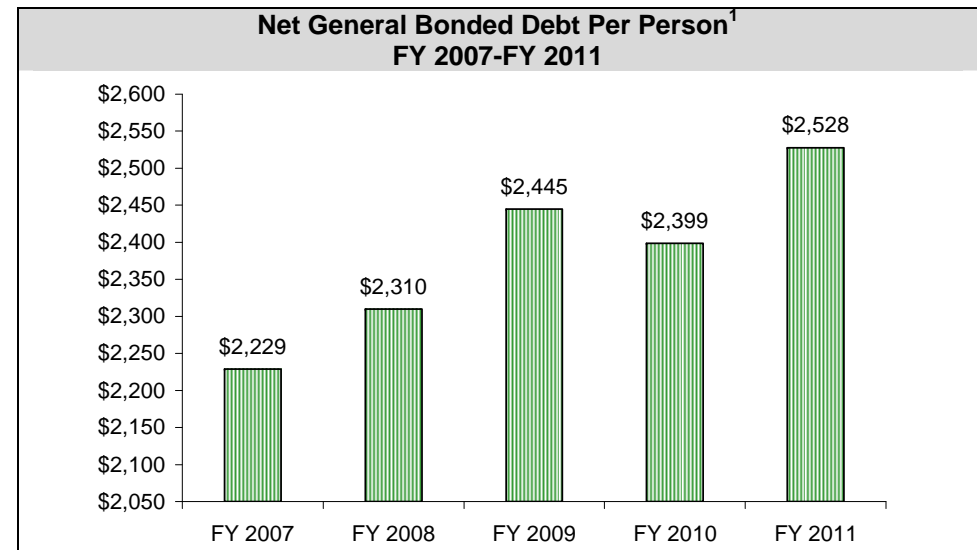
CITY DEBT

The city's debt policy is established by council resolution. 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 percent. Debt service on direct debt (excluding self-supported bonds), as a percentage of General Fund revenues should not exceed 20 percent. The total outstanding principal of the city's variable rate debt should not exceed 120 percent of the city's short-term investments.

Debt service as a percentage of operating budget increased from 17.0% in FY 2007 to 17.4% in FY 2011. Debt service as a percentage of General Fund revenue increased from 27.2% in FY 2007 to 30.4% in FY 2011.

The city's general obligation bond ratings between FY 2007 and FY 2011 improved from AA to AA+ under the Fitch rating system. Moody's bond ratings for city bonds also improved from Aa2 to Aa1. Bond ratings for the wastewater system revenue bond ratings showed similar improvements. The Board of Water Supply's bond ratings between FY 2007 and FY 2011 improved from Aa3 to Aa2 for Moody's rating system. Fitch ratings also improved between FY 2007 to FY 2011 from AA to AA+.

According to city finance reports, the authorized debt per Honolulu resident increased \$2,578 from FY 2007 to \$5,043 per resident as of December 31, 2010. According to the city finance reports, the increase was due to the approval of nearly \$2 billion in bonds for the rail transit project.




Sources: Office of Council Services Status of City's Finances (FY 2008-2011)




	Debt Service (\$ million)	Appropriated Executive Operating Budget (\$ million)	General Fund Revenues (\$ million)	Debt Service as a Percentage of Operating Budget	Debt Service as a Percentage of General Fund Revenue	Authorized Debt Per Person ²	Bond Ratings (FY 2007-FY 2011) ³					
							General Obligation Bond Ratings		Wastewater System Revenue Bond Ratings		Board of Water Supply	
							Moody's	Fitch	Moody's	Fitch	Moody's	Fitch
FY 2007	\$253.7	\$1,491.4	\$931.6	17.0%	27.2%	\$2,578	Aa2	AA	Aa3	AA-	Aa3	AA
FY 2008	\$281.4	\$1,638.4	\$986.0	17.2%	28.5%	\$2,856	Aa2	AA	Jr. A1, Sr. Aa3	Jr. A+, Sr. AA-	Aa3	AA
FY 2009	\$296.0	\$1,807.9	\$978.0	16.4%	30.3%	\$3,853	Aa2	AA	Jr. A1, Sr. Aa3	Jr. A+, Sr. AA-	Aa3	AA
FY 2010	\$301.8	\$1,805.2	\$1,020.1	16.7%	29.6%	\$5,043	Aa1	AA+	Jr. Aa3, Sr. Aa2	Jr. AA-, Sr. AA	Aa2	AA+
FY 2011	\$317.2	\$1,817.7	\$1,043.1	17.4%	30.4%	-	Aa1	AA+	Jr. Aa3, Sr. Aa2	Jr. AA-, Sr. AA	Aa2	AA+
Change over last 5 years	25%	22%	12%	0.5%	3%	-	-	-	-	-	-	-

Sources: Executive Operating Program and Budgets (FY 2009-2012), Comprehensive Annual Financial Report (FY 2011), Office of Council Services 2010 Status of the City's Finances, and Board of Water Supply Financial Statements (FY 2007-2011)

¹ Net Generated Bonded Debt: issued debt whose debt service payments are to be paid with property tax revenues. ² Per calendar year. ³ Excludes Standard & Poor's ratings.

ACCOMPLISHMENT OF CITY PRIORITIES

City priorities, missions, goals, and objectives are determined from several inputs. These sources include the Revised Charter of Honolulu; city council inputs; and department director analysis of resident inputs, mission and operational needs for their departments. Residents provide inputs through the city's 33 neighborhood boards; public hearings; communications to department heads and elected officials; and public testimony at city council meetings. The mayor's analysis of the inputs, State of Hawai'i and federal government requirements, and his priorities for the city and county resulted in five broad priorities for the city. These priorities (designated with this symbol ¹) were mentioned in the mayor's "State of the City" address on February 24, 2011:

-  Transportation
-  Economic Development
-  Good Government
-  Fiscal Responsibility
-  Focus on Technology for the Future

¹ Design courtesy of <http://www.kahiko.com/petroglyph.htm>

ACCOMPLISHMENT OF CITY PRIORITIES



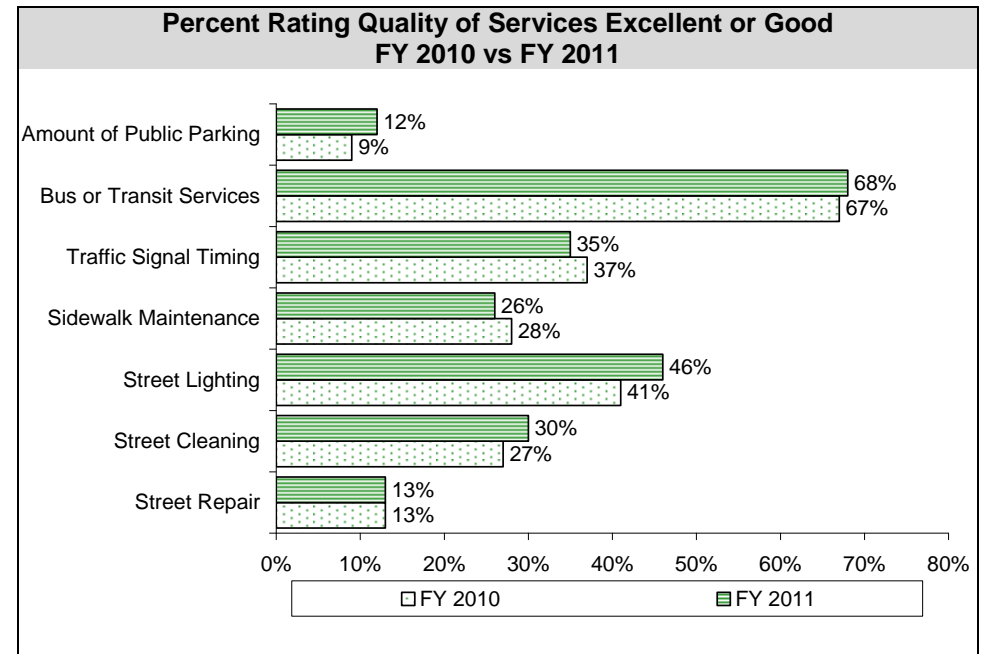
TRANSPORTATION

City Goal: The city's goal is to complete the \$5.2 billion, 20 mile elevated rail transit system between Kapolei in West Oahu and the Ala Moana Center in East Oahu. The 21 station project will connect several communities and activity centers.

Performance Measure: None

Performance Results: In November 2010, voters approved the creation of a semi-autonomous entity to operate the fixed guideway mass transit system. The Corporation Counsel assisted transitioning operations to the semi-autonomous Honolulu Authority for Rapid Transit (HART) which began operations on July 1, 2011. Project ground breaking occurred in FY 2011 in Kapolei. Contracts were awarded for the construction of the train vehicles, the system control center, and the design and construction of the second phase of the elevated guideway. Contract awards were \$165 million below the project estimates.

Honolulu residents rating transportation services excellent or good were: ease of bus travel (51%), ease of walking (51%), ease of car travel (23%); ease of bicycle travel (21%), and traffic flow on major streets (12%). Car, bicycle, and traffic flow were below the national benchmarks. Residents rating quality of life items excellent or good were: amount of public parking (12%), street repair (13%), sidewalk maintenance (26%), street cleaning (30%), traffic signal timing (35%), street lighting (46%), and bus or transit services (68%). These ratings were below the national benchmarks except for bus and transit services, which was much above the national benchmark.



Source: National Citizen Survey™ 2011 (Honolulu)

Honolulu residents strongly or somewhat support creating mass transit options such as bus or rail systems (65%). Residents rated the condition of roads and streets (80%) and the condition of sidewalks, crosswalks, and bike lanes (69%) as major or moderate problems.

Citizen Survey

	(% Excellent or Good)						(% Strongly or Somewhat Support)	(% Major or Moderate Problem)		
	Ease of Car Travel in Honolulu	Ease of Bus Travel in Honolulu	Ease of Bicycle Travel in Honolulu	Ease of Walking in Honolulu	Availability of Paths and Walking Trails	Traffic Flow on Major Streets	Creating Mass Transit Options	Condition of Roads and Streets	Condition of Sidewalks, Crosswalks, and Bike Lanes	Lack of Parking
FY 2007	-	-	-	-	-	-	-	-	-	-
FY 2008	-	-	-	-	-	-	-	-	-	-
FY 2009	-	-	-	-	-	-	-	-	-	-
FY 2010	25%	55%	22%	47%	31%	10%	-	-	-	-
FY 2011	23%	51%	21%	51%	37%	12%	65%	80%	69%	78%
Change over last year	-2%	-4%	-1%	4%	6%	2%	-	-	-	-

Sources: National Citizen Survey™ 2011 (Honolulu) and Mayor's Annual Report

ACCOMPLISHMENT OF CITY PRIORITIES



ECONOMIC DEVELOPMENT

City Goal: The city's economic development goals in FY 2011 included planning and preparing for the Asia-Pacific Economic Cooperation (APEC) conference and summit of Pacific-Rim heads of state, and supporting the city's rail construction project. The APEC event and the rail project reflect the city's efforts to revitalize and diversify the economy, create jobs, and bolster Honolulu's economic recovery from the lingering effects of the recession.

Performance Measure: None

Performance Results: In FY 2011, the city prepared for the APEC conference with the support and coordination of many city and county departments. The mayor's office worked closely with the APEC host committee to promote local businesses. Concurrently, the fire department dedicated \$4.6 million for planning, training exercises, and equipment to provide fire and life safety protection during the conference. The information technology department coordinated a system disaster recovery exercise which confirmed the city's ability to maintain critical services for the conference. The emergency management department spent \$268,700 for hardware and software upgrades that improved the city's security camera system.

The city expects the rail transit project to provide a major boost in jobs for local building trades and the broader island economy for many years to come. Honolulu's rail project has prompted transit-oriented development planning for neighborhoods adjacent to the planned 21 stations along the 20-mile route.

In FY 2011, the impact of the recession continues to affect the city's economic recovery. The Department of Planning and Permitting reported declines in the number of construction plans reviewed (-11%), sewer studies completed (-17%), sewer connection permits issued (-61%), and grading permits issued (-16%) compared to FY 2007. The department reviewed six zone change applications, a 70% decrease from the 20 zone change applications in FY 2007. An update to the O'ahu General Plan is on-going and the department continues to review the North Shore Sustainable Communities Plan (adopted in May 2011), the 'Ewa Development Plan, and the communities plans for East, Central, and West O'ahu.

The community services department's Workforce Investment Act programs served 12,698 job seekers in Honolulu. Over 450 companies participated in various job fairs in FY 2011. The Honolulu Film Office assisted with 515 projects that resulted in about \$250 million in direct spending by production companies.

Residents' ratings for economic development as excellent or good were: economic development (27%), employment opportunities (26%), overall quality of new development in Honolulu (39%), population growth as too fast (67%), and jobs growth as too slow (82%). Residents rated unemployment (88%) as a major or moderate problem. Residents rated the need for more economic job creation activities (77%), more economic development activities (67%), and expanding job training and development programs (65%) as essential or very important for the city to address in the next two years.

Citizen Survey

	(% Excellent or Good)					(% Major or Moderate Problem)	(% Essential or Very Important)		
	Overall Quality of New Development in Honolulu	Population Growth Seen as too Fast	Employment Opportunities	Jobs Growth Seen as too Slow	Economic Development	Unemployment	More Job Creation Activities	More Economic Development Activities	Expand Job Training & Development Programs
FY 2007	-	-	-	-	-	-	-	-	-
FY 2008	-	-	-	-	-	-	-	-	-
FY 2009	-	-	-	-	-	-	-	-	-
FY 2010	39%	65%	22%	86%	24%	-	-	-	-
FY 2011	39%	67%	26%	82%	27%	88%	77%	67%	65%
Change over last year	-	2%	4%	-4%	3%	-	-	-	-

Sources: National Citizen Survey™ 2011 (Honolulu), Honolulu Annual Department and Agency Reports (FY 2007-2011), Department of Customer Services, Office of Economic Development, Department of Planning and Permitting, and Department of Budget and Fiscal Services

ACCOMPLISHMENT OF CITY PRIORITIES



GOOD GOVERNMENT

City Goal: In FY 2011, the mayor's goals included government professionalism; transparency and public trust; and exceptional service to the public.

Performance Measure: None

Performance Results: With a focus on professional management and not politics, the administration sought to retain the knowledge and experience of its cabinet members who shared the mayor's vision of a lean, clean, and smart city looking to the future. Cabinet members and managers within departments were promoted and used to provide smooth transition from the old to new mayoral administration.

The Department of Budget and Fiscal Services received recognition from the Government Finance Officers Association (GFOA) for excellence in financial reporting and budgeting.

The Corporation Counsel helped the city enter into a global consent decree for the city's wastewater system with federal, state and environmental groups on December 17, 2010.

In FY 2011, the Department of Emergency Management was in compliance with the National Incident Management System (NIMS).

In FY 2011, 100% of the Honolulu Emergency Services Department's EMS personnel were re-certified by the Hawai'i State Board of Medical Examiners and the National Academy of Emergency Medical Services.

Also in FY 2011, 100% of Ocean Safety personnel received re-certification training in all areas of cardio-pulmonary resuscitation (CPR), first responder, and open water life guarding.

The Department of Enterprise Services won the 2011 American Institute of Architects, Honolulu Chapter's 2011 Merit and Members Choice Award for the renovation of the Honolulu Zoo's new entrance and gift shop.

The Honolulu Fire Department is accredited by the Commission on Fire Accreditation International, Inc (CFAI).

The Department of Environmental Services oversaw the city's compliance with the Storm Water Management Plan (SWMP) requirements under the National Pollutant Discharge Elimination Systems (NPDES) permits. The city received 5 Peak Performance Awards from the National Association of Clean Water Agencies (NACWA) recognizing permit compliance in five wastewater treatment plants.

The Department of Parks and Recreation maintained professional certifications in the International Society of Arboriculture (ISA), American Society of Consulting Arborists (ASCA), and State of Hawai'i among its staff.

The Department of Planning and Permitting's civil engineering branch completed its required annual training sessions for the National Pollutant Discharge Elimination Systems (NPDES).

The Honolulu Police Department was accredited by the Commission on Accreditation for Law Enforcement Agencies, Inc (CALEA).

Honolulu residents rating government as excellent or good included overall direction the city is taking (32%), value for services for the taxes paid (35%), job the city government does in welcoming citizen involvement (37%), overall image or reputation of the city (66%), and services provided by the city (53%). Four of the ratings were below the national benchmarks.

Citizen Survey (% Excellent or Good)

	Value of Services Paid to the City	Overall Direction the City is Taking	City's Welcoming of Citizen Involvement	Overall Image or Reputation of Honolulu	Services Provided by the City
FY 2007	-	-	-	-	-
FY 2008	-	-	-	-	-
FY 2009	-	-	-	-	-
FY 2010	33%	29%	33%	65%	45%
FY 2011	35%	32%	37%	66%	53%
Change over the last year	2%	3%	4%	1%	8%

Sources: National Citizen Survey™ 2011 (Honolulu), Honolulu Annual Department and Agency Reports (FY 2011), Mayor's Annual Report, and Honolulu Emergency Services Department

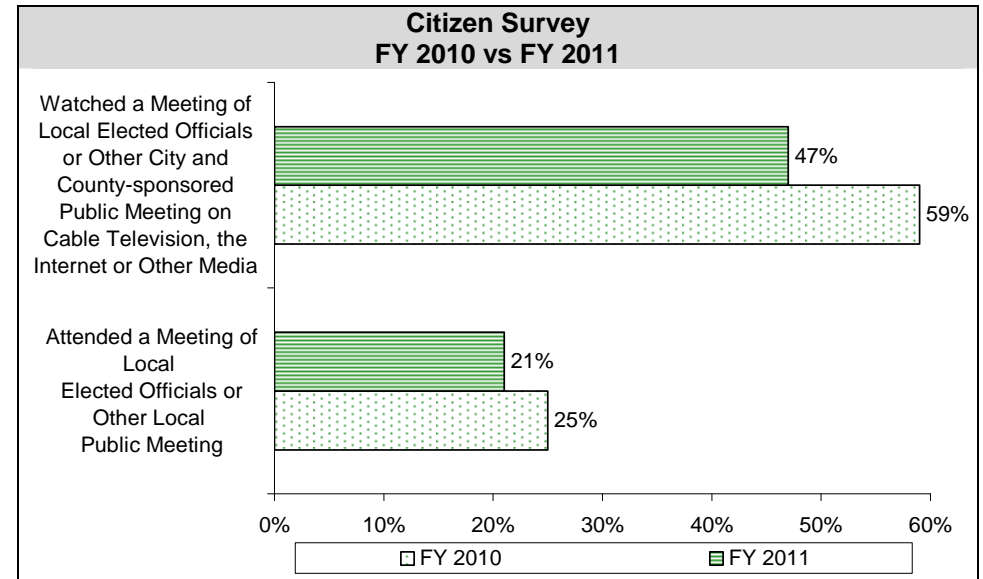
ACCOMPLISHMENT OF CITY PRIORITIES

GOOD GOVERNMENT

Transparency and Public Trust in Government

The ethics commission promotes transparency and public trust in government by ensuring city officers and employees understand and follow the ethical standards of conduct. The commission provides advice on ethics questions; investigates complaints of ethics laws violations; and recommends discipline for violations. The ethics commission is authorized to impose civil fines for violations, provides training; recommends legislation; and develops guidelines for standards of conduct. The commission investigated 81 complaints and answered 392 requests for advice in FY 2011.

The mayor's annual report on departments and agencies provides information of city activities during the fiscal year. In FY 2011, the city placed online its budget and financial disclosures; updated city websites; used social media (such as Twitter and Facebook) for its calendar and lists of events; and allowed the public to sign-up online for emergency advisories. City departments streamlined and expedited requests for city documents and records, and shared information online. On March 9, 2011, the information technology department launched the first phase of a web-based system designed to provide key government data to the public and take input from citizens about their ideas on how to improve city government. The program emphasizes efficiency and service improvements, and allows the public to download and analyze raw government data.



Source: National Citizen Survey™ 2011 (Honolulu)

The mayors' office increased awareness of the neighborhood board system and encouraged residents to become candidates in the neighborhood board election process. In FY 2011, board attendees provided inputs on issues such as development in Waikiki, emergency preparedness, tsunami inundation zone maps, residential development for the 'Ewa plain, liquor license applications, landfill, rail transit and homelessness.

Honolulu residents rating the city's quality of services as good or excellent included public information systems (47%), Satellite City Halls (61%) and Neighborhood Boards (52%). Approximately 62% of Honolulu residents read a newsletter from any City agency and approximately 60% of Honolulu residents visited the City's website at www.honolulu.gov.

Citizen Survey

	Read a Newsletter From Any City Agency	Visited the City's Website	Quality of Services (% Excellent or Good)		
			Public Information Services	Satellite City Halls	Neighborhood Boards
FY 2007	-	-	-	-	-
FY 2008	-	-	-	-	-
FY 2009	-	-	-	-	-
FY 2010	61%	58%	41%	-	-
FY 2011	62%	60%	47%	61%	52%
Change over last year	1%	2%	6%	-	-

Sources: National Citizen Survey™ 2011 (Honolulu), Ethics Commission, and Office of the Mayor

ACCOMPLISHMENT OF CITY PRIORITIES

GOOD GOVERNMENT

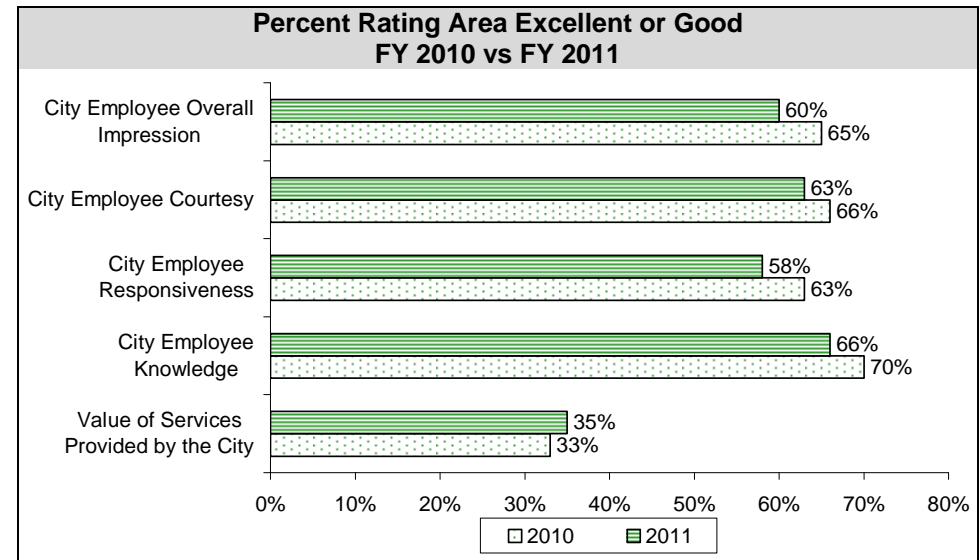
Provide Exceptional Service To the Public

The Customer Services Department operates ten satellite city halls across O’ahu. These offices provide service to the public in person, by phone, or electronically, and process primarily motor vehicle registration and title transactions. Other services include voter registration, processing payments for water bills and real property tax, sales of monthly bus passes, spay/neuter certificates; dog, bicycle and moped licenses; and permits for disabled parking, picnic and camping, loading zone, bus stop parking, and fireworks. In FY 2011, all satellite offices implemented a new one-stop, point-of-sale cashiering system which reduced processing and customer waiting times through the use of technology. City furloughs caused longer lines and wait times. Satellite staff initiated screening services to confirm whether customers had the necessary documents to complete their transactions.

The community services department also provides services for challenged youths. The department consolidated all workforce and youth development programs, and reduced the confusion among youths and adults about educational resources, occupational training, and employment services. The number of participants in the Youth Services program increased 60% over the past 5 years. The Youth Services Center’s Alternative Diploma Program helped more than 150 students earn their diplomas. As a result, Honolulu was recognized by America’s Promise Alliance in 2011 as one of the *100 Best Communities for Young People*.

The office of culture and the arts introduced a new brown bag lunch program at Honolulu Hale, invited the community to participate in lunch hour activities, and invited local musicians and the Royal Hawaiian Band to perform. In FY 2011, the number of cultural arts events declined 34% from the previous fiscal year to 142 events. The Department of Parks and Recreation’s Tiny Tots registrants increased 18% over the past five years, but children registrants decreased 3% and teen registrants decreased 20%. Adult registrants also decreased 20%, but senior registrants increased 28% over the past five years.

The Department of Parks and Recreation’s Peoples Open Market program supports diversified local agriculture and aquaculture by providing 25 open market sites across O’ahu. The parks and recreation department reports nearly 1 million residents and visitors shop at the 25 open market sites each year.



Source: National Citizen Survey™ 2011 (Honolulu)

The Royal Hawaiian Band had 312 performances in FY 2011, 10 more than the previous fiscal year. Of these performances, 75 were for community, cultural and religious events.

The Department of Design and Construction completed the reorganization of its survey branch and improved branch efficiency by shifting responsibilities to the appropriate positions and relieving surveyors from managing some of the field crews. The reorganization improved operational efficiency and maximized the use of available fiscal and human resources.

Honolulu residents rating government as excellent or good included: value of services provided by city (35%), city employee knowledge (66%), responsiveness (58%), courtesy (63%), and overall impression (60%). The ratings were below the national benchmarks.

Honolulu residents rating contact with departments as excellent or good included the police department (53%) and the fire department (89%). These ratings were below national benchmarks and indicated improvements are needed.

ACCOMPLISHMENT OF CITY PRIORITIES



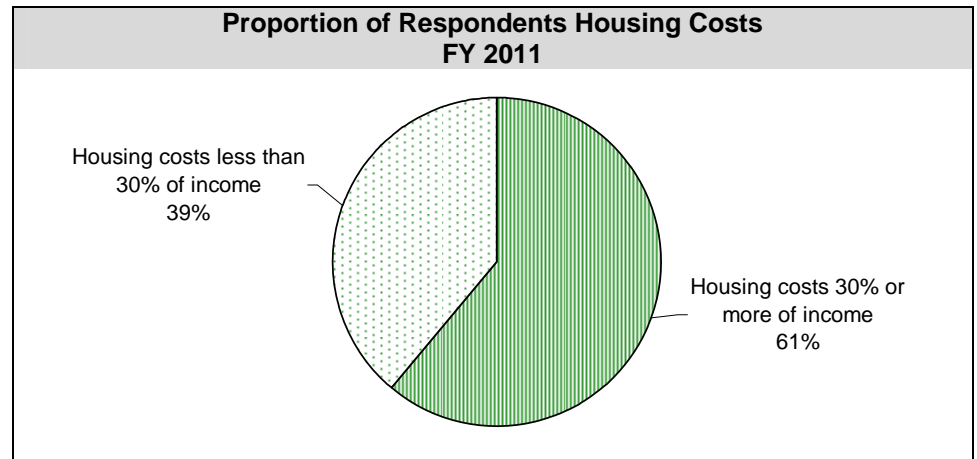
GOOD GOVERNMENT

Housing

Voters' passage of a charter amendment in November 2010, prompted transition planning for a new housing office directly under the mayor, set to begin operations on July 1, 2011. In FY 2011, appropriations totaling over \$13.9 million was available for community development and special needs housing, including assistance for the elderly and the homeless in Honolulu. The community services department worked with nonprofit shelter and service providers to prepare the city's grant application for the Continuum of Care homeless program, which helps homeless persons transition from homelessness to independent living. The U.S. Department of Housing and Urban Development (HUD) awarded the Honolulu Continuum of Care \$9.2 million in FY 2011. The community services department's Rent to Work Program provides short-term rental assistance for people experiencing homelessness. In FY 2011, 320 applications were received and 84 vouchers were issued. The Ho'ala Program facilitates the successful transition of families from welfare dependence to work. In FY 2011, 2,324 participants were served in First to Work Ho'ala classes and job clubs. The Honolulu Young Parents Program provides training for young parents to achieve or maintain self-sufficiency. Through these programs, people experiencing economic challenges become self-sufficient and improved their quality of life.

The community services department has a Family Self-Sufficiency (FSS) Program designed to help Section 8 families ease off of government subsidies and transition into a life of social and economic self-sufficiency. In FY2011, 173 families participated in the program and 3 families became homeowners.

The Community Assistance Division comprised 64% of the department's operating expenditures. Rental assistance programs accounted for \$47.4



Source: National Citizen Survey™ 2011 (Honolulu)

million or about 96% of the division's FY 2011 operating expenditures. The Rental Assistance Branch of this division processed applications for rental subsidies totaling \$41.5 million from federal funds, and over \$192,000 from the city's Rental Assistance Fund for low-income families in city-owned or sponsored rental properties.

Honolulu residents rating the following quality of life issues excellent or good were: availability of affordable quality housing (9%) which was below the national benchmark. Residents (61%) reporting they were experiencing housing cost stress (housing costs 30% or more of income) was much more than the national benchmarks. Residents rated homeless or homelessness (85%) and more affordable housing (78%) as essential or very important for the city to address in the next two years.

Citizen Survey

	(% Excellent or Good)			(% Essential or Very Important to Address)	
	Availability of Affordable Quality Housing	Variety of Housing Options	Housing Costs of 30% or More of Income	Homeless or Homelessness	More Affordable Housing
FY 2007	-	-	-	-	-
FY 2008	-	-	-	-	-
FY 2009	-	-	-	-	-
FY 2010	6%	24%	54%	-	-
FY 2011	9%	25%	61%	85%	78%
Change over last year	3%	1%	7%	-	-

Sources: National Citizen Survey™ 2011 (Honolulu), Department of Community Services, and Mayor's Annual Report

ACCOMPLISHMENT OF CITY PRIORITIES



GOOD GOVERNMENT

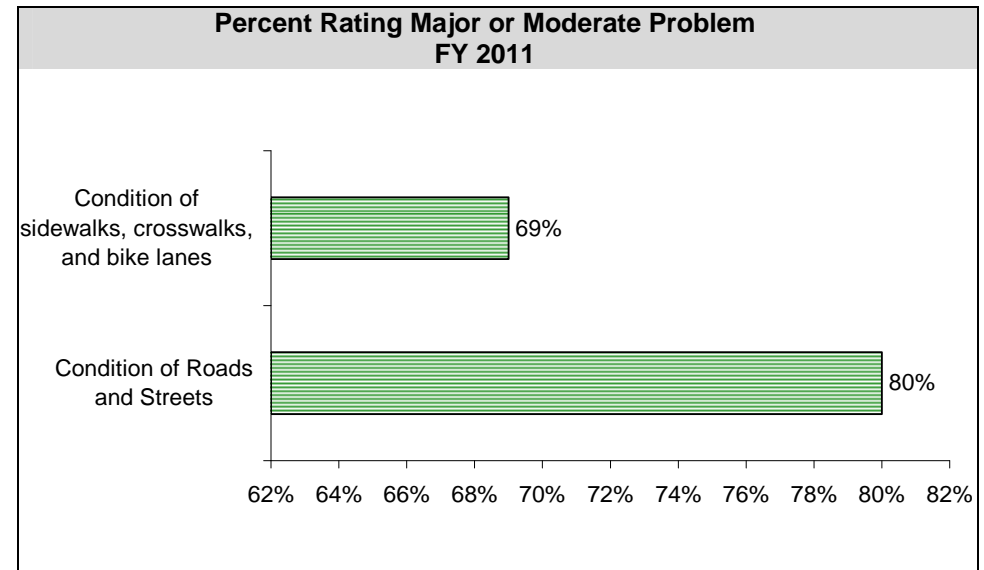
Infrastructure

The mayor's office priorities for the city included repair and maintenance of city infrastructure. Infrastructure included roads, sidewalks, sewer, and water systems; upgrading sewage and water systems; and using technology and new techniques to maintain and restore city roads. The Department of Facility Maintenance reported street and first aid repair tonnage decreased 33% (from 14,066 tons in FY2007 to 9,472 tons in FY2011). The number of pothole repairs also decreased 7% (from 73,013 in FY 2007 to 67,714 in FY 2011). The number of in-house lane miles resurfaced decreased from 38 miles in FY 2007 to 19 miles in FY 2011, a 50% decline. The department noted that in-house resurfacing declines were offset by an increase in contractor resurfacing lane miles of 338 miles in FY 2010 and 148 lane miles in FY 2011.

The value of capital improvement projects completed increased 140% (from \$119 million in FY 2007 to \$286 million in FY2011). The total included the completion of four major wastewater construction projects. The value of construction projects encumbered declined 65% (from \$452 million in FY 2007 to \$158 million in FY 2011) due to contractors' bids coming in much lower than what was budgeted. In FY 2011, the Department of Design and Construction expenses for project and construction management increased 31% (from \$12.9 million in FY2007 to \$16.95 million in FY 2011). Department revenues doubled from \$1.37 million in FY 2007 to \$2.77 million in FY 2011 due to increased Federal Highway funding for bridges and roads.

Compliance with the global consent decree between the City and County of Honolulu and the Environmental Protection Agency, State of Hawai'i, and non-governmental organizations to upgrade the entire collection system will add further to the infrastructure projects. These include 33 on-going wastewater construction projects (valued at \$346 million), another 12 projects under design (valued at \$463 million), and 12 other projects that were put out to bid (valued at \$31 million).

In FY 2011, the Board of Water Supply awarded \$26.3 million in capital program contracts, an 11% increase from the \$23.7 million awarded in FY 2007. The Board provided 6,595 new water connections to newly developed communities and businesses in FY2011. The number of water main breaks totaled 16 breaks per 100 miles of pipeline, which was comparable to the 17 breaks in FY 2007. The number of breaks is below



Source: National Citizen Survey™ 2011 (Honolulu)

national standards of 25-30 breaks per 100 miles of pipeline. The total number of water main breaks in FY 2011 totaled 333 and was below the department's goal of less than 400 breaks per year. The number of pipeline miles replaced declined 85% from FY 2007 (6.7 miles) to FY 2011 (1 mile).

The facility maintenance department maintains and services most city properties and facilities, including Honolulu Hale, Kapolei Hale, and the Frank F. Fasi Municipal Building. FY 2011 work orders for repair of building and appurtenant structures totaled 5,012 work orders, a 24% decrease from FY 2007.

Community infrastructure ratings for excellent or good were storm drainage (50%), sewer services (59%), and drinking water (74%). Ratings for land use, planning and zoning were 29% good or excellent. The drinking water quality rating exceeded the national benchmarks, and the other ratings were below to the national benchmarks.

ACCOMPLISHMENT OF CITY PRIORITIES



GOOD GOVERNMENT

Public Safety

The Department of Emergency Management complies with the National Incident Management System (NIMS), which provides a standardized framework for emergency managers and responders. In August 2010, the department launched a new community notification service called *Nixle*, which uses social media to send cell phone text messages, e-mail alerts, Facebook posts, and tweets via Twitter related to emergency warnings and communications.

In FY 2011, emergency services department personnel were exempt from the city's furlough program. The number of ambulance units increased 3 units from 16 (FY 2007) to 19 units (FY 2011). Department ambulances made 48,442 transports, an increase of 7% from FY 2007; the number of ocean rescues increased 35% from 1,388 ocean rescues in FY 2007 to 1,868 in FY 2011. The number of ocean rescues per 1,000 *preventive actions* taken in FY 2007 was 4.1, compared to 3.2 rescues in FY 2011, a decline of 23%. Also, the number of ocean rescues per 1,000 *public contacts made* was 2.2 in FY 2007, compared to 1.7 rescues in FY 2011, a decline of 20%.

The fire department reported 2,117 fire incidents and five deaths in FY 2011. Over the last five years, the number of fire incidents decreased by 31%. In the same period, the number of residential structure fires dropped by 19%, from 268 to 216. The fire department uses a 110 foot fireboat to protect life and property during fires and emergencies on the waterfront and adjoining shoreline areas. In FY 2011, operating expenditures were \$95.9 million, a 9% increase from FY 2010 (\$88.2 million) to FY 2011. Urban fire responses for FY 2011 showed that 80% of responses were within 6 minutes and 18 seconds. Approximately 86.5% met the Standards of Cover for responding under 7 minutes. The fire department reports that responses over 12 minutes are frequently associated with isolated road networks or interstate highway delays.

The police department preserves public peace; prevents crime; and detects and apprehends law offenders. There were 682,696 calls to 911 for police, fire and emergency medical services. The calls were for police services (75%); fire (6%); emergency services (8%); and miscellaneous services (11%) such as calls for poison control and the crisis center. The average response time for

Priority 1 calls improved 1.26 minutes: from 8.4 minutes to 7.14 minutes.¹ The average response time for Priority 2 calls improved 2.34 minutes from 14.39 to 12.05 minutes.² The improvements were due to an increase in staffing and in-service training.

Traffic fatalities have steadily declined over the past five years due to increased enforcement efforts. Deaths among pedestrians and motorcyclists (included in the total number of fatalities) continue to be a significant focus of enforcement and education efforts.

On July 1, 2009, the Mobile Electronic Devices Law took effect and prohibits the use of mobile electronic devices while operating a motor vehicle. The purpose of this law is to ensure the safety of the drivers, pedestrians, bicyclists, motorcyclists and passengers on O'ahu's roadways. In FY 2011, there were 11,198 citations for violations of the law, a 47% increase from the number of citations in FY 2010 (7,612).

The Liquor Commission reports the number of public complaints continues to increase annually and over the past 5 years increased by 94%. Complaints ranged from noise complaints, unlicensed premises, to criminal activity such as gambling and prostitution. Increased public awareness, due in part from the commission's ongoing education activities and greater access to the commission via the Internet, telephone, and outreach efforts contribute to the increased number of complaints received.

Sources: National Citizen Survey™ 2011 (Honolulu)

¹ Priority 1 calls include emergencies and in progress cases.

² Priority 2 calls include forgery, fraud, vandalism, weapons, prostitution, drugs, gambling, driving while intoxicated, etc.

ACCOMPLISHMENT OF CITY PRIORITIES

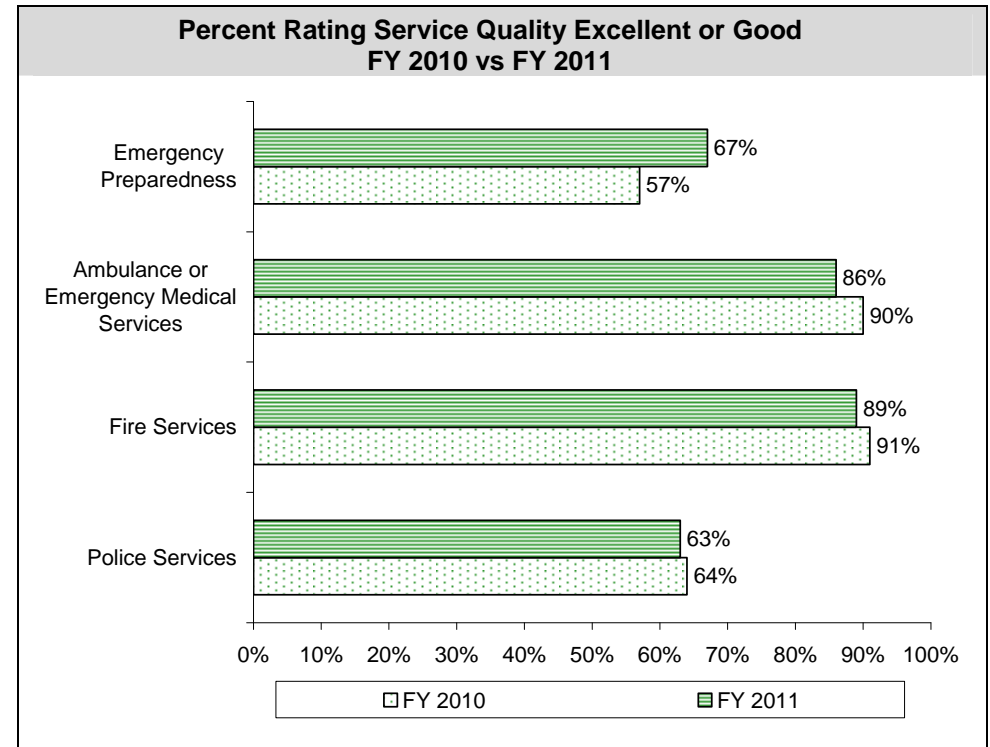


GOOD GOVERNMENT

Public Safety (continued)

Residents rating public safety services as excellent or good were: police services (63%), fire services (89%), ambulance or emergency medical services (86%), and emergency preparedness (67%). Except for police services, the citizen ratings were similar to or exceeded the national benchmarks.

Residents strongly or somewhat support upgrading the city's emergency services facilities (87%) even if it involved raising taxes. Residents rating public safety concerns as a major or moderate problem were: homeless or homelessness (96%), crime (81%), drugs (87%), prostitution (68%), pedestrian safety (69%), enforcing traffic laws (59%), noise (48%), and enforcing pedestrian laws (58%).



Source: National Citizen Survey™ 2011 (Honolulu)

Citizen Survey

	(% Strongly or Somewhat Support)	(% Major or Moderate Problem)							
	Upgrading City's Emergency Services Facilities (Tax Increase Involved)	Homeless and/or Homelessness	Crime	Drugs	Prostitution	Pedestrian Safety	Enforcing Traffic Laws	Noise	Enforcing Pedestrian Laws
FY 2007	-	-	-	-	-	-	-	-	-
FY 2008	-	-	-	-	-	-	-	-	-
FY 2009	-	-	-	-	-	-	-	-	-
FY 2010	-	-	-	-	-	-	-	-	-
FY 2011	87%	96%	81%	87%	68%	69%	59%	48%	58%
Change over last year	-	-	-	-	-	-	-	-	-

Sources: National Citizen Survey™ 2011 (Honolulu)

ACCOMPLISHMENT OF CITY PRIORITIES



FISCAL RESPONSIBILITY

City Goal: The Office of the Mayor's priorities for the city were to restore and maintain city's financial health; increase non-core service revenues; and keep property taxes unchanged.

Performance Measure: None

Performance Results: The mayor's plans included addressing unfunded liabilities for pensions and health benefits; retaining the transient accommodation tax; and asking employees to share in the cost of government through furloughs, and budget and hiring restrictions. City plans included addressing non-controllable benefit costs, consolidating the vehicle fleet into one motor pool; conserving city resources (by closing the bookstore and placing resources online); reducing printing costs (by placing the city calendar of events, city bookstore, and city publications online); and merging fire, ambulance, and ocean safety services. Other initiatives included selling non-productive properties and remnant parcels; retaining a high credit rating; and controlling borrowings, debt load and the city's ability to service its debt.

The budget and fiscal services department reported real property tax is the primary revenue source for the general fund. Real property assessed values increased 5% over the past 5 years from \$146.1 billion in FY 2007 to \$153.1 billion in FY 2011. Real property taxes levied increased 15% from \$698.3 million in FY 2007 to \$804.3 million in FY 2011.

The corporation counsel department worked towards containing costs by improving its case management system; controlling outside counsel and consultant fees and costs; and working with other city agencies to reduce operational costs.

The satellite city hall offices account for 20% of the customer services department's expenditures. Over the past five years, operating expenditures decreased nearly 7% from FY 2007 to FY 2011. Revenue collections have increased 21% largely due to increases in motor vehicle registration fees and weight taxes, and increases in water and sewer rates.

The Customer Services Department, in May 2011, simplified the mailing for vehicle registration renewals and saved the city an estimated \$115,500 in printing and postage costs. Online motor vehicle registration renewals saved the city an estimated \$1.68 per transaction. Over the past 5 years, online renewals have increased nearly 53% which the division attributes to increased use of the Internet to pay bills. The 2-day per month furloughs led to backlogs of one month in filing active titles, 3 days in dealer drop off transactions, and 2 days in processing other motor vehicle transactions.

The Department of Enterprise Services operates the Honolulu Zoo and 6 golf courses. Operating expenditures increased 10% from FY 2007 (\$4.4 million) to FY 2011 (\$4.8 million). Visitor revenues increased 41% from \$2.1 million (FY 2007) to \$3.0 million (FY 2011) due to increased marketing efforts, a new entrance and exhibits, and moderate admission fee increases. Golf course revenues increased 5% from \$8.2 million in FY 2007 to \$8.7 million in FY 2011. According to the department, revenue increases were derived from reasonable golf fee increases that were needed to maintain golf course conditions.

The environmental services department achieved an AA bond rating for its Wastewater System Revenue Bonds, which lowered the city's borrowing costs. In FY 2011, the department's charges for services totaled \$350.7 million, an increase of 95% from \$179.9 million in FY 2007 due primarily to sewer fee increases. According to the department, estimated sewer charges for a single family residential household was \$90.98, double the charge of \$45.44 in FY 2007. FY 2011 was the first year of a six-year schedule of sewer charge increases to stabilize revenues needed to upgrade sewer infrastructure.

The Board of Water Supply estimates the typical monthly water bill for a single-family residence rose 41% from \$28.09 in FY 2007 to \$39.55 in FY 2011. The 5% water rate increase on July 1, 2010 was needed to keep up with the rising cost of delivering water to customers. O'ahu residents can expect water rate increases of 9.65% each year, for the next five years, to fund needed pipeline replacement and upgrade pumps, reservoirs, and treatment plants. On July 1, 2010, the board implemented a power cost adjustment of 2.8 cents for every 1,000 gallons of water to help pay for unexpected electrical cost surcharges.

ACCOMPLISHMENT OF CITY PRIORITIES



FOCUS ON TECHNOLOGY FOR THE FUTURE

City Goal: City priorities focus on communications, energy savings, the environment, and open space.

Performance Measure: None

Performance Results: The Department of Information Technology operates the central and remote computer system operations for all city computer facilities, 24 hours per-day, 365 days per-year. On March 9, 2011, the department launched the first phase of Can-Do Honolulu (**C**itizens **A**nalyzing **N**umbers **D**iscover **O**pportunity), a web-based system designed to provide key government data to the public and take input from citizens about their ideas on how to improve the way city government operates. The program allows the public to download and analyze raw government data. With the program's debut, the mayor's proposed city operating budget for the upcoming fiscal year was posted online. The second phase will feature web and mobile applications, or "apps," and is set to debut in FY 2012. City departments updated their websites, made the websites more user-friendly, and connected them to social media. The public can also sign up for advisories and obtain info online. After closing the municipal bookstore, selected city reports were available online for free.

The 2011 neighborhood board elections were conducted via the internet, and an automated telephone system was used as an alternative for those without internet access. Participation in the 2011 election rose 2.5% from 2009, with a high of 23% voter turnout in one district. Advance tee time reservations for all municipal courses are accepted via an automated reservation system. Over 105,000 resident golfers are registered in the database, and more than 3,377 new golf I.D. cards were issued in FY 2011.

The citywide Enterprise Resource Planning (ERP) financial management system implements the city's data processing plans for ERP financial, human resource/payroll, budgeting management, and other automated systems. In FY 2011, applications staff logged 1,526 hours developing the web-based Advantage Budgeting System (ABS). The ABS system will allow various ERP applications (finance, human resources, payroll, and budget) to share data and is the last module in the ERP suite of applications planned for the initial phase of implementation.

The Department of Planning and Permitting administers the Honolulu Land Information System (HoLIS) and the city's Geographic Information System (GIS). These programs provide comprehensive and integrated geographic information that improves the city's operational services. The total number of land base data updated and maintained climbed from 482 in FY 2007 to 1,295 in FY 2011, a 169% increase.

HonLINE allows citizens to apply, pay, and print city building permits for single family solar, electrical, plumbing, air conditioning, photovoltaic, and fence work entirely online. In FY 2011, HonLINE issued 3,702 permits, a 101% increase from 1,843 permits issued in FY 2007. According to the department, nearly 24% of all building permits issued in FY 2011 were done by HonLINE. In addition, on-line permitting for electrical vehicle charging stations was added to the HonLINE permitting types in FY 2011. The department also reports that HonLINE use in FY 2011 resulted in labor savings of 347 work days.

In FY 2011, 60% of residents reported visiting the city's website, an increase of 20% from FY 2010 (58%).

Citizen Survey: Use of Information Sources

	Watched a Meeting of Local Elected Officials or Other Public Meeting on Cable Televisions, the Internet or Other Media	Visited the City's website
FY 2007	-	-
FY 2008	-	-
FY 2009	-	-
FY 2010	59%	58%
FY 2011	47%	60%
Change over last year	-12%	2%

Sources: National Citizen Survey™ 2011 (Honolulu), Office of the Mayor, Department of Enterprise Services, Department of Information Technology, and Department of Planning and Permitting

ACCOMPLISHMENT OF CITY PRIORITIES



FOCUS ON TECHNOLOGY FOR THE FUTURE

Energy Savings

The city's priority is to invest and promote energy efficiency; initiate energy savings through technology (e.g. lighting and photovoltaic projects); use energy efficient computers; and share virtual network resources.

In FY 2011, the Department of Emergency Management converted six of the old, mechanical sirens that run off Hawaiian Electric Company power to new, electronic sirens that run on solar-powered batteries. The Department of Enterprise Services is using new solar powered pay stations in the Honolulu Zoo parking lot. The environmental services department started the expansion of the H-Power project in FY 2010 and is constructing a third boiler to the waste to energy facility. The facility incinerates waste to generate electricity and reduces the consumption of fossil fuels. H-Power allowed the department to divert over 76% of the municipal solid waste from the landfill. An energy and sustainability coordinator was appointed to address energy independence and a greener tomorrow. The amount of municipal solid waste disposed at H-Power declined 5% from FY 2007 (619,700 tons) to FY 2011 (590,062 tons).

Environment and Open Space

City priorities include reducing water consumption, complying with the consent decree for wastewater and sewer treatment facilities; recycling; diverting solid waste from the landfill; and preserving open space.

Residential water use totaled 29 billion gallons (FY 2011), a 5% decline from 30.7 billion gallons in FY 2007. The annual average residential water use decreased 10% from 33,934 gallons in FY 2007 to 30,424 gallons in FY 2011.

The December 17, 2010 global consent decree requires the city to upgrade the entire wastewater collection system and wastewater treatment plants. Compliance includes issuing permits, conducting inspections and investigations; overseeing the city's effluent and bio-solids reuse; and annual reporting. In addition, the consent decree requires the department to monitor wastewater recycling; ocean discharges; and air quality. In FY 2011, the department performed 77,416 compliance monitoring actions, a 65% decrease from the 220,495 performed in FY 2007.

The number of investigations and inspections increased 17% from FY 2007 (4,984) to FY 2011 (5,820). The number of line miles inspected by closed circuit television increased 300% from 16.5 miles (FY 2007) to 66 miles (FY 2011). The increased inspections provided a better understanding of the city's pipe conditions, earlier detection of potential problems, and better planning for corrections.

Recycled water use is an important component of conservation strategies to reduce potable water consumption. In FY 2011, the city's water recycling facility produced an average of 7.5 million gallons of recycled water per day that was used to meet the Ewa regions irrigation and industrial needs. The West Oahu (Ewa) region used an average of 14.3 million gallons per day in FY 2011; a 7% decline from 15.4 million gallons per day in FY 2007. The Honouliuli water reclamation facility distributed an average of 8.4 million gallons of recycled water per day.

The amount of waste recycled was 548,551 tons in FY 2011, an 11% increase from 495,447 tons in FY 2007. The amount of green waste recycled increased 87% during the same time period. In FY 2011, the environmental services department distributed approximately 2,620 cubic yards of biosolids compost from its biosolids treatment facility; 116 cubic yards from the water reclamation facility; and 2,293 dry tons of biosolids pellets from the Synagro facility. The total amount of municipal solid waste created and disposed decreased 22% from FY 2007 (995,409 tons) to FY 2011 (778,158 tons).

ACCOMPLISHMENT OF CITY PRIORITIES



FOCUS ON TECHNOLOGY FOR THE FUTURE

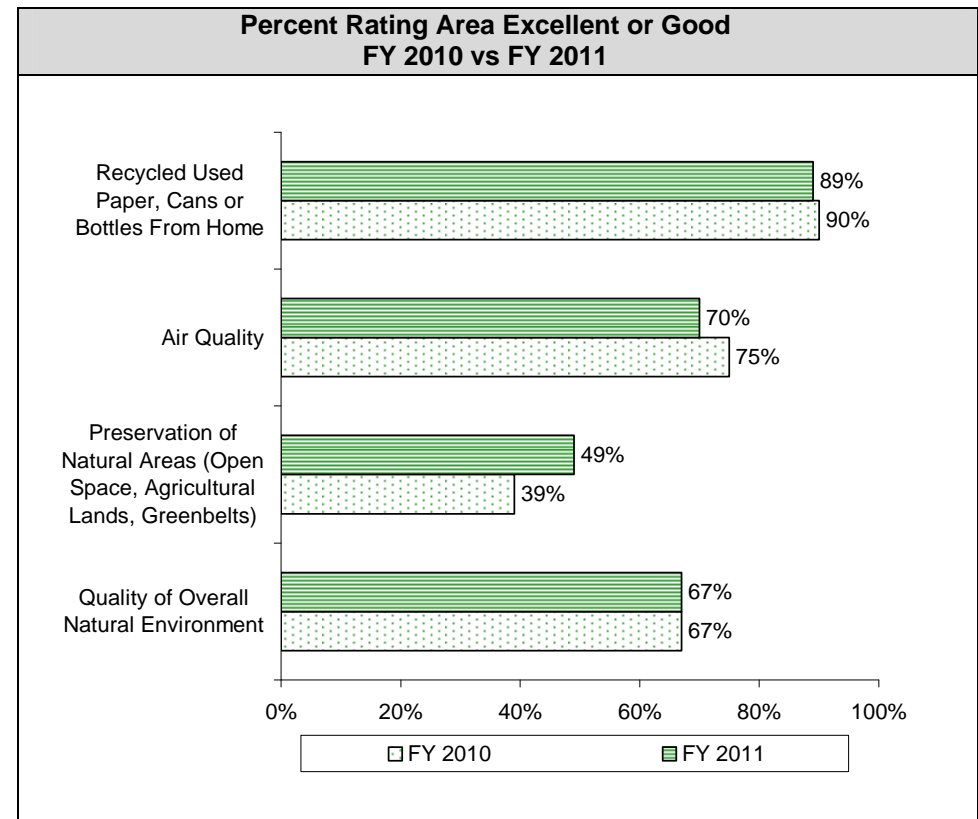
Environment and Open Space (continued)

The parks and recreation department maintained 288 parks, comprised of 5,147 acres, in FY 2011. The department's inventory included 232,163 trees. The number of trees planted in FY 2011 increased 1,132% from 149 trees in FY 2007 to 1,835 trees in FY 2011. The increase was due to a formal replanting program.

In FY 2011, the fire department responded to 1,899 hazardous materials incidents. The number of hazardous materials incidents decreased 4%, while hazardous materials inspections declined 15% over the last five years. The department expanded its Compressed Air Foam System (CAFS) fire fighting efforts and has 18 fire fighting apparatuses capable of pumping the fire fighting foam.

Residents rating city services excellent or good were: quality of the overall natural environment (67%), preservation of natural areas such as open space, agricultural lands and greenbelts (49%), air quality (70%), and recycling paper, cans and bottles from the home (89%). The ratings were similar to or above the national benchmarks except for preservation of natural areas such as open space, agricultural lands and greenbelts, which was below national benchmarks.

Residents strongly or somewhat support creating new park facilities (73%) and preserving open space and agricultural land (87%). Residents rated waste disposal (53%) as a major or moderate problem. Residents rated support of local farming and local products (74%) as essential or very important for the city to address in the next two years.



Source: National Citizen Survey™ 2011 (Honolulu)

	Citizen Survey			
	(% Strongly or Somewhat Support)		(% Major or Moderate Problem)	(% Essential or Very Important to Address)
	Creating New Park Facilities	Preserving Open Space and Agricultural Land	Waste Disposal	Support of Local Farming and Local Products
FY 2007	-	-	-	-
FY 2008	-	-	-	-
FY 2009	-	-	-	-
FY 2010	-	-	-	-
FY 2011	73%	87%	53%	74%
Change over last year	-	-	-	-

Sources: National Citizen Survey™ 2011 (Honolulu), Department of Emergency Management, Department of Enterprise Services, and Department of Environmental Services

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CHAPTER 2 - BUDGET AND FISCAL SERVICES

The mission of the Department of Budget and Fiscal Services (BFS) is to protect the financial well-being of the City and County of Honolulu. Included in the department's goals and are objectives are to: 1) promote good and accountable government, 2) approach problems from a broad citywide perspective, and 3) work collaboratively to meet the mayor's goals. The department is responsible for providing the city's centralized accounting, procurement, treasury, and budget functions.

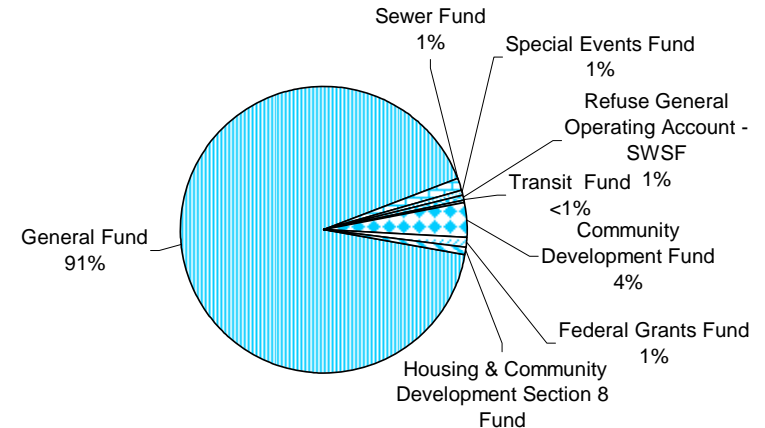
The department consists of eight divisions: Administration, Internal Control, Accounting and Fiscal Services, Budgetary Administration, Fiscal/Capital Improvement, Purchasing and General Services, Real Property Assessment, and Treasury. The charter administratively attaches the Liquor Commission to BFS. The Liquor Commission is wholly funded through revenues from liquor licensees.

BFS operating expenditures increased 18% from \$15.4 million in FY 2007 to \$18.1 million in FY 2011. During this same time period authorized staffing increased from 314 FTE to 323 FTE. While authorized staffing increased 3%, vacant FTEs increased 12%.

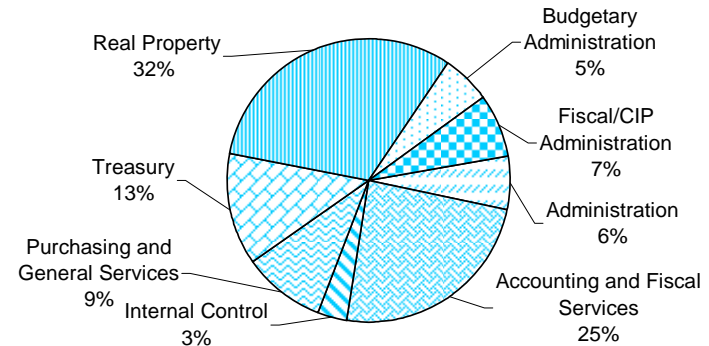
Real Property tax is the primary revenue source for the General Fund. Real property assessed values increased 5% over the past 5 years from \$146.1 billion in FY 2007 to \$153.1 billion in FY 2011. Real property taxes levied increased 15% from \$698.3 million in FY 2007 to \$804.3 million in FY 2011.

In FY 2011, rising debt service, salary, pension and health benefit costs prompted proactive budget decisions including: budget restrictions for all city departments; 2-day per month furloughs; a hiring freeze; and a 5% salary cut for the mayor, cabinet, and city managers. Efforts to increase city revenues included increasing certain taxes and user fees.

What Are the Sources of Budget and Fiscal Services' Funds? FY 2011



Where Does a Budget and Fiscal Services' Dollar Go? FY 2011



Source: Department of Budget and Fiscal Services

	Total Operating Expenditures (\$ million)	Total Authorized FTE ¹	Total Vacant FTE	Cost Per FTE ²	BFS to Total Authorized City FTE	Property Tax Assessments		Citizen Survey (% Excellent or Good)	
						Real Property Assessment Values (\$ billion)	Real Property Taxes Levied (\$ million)		Value of Services for Taxes Paid
FY 2007	\$15.4	314	60	\$48,903	1 to 34	\$146.1	\$698.3	FY 2007	-
FY 2008	\$17.5	318	53	\$55,156	1 to 34	\$167.0	\$773.4	FY 2008	-
FY 2009	\$17.5	318	51	\$55,070	1 to 34	\$166.3	\$798.0	FY 2009	-
FY 2010	\$17.5	320	50	\$54,731	1 to 33	\$165.8	\$849.1	FY 2010	33%
FY 2011	\$18.1	323	67	\$49,559	1 to 33	\$153.1	\$804.3	FY 2011	35%
Change over last 5 years	18%	3%	12%	1%	-	5%	15%	Change over last 2 years	2%

Source: Executive Operating and Program Budgets FY 2007 – FY 2012, Department of Budget and Fiscal Services, National Citizen Survey™ 2011 (Honolulu)

¹ Full Time Equivalent (FTE) Department of Budget and Fiscal Services BRASS date (FY2007-2010), Advantage Budget System (ABS) date, FY 2011

² Cost per FTE + Total Operating Expenditures/Total Authorized FTE.

Administration

Administration provides department-wide leadership, coordination and ensures that the department's mission, goals and objectives are achieved.

A mayoral goal is to maintain the financial health of the city and safeguarding city resources. Administration helps to achieve this goal through administration of the city's risk management program which covers all city departments except the Board of Water Supply and O'ahu Transit Services. The program focuses on minimizing the adverse financial impact of losses through self-insurance and the purchase of additional insurance. BFS reports that in FY 2011 it took advantage of market conditions to increase property insurance limits, and enhance other insurance coverage, while reducing premium costs.

Internal Control

The mission of the Internal Control Division is to safeguard city assets. Internal control performs examinations of the city's financial activities, audits, and reviews; monitors controls and processes; and makes recommendations to safeguard city assets.

Internal control maintains the city's Integrity Hotline, investigates and responds to Hotline and fraud complaints and internal control website. In FY 2011 the division monitored and reviewed the city's credit card program, performed periodic cash, billing, and expenditure audits, and performed ongoing analyses of department and employee overtime and compensatory time. Over the past five years the number of audits, reviews, evaluations and other analyses decreased 7% from 42 to 39.

Accounting and Fiscal Services

The Accounting and Fiscal Services Division's mission is to account for all city funds and the manner in which public funds are received and expended. 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. In FY 2011, 82% of the division's \$4.1 million operating budget was charged to the General Fund.

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 24 of the last 25 years.

Budgetary Administration

The Budgetary Administration Division oversees city's annual operating budget, 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.

	Operating Expenditures (\$ million)				Administration	Internal Control	Accounting and Fiscal Services			Budgetary Administration
	Administration	Internal Control	Accounting and Fiscal Services	Budgetary Administration	Risk Management Reported Liability Losses (\$ million)	Audits, Reviews, Evaluations, and Analyses Performed	Payroll-Wage Related Payments Processed	Non-Payroll Documents Payments Processed ¹	Total Payments Processed	Communications Reviewed and Processed
FY 2007	\$0.9	\$0.8	\$4.0	\$0.8	\$2.0	42	239,828	N/A	239,828	907
FY 2008	\$1.4	\$0.8	\$4.1	\$0.9	\$1.2	38	245,000	33,220	278,220	1,089
FY 2009	\$1.0	\$0.8	\$4.3	\$0.8	\$1.7	32	245,000	33,220	278,220	1,830
FY 2010	\$1.1	\$0.7	\$4.2	\$0.9	\$0.8	43	245,000	48,000	293,000	1,934
FY 2011	\$1.0	\$0.5	\$4.1	\$0.8	\$1.1	39	247,000	50,000	297,000	1,920
Change over last 5 years	6%	-34%	1%	0%	-44%	-7%	3%	51%	24%	112%

Sources: Executive Operating Program and Budgets (FY 2009-2012) and Department of Budget and Fiscal Services

¹ Change is calculated over the last four years.

Fiscal/Capital Improvement Program Administration

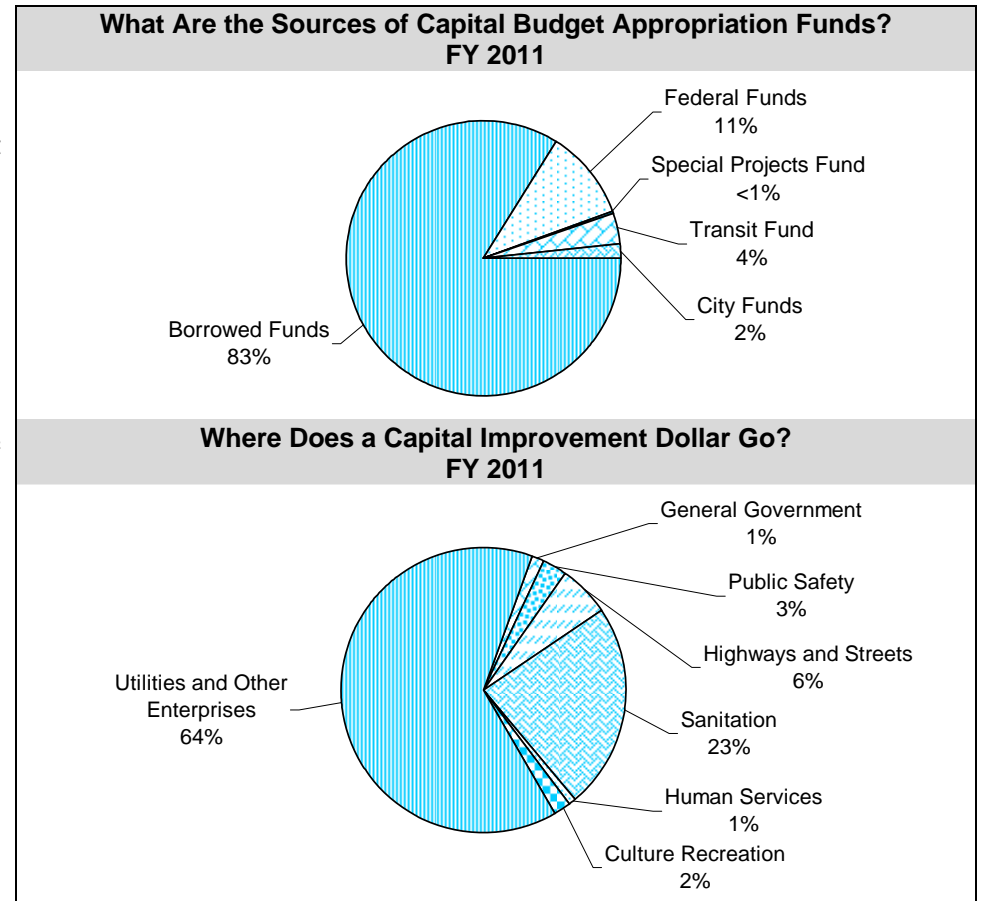
The Fiscal/Capital Improvement Program (CIP) Administration Division's mission is to formulate, review, prepare, and implement the city's annual capital improvement program and budget. The division prepares ordinances and resolutions, performs ongoing reviews of capital budget allotments, and enforces 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 Community Development Block Grant (CDBG)/Federal Block Branch is to ensure the effective administration of all of the city's Housing and Urban Development (HUD) federal grant programs. This branch is the city's entity for financial management, reporting, and monitoring of entitlement programs. During FY 2011 these included:

- Implementation and administration of the request for proposals (RFP) for FY 2012 CDBG/HOME projects;
- Completion of the Consolidated Annual Performance and Evaluation Report (CAPER); and
- Ongoing monitoring of program operations to ensure compliance with legal requirements.

Over the past 5 years, audits of sub-recipients increased 236% from 11 in FY 2007 to 37 in FY 2011.



Source: Honolulu Annual Department and Agency Reports (FY 2011)

	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 2007	\$1.0	429	422	91	176	11
FY 2008	\$1.1	319	571	74	118	11
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
Change over last 5 years	20%	9%	53%	-38%	-25%	236%

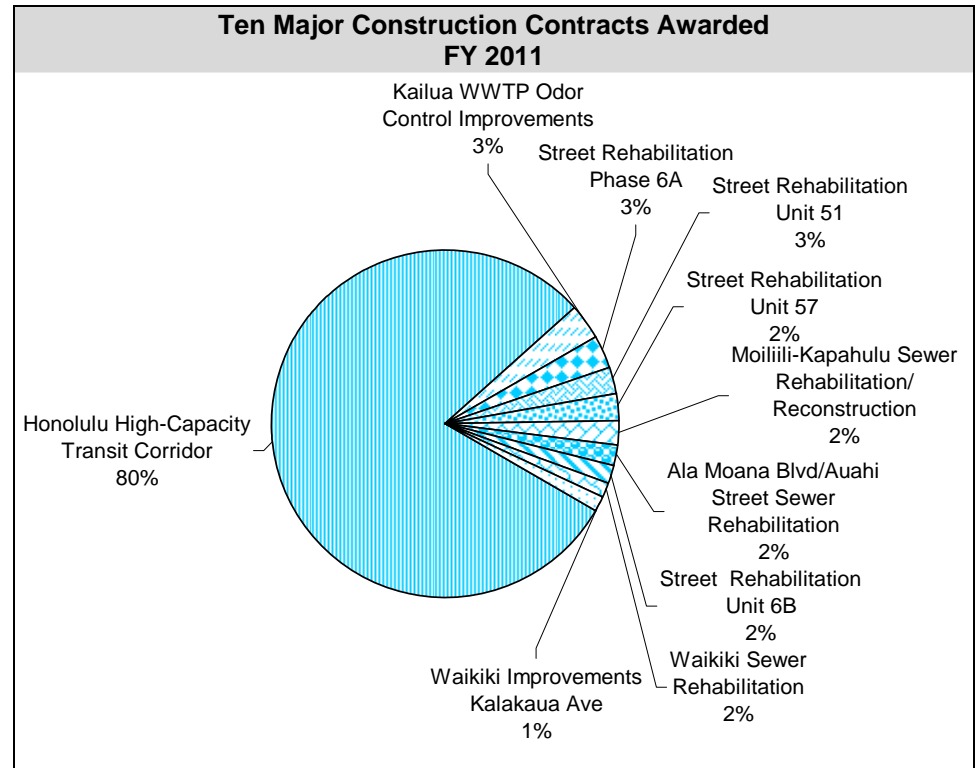
Source: Executive Operating Program and Budgets (FY 2009-2012)

Purchasing and General Services

The mission of the Purchasing and General Services Division is to assure quality purchases at reasonable prices for the city. The division is responsible for procuring all materials, supplies, equipment, and services for city departments and agencies. It also processes construction, consultant, and personal services contracts for the city.

In keeping with the mayor's priorities to maintain the city's financial health and conserve its resources, one objective of the division is to achieve the most effective and cost-efficient purchases of goods through the use of price-list contract awards for commonly purchased items by city departments. Over the past 5 years the amount of purchases directly from price lists has increased 216% from \$23.2 million in FY 2007 to \$73.3 million in FY 2011. Direct purchases or purchases for an item less than \$5,000 that is not on the price list has decreased by 89% from \$29.6 million to \$3.2 million for the same period.

The division's Purchasing Branch processes the city's public works construction, consultant, and personal services contracts. In FY 2011, the city awarded 97 construction contracts totaling \$557,963,587. The largest construction contract, totaling 54.4% of all construction contracts was for the city's new rail transit project, a priority project of the mayor.



Source: Honolulu Annual Department and Agency Reports (FY 2011)

	Purchasing and General Services Operating Expenditures (\$ million)	Goods and Services					Consultant Contracts		Construction Contracts	
		Number of Price lists	Number of Price List Purchase Orders	Total Price List Purchases (\$ million)	Number of Direct Purchases	Direct Purchase Orders (\$ million)	Total Contracts Awarded	Total Dollar Value Awarded (\$ million)	Total Contracts Awarded	Total Dollar Value Awarded (\$ million)
FY 2007	\$1.3	201	3,696	\$23.2	9,112	\$29.6	140	\$45.0	86	\$160.0
FY 2008	\$1.6	154	2,114	\$44.1	4,339	\$5.2	133	\$125.9	146	\$313.7
FY 2009	\$1.6	154	2,114	\$44.1	4,339	\$5.2	133	\$125.9	146	\$313.7
FY 2010	\$1.6	122	2,028	\$71.2	3,017	\$3.0	169	\$73.1	122	\$848.7
FY 2011	\$1.5	168	3,404	\$73.3	2,967	\$3.2	123	\$347.1	97	\$558.0
Change over last 5 years	15%	-16%	-8%	216%	-67%	-89%	-12%	672%	13%	249%

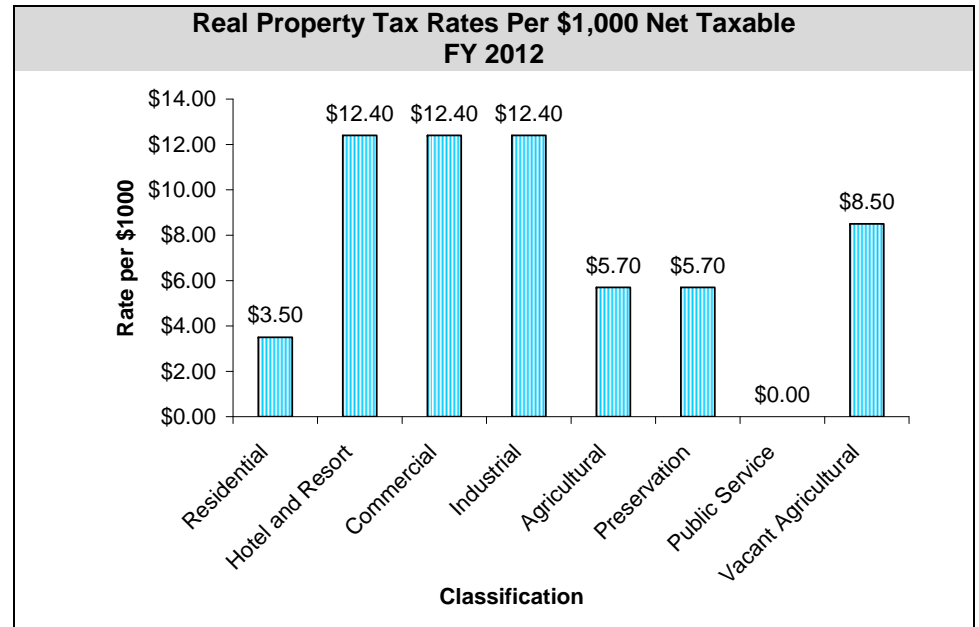
Source: Executive Operating Program and Budgets (FY 2009-2012)

Real Property Assessment

The mission of the Real Property Assessment Division is to annually prepare a certified assessment roll of property taxes for the city as required by ordinance. It also 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 the division annually identifies all real property parcels, respective owners, appraises parcels, and processes exemption and dedication claims files. The division sends notice of assessments to owners, settles real property tax assessment and tax appeals, and maintains and updates information (including maps, ownership records, valuation records, and computer and other required files).

The division also supports the mayor’s strategic objective of using technology by using website systems to make property tax assessment information and property-related information available online. Over the past 5 years, the number of real property exemptions processed declined 48%. The number of counter service customers declined by 64%. During the 2011 Assessment Year, over 52,000 property tax exemption/dedications were updated and processed.



Source: Department of Budget and Fiscal Services

	Real Property Assessment Operating Expenditures (\$ million)	Assessment Parcels	Building Inspections	Exemptions Processed	Appeals Filed	Counter Service
FY 2007	\$4.8	280,092	7,681	60,547	7,462	19,369
FY 2008	\$5.6	283,177	5,510	18,233	2,783	19,369
FY 2009	\$5.8	286,106	9,290	28,230	3,042	10,563
FY 2010	\$5.6	287,564	7,047	31,523	1,642	9,188
FY 2011	\$5.0	287,611	5,774	31,523	2,447	7,025
Change over last 5 years	6%	3%	-25%	-48%	-67%	-64%

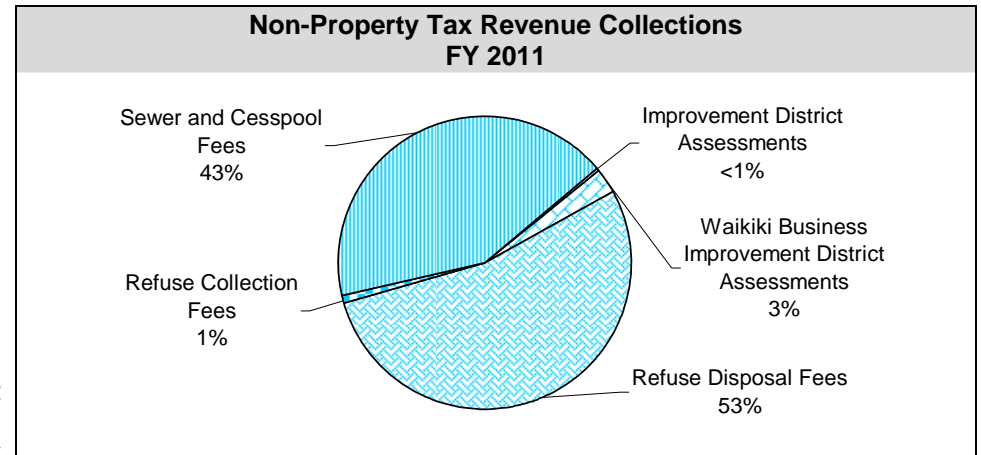
Sources: Executive Operating Program and Budgets (FY 2009-2012) and Honolulu Annual Department and Agency Reports (FY 2007-2011)

Treasury

The Treasury Division's mission is to effectively manage the city's cash management, debt administration, 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. The division 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). Goals of the Treasury Division include the effective, timely, and cost efficient collection of real property taxes, assessments, and various fees imposed by the city. Another goal is effective management of the city's debts and obligations.

In FY 2011, the division billed 273,829 accounts for property taxes valued at \$813.8 million. This equals approximately 67% of the city's general fund revenues. The division reports that in FY 2011, \$795.5 million in property taxes was collected or approximately 99% of the total amount billed. Delinquent property taxes at the beginning of FY 2011 were \$15.7 million, of which \$7.9 million or 50.3% was collected by the end of FY 2011. The division reports that delinquent property taxes, consisting of outstanding FY 2011 taxes plus prior year uncollected delinquencies had increased to \$17.3 million or a 10% increase over the prior year and an 88% increase over what was reported in FY 2007.

The division reports that approximately \$74.4 million in non-property tax revenues was collected in FY 2011 with the majority from Refuse Collection and Sewer and Cesspool fees.



Source: Honolulu Annual Department and Agency Reports (FY 2011)

The division is further responsible for debt administration and reports that as of June 30, 2011 the City had a total of \$4.48 billion in outstanding general obligation bonds. However, \$1.96 billion of the outstanding bonds is for self-supporting public projects such as water system and sewer improvements.

	Treasury Operating Expenditures (\$ million)	Real Property Taxes				
		Taxed Levied (\$ million)	Collections to Date (\$ million)	Outstanding Delinquent Taxes (\$ million)	Delinquency Rate	Delinquent Tax Collection (\$ million)
FY 2007	\$1.8	\$698.3	\$696.2	\$9.2	1.3%	\$3.7
FY 2008	\$2.1	\$773.4	\$770.8	\$12.6	1.6%	\$0.8
FY 2009	\$2.1	\$798.0	\$794.7	\$16.0	2.0%	\$5.8
FY 2010	\$2.2	\$849.1	\$843.0	\$15.7	1.8%	\$8.9
FY 2011	\$2.1	\$804.3	\$795.5	\$17.3	2.2%	\$7.9
Change over last 5 years	13%	15%	14%	88%	69%	114%

Source: Executive Operating Program and Budgets (FY 2009-2012)

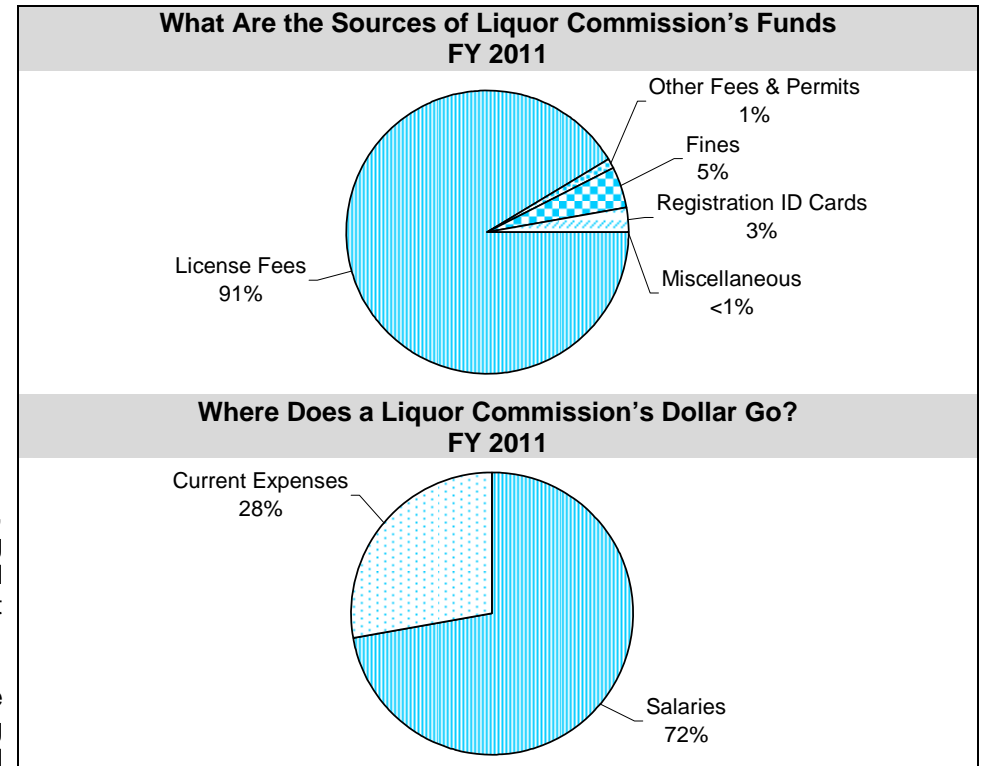
LIQUOR COMMISSION

The Honolulu Liquor Commission has sole jurisdiction, power, authority and discretion to grant, refuse, suspend and revoke any license for the manufacture, importation, or sale of liquor within the City and County of Honolulu. Its mission is to promote the community's health, safety, and welfare by efficiently and fairly administering and enforcing Hawaii's liquor laws. The Liquor 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.

Over the past 5 years, the commission's operating expenditures have declined 13%, from \$2.5 million in FY 2007 to \$2.1 million in 2011. Total authorized FTEs have remained at 50 FTE from FY 2007 to FY 2011. During this same time period, the commission has operated with a 50% vacancy rate. The commission reports that it is focusing on filling these long term vacancies.

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 past 5 years, the number of liquor licenses in effect has decreased 3%, from 1,394 in FY 2007 to 1,346 in FY 2011.

The commission notes that all public complaints received by any means are investigated. Over the past 5 years, public complaints¹ about premises serving liquor increased 94%. The commission attributes the rising trend to increased public awareness, ongoing education activities and greater access to the commission via the Internet, telephone, and outreach efforts. To address noise complaints, the commission maintains training and certification of all enforcement investigators for noise measurement and noise monitoring.



Source: Executive Operating Program and Budget (FY 2013)

The total number of violations adjudicated has decreased by 9% over the past 5 years. The total number of adjudicated liquor violations pertaining to minors has increased by 22% over the past 5 years. The commission believes that the key to addressing violations involving minors is through the education of licensee employees on the penalties related to service or sales to minors.

	Operating Expenditures (\$ million)	Total Authorized FTEs	Cost Per FTE	Total Liquor License Revenues (\$ million)	Liquor Licenses in Effect ²	Total Investigations Conducted	Public Complaints About Premises ¹	Total Violations Adjudicated	Total Violations Adjudicated Minors	% Adjudicated Violations: Minors
FY 2007	2.5	50	\$49,262	\$3.9	1,394	12,000	210	487	89	18%
FY 2008	2.7	50	\$54,008	\$3.6	1,402	10,500	330	369	155	42%
FY 2009	2.9	50	\$57,556	\$3.6	1,411	10,225	359	473	173	37%
FY 2010	3.1	50	\$57,587	\$3.7	1,374	10,354	364	387	109	28%
FY 2011	2.1	50	\$62,013	\$4.0	1,346	11,256	407	441	109	25%
Change over last 5 years	-13%	0%	26%	4%	-3%	-6%	94%	-9%	22%	35%

Sources: Honolulu Annual Department and Agency Reports (FY 2007 – 2011), Department of Budget and Fiscal Services, and Liquor Commission

¹ 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. All complaints received are investigated. ² Liquor Commission Schedule A: Licenses in Effect.

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CHAPTER 3 - COMMUNITY SERVICES

The Department of Community Services' (DCS) mission is to create opportunities to improve the quality of life for the people of O'ahu by administering human service, workforce and housing programs for economically challenged and special needs individuals and families in the City and County of Honolulu.

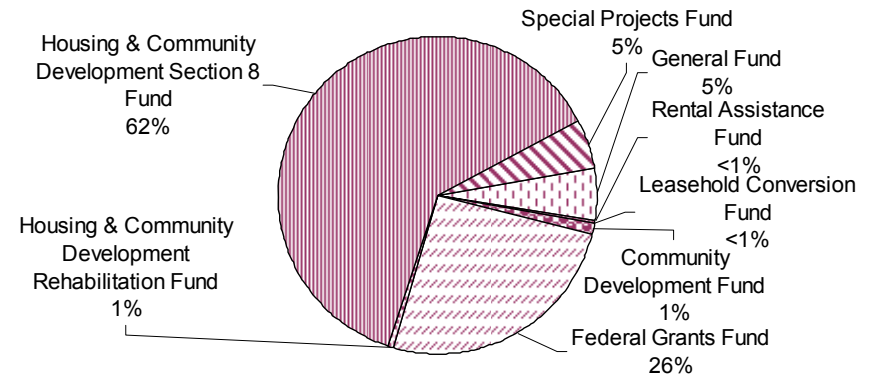
To accomplish the charter's mandate to serve and advance the general welfare and aspirations of city and county residents, the administration's goal and objective is to seek grants for human services and self-sufficiency for those with the greatest needs or challenges.

DCS Administration oversees the following divisions that manage grants and implement projects in accordance with grant requirements and city procurement, contract, fiscal and sub-grantee monitoring requirements:

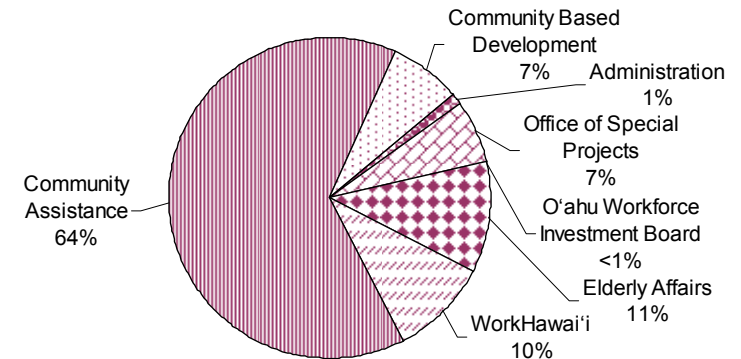
- Community Assistance – Administers grants for rental, housing and homeownership assistance to low to moderate income families.
- Community Based Development – Administers grant funds for homeless and housing assistance, and community development.
- Elderly Affairs – Administers grants to plan and develop services for older or disabled persons, with limited economic or social support systems, to live independently in the community.
- Office of Special Projects - Serves as the liaison to the community to address the needs of the socially and economically disadvantaged.
- 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.

The department's expenditures were \$76,886,260 in FY 2011, an increase of 25% from \$61,607,299 in FY 2007. Total authorized staffing increased by 15% to 246.8 FTE in FY 2011 from 215 FTE in FY 2007. Over the past five years, vacant FTE increased by 25%. There were 99.3 vacant FTE in FY 2011

What Are the Sources of Community Services' Funds? FY 2011



Where Does a Community Services' Dollar Go? FY 2011



Source: Department of Budget and Fiscal Services

compared with 79.5 in FY 2007. According to DCS, vacant FTE increased due to the economy, budget cuts and the uncertainty of grant funds.

	Operating Expenditures	Authorized Staffing		
		Total Authorized FTE	Vacant Authorized FTE	Cost per FTE ¹
FY 2007	\$61,607,299	215.0	79.5	\$286,546
FY 2008	\$72,358,122	240.0	95.5	\$301,492
FY 2009	\$78,747,982	243.0	83.5	\$324,066
FY 2010	\$75,837,474	245.0	87.0	\$309,541
FY 2011	\$76,886,260	246.8	99.3	\$311,533
Change over last 5 years	25%	15%	25%	9%

Sources: Executive Operating Program and Budgets (FY 2009-2012). Full Time Equivalent (FTE) Department of Budget and Fiscal Services' BRASS data (FY 2007-FY 2010); Advantage Budget System (ABS) data FY 2011. ¹ Cost per FTE = Operating Expenditures/Total Authorized FTE.



Community Assistance

The Community Assistance Division comprises 64% of the department's operating expenditures. Rental assistance programs accounted for \$47.4 million or about 96% of the division's FY 2011 operating budget. Within this division, the Rental Assistance Branch processes applications submitted by families for rental subsidies allocated by the U.S. Department of Housing and Urban Development (HUD). About \$41.5 million in rental subsidies were financed with federal funds, and the city's Rental Assistance Fund provided over \$192,000 to low-income families in city-owned or sponsored rental properties.

According to a report by the National Low Income Housing Coalition, which ranked the most expensive U.S. counties for rent affordability in FY 2011, a household must earn the equivalent of \$32.73 per hour or \$68,080 per year to afford a two-bedroom unit at fair market rent in Honolulu, the third highest in the nation. With the median family income in Honolulu at about \$64,000 per year in 2011, this illustrates the need for rent and housing assistance programs for Honolulu's extremely low-income residents.

The department fulfills its goal of promoting individual self-sufficiency and an improved quality of life for people with physical, mental and economic challenges through its Section 8 and Family Self-Sufficiency (FSS) Programs.

The Section 8 Program's housing choice vouchers enable extremely low-income families, earning 30% of the median income, to rent housing units on the private rental market. Due to cost increases, the number of families served decreased by 4% over a five year period to 3,699 in FY 2011.



Source: Out of Reach 2011, National Low Income Housing Coalition.

¹ Full-time (2080 hours per year or 40 hours a week for 52 weeks) hourly wage needed to be earned to pay fair market rent (HUD estimates), spending no more than 30% of income on housing costs.

The Family Self-Sufficiency 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 2011, 173 families participated in the FSS Program, and three families became homeowners.

	Down Payment Loans Closed		Section 8		
	Rehabilitation Loans Closed ^{1,2}	(\$ million) ^{1,3}	Housing Choice Vouchers	Average Number on Waiting List	Applications Processed
FY 2007	\$1,679,198	\$0.73	3,849	9,400	900
FY 2008	\$1,832,891	\$1.18	3,505	8,400	735
FY 2009	\$2,569,342	\$1.18	3,850	6,700	3,358
FY 2010	\$2,455,000	\$1.96	3,950	4,500	30
FY 2011	\$447,796	\$0 ⁴	3,699	4,000	161
Change over last 5 years	-73%	-100%	-4%	-57%	-82%

Sources: Executive Operating Program and Budgets (FY 2009-2012), Department of Community Services.

¹ Totals were rounded.

² Rehabilitation Loan Program provides loans to homeowners with incomes up to 80% of the median income for O'ahu for home repairs.

³ Down Payment Assistance Program assists first-time homebuyers (within 80% of median income for O'ahu) with home purchases.

⁴ No funding appropriated after review of all applications for Community Development Block Grant (CDBG) and HOME funding by a citizen panel.



Community Based Development, Elderly Affairs and Special Projects

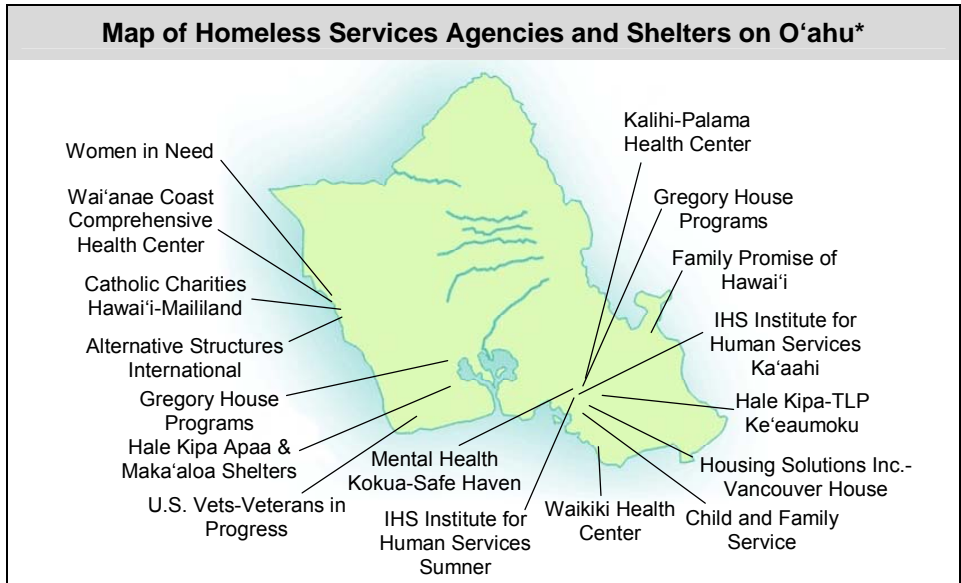
The Community Based Development Division’s (CBDD) mission is to secure and administer grant funds for homeless assistance, community development and housing. It also identifies alternative funding sources to maximize city resources. The division administers projects that received appropriations in FY 2011 of more than \$13,975,000 to assist with community development and special needs housing, including assistance for the elderly and homeless in Honolulu.

CBDD works with nonprofit shelter and service providers to prepare the city’s annual competitive grant application for the Continuum of Care homeless program, which assists individuals transitioning from homelessness to independent living. HUD awarded the Honolulu Continuum of Care \$9,158,336 in FY 2011.

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. Under the Aging Network Service System, 5,546 people received meal, personal care and transportation services, and 53,505 people received counseling, health promotion, housing and legal assistance services.

The Chronic Disease Self-Management Program (CDSMP) consists of workshops for individuals age 60 and over with chronic health conditions. On O’ahu, 383 people completed CDSMP workshops. Six months after completing the workshop, enrollees reported and showed improvement in their ability to cope with their symptoms.

The Office of Special Projects (OSP) 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



Sources: Office of the City Auditor (Honolulu), Department of Community Services. *These agencies and shelters received grant funds through DCS.

business. In FY 2011, DCS awarded 25 CDBG to provide services for Honolulu’s communities. The number of CDBG awarded has increased by 32% over the last five years. OSP also administers the O’ahu Enterprise Zone Program, a joint effort between the city and state to stimulate business growth and job creation.

Residents were asked to rate the availability of affordable quality housing and the variety of housing options as excellent or good. Ratings for both slightly increased from the prior year, but were still much below percentages reported nationwide. Among cities with populations over 300,000, Honolulu ranked last in both categories.

	Elderly Affairs		Citizen Survey (% Excellent or Good)	
	CDBG ¹ Grant Awards	Kupuna Care Program-No. of Home Delivered Meals	Availability of Affordable Quality Housing	Variety of Housing Options
FY 2007	19	221,875	FY 2007	-
FY 2008	17	165,345	FY 2008	-
FY 2009	17	182,216	FY 2009	-
FY 2010	25	175,605	FY 2010	6%
FY 2011	25	162,819	FY 2011	9%
Change over last 5 years	32%	-27%	Change over last year	3%

Sources: Executive Operating Program and Budgets (FY 2009-2012), Department of Community Services, and National Citizen Survey™ 2011 (Honolulu). ¹ Community Development Block Grant, program funded by the U.S. Department of Housing and Urban Development (HUD).



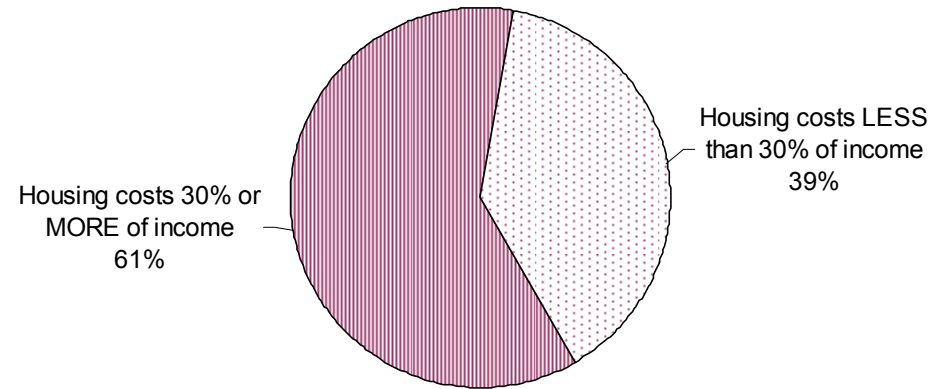
WorkHawai'i and O'ahu Workforce Investment Board

The WorkHawai'i Division administers grants for Workforce Investment Act programs, and its mission is to oversee programs that assist jobseekers and employers. Its partners served a total of 12,698 job seekers in Honolulu in FY 2011. Over 450 companies participated in various job fairs, and close to 600 businesses registered with HireNet Hawai'i, a one-stop employment website, with their job openings.

In October 2010, the Youth Services Center program was transferred to WorkHawai'i from the Office of Special Projects. This consolidated all of the department's educational resources, occupational training, employment services, and youth development programs into a single division. The number of participants in the Youth Services program has increased by 60% over the past five years due to an increase in the number of referrals and the implementation of a new program. The Youth Services Center's Alternative Diploma Program, which helped more than 150 students earn their diplomas in FY 2011, was acknowledged by America's Promise Alliance when Honolulu was recognized as one of *100 Best Communities for Young People* in 2011.

The Rent to Work Program provides short-term rental assistance for people experiencing homelessness who are willing to pursue an individualized employment and training plan. In FY 2011, 320 applications were received and 84 vouchers were issued. The Ho'ala Program facilitates the successful transition of families from welfare dependence to work. In FY 2011, 2,324 participants were served in First to Work Ho'ala classes and job clubs. The Honolulu Young Parents Program provides mentoring training for young parents to increase their likelihood of achieving or maintaining self-sufficiency. By administering youth, employment and housing assistance programs, WorkHawai'i helps residents find jobs and improve their quality of life.

Proportion of Respondents Experiencing Housing Cost Stress



Source: National Citizen Survey™ 2011 (Honolulu)

The 36 members of the O'ahu Workforce Investment Board (OWIB) are appointed by the mayor. The board oversees and sets policies for O'ahu WorkLinks, which is O'ahu's workforce development system, established by the Workforce Investment Act.

About 61% of residents have housing costs that consist of 30% or more of their monthly incomes, which ranked Honolulu first among cities with populations over 300,000. Residents were asked to rate the quality of services provided for seniors, youth and the low-income as excellent or good. Ratings increased from the prior year in all three groups, and were similar among cities with populations over 300,000, with the exception of services for the low-income, which ranked 2nd out of 19 cities, equivalent to the 94th percentile.



O'ahu WorkLinks Job Fair booth

	Youth Services Participants Served	O'ahu WorkLinks One-Stop Center Users
FY 2007	2,500	12,315
FY 2008	2,900	14,859
FY 2009	2,900	17,548
FY 2010	3,000	20,110
FY 2011	4,000	22,898
Change over last 5 years	60%	86%

Citizen Survey (% Excellent or Good)

	Quality of Services for Seniors	Quality of Services for Youth	Quality of Services for Low-Income People	Housing Cost Stress (≥30% of Income)
FY 2007	-	-	-	-
FY 2008	-	-	-	-
FY 2009	-	-	-	-
FY 2010	44%	36%	32%	54%
FY 2011	49%	45%	46%	61%
Change over last year	5%	9%	14%	7%



O'ahu WorkLinks Job Fair Aulani Resort presentation

Sources: Executive Operating Program and Budgets (FY 2009-2012), Department of Community Services, National Citizen Survey™ 2011 (Honolulu)

CHAPTER 4 - CORPORATION COUNSEL

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.

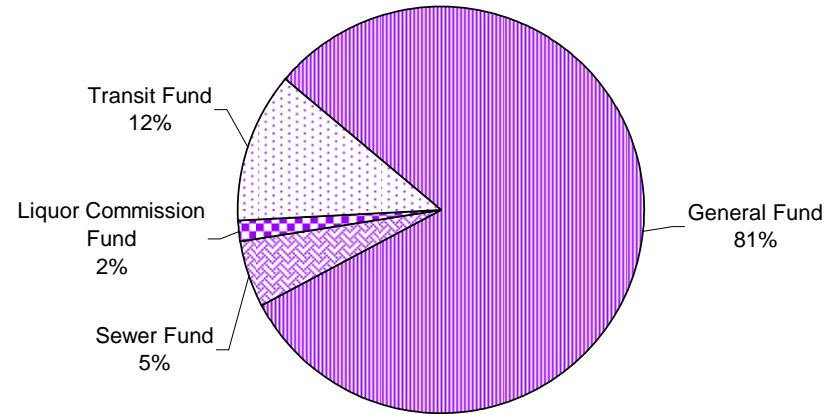
The department's mission is to meet the diverse legal needs of its clients, by advising its clients proactively, and by effectively representing and litigating their interests, while maintaining the highest standards of professionalism and ethics.

In FY 2011, the department had two goals for fiscal sustainability: cost containment and developing supplemental sources of revenue. The department worked towards cost containment by continuously improving its case management system to control outside counsel and consultant fees and costs and also working with other city agencies to reduce operational costs. In order to develop supplemental sources of revenue, the department worked towards pursuing and expanding federal and other grants/funding and pursued collection matters and claims on the city's behalf. Department's objectives include maximizing real property tax revenues by defending assessments and expeditiously resolving tax appeals. These steps to achieve goals are consistent with improving the city's financial health.

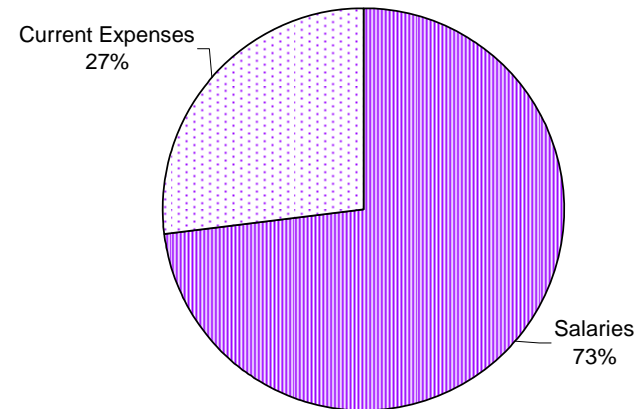
COR assisted the Department of Environmental Services and the Department of Design and Construction in entering into a global consent decree for the city's wastewater system with the U.S. Environmental Protection Agency, state Department of Health, and environmental groups on December 17, 2010. The decree consolidated 3 federal cases. It requires improvements to the collection system over 10 years and treatment plant upgrades over 25 to 28 years.

COR assisted in the transition of the Honolulu Authority for Rapid Transit and the establishment of the HART Board of Directors that began operations on July 1, 2011. The department also counseled other city departments in preparation for the Asia-Pacific Economic Cooperation conference held in November 2011.

**What Are the Sources of Corporation Counsel's Operating Funds?
FY 2011**



**Where Does a Corporation Counsel's Dollar Go?
FY 2011**

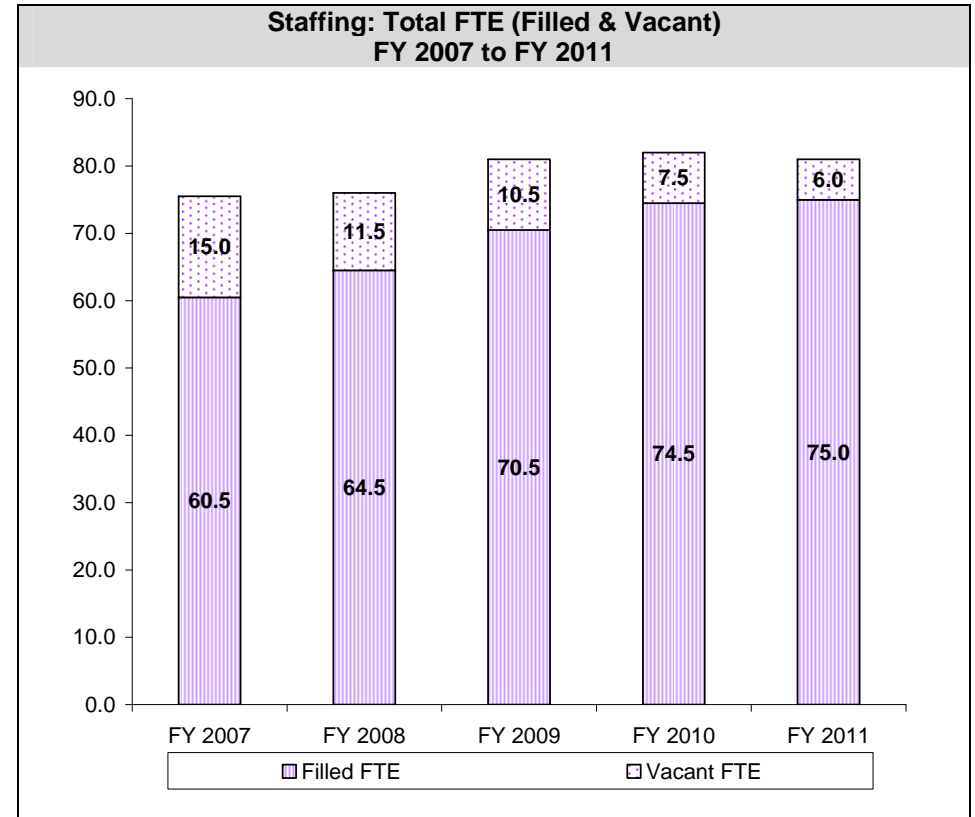


Sources: Department of Budget and Fiscal Services and Corporation Counsel

Staffing and Spending

Corporation Counsel has three divisions. Their missions are:

- 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 of the 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 was created to maximize 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.



Source: Department of Budget and Fiscal Services

	Operating Expenditures (\$ million) ¹	Total Authorized FTE ¹	Total Vacant FTE	Cost Per FTE	Counsel and Drafting Cases	Litigation Cases	Real Property Tax Cases	Real Property Tax Recoveries	Total Number of Cases	Cost Per FTE for Cities of Comparable Size ³
FY 2007	\$5.9	75.5	15.0	\$78,370	12,285	2,555	237	-	15,077	Honolulu Corp Counsel \$82,517
FY 2008	\$6.0	76.0	11.5	\$78,994	11,969	3,060	268	-	15,297	San Diego City Attorney \$120,209
FY 2009	\$6.3	81.0	10.5	\$78,181	12,353	4,030	204	-	16,587	San Jose City Attorney \$164,198
FY 2010	\$7.1	82.0	7.5	\$86,998	10,584	2,664	406	\$5.0	13,654	Austin City Attorney \$92,997
FY 2011	\$6.7	81.0	6.0	\$82,517	11,025	2,558	528	\$3.1	14,111	
Change over last 5 years	13%	7%	-60%	5%	-10%	0.1%	123%	-38% ²	-6%	

Sources: Corporation Counsel, Executive Operating Program and Budgets (FY 2009-2012) and Department of Budget and Fiscal Services

¹ Ethics Commission not included

² % change over last year

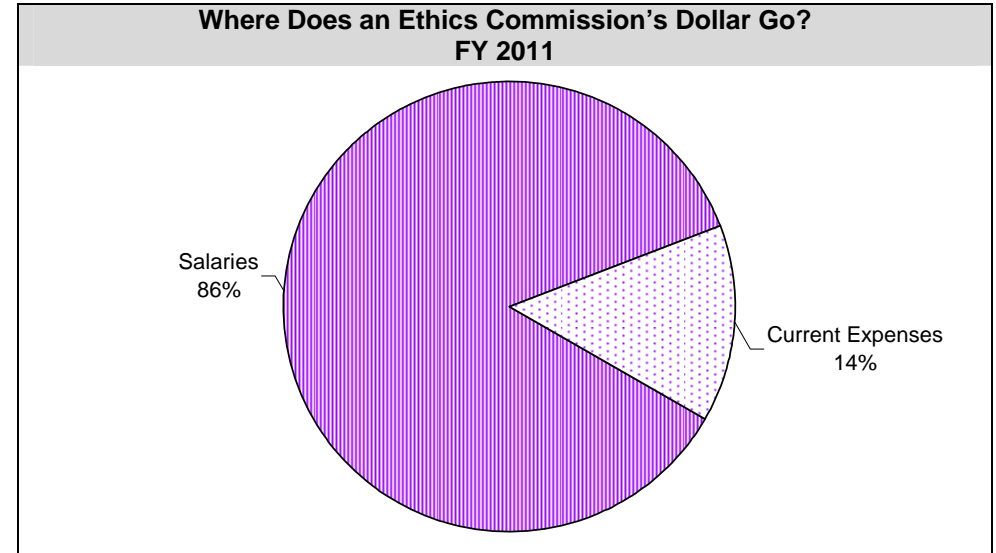
³ FY 2010-11 Budgets for cities listed, Population estimates from U.S. Census Bureau, Cost per FTE = Operating Expenditures/Total Authorized FTE

ETHICS COMMISSION

The Ethics Commission was established in 1962 and has seven commissioners who are appointed by the Mayor and confirmed by the Council for 5-year terms. The Ethics Commission is administratively attached to the Department of the Corporation Counsel.

The Commission’s mission is to ensure that city officers and employees understand and follow the ethical standards of conduct governing their work for the public. The Commission’s purpose is consistent with the city’s goal of promoting transparency and public trust. 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 violations of the ethics laws. The Commission is authorized to impose civil fines for ethics violations by elected and appointed officers and employees. It also develops and implements education programs, including mandatory ethics training and retraining for all supervisory personnel, elected officers, and board and commission members. The Commission also recommends legislation before the Council and the Legislature; develops guidelines about standards of conduct; reviews and maintains financial disclosure statements of city officials with significant discretionary authority; and regulates lobbying and lobbyists.

The most common areas of inquiry are conflicts of interest, gifts, political activities, and the use of government resources or positions. The Commission implements its objectives through a balance of training programs, ethics advisory opinions, and enforcement actions. The Commission has 3 permanent full-time positions, including the Executive Director/Legal Counsel and Associate Legal Counsel. The increase in past years’ workload required the addition of another attorney on the Commission’s staff. The Commission is supported entirely by the general fund.



Sources: Department of Budget and Fiscal Services and Honolulu Ethics Commission

	Operating Expenditures	Staffing (Total FTE)	Vacant FTE	Cost Per FTE	Website Hits
FY 2007	\$159,347	2.0	0.0	\$79,674	4,926
FY 2008	\$192,879	2.0	0.0	\$96,440	5,480
FY 2009	\$207,188	2.0	0.0	\$103,594	8,424
FY 2010	\$180,388	2.0	0.0	\$90,194	9,497
FY 2011	\$187,871	3.0	0.0	\$62,624	4,897
Change over last 5 years	18%	50%	-	-21%	-1%

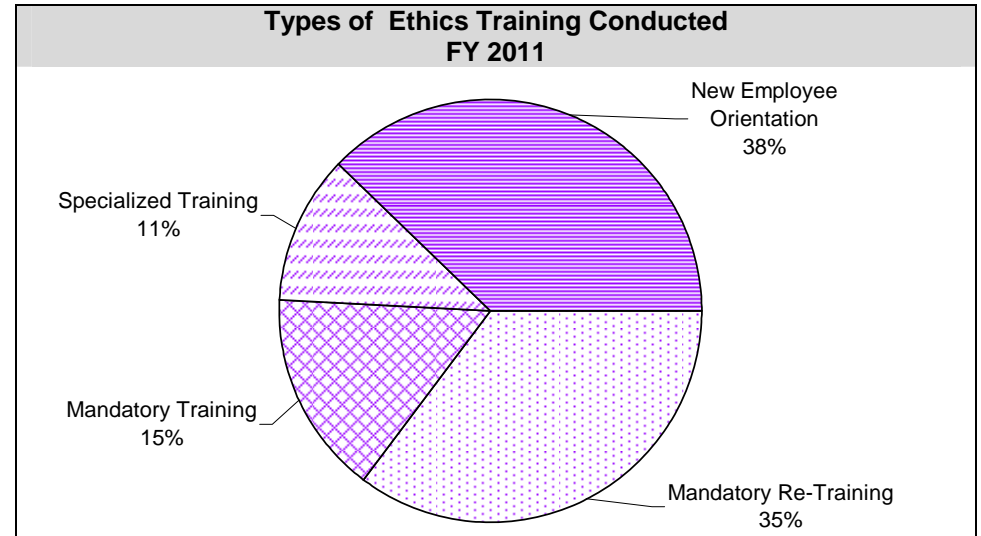
Sources: Executive Operating Program and Budgets (FY 2009-2012) and Honolulu Ethics Commission

ETHICS COMMISSION (continued)

The Director's top priority in FY 2011 was to reduce the backlog in responding to complaints and requests for advice submitted to the Commission. During FY 2009 and FY 2010, there was a large increase in the number of complaints investigated from earlier years. According to the Commission, complaints take a significant amount of time to investigate because they are fact intensive. In December 2010, the addition of another full time attorney decreased the backlog of concluding investigations.

In FY 2011, the Commission answered 392 requests for advice between its two employees. The Commission attributes the increases in requests to changes in administrations and council members. The change in administrations requires ethics training for new cabinet members, which engenders more requests for advice. Similarly, the number of requests changes when there is a change in council members.

The number of complaints opened for investigation increased 153% over the last five years. According to the Commission, the increase is a result of mandatory ethics training and retraining that emphasizes the difference between ethical and unethical conduct in practical terms, and an increase in the number of high level city officers and administrators who support the Commission's work within their agencies. Other factors contributing to the increase include the Commission establishing itself as an independent agency that will objectively review allegations of misconduct; complainants attempting to avoid retaliation for whistleblowing and reprisals by bringing the issue to the Commission; and the Commission's track record of uncovering and correcting corruption in cases followed by the media.



Source: Honolulu Ethics Commission

In FY 2011, the Commission had 81 investigations between its three employees. According to the Council on Governmental Ethics, the ratio of 27 cases per ethics employee was higher than San Francisco (17 employees and 28 cases), San Diego (6 employees and 100 cases), and Seattle (7 employees and 50 cases).

	Mandatory Re-Training	Mandatory Training	Specialized Training	New Employee Orientation	Total Training	Advice Requests and Complaints	Complaints Opened for Investigation	Requests for Advice Answered
FY 2007	-	195	100	544	839	415	32	380
FY 2008	783	272	302	383	1,740	350	31	350
FY 2009	232	258	142	446	1,078	367	77	290
FY 2010	206	350	99	309	964	360	91	267
FY 2011	313	137	101	336	887	473	81	392
Change over last 5 years	-60% ¹	-30%	1%	-38%	6%	14%	153%	3%

Sources: City and County of Honolulu Ethics Commission, Council on Governmental Ethics Laws (COGEL) 2011 Update

¹ % change over 4 years



CHAPTER 5 - CUSTOMER SERVICES

The Customer Services Department's (CSD) mission is to provide the highest quality of service to the public, whether in person, by phone, or electronically. In line with the mayor's strategic goal to restore the city's financial health, customer services' divisions identified cost savings and efficiencies in FY 2011.

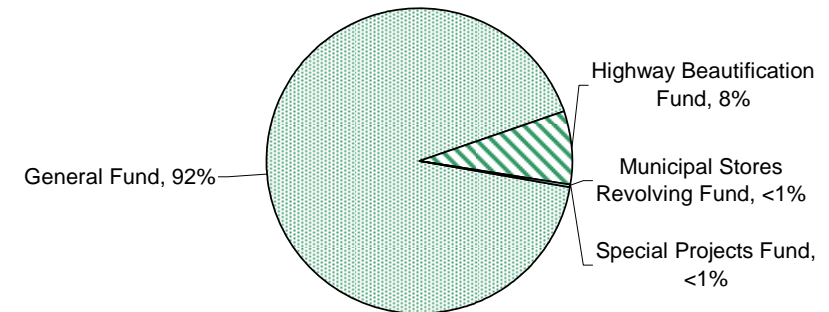
The department is comprised of the following:

- Administration provides policy guidance, direction and administrative support to all departmental programs.
- Public Communications 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.

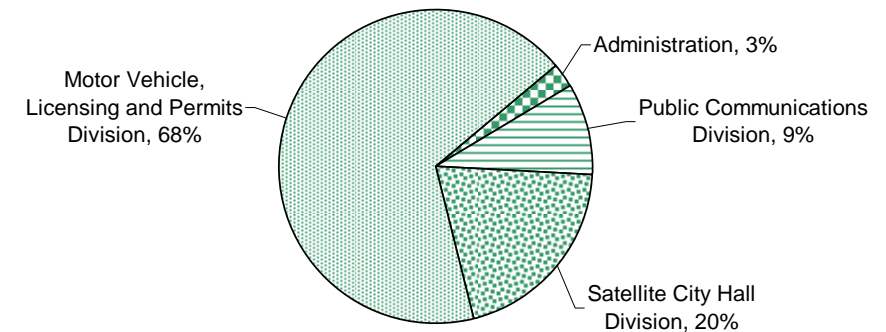
Over the past five years, total authorized FTE staffing has remained steady, however vacancies have increased nearly 44%. The department explained that city wide budget restrictions and hiring freezes over the past three fiscal years have contributed to the department's increasing vacancy rate.

Total operating expenditures in FY 2011 of \$18.8 million have fallen slightly below expenditures in FY 2007 of nearly \$19.0 million. Over the past fiscal year, the department reduced its operating expenditures by 7.5% or just over \$1.5 million due to furloughs and overall budget constraints on operations. In response to budget cutbacks and furloughs, all Satellite City Hall locations' days and hours of operation were standardized to regular hours Monday through Friday without significant reduction in service levels.

What Are the Sources of Customer Services' Operating Funds? FY 2011



Where Does a Customer Services' Dollar Go? FY 2011



Source: Department of Budget and Fiscal Services

In the 2011 Citizen Survey, 60% of Honolulu residents rated their overall impression of city employees excellent or good compared to 66% in 2010. However, this was a 6% decline from a year ago.

	Operating Expenditures	Total Authorized FTE ¹	Total Vacant FTE	Cost per FTE ²	Citizen Survey (% Excellent or Good)	
						Overall Impression of City Employees
FY 2007	\$18,964,967	298	39	\$63,641	FY 2007	-
FY 2008	\$19,749,328	298	32	\$66,273	FY 2008	-
FY 2009	\$20,241,075	298	37	\$67,923	FY 2009	-
FY 2010	\$20,340,161	298	45	\$68,150	FY 2010	66%
FY 2011	\$18,823,857	299	56	\$62,956	FY 2011	60%
Change over last 5 years	-0.7%	0.3%	43.6%	-1%	Change over last year	-6%

Sources: Executive Operating Program and Budgets (FY 2009-2012), Department of Budget and Fiscal Services (FY 2011), Customer Services Department, Honolulu Annual Department and Agency Reports (FY 2007-2011), and National Citizen Survey™ 2011 (Honolulu). ¹Full Time Equivalent (FTE) Department of Budget and Fiscal Services BRASS data (FY 2007-2010) and Advantage Budget System (ABS) data FY 2011. ² Cost per FTE = Operating Expenditures/Total Authorized FTE.

Administration and Public Communications

Administration provides policy guidance, direction and administrative support to the department's 3 divisions. In FY 2011, administration's goals mirrored the Mayor's focus on lean operating budgets and identifying savings. Accommodating the planned 2-day per month office closures due to furloughs while maintaining superior service and minimal inconvenience to the public was a significant challenge in FY 2011.

Administration accounted for 3% of the department's expenditures for FY 2011. Over the past 5 years, its operating expenditures increased by 18% due to equipment upgrades and the one-time cost to move departmental staff.

Public Communications 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 the 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. In FY 2011, among single issue categories, Public Communications received the most complaints for streetlights (656) and bulky item pickup (653); while pothole complaints (333) ranked eighth.

Public communications accounts for 9% of the department's expenditures. Over the past five years, the division's operating expenditures decreased by 5% primarily due to furloughs and vacancies. At the end of December 2010, the city's Municipal Bookstore closed and selected city reports are now available online for free at <http://www1.honolulu.gov/csd/lrmb/pricelist.htm>. In the 2011 Citizen Survey, close to half of Honolulu residents (47%) rated City public information services excellent or good, an increase of 6% from 41% in 2010.

Top Eight Complaints Reported to Public Communications in FY 2011¹

Rank	Description (Responding Department)	Total Complaints
#1	Streetlight Repair and Maintenance (DFM)	656
#2	Bulky Item Service (ENV)	653
#3	Tree & Plant Maintenance (DPR)	420
#4	Non Collection of Refuse (ENV)	406
#5	District 1 City Parks (DPR)	345
#6	Signs & Markings Maintenance; Contra flow (DFM)	336
#7	Traffic Signals (DTS)	334
#8	Potholes ² (DFM)	333

Source: Customer Services Department

¹ Complaints received by CSD by phone, email and online; it excludes complaints submitted directly to other city agencies.

² Includes pothole complaints received by phone, on-line, walk-in and other methods; it excludes multiple complaints from the same source, and complaints outside the city's jurisdiction.

	Operating Expenditures		Public Communications				Citizen Survey (% Excellent or Good)	
	Administration	Public Communications	Information Calls Received ³	Complaint Actions Processed ⁴	Number of Complaints Resolved ⁵		Public Information Services	
					Resolved by CSD	Resolved by Departments		
FY 2007	\$397,304	\$1,863,230	67,000	19,877	7,003	12,832	FY 2007	-
FY 2008	\$443,794	\$1,974,996	75,000	15,759	6,290	16,179	FY 2008	-
FY 2009	\$501,583	1,983,066	62,000	15,866	6,047	15,753	FY 2009	-
FY 2010	\$565,272	\$1,948,774	55,000	14,857	5,140	15,190	FY 2010	41%
FY 2011	\$470,025	\$1,770,381	50,000	13,561	4,853	14,552	FY 2011	47%
Change over last 5 years	18.3%	-5.0%	-25.4%	-31.8%	-30.7%	13.4%	Change over last year	6.0%

Sources: Executive Operating Program and Budgets (FY 2009-2012), Department of Budget and Fiscal Services (FY 2011); Customer Services Department; National Citizen Survey™ 2011 (Honolulu).
³ Information calls received is an estimate of the total number of phone calls to the Customer Services Department. ⁴ Complaint actions processed includes complaints received by phone, e-mail, on-line, written and other miscellaneous methods. ⁵ Number of Complaints "Resolved by CSD" and "Resolved by Departments" is greater than "Complaint Actions Processed" due to complaints from previous year(s) being resolved in the current year.

Motor Vehicle, Licensing and Permits

Motor Vehicle, Licensing and Permits (MVL) primarily processes motor vehicle registrations, issues driver and business licenses, 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.

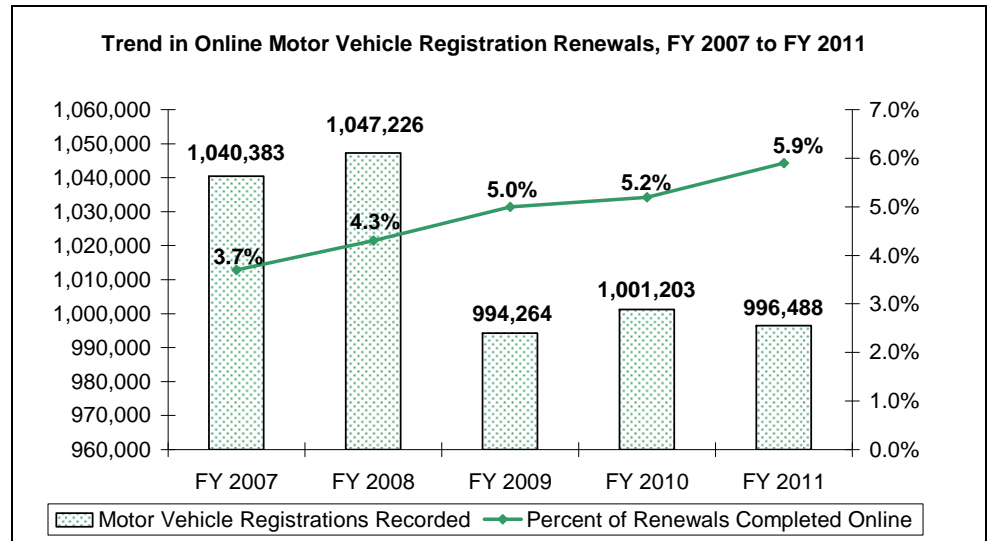
In May 2011, the division simplified the mailing for vehicle registration renewals and saved the city an estimated \$115,500 in printing and postage costs. Online motor vehicle registration renewals saves the city an estimated \$1.68 per transaction. Over the past 5 years, online renewals increased nearly 53% which the division attributes to increased use of the internet by the public to pay bills. Implementing cost savings and efficiencies through technology supports the department's and Mayor's strategic goal to restore the city's financial health.

The majority of the department's expenditures for FY 2011 are from MVL (68%). The division's operating expenditures increased just over 1% from FY 2007 to FY 2011.

During FY 2011, 2-day per month furloughs led to backlogs of one (1) month in filing active titles, 3 days in dealer drop off transactions, and 2 days in processing mail-in and other motor vehicle transactions. The division anticipates clearing the backlogs in early FY 2012 with the resumption of normal schedules and the end of furloughs in June 2011.

Other notable events in FY 2011 include:

- Implemented the new ignition interlock program with the state Judiciary, Act 166 Session Laws of Hawai'i (SLH) 2010;
- Implemented the Highway Beautification Fee increase in October 2010;



Source: Customer Services Department, Honolulu Annual Department and Agency Reports (FY 2007-2011)

- Implemented the state Motor Vehicle Weight Tax increase in January 2011;
- Continued working on the REAL ID Act's 18 material requirements for full compliance by the January 15, 2013 deadline¹ including:
 - Began work on the state's Physical Security Plan for six Driver License and three Satellite City Hall offices that issue driver licenses;
 - Worked with the state Department of Transportation to finalize rules related to the Central Issuance Program and Legal Presence Act; and
 - Began training for the implementation of the Systematic Alien Verification for Entitlements (SAVE), a program requirement of the Legal Presence Act (Act 38, SLH 2010).

	Operating Expenditures	Total Revenues Collected	Total Revenue Transactions Processed	Total Motor Vehicle Registrations Recorded	Online Vehicle Registration Renewals
FY 2007	\$12,623,914	\$100,893,594	1,383,443	1,040,383	38,670
FY 2008	\$13,183,284	\$100,074,304	1,312,914	1,047,226	44,613
FY 2009	\$13,551,012	\$99,938,539	1,265,123	994,264	49,449
FY 2010	\$13,613,402	\$113,425,478	1,322,252	1,001,203	51,674
FY 2011	\$12,776,945	\$138,567,948	1,360,413	996,488	59,107
Change over last 5 years	1.2%	37.3%	-1.7%	-4.2%	52.8%

Sources: Executive Operating Program and Budgets (FY 2009-2012), Department of Budget and Fiscal Services (FY 2011) and Customer Services Department.

¹ The REAL ID Act requires all states to issue driver's licenses that meet federal enhanced security features and proof of legal presence in the United States, in order to board airplanes or enter federal buildings.

Satellite City Halls

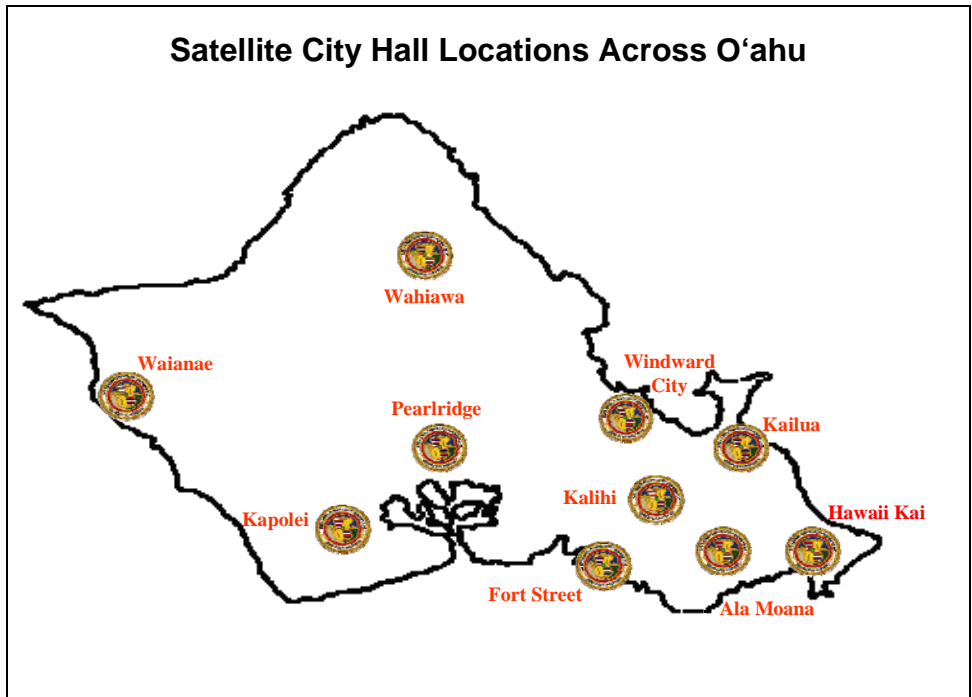
Satellite City Halls (SCH) provides essential city government services and information through ten (10) storefront offices across the island of O'ahu. These offices are located at Ala Moana, Kailua, Fort Street Mall, Hawai'i Kai, Kalihi, Kapolei, Pearlridge, Wahiawa, Waianae and Windward City.

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 and camping, loading zone, bus stop parking, and fireworks; and also voter registration. 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>.

In FY 2011, all satellite offices implemented a new one-stop, point-of-sale cashing system which reduced processing and customer waiting time consistent with the Mayor's goal to increase efficiency with technology.

SCH accounts for 20% of the department's expenditures. Over the past five years, operating expenditures decreased nearly 7% from FY 2007 to FY 2011 because of the one-time cost to renovate the Pearlridge office, furloughs and overall budget constraints. The number of transactions processed at satellite locations has remained steady over the past five years. However, the division notes that revenue collected grew 21% largely due to increases in motor vehicle registration fees and weight taxes, and increases in water and sewer rates.

In the 2011 Citizen Survey, 61% of residents rated the quality of Satellite City Hall services excellent or good, an increase of 4% from 57% in 2010. From their most recent contact with City employees in 2011, a majority of Honolulu residents rated employees' knowledge (66%), courtesy (63%), responsiveness (57%) excellent or good; although these measures declined slightly from last year.



Source: Customer Services Department

During FY 2011, city furloughs proved challenging for satellite personnel and the public due to longer lines and wait times. Satellite staff initiated screening services to confirm whether customers had the necessary documents to complete their transactions. This personal assistance was well-received and appreciated by customers and the practice continues today.

	Operating Expenditures	Total Revenue Collected	Customers Serviced	Total Transactions Processed	2011 Citizen Survey (% Excellent or Good)			
					Quality of Satellite City Hall Services	Impressions of City Employees		
						Knowledge	Courtesy	Responsiveness
FY 2007	\$4,080,519	\$119,528,605	1,075,426	908,935	-	-	-	-
FY 2008	\$4,147,254	\$133,714,933	1,093,779	924,545	-	-	-	-
FY 2009	\$4,205,414	\$128,277,328	1,066,844	901,276	-	-	-	-
FY 2010	\$4,212,713	\$139,493,815	1,109,990	932,265	57%	70%	66%	63%
FY 2011	\$3,806,506	\$145,006,895	1,083,391	913,306	61%	66%	63%	57%
Change over last 5 years	-6.7%	21.3%	0.7%	0.5%	4%	-4%	-3%	-6%

Sources: Executive Operating Program and Budgets (FY 2009-2012), Department of Budget and Fiscal Services (FY 2011), Customer Services Department, and National Citizen Survey™ 2011 (Honolulu).



CHAPTER 6 - DESIGN AND CONSTRUCTION

The Department of Design and Construction (DDC) is the central agency responsible for administering the city's Capital Improvement Program (CIP). Its mission is to provide planning, land acquisition, design, construction, and inspection for public facilities of the City and County of Honolulu. DDC's mission is consistent with the Revised Charter of Honolulu's mandate that the department direct and perform the planning, engineering, design and construction of public buildings.

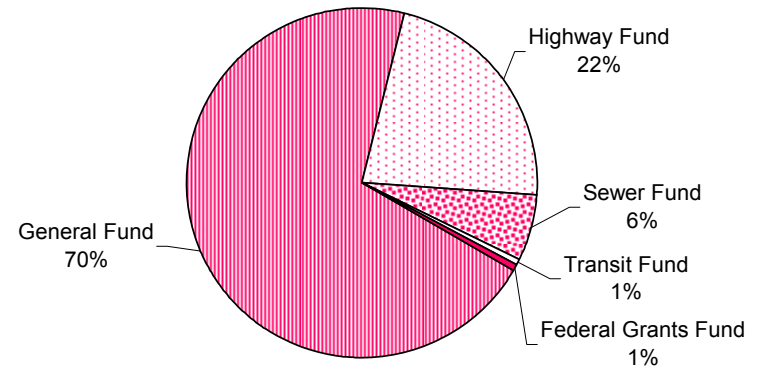
The department consists of three operating functions. Administration provides administrative services support including personnel management, and CIP and operating budget preparation. Project and Construction Management oversees CIP activities related to city facilities such as roads, wastewater collection 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.

Administration provides personnel management, CIP and operating budget preparation, and project tracking and reporting. Administration expenses increased 1% over the last 5 years.

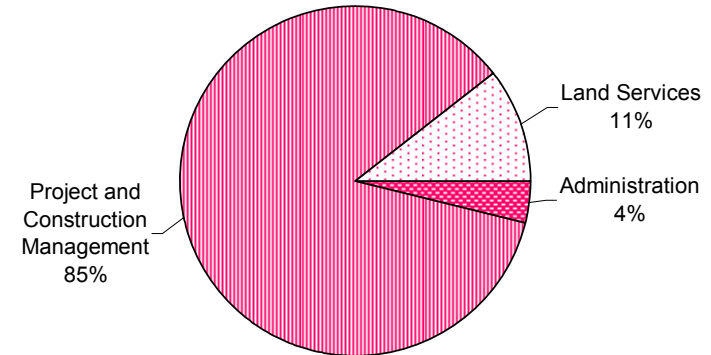
Over the last five years, total expenditures increased 27%. The department cited collective bargaining increases and rising utility costs for both city and non-city facilities as the reason for the increase. In addition, department revenues doubled from \$1.4 million in FY 2007 to \$2.8 million in FY 2011. The department explained that Federal Highway funding for bridge and road programs increased.

One of DDC's goals is to maximize the use of available human resources. The department made important gains in stabilizing its workforce in FY 2011. The number of filled positions increased from 208 in FY 2007 to 230 in FY 2011. Additionally, the number of position vacancies declined 21% from FY 2007 (113) to FY 2011 (89). The department explained that it was able to meet its goal to maximize human resources by recruiting aggressively and filling vacant positions. Due to the downturn in the economy, employment opportunities in the private sector declined and benefits offered by city government became an attractive employment option for the general work force.

**What Are the Sources of Design and Construction's Funding?
FY 2011**



**Where Does a Design and Construction's Dollar Go?
FY 2011**



Source: Department of Budget and Fiscal Services

	Total Expenditures (\$ million)	Administration Expenditures (\$ million)	Revenues (\$ million)	Total Authorized FTE	Total Vacant FTE	Cost Per FTE
FY 2007	\$15.6	\$0.8	\$1.4	321	113	\$48,549
FY 2008	\$18.9	\$0.9	\$1.5	319	112	\$59,270
FY 2009	\$20.4	\$1.0	\$0.8	319	93	\$63,952
FY 2010	\$20.6	\$0.9	\$1.8	319	89	\$64,717
FY 2011	\$19.9	\$0.8	\$2.8	319	89	\$62,268
Change over last 5 years	27%	1%	101%	-1%	-21%	28%

Sources: Executive Operating Program and Budgets (FY 2009-2012), Department of Budget and Fiscal Services; Full Time Equivalent (FTE) Department of Budget and Fiscal Services' BRASS data (FY 2007-FY 2010); Advantage Budget System (ABS) data FY 2011.



Project and Construction Management

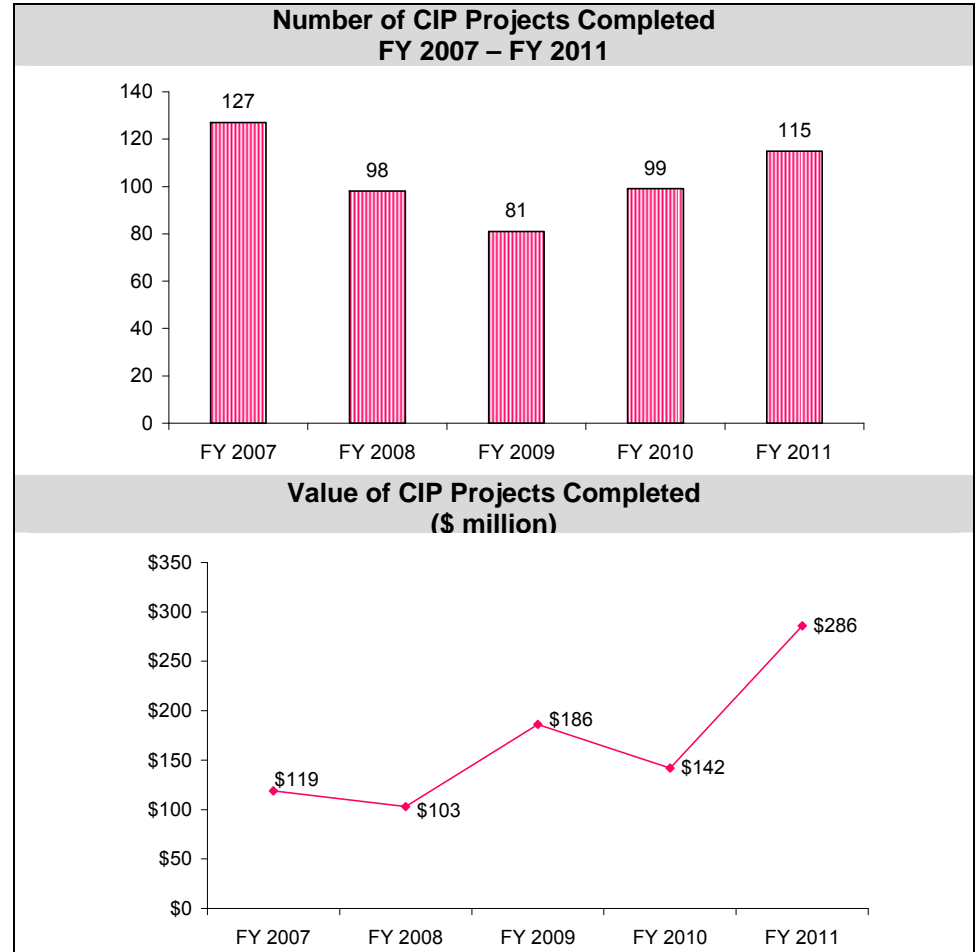
Project and Construction Management's mission is to oversee capital improvements to various city facilities that include roads, wastewater collection and treatment systems, and municipal buildings. Construction of bridges, fire and police stations, park facilities, and golf courses are also under this program's jurisdiction. Operating expenditures increased 31% over the last 5 years. According to the department, the increase was due to collective bargaining and utility cost increases.

In FY 2011, project and construction management expenses increased 31% from FY 2007 (\$12.9 million) to FY 2011 (\$17 million). According to the department the increase is attributed to an increase in both street paving and sewer projects, which in turn required additional construction management services. In addition, the value of CIP projects completed increased 140% during the same time period. According to the department, the increase is attributed to major wastewater construction projects that were completed during the year. These projects, citing project value and duration, include:

- Wana'ao Rd./ Keolu Dr. Reconstructed Sewer (\$47 million; 1,282 days)
- Waimalu Sewer Rehabilitation (\$44 million; 1,096 days)
- Wilhelmina Rise Sewer Rehabilitation (\$18 million; 900 days)
- Kapi'olani Area Sewer System (\$11 million; 700 days)

The value of construction projects encumbered declined 65% from \$452 million in FY 2007 to \$158 million in FY 2011. The department explained that the decline in value of construction projects encumbered is a result of contractors' bids coming in much lower than what was budgeted and is reflective of the current economic climate.

One of the challenges for DDC going forward is constructing wastewater facilities in accordance with the December 17, 2010 global consent decree. In FY 2011, DDC reported 33 on-going wastewater construction projects at a value of \$346 million, another 12 projects under design at a cost of nearly \$463 million, and 12 additional projects were put out to bid valued at \$31 million.



Source: Executive Operating Program and Budgets (FY 2009-2012) and Department of Design and Construction

	Project and Construction Management Expenditures (\$ million)	No. of Projects Encumbered		Value of Projects Encumbered		Total CIP Projects Completed	Value of CIP Projects Completed (\$ million)
		Planning and Design	Construction	Planning and Design (\$ million)	Construction (\$ million)		
FY 2007	\$12.9	157	129	\$30	\$452	127	\$119
FY 2008	\$16.0	129	105	\$45	\$291	98	\$103
FY 2009	\$17.2	134	108	\$43	\$249	81	\$186
FY 2010	\$17.4	141	100	\$72	\$216	97	\$142
FY 2011	\$17.0	150	102	\$60	\$158	115	\$286
Change over last 5 years	31%	-4%	-21%	100%	-65%	-9%	140%

Sources: Executive Operating Program and Budgets (FY 2009-2012), Department of Budget and Fiscal Services, and Department of Design and Construction

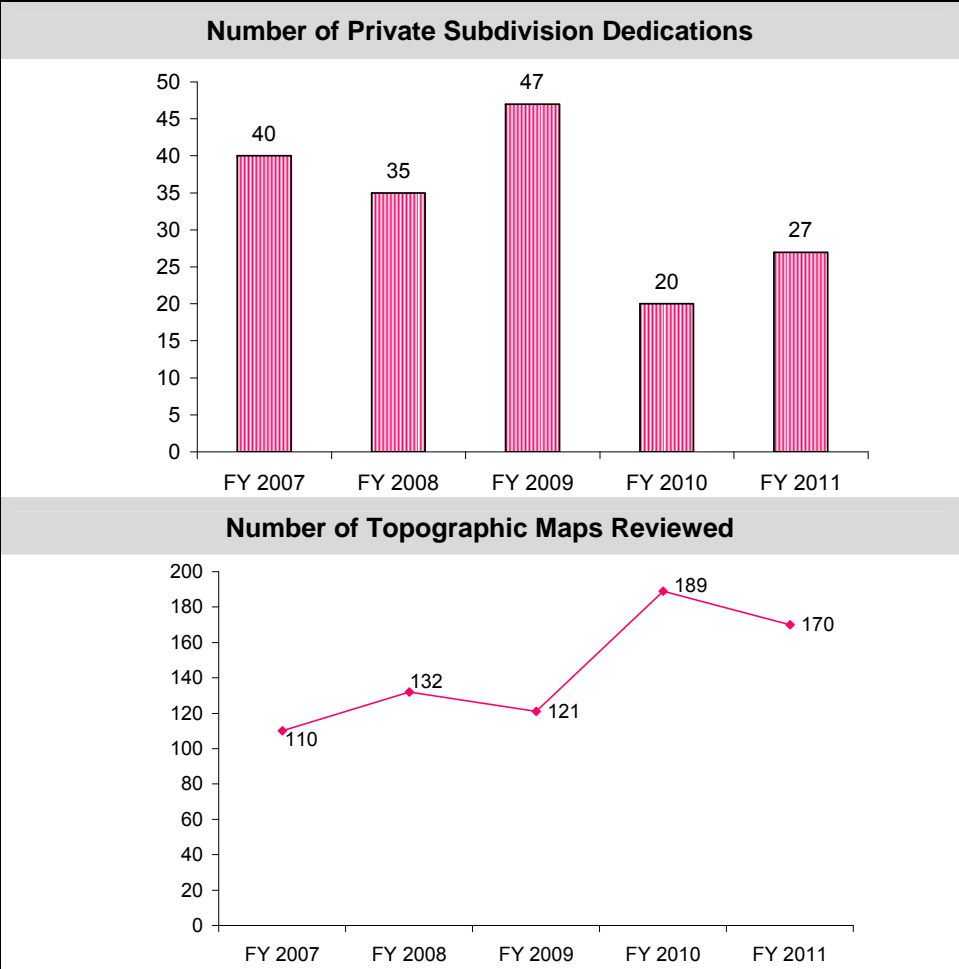


Land Services

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

In FY 2011, DDC entered into 2,739 land negotiations, a 169% increase from FY 2007 (1,018). Negotiations are defined as any contact with DDC. According to the department, landowners are asking more questions during negotiations, compared with prior years. The actual number of parcels acquired decreased 74% from FY 2007 (393) to FY 2011 (104). The department explained that the decline is attributed to the completion of sewer projects that previously required property acquisition. The division notes that it acquired 13 properties related to the Honolulu High Capacity Transit Corridor project in FY 2011. The acquisition included properties in the “banana patch” area of Pearl City, which posed unique challenges for the department due to the conflict in zoning and actual use, soil contamination, and resident opposition.

One of the FY 2011 highlights for land services was the completion of the survey branch’s reorganization of its field crew section. The reorganization improved the branch’s efficiency by shifting responsibilities to the appropriate positions and relieving surveyors from managing some of the field crews. The reorganization is responsive to both the mayor’s goal to identify areas for operational efficiency and streamlining opportunities and DDC’s goal to maximize the use of available fiscal and human resources.



Source: Executive Operating Program and Budgets (FY 2009-2012) and Department of Design and Construction

	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 2007	\$1.9	780	1,455	393	1,018	295	117
FY 2008	\$2.0	335	1,896	402	1,527	335	105
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
Change over last 5 years	12%	20%	106%	-74%	169%	24%	16%

Sources: Executive Operating Program and Budgets (FY 2009-2012), Department of Budget and Fiscal Services, and Department of Design and Construction

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CHAPTER 7 – EMERGENCY MANAGEMENT

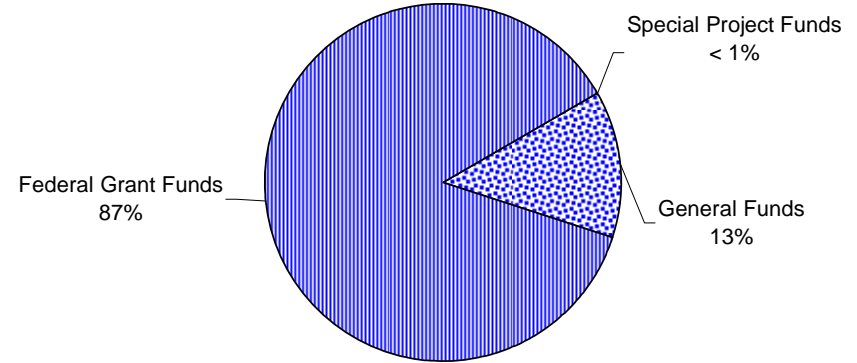
The Department of Emergency Management’s (DEM) mission is to coordinate the city’s emergency management operations with state, federal (including military), and non-governmental agencies to prepare for, respond to, mitigate, and recover from various types of disasters.

The department’s goals are to:

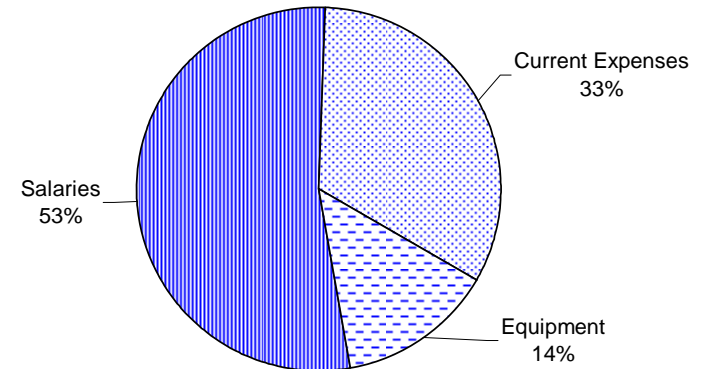
1. Maintain national compliance with the National Incident Management System (NIMS), which provides a standardized framework for emergency managers and responders. Compliance is required for receipt of federal preparedness assistance such as grants, contracts, and other activities. DEM has been NIMS compliant since 2006.
2. Sustain Emergency Operations Center (EOC) personnel proficiency through training and exercises on the use of EOC technology to ensure efficient, effective, and timely coordination of response support for emergency situations.
3. Continue public awareness and education programs through participation in public events and presentations, which ensures that emergency actions by residents and visitors are predictable and consistent with emergency plans.
4. Ensure all-hazard strategic planning through collaboration and coordination with multiple levels of government, non-profit organizations, and the private sector.

Over the last 5 years, department expenditures decreased 13%, while revenues increased 36%. Additionally, the department reports that it conducted 39 staff training sessions in FY 2011, which is a 13% decrease from FY 2007. According to the department the decline is attributed to staff retirements in 2011. Staff training is consistent with the department’s goals to ensure staff proficiency and to promote public education, and is aligned with Revised Charter of Honolulu requirements related to emergency management.

**What Are the Sources of Emergency Management’s Funds?
FY 2011**



**Where Does an Emergency Management’s Dollar Go?
FY 2011**



Sources: Department of Budget and Fiscal Services

	Operating Expenditures		Revenues (\$ million)	Total Authorized FTE	Total Vacant		Total DEM Staff Training Sessions Held ¹
	General Funds (\$ million)				FTE	Cost Per FTE	
FY 2007	\$9.6	\$2.6	15.5	5	\$622,042	45	
FY 2008	\$8.4	\$3.4	15.5	5	\$542,090	48	
FY 2009	\$14.3	\$7.3	15.5	6	\$922,066	48	
FY 2010	\$10.9	\$5.2	15.5	7	\$703,226	46	
FY 2011	\$8.4	\$3.6	15.5	7	\$539,784	39	
Change over last 5 years	-13%	36%	0%	40%	-13%	-13%	

Sources: Executive Operating Program and Budgets (FY 2009-2012) and Department of Budget and Fiscal Services; Full Time Equivalent (FTE) Department of Budget and Fiscal Services' BRASS data (FY 2007-FY 2010); Advantage Budget System (ABS) data FY 2011. ¹ Training activities are in accordance with the national Homeland Security Exercise and Evaluation Program (HSEEP)



Disaster and Emergency Response

The EOC is frequently activated to provide assistance during emergency situations such as those noted in the table below. On March 11, 2011, DEM's emergency management plans were put to the test when the department activated the EOC in response to the tsunami in Japan. DEM successfully coordinated the notification, warning, evacuation, and refuge of over 80,000 residents and visitors from all O'ahu coastlines.

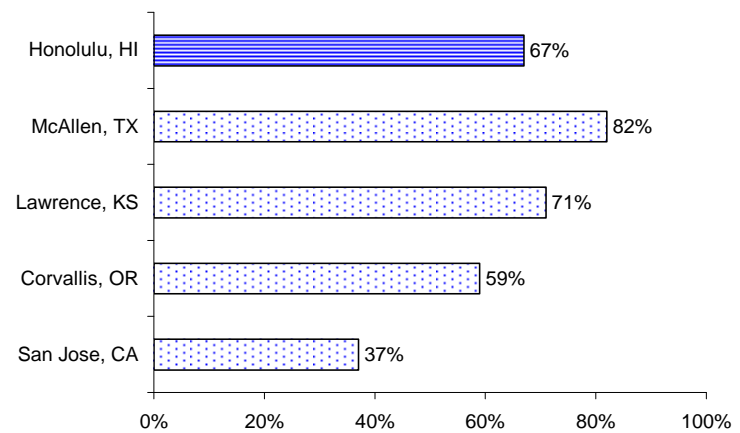
According to the department, future emergency warning and communication with the public will be enhanced significantly through the use of social media. In August 2010, DEM launched a new community notification service called *Nixle*. Subscribers to this free service receive cell phone text messages, e-mail alerts, Facebook posts, and tweets via Twitter directly from DEM.

The department explained that in addition to the tsunami, DEM focused resources on the 2011 Asia Pacific Economic Cooperation (APEC) conference. DEM reported that it spent \$268,700 in FY 2011 for hardware and software upgrades to improve the city's security camera system and for coordinating training exercises.

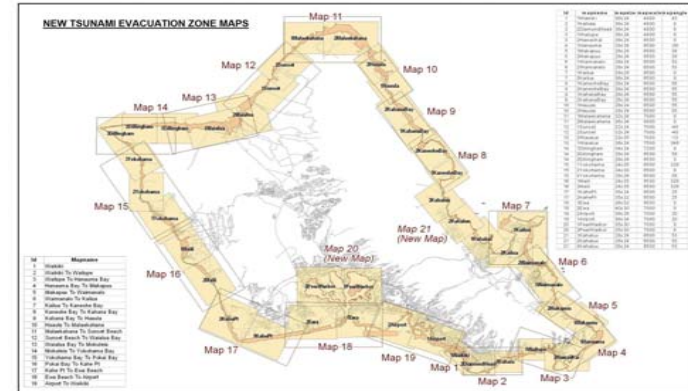
In an effort to promote sustainability and collaboration, DEM administrators noted that they continue to work with state civil defense on the siren conversion program. This program converts old, mechanical sirens powered by electricity to new sirens that run on solar-powered batteries. The new sirens cost much less: 1) in parts and service since there are no moving parts, 2) in staff time that no longer have to deploy to remote areas and fix the mechanical parts, and 3) in electricity expense since the sirens run on batteries that are charged by solar photovoltaic panels. In FY 2011, DEM installed six upgraded warning sirens.

In the 2011 Honolulu Citizen Survey, 67% of residents rated the city's emergency preparedness program as excellent or good, compared to 57% in 2010. The 2011 rating is above benchmarks nationally and also for cities with populations over 300,000.

National Comparison: Emergency Preparedness Percent Rating as Excellent or Good



New Tsunami Evacuation Zone Maps



Sources: National Citizen Survey™ 2011 (Honolulu); various city websites, and Department of Emergency Management

	Days of Emergency Operating Center Activation					Citizen Survey (% Excellent or Good)	
	High Surf	Flood/ Flash Flood Advisory	Tsunami Info/ Watch/ Warning	Tropical Depression/ Cyclone	Brush/ Wild Fire	Emergency Preparedness	
FY 2007	163	58	54	39	10	FY 2007	-
FY 2008	133	35	44	18	8	FY 2008	-
FY 2009	133	35	44	18	8	FY 2009	-
FY 2010	133	15	26	18	10	FY 2010	57%
FY 2011	138	52	62	48	12	FY 2011	67%
Change over last 5 years	-15%	-10%	15%	23%	20%	Change over last year	10%

Sources: Executive Operating Program and Budgets (FY 2009-2012), Department of Emergency Management, and National Citizen Survey™ 2011 (Honolulu)



CHAPTER 8 – HONOLULU EMERGENCY SERVICES DEPARTMENT

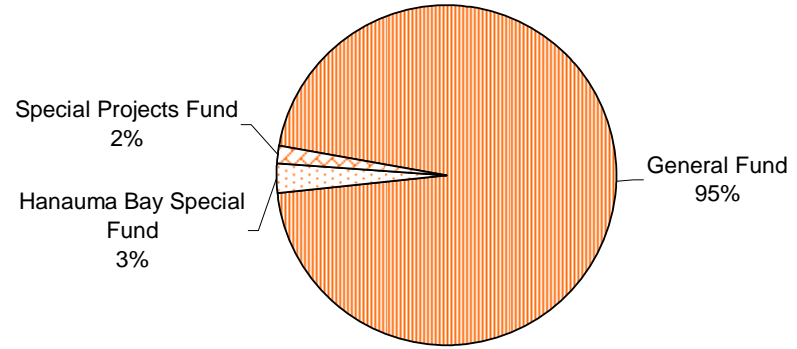
The Honolulu Emergency Services Department's (HESD) mission is to provide pre-hospital emergency medical care and advanced life support emergency ambulance services on the island of O'ahu. It also provides a comprehensive year-round ocean safety program for 19 beach parks. This includes lifeguard services, such as patrol, rescue and emergency response to medical cases near shore waters. The department consists of the following:

- Administration is responsible for overall operations, establishing policy, providing guidance, and staffing.
- Emergency Medical Services Division (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.
- Ocean Safety and Lifeguard Services Division (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.

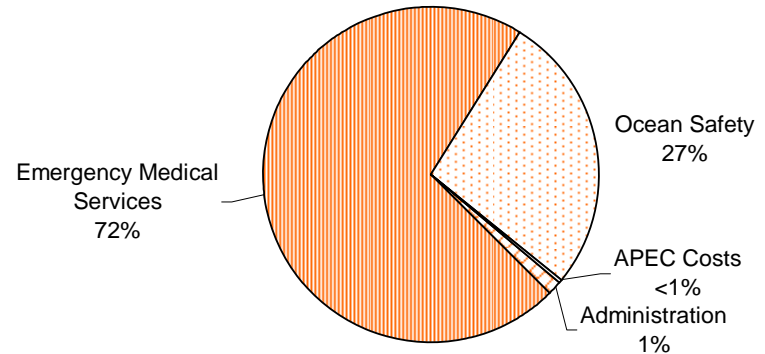
Over the past 5 years, HESD operating expenditures increased 23% and revenues increased 19%. According to the department, the increase in expenditures was due to service expansion and increased call volume. The increase in revenues was due to increased state funding. In addition, staff vacancies declined 31% from FY 2007 to FY 2011. The department explained that the decrease in vacancies was caused by increased effort to fill vacancies.

According to the Revised Charter of Honolulu, one of the department's key responsibilities is to provide training and educational programs related to emergency medical services. The department reports that in FY 2011, 100% of EMS personnel were re-certified by the Hawai'i State Board of Medical Examiners and the National Academy of Emergency Medical Services. Also in FY 2011, 100% of Ocean Safety personnel received re-certification training in all areas of CPR, first responder, and open water life guarding.

**What Are the Sources of Honolulu Emergency Services' Funds?
FY 2011**



**Where Does a Honolulu Emergency Services' Dollar Go?
FY 2011**



Source: Department of Budget and Fiscal Services

	Operating Expenditures (\$ million)			Revenues (\$ million)	Staffing		
	Total	Administration			Total Authorized FTE	Total Vacant FTE	Cost Per FTE
FY 2007	\$26.5	\$0.5		\$27.9	445.7	88.5	\$59,437
FY 2008	\$31.0	\$0.5		\$24.2	445.7	70.5	\$69,610
FY 2009	\$32.7	\$0.5		\$30.3	445.7	70.5	\$73,352
FY 2010	\$32.8	\$0.5		\$33.0	445.7	55.5	\$73,668
FY 2011	\$32.5	\$0.4		\$33.4	445.7	61.5	\$72,812
Change over last 5 years	23%	-7%		19%	0%	-31%	23%

Sources: Executive Operating Program and Budgets (FY 2009-2012), Honolulu Emergency Services Department, Department of Budget and Fiscal Services; Full Time Equivalent (FTE) Department of Budget and Fiscal Services' BRASS data (FY 2007-FY 2010); Advantage Budget System (ABS) data FY 2011



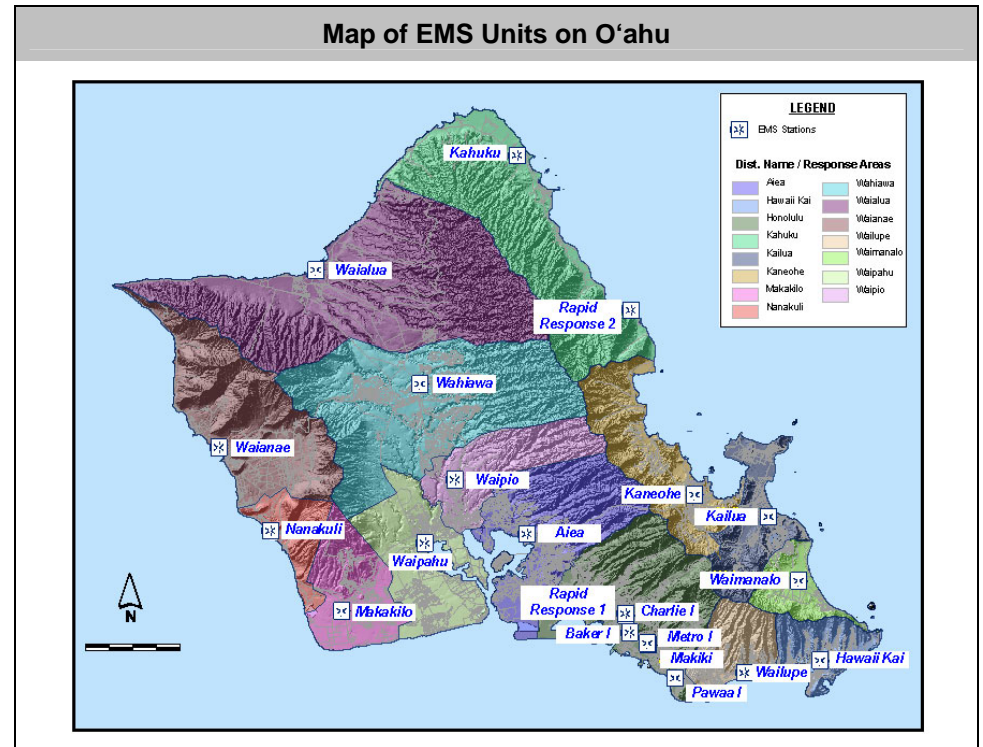
Emergency Medical Services

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 9 ambulance units and one Rapid Response Unit. Each of the EMS units is designated as an Advanced Life Support (ALS) unit. 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. The EMS operation is consistent with the Revised Charter of Honolulu’s mandate that the department develop programs and deliver services related to emergency medical services.

In FY 2011, EMS operated 19 ambulance units, an increase of 3 units from FY 2007. According to the department, EMS added ambulance units to Nanakuli, Waipio, and Makiki in response to increased demand for ambulance service on the Leeward Coast, Central Oahu, and metropolitan Honolulu.

According to the department, the added ambulance units had a positive impact on EMS operations. In FY 2011, EMS ambulances made 48,442 transports, an increase of 7% from FY 2007. Conversely, the average number of transports per ambulance decreased by 10% from FY 2011 to FY 2007. While the decrease in patient transports infers the EMS services are more readily available, the most common reasons for a decrease in transports are the patient is either not located at the scene, the patient refused transport to the hospital, or other non-transport incidents.

The 2011 Citizen Survey found that 86% of Honolulu residents rated ambulance or emergency medical service as excellent or good. This rating, which represents a 4 percentage point decrease from FY 2010, is similar to jurisdictions nationally and above benchmarks for cities with 300,000 or more.



Source: Honolulu Emergency Services Department website

The survey also asked residents to what degree they support or oppose the City and County of Honolulu continuing to fund upgrading emergency services facilities, even if it involves raising taxes. Results showed that 87% of respondents somewhat or strongly supported funding, while 12% somewhat or strongly opposed funding (percentages do not foot due to rounding).

	EMS Operating						Citizen Survey (% Excellent of Good)	
	Expenditures (\$ million)	Total 911 Calls for Ambulance Service	Total EMS Units Dispatched	Total EMS Transports	Total Ambulances in Service ¹	Avg. EMS Transports Per Ambulance	Ambulance or Emergency Medical Services	
FY 2007	\$18.4	80,816	74,887	45,335	16	2,833	FY 2007	-
FY 2008	\$22.1	74,250	64,344	45,289	16	2,831	FY 2008	-
FY 2009	\$23.5	79,493	60,412	43,768	16	2,736	FY 2009	-
FY 2010	\$23.5	77,323	60,946	43,576	18	2,421	FY 2010	90%
FY 2011	\$23.2	77,695	74,009	48,442	19	2,550	FY 2011	86%
Change over last 5 years	26%	-4%	-1%	7%	19%	-10%	Change over last year	-4%

Sources: Executive Operating Program and Budgets (FY 2009-2012) and Honolulu Emergency Services Department
¹Ambulance does not include two (2) non-transport Rapid Response Vehicles used to supplement ambulance service.

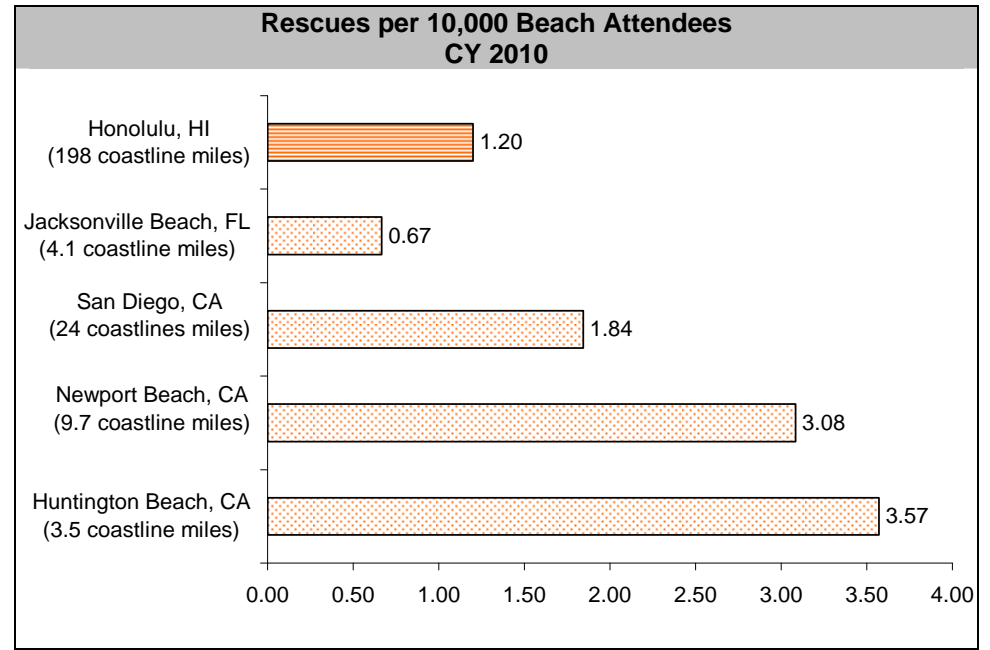


Ocean Safety and Lifeguard Services

Ocean Safety and Lifeguard Services’ (OSLS) mission is to provide lifeguard services along 198 miles of O’ahu’s coastline. OSLS divides the island into four operational districts: South Shore (Pearl Harbor to Maunaloa Bay), Windward (Maunaloa Bay to Kualoa Point), North Shore (Kualoa to Ka’ena Point) and Leeward (Ka’ena to Pearl Harbor). Each district is assigned one captain and two lieutenants 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. According to the department, the 14% increase in operating expenditures over the last five years is due to salaried positions added between FY 2007 and FY 2009.

According to department data, the number of ocean rescues increased 35% from 1,388 ocean rescues in FY 2007 to 1,868 in FY 2011, and a 13% increase in beach users during the same period. The number of preventive actions taken and public contacts made increased 74% and 67%, respectively, during the same five-year period. According to the department, the increases in those performance categories may be attributed to a more active attitude among beach users. The number of ocean rescues per 1,000 preventive actions taken in FY 2007 was 4.1, compared to 3.2 rescues in FY 2011, a decline of 23%. Also, the number of ocean rescues per 1,000 public contacts made was 2.2 in FY 2007, compared to 1.7 rescues in FY 2011, a decline of 20%.

The division’s training unit follows guidelines established by the United States Lifesaving Association (USLA). In December 2010, Ocean Safety received USLA Open Water Certification through CY 2013. We compared Honolulu’s rescue data with other USLA-reporting agencies from California and Florida.



Source: United States Lifesaving Association

We calculated the number of rescues per 10,000 beachgoers and found that Honolulu had a lower ratio than the California beaches in our data set, but a higher ratio than Jacksonville, Florida. According to the department, the relatively positive ratio may be attributed to increased ocean safety staff intervention.

	OSLS Operating						United States Lifesaving Association, CY 2010			
	Expenditures (\$ million)	Ocean Rescues	Preventive Actions ¹	Public Contact	First Aid - Major ²	Beach Users (millions)	Reporting Agency	Attendance (millions)	Total Rescues	Rescues Per 10,000
FY 2007	\$7.7	1,388	335,631	637,590	1,229	13.7	Honolulu, HI	15.6	1,868 ³	1.20
FY 2008	\$8.4	1,753	354,452	711,189	1,184	14.0	Huntington Beach, CA	8.0	2,853	3.57
FY 2009	\$8.7	1,731	448,537	836,526	1,264	14.7	San Diego, CA	24.0	4,417	1.84
FY 2010	\$8.8	1,920	527,395	922,099	1,203	15.2	Newport Beach, CA	7.1	2,190	3.08
FY 2011	\$8.8	1,868	583,425	1,067,512	1,158	15.6	Jacksonville Beach, FL	9.0	600	0.67
Change over last 5 years	14%	35%	74%	67%	-6%	13%				

Sources: Executive Operating Program and Budgets (FY 2009-2012), Honolulu Emergency Services Department, National Citizen Survey™ 2011 (Honolulu), and United States Lifesaving Association

¹ Preventive Action means any action taken to prevent an accident or serious injury from happening.

² Major First Aid means any injury requiring ambulance (EMS) assistance.

³ Honolulu’s rescue totals are for FY 2011.

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CHAPTER 9 - ENTERPRISE SERVICES

The Department of Enterprise Services' (DES) mission is to operate and maintain 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 city-wide concession contracts. This is the only city department whose operating budget is primarily funded by user fees from public events and activities.

To accomplish the charter's mandate to serve and advance the general happiness and aspirations of city and county residents, the administration has established the following goals and objectives for fiscal self-sustainability: decrease the general fund subsidy of the Special Events Fund and the Golf Fund; provide excellence in service and facilities; and increase public awareness of departmental programs and services via marketing and public relations.

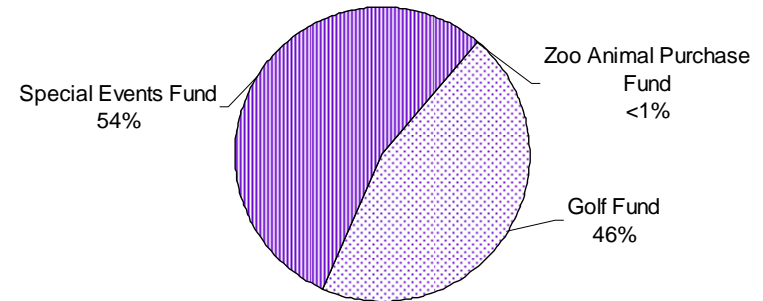
The department's administration directs and coordinates the programs and operations of its four divisions:

- 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 its 42-acre zoological park.

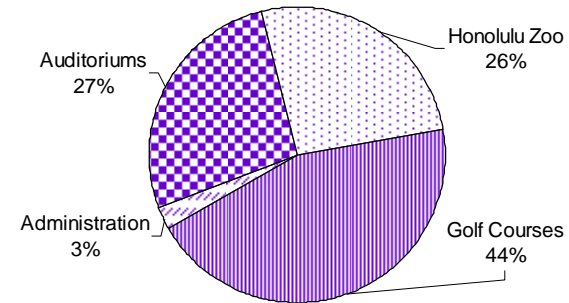
DES expenditures were \$18,600,278 in FY 2011, an increase of 3% from \$18,015,485 in FY 2007. Total authorized staffing was 297.9 in FY 2011, compared with 291.9 in FY 2007, a 2% increase. There were 68.6 vacant FTE in FY 2011 compared with 75.1 in FY 2007, a 9% decrease.

Both the zoo and city golf courses offer residents recreational opportunities. The Blaisdell Center and Waikiki Shell host a variety of local, national and

**What Are the Sources of Enterprise Services' Funds?
FY 2011**



**Where Does an Enterprise Services' Dollar Go?
FY 2011**



Source: Department of Budget and Fiscal Services

international performances. About 69% of residents rated recreation opportunities as excellent or good and 71% gave the same rating for opportunities to attend cultural activities, which were much above percentages reported nationwide and among cities with populations over 300,000.

	Operating			Authorized Staffing			Citizen Survey (% Excellent or Good)		
	Expenditures	Total Revenues	General Fund Subsidy	Total Authorized FTE	Vacant Authorized FTE	Cost per FTE ¹	Recreation Opportunities	Opportunities to Attend Cultural Activities	
FY 2007	\$18,015,485	\$18,055,280	\$23,836,968	291.9	75.1	\$61,712	-	-	
FY 2008	\$18,472,635	\$19,831,136	\$22,052,812	292.9	81.4	\$63,062	-	-	
FY 2009	\$20,211,734	\$18,629,209	\$23,730,387	292.9	69.5	\$68,999	-	-	
FY 2010	\$19,875,721	\$21,581,872	\$20,141,496	292.9	64.5	\$67,851	71%	70%	
FY 2011	\$18,600,278	\$20,593,759	\$16,138,191	297.9	68.6	\$62,432	69%	71%	
Change over last 5 years	3%	14%	-32%	2%	-9%	1%	Change over last year	-2%	1%

Sources: Executive Operating Program and Budgets (FY 2009-2012), Department of Budget and Fiscal Services, Department of Enterprise Services, and National Citizens Survey™ 2011 (Honolulu). Full Time Equivalent (FTE) Department of Budget and Fiscal Services' BRASS data (FY 2007-FY 2010); Advantage Budget System (ABS) data FY 2011.

¹ Cost per FTE = Operating Expenditures/Total Authorized FTE.



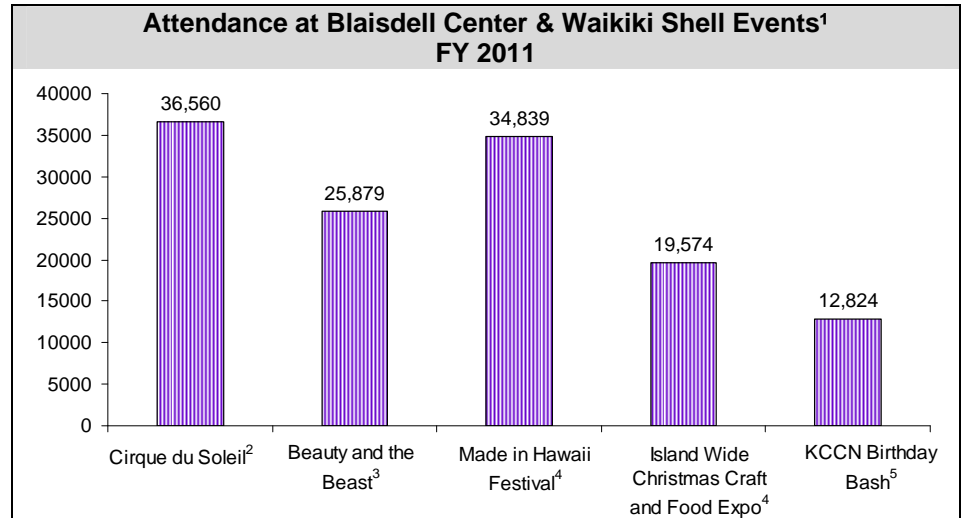
Administration and Auditoriums

The administration program focuses on maximizing revenues, optimizing fiscal and manpower resources, and is responsible for the preparation, administration and enforcement of city-wide concession contracts.

The auditoriums program manages the Blaisdell Center and the Waikiki Shell. The auditoriums program's goal is to attract popular shows and paid admission events to generate revenue. The biggest challenges are to book revenue producing shows at the Blaisdell Arena, Concert Hall and Waikiki Shell, and to secure return customers. The program meets these challenges by continually traveling to the mainland to attend conferences and trade events to acquire some of the nation's top rated shows and tours.

Operating expenditures decreased 3% from FY 2007 (\$5,120,943) to FY 2011 (\$4,986,362). The number of performances nearly doubled from FY 2007 to FY 2011. According to the department, Hawaii's saturated market of shows was the primary cause for the declining attendance since FY 2009. The Blaisdell Exhibition Hall held 44 major expositions and tradeshow, which served as an "onshore" economic engine stimulating the local economy. Rate increases, effective July 1, 2011, will boost revenue from all non-admission shows and raise the net square footage rate of booth rentals.

During FY 2011, the auditoriums program continued to operate on a seven-day-a-week schedule, despite 2-day per month furloughs. Work schedules were planned and managed to avoid impacting productions and support functions. Adequate staffing and service levels were needed to ensure return business and to enable the auditoriums program to effectively function on a national and international level. Despite departmental booking challenges and furlough restrictions, the Blaisdell Center continues to exceed its annual revenue projections.



Source: Department of Enterprise Services

¹ Including multi-day events

² Blaisdell Arena

³ Blaisdell Concert Hall

⁴ Blaisdell Exhibition Hall

⁵ Waikiki Shell

In FY 2011, the auditoriums program booked the Justin Bieber Tour, which attracted more than 30,000 people for two soldout performances.

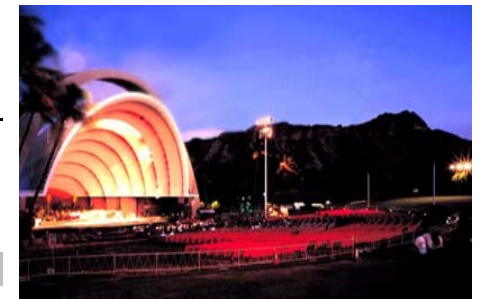
Blaisdell Exhibition Hall



Made in Hawaii Festival 2010

	Operating Expenditures (Administration)	Operating Expenditures (Auditoriums)	Number of Performances (Blaisdell and Waikiki Shell)	Attendance (Blaisdell and Waikiki Shell Performances)
FY 2007	\$538,255	\$5,120,943	457	791,557
FY 2008	\$548,518	\$5,175,833	453	1,008,196
FY 2009	\$609,562	\$5,369,263	964	889,847
FY 2010	\$609,943	\$5,302,962	916	813,060
FY 2011	\$480,300	\$4,986,362	911	798,472
Change over last 5 years	-11%	-3%	99%	0.9%

Waikiki Shell



Sources: Executive Operating Program and Budgets (FY 2009-2012), Department of Budget and Fiscal Services, Department of Enterprise Services, Hawaii Magazine (Photo), and City and County of Honolulu Photo Bank (Photo).

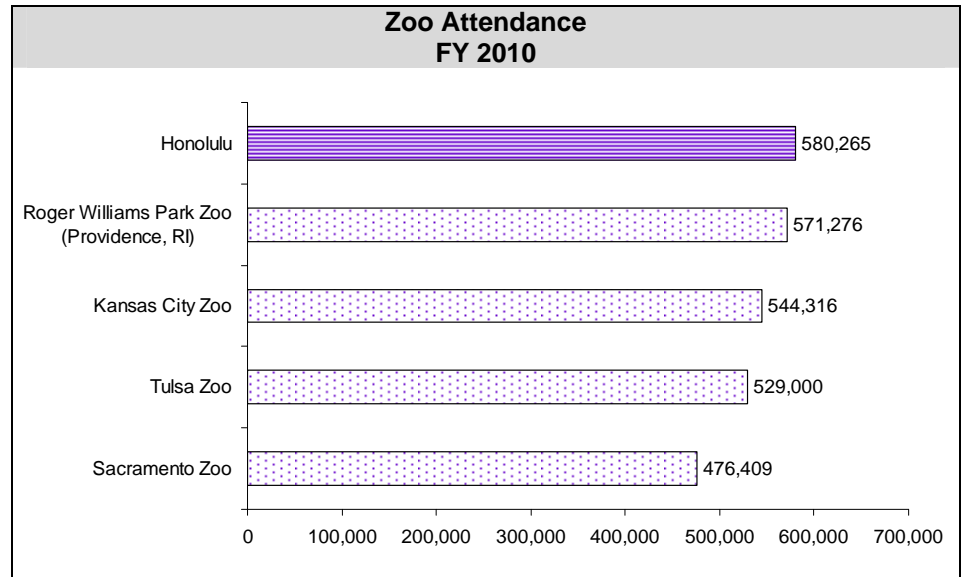
 **Honolulu Zoo**

The Honolulu Zoo’s mission is to plan, operate and maintain a 42-acre integrated zoological and botanical park in Waikiki. Operating expenditures increased 10% from FY 2007 (\$4,396,042) to FY 2011 (\$4,844,509). Visitor attendance increased 0.4% during the five-year period and revenues increased 41% from \$2,112,618 in FY 2007 to \$2,984,813 in FY 2011. The department noted that zoo program revenue increased due to increased marketing efforts, a new entrance and exhibits, which drew more visitors, along with moderate admission fee increases. The Honolulu Zoo parking lot, with new solar powered pay stations, realized total revenues of \$445,149 for FY 2011. The use of technology to increase revenues is consistent with the Mayor’s goal of restoring the city’s financial health.

During FY 2011, the Honolulu Zoo had many changes and new attractions. In December 2010, the Honolulu Zoo hired a new zoo director, Manuel Mollinedo. The Zoo was also recognized for its new \$3.5 million front entrance and gift shop, and won the 2011 American Institute of Architects, Honolulu Chapter’s 2011 Merit and Members Choice Award. The new entrance acts as a beacon at the edge of Kapi’olani Park and welcomes visitors into the Zoo. The new entrance features two ticket windows for general admission and an expanded gift shop that has contributed to a 20% increase in gift sales.

Construction of a new 1.4 acre Asian elephant exhibit started in October 2010. Also in FY 2011, design work for a new hippo pool filtration system was initiated, which will conserve the use of water and reduce sewer fees and staffing costs. An Eagle Scout project reconstructed the Zoo’s park headquarters, where volunteers display biofacts (skulls, skins, bones, etc.) to the public.

In FY 2011, the Zoo was inspected by an accreditation team from the Association of Zoos and Aquariums (AZA). The team identified various issues



Sources: Department of Enterprise Services, Association of Zoos & Aquariums

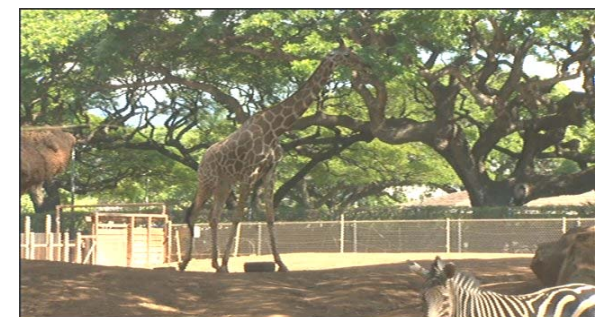
that needed to be addressed, and will return in FY 2012 to review the Zoo’s progress.

In FY 2011, the Zoo realized increases in both attendance and revenue. There were 603,677 people who visited the Zoo, which surpassed last fiscal year by 23,412 visitors. Revenue from zoo admissions steadily increased from FY 2007, and totaled \$2,811,312 in FY 2011, which represents an increase of \$839,226 from FY 2007.



Honolulu Zoo New Entrance Dedication

	Operating Expenditures	Zoo Visitor Attendance	Revenues Generated- Including Concessions
FY 2007	\$4,396,042	601,510	\$2,112,618
FY 2008	\$4,597,789	599,442	\$2,148,397
FY 2009	\$5,210,533	623,034	\$2,175,414
FY 2010	\$5,141,098	580,265	\$2,967,583
FY 2011	\$4,844,509	603,677	\$2,984,813
Change over last 5 years	10%	0.4%	41%



Honolulu Zoo Exhibit

Sources: Executive Operating Program and Budgets (FY 2009-2012), Department of Budget and Fiscal Services, Department of Enterprise Services, City and County of Honolulu Photo Bank (Photo), and Hawai’i News Now (Photo).



Golf Courses

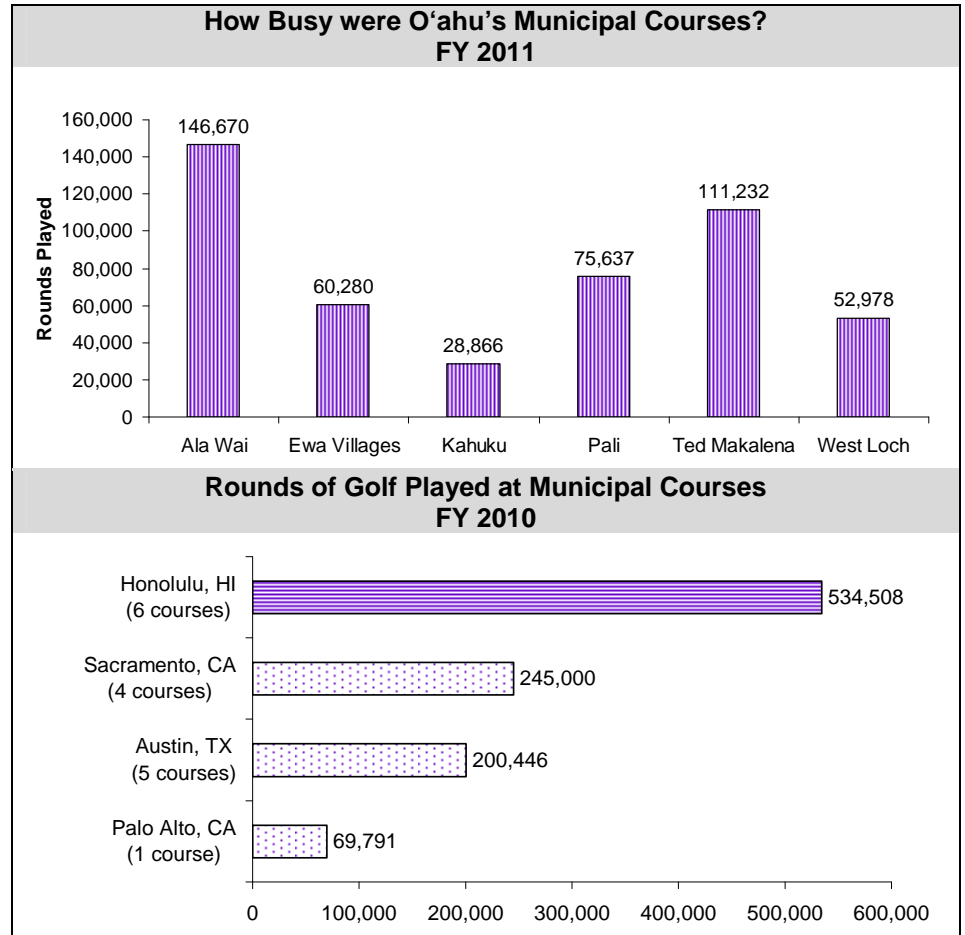
The Golf Course division's mission is to operate and maintain six municipal golf courses. The six municipal courses include: Ala Wai; Pali; Ted Makalena; West Loch; Ewa Villages, the youngest municipal course; and Kahuku, the city's only nine-hole golf course. Ala Wai is not only the busiest municipal course on O'ahu, but also one of the busiest courses in the world.

Operating expenditures increased 4% from FY 2007 (\$7,960,245) to FY 2011 (\$8,289,107). Over the first four years and despite a weakened economy, the number of rounds played remained consistent, declining about 5%. However, in FY 2011, there was an 11% decrease from the previous year. In FY 2011, registered play totaled 475,663 rounds. According to the department, local golf play was negatively impacted by the downturn in the economy and flooding at West Loch and Ewa Villages golf courses.

Revenues generated by the golf course program increased 5% from \$8.2 million in FY 2007 to \$8.7 million in FY 2011. According to the department, revenue increases were derived from reasonable golf fee increases that were needed to maintain golf course conditions.

Advance tee time reservations for all municipal courses are accepted via an automated reservation system. Over 105,000 resident golfers are registered in the database, and more than 3,377 new golf I.D. cards were issued in FY 2011. As of May 2011, golf I.D. cards with social security numbers were canceled and purged from the city's Golf Division Tee Time Reservation System, requiring golf I.D. holders to reregister for a replacement card.

In FY 2011, DES made preparations for new food service and pro shop concessions for the city's municipal golf courses.



Sources: Department of Enterprise Services; City of Austin, Parks and Recreation; City of Sacramento, Office of the City Auditor; City of Palo Alto, Office of the City Auditor

Pali Golf Course



	Operating Expenditures	Number of Rounds Played	Revenues Generated - Including Concessions
FY 2007	\$7,960,245	563,858	\$8,200,000
FY 2008	\$8,150,495	563,669	\$8,500,000
FY 2009	\$9,022,376	563,589	\$7,600,000
FY 2010	\$8,821,718	534,508	\$8,644,952
FY 2011	\$8,289,107	475,663	\$8,650,883
Change over last 5 years	4%	-16%	5%

Sources: Executive Operating Program and Budgets (FY 2009-2012), Department of Budget and Fiscal Services, Department of Enterprise Services, and City and County of Honolulu Photo Bank (Photo)

CHAPTER 10 - ENVIRONMENTAL SERVICES

The Department of Environmental Services' (ENV) mission is to operate the wastewater, solid waste, and storm water programs. Its mission is also to protect the public health and the environment by providing effective and efficient management of the city's wastewater, storm water, and solid waste disposal systems. This mission is consistent with the Revised Charter of Honolulu mandate that ENV oversee the operation and maintenance of sewer lines, treatment plants, and pumping stations. The charter also requires the department to develop and administer solid waste collection, processing, and disposal systems.

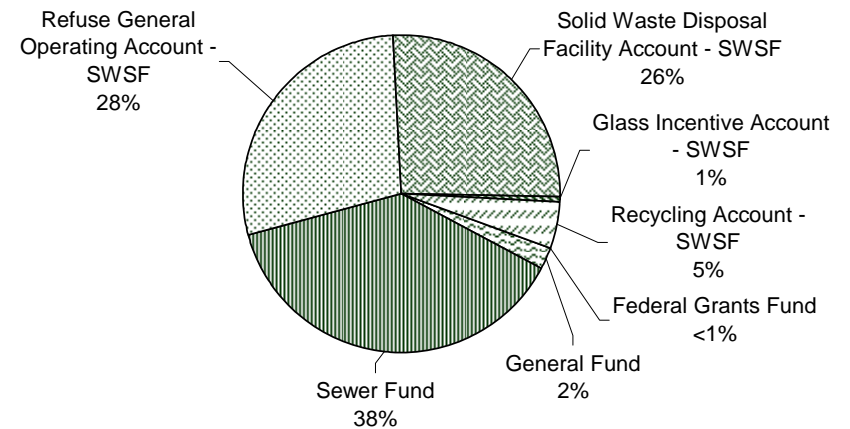
The department goals and objectives are to provide (1) environmental and fiscally sound long range plans and (2) efficient services with minimal impact on the community. Other goals include (3) improving the productivity and effectiveness of the department and (4) protecting the public health and environment.

Environmental Services is organized into five program areas: administration; environmental quality; collection system maintenance; wastewater treatment and disposal; and refuse collection and disposal. Over the last five years, ENV operating expenditures increased 12%.

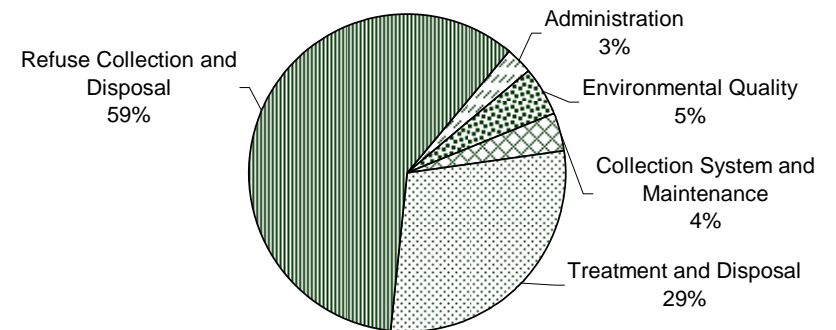
In FY 2011, the department collected \$438.2 million in revenue, compared to \$313.2 million in FY 2007, a 40% increase. According to the department, revenue increases were attributed to increases in sewer service charge rates that went into effect July 1. Total vacant FTEs increased 23% over the last 5 years. According to the department, the increase in vacancies is attributed to funding limitations, pending reorganizations and candidate availability for selected positions.

In December 2010, the city entered into a Global Wastewater Consent Decree with the U.S. Environmental Protection Agency, State of Hawai'i, and non-governmental organizations regarding the city's wastewater program. According to the department, this action consolidates prior consent decrees and enforcement actions, and provides a 25-year plan to upgrade the program, starting with the wastewater collection system (2020). Future plans include

What Are the Sources of Environmental Services' Funding? FY 2011



Where Does An Environmental Services' Dollar Go? FY 2011



Source: Department of Budget and Fiscal Services

upgrading the Honouliuli (2024) and Sand Island (2035) wastewater treatment plants to full secondary treatment.

	Total Operating Expenditures (\$ million)	Revenues (\$ million)	Staffing		
			Total Authorized FTE	Total Vacant FTE	Cost Per FTE
FY 2007	\$190.4	\$313.2	1,148	261	\$165,835
FY 2008	\$227.2	\$334.8	1,169	278	\$194,378
FY 2009	\$200.4	\$411.7	1,166	283	\$171,881
FY 2010	\$198.2	\$455.0	1,166	298	\$170,005
FY 2011	\$213.8	\$438.2	1,166	322	\$183,345
Change over last 5 years	12%	40%	2%	23%	11%

Sources: Executive Operating Program and Budgets (FY 2009-2012), Environmental Services, and Budget and Fiscal Services; Full-Time Equivalent (FTE) Department of Budget and Fiscal Services BRASS data (FY 2007-2010); Advantage Budget System (ABS) data FY 2011.

Administration

The department's 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 administrative services.

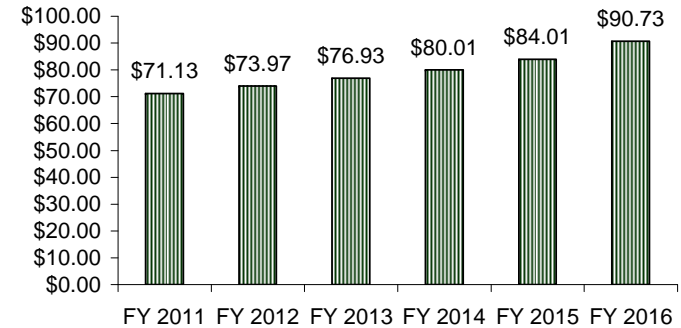
Operating expenditures decreased 18% over the last five years. According to the department, the decline is due to reduced legal costs related to finalizing the consent decree. In FY 2011, the department's charges for services totaled \$350.7 million, an increase of 95% from \$179.9 million in FY 2007. The increase is due primarily to sewer fee increases. According to the department estimated sewer charges for a single family residential household was \$90.98, compared to \$45.44 in FY 2007. FY 2011 was the first year of a six-year schedule of sewer charge increases to stabilize revenues needed to upgrade sewer infrastructure. The department also reported that the 177% increase in capital expenditures over the last 5 years was due to increased construction work for the wastewater system and H-POWER expansion projects.

For the second consecutive year, ENV achieved an AA bond rating for its Wastewater System Revenue Bonds, which lowers the city's borrowing costs. The department reports that it sold \$204 million in new money bonds using standard tax-exempt revenue bonds and Build America Bonds at a true interest cost of 3.918%.

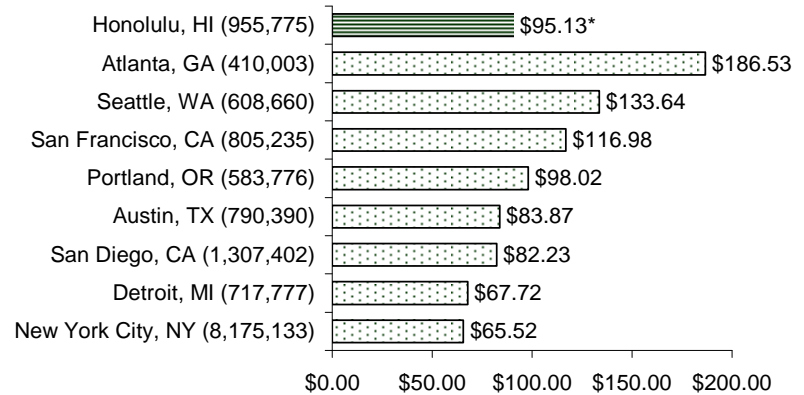
FY 2011 Accomplishments:

- Launched the new ENV Strategic Master Plan for the five-year period FY 2011-2016
- Hired a full-time permanent Asset Manager for the department-wide asset management program
- The city received 5 Peak Performance Awards from the National Association of Clean Water Agencies, recognizing permit compliance for the Waianae, Honouliuli, Kailua, Wahiawa, and Sand Island wastewater treatment plants.

**Base Sewer Rate Schedule for City and County of Honolulu
FY 2011 to FY 2016**



**National Comparison: Monthly Wastewater Rates
Single-Family Dwelling**



Sources: Department of Environmental Services and various city websites
* Reflects FY 2012 rate.

	Operating Expenditures (\$ million)	Revenue Sources (\$ million)				Avg. Monthly Sewer Charge ¹	Bond Rating	Capital Expenditures (\$ million)
		Charges for Services	Utilities or Other Enterprises	Non-Revenue Receipts	Other			
FY 2007	\$7.0	\$179.9	\$80.8	\$51.7	\$0.8	\$45.44	AA-	\$134.2
FY 2008	\$8.7	\$238.9	\$83.9	\$11.0	\$1.0	\$56.81	AA-	\$117.0
FY 2009	\$10.4	\$264.4	\$93.1	\$53.5	\$0.7	\$67.03	AA-	\$330.1
FY 2010	\$7.0	\$312.1	\$82.1	\$57.8	\$3.0	\$79.10	AA	\$256.6
FY 2011	\$5.8	\$350.7	\$85.4	\$0.0	\$2.1	\$90.98	AA	\$371.4
Change over last 5 years	-18%	95%	6%	-100%	163%	100%	-	177%

Sources: Executive Operating Program and Budgets (FY 2009-2012), Environmental Services, and Budget and Fiscal Services

¹ The average monthly sewer charge per single family dwelling is calculated on a base charge of \$68.39 and a volume charge of \$2.88 per 1,000 gallons of water used. Estimates are based on an average use of 11,000 gallons of water per month after applying the lifeline and irrigation credits.

 **Environmental Quality**

The Environmental Quality 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.

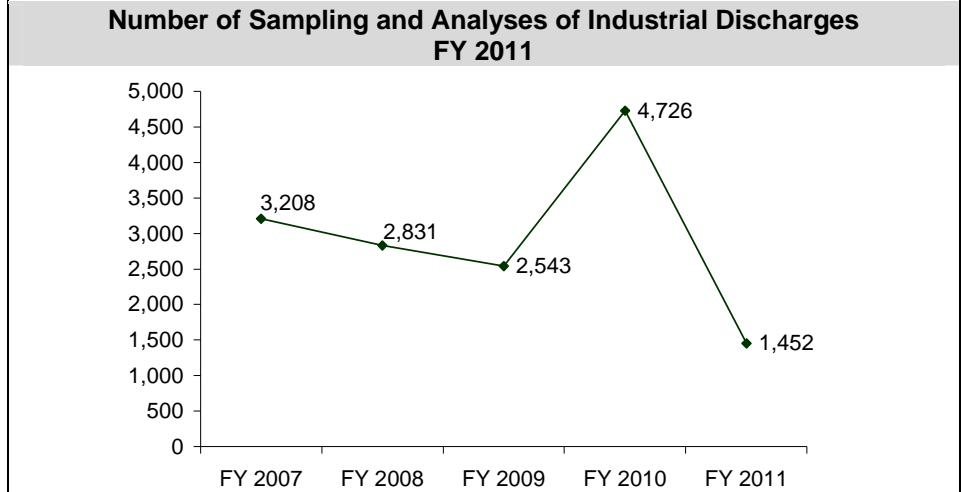
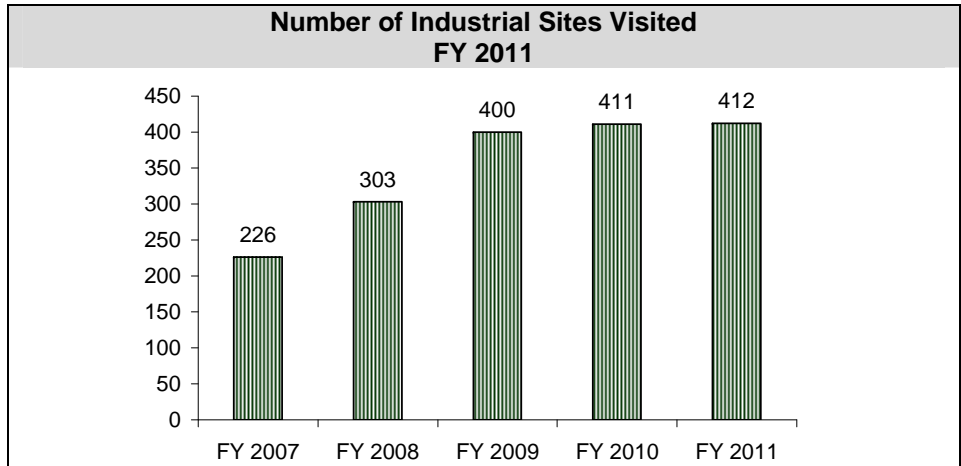
Compliance responsibilities over the wastewater program include issuing permits; conducting inspections and investigations; overseeing the city’s effluent and bio-solids reuse; and annual reporting. The division also oversees consent decree requirements including wastewater recycling; monitoring ocean discharges; and conducting air quality monitoring.

The division oversees 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. In June 2011, the city was reissued authorization governing stormwater discharges from Municipal Separate Storm Sewer Systems (MS4s).

Operating expenditures increased 22% over the last five years. According to the department, the increase is due to increased requirements related to the storm water program. In FY 2011, the division performed 77,416 compliance monitoring actions, a 65% decrease from the 220,495 performed in FY 2007. According to the department, the reduction is due to a change in accounting procedures.

The number of investigations/inspections increased by 17% from FY 2007 (4,984) to FY 2011 (5,280). According to the department, the increase is due to a change in procedure of inspecting all pretreatment devices twice annually instead of once.

In an effort to divert waste from the landfill, in FY 2011 ENV distributed approximately 2,620 cubic yards of biosolids compost from the Navy Biosolids Treatment Facility, 116 cubic yards from the Laie Water Reclamation Facility, and an additional 2,293 dry tons of biosolids pellets from the Sand island Synagro facility. Additionally, the Honouliuli Water Reclamation Facility dispersed an average of 8.4 million gallons of recycled water per day.



Source: Executive Operating Program and Budgets (FY 2009-2012) and Department of Environmental Services

	Regulatory Control			Water Quality Laboratory		Storm Water Quality	
	Operating Expenditures (\$ million)	Total Investigations/ Inspections	Total Enforcements	Total Compliance Monitoring	Total Water Quality Monitoring Program Analyses	Total Investigations Closed	Total Violation Notices Issued
FY 2007	\$8.8	4,984	1,620	220,495	27,322	340	35
FY 2008	\$12.8	6,591	669	85,967	20,107	360	37
FY 2009	\$13.4	6,977	1,846	96,876	19,966	450	32
FY 2010	\$9.9	6,666	1,658	75,117	17,129	325	19
FY 2011	\$10.8	5,820	480	77,416	17,523	351	13
Change over last 5 years	22%	17%	-70%	-65%	-36%	3%	-63%

Sources: Executive Operating Program and Budgets (FY 2009-2012), Environmental Services, and Budget and Fiscal Services



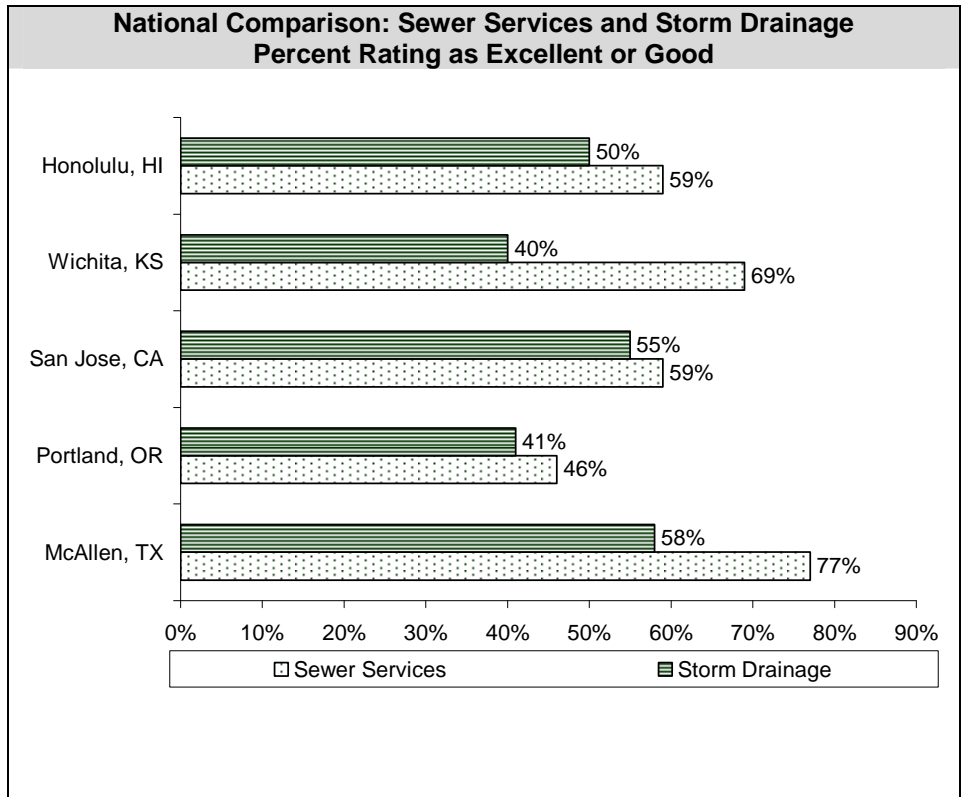
Wastewater Collection System Maintenance, and Treatment and Disposal

The Wastewater Collection System Maintenance activity repairs, operates, and maintains 2,100 miles of mains and pipes in the city's sanitary sewer system. The system collects about 105 million gallons of wastewater daily from toilets, sinks, rains, schools, and businesses on O'ahu. Wastewater travels through 70 pump stations and four preliminary treatment facilities before reaching one of nine wastewater treatment plants for processing.

Wastewater collection system maintenance's operating expenditures decreased 8% over the last 5 years, while wastewater treatment and disposal's operating expenditures increased 46% during the same time period. According to the department lower legal costs related to finalizing the consent decree caused the drop in operating expenditures. The increase in wastewater treatment and disposal's operating expenditures is caused by higher power costs and additional expenditures for facility maintenance programs.

The number of line miles inspected by closed circuit television (CCTV) increased 300% in FY 2011 (66 miles) compared to FY 2007 (16.5 miles). The increase in line miles inspected via CCTV provides for better understanding of pipe condition, earlier detection of potential problems, and better planning for correction. According to the department, the increase is due to additional inspection requirements mandated in the 2010 consent decree.

Honolulu residents rating sewer services as excellent or good totaled 59% in FY 2011, compared to 57% the year prior. Storm drainage maintenance was rated excellent or good by 51% of residents in FY 2010, compared to 50% in FY 2011. Ratings for both sewer service and storm drainage maintenance were below national benchmarks, but similar to cities with more than 300,000 residents.



Sources: National Citizen Survey™ 2011 (Honolulu) and various city websites

	Wastewater Collection System Maintenance			Wastewater Treatment and Disposal			Citizen Survey (% Excellent or Good)		
	Operating Expenditures (\$ million)	Miles of Lines Maintained	Miles of Lines TV Inspected	Operating Expenditures (\$ million)	Number of Gravity Main Spills ¹	Wastewater Collected and Treated (mgd)		Sewer Services	Storm Drainage
FY 2007	\$9.2	725	16.5	\$42.2	52	105	FY 2007	-	-
FY 2008	\$9.4	570	39	\$56.8	51	107	FY 2008	-	-
FY 2009	\$10.3	570	39	\$59.4	64	104	FY 2009	-	-
FY 2010	\$11.0	871	87	\$56.4	49	106	FY 2010	57%	51%
FY 2011	\$8.4	596	66	\$61.6	64	105	FY 2011	59%	50%
Change over last 5 years	-8%	-18%	300%	46%	23%	0%	Change over last year	2%	-1%

Sources: Executive Operating Program and Budgets (FY 2009-2012), Environmental Services, Budget and Fiscal Services, and National Citizen Survey™ 2011 (Honolulu)

¹ Gravity Main Spills are defined as wastewater escaping from a non-pressurized pipe due to backup, breakage, or excessive flow.



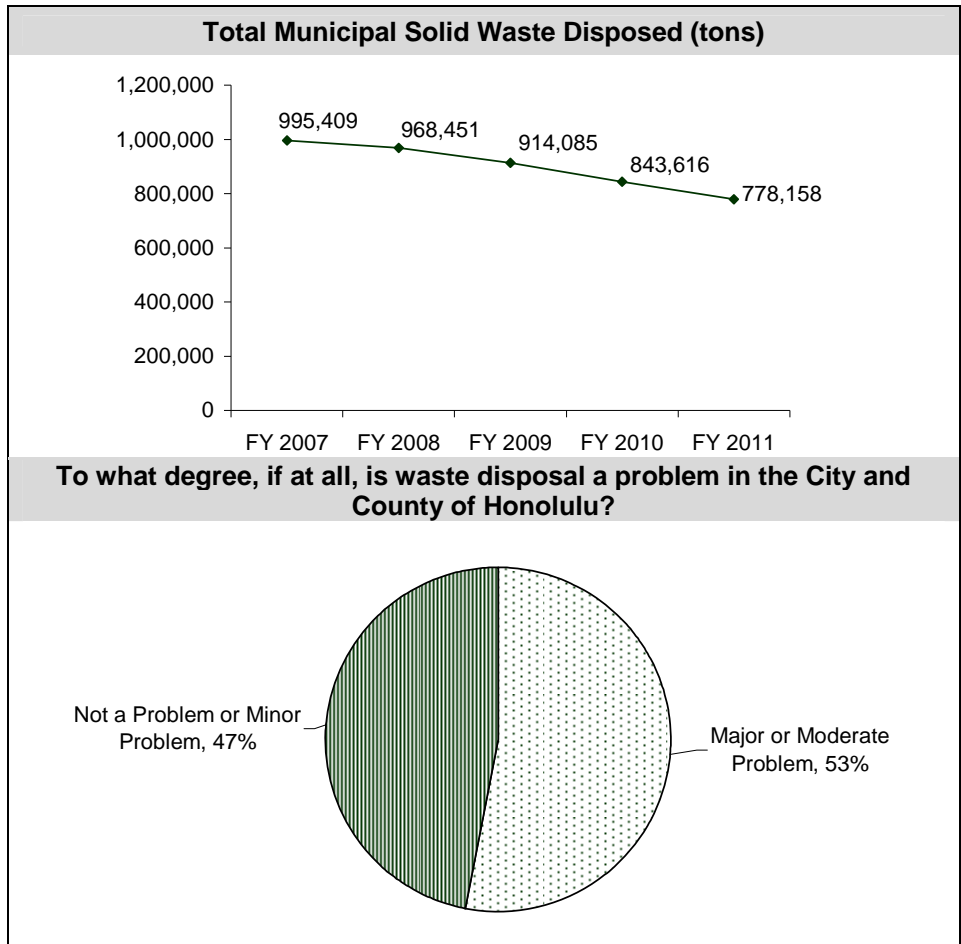
Refuse Collection and Disposal

The Refuse Collection and Disposal activity 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. Refuse collection and disposal operating expenditures increased 3% over the last five years.

Overall, the total amount of municipal solid waste created and disposed decreased 22% from FY 2007 (995,409 tons) to FY 2011 (778,158 tons). In FY 2011, ENV recorded declines in all categories of municipal solid waste. According to the department, the decline in landfill waste diversion was due to increased recycling effort and a decrease in waste generated due to economic conditions. The decline in landfill waste deposits is consistent with the department’s goal to protect the public health and environment.

Solid waste is delivered to the H-POWER plant which incinerates the waste to generate electricity. In May 2011, the department reported that it reached the half-way point of its planned H-POWER Expansion Project that began in FY 2010. Upon completion, H-POWER will increase capacity from the current 600,000 tons per year to 900,000 tons per year, diverting more of the bulky, combustible waste from the landfill. The project thus far is on schedule and on budget for completion in July 2012. In FY 2011, the amount of municipal solid waste disposed at H-Power declined 5% from FY 2007 (619,700) to FY 2011 (590,062). According to the department, the decline in diverted waste to H-POWER was caused by the facility’s temporary closure due to maintenance.

In FY 2011, 76% of residents rated garbage collection as excellent or good, compared to 73% in FY 2010. Yard waste pick-up was rated excellent or good by 65% of respondents, a 1% increase from the prior year.



Sources: Executive Operating Program and Budgets (FY 2009-2012), Department of Environmental Services, and National Citizen Survey™ 2011 (Honolulu)

	Operating Expenditures (\$ million)	Total Single Family Households Served	Municipal Solid Waste Categories (tons)				Citizen Survey (% Excellent or Good)		
			Total Municipal Solid Waste ¹ Disposed	Municipal Solid Waste Disposed at H-POWER	Municipal Solid Waste Disposed at Landfill	Municipal Solid Waste (Ash from H-Power) at Landfill	Garbage Collection	Yard Waste Pick-Up	
FY 2007	\$123.1	178,700	995,409	619,700	289,809	85,900	FY 2007	-	-
FY 2008	\$139.5	178,700	968,451	607,608	275,757	85,086	FY 2008	-	-
FY 2009	\$106.9	178,700	914,085	610,177	214,456	89,452	FY 2009	-	-
FY 2010	\$113.8	178,700	843,616	602,971	154,190	86,455	FY 2010	73%	64%
FY 2011	\$127.2	179,800	778,158	590,062	186,896	65,442	FY 2011	76%	65%
Change over last 5 years	3%	0.6%	-22%	-5%	-36%	-24%	Change over last year	3%	1%

Sources: Executive Operating Program and Budgets (FY 2009-2012), Department of Environmental Services, Department of Budget and Fiscal Services, and National Citizen Survey™ 2011 (Honolulu)

¹ Municipal Solid Waste (MSW) is defined as total waste generated by residents, businesses, and institutions.

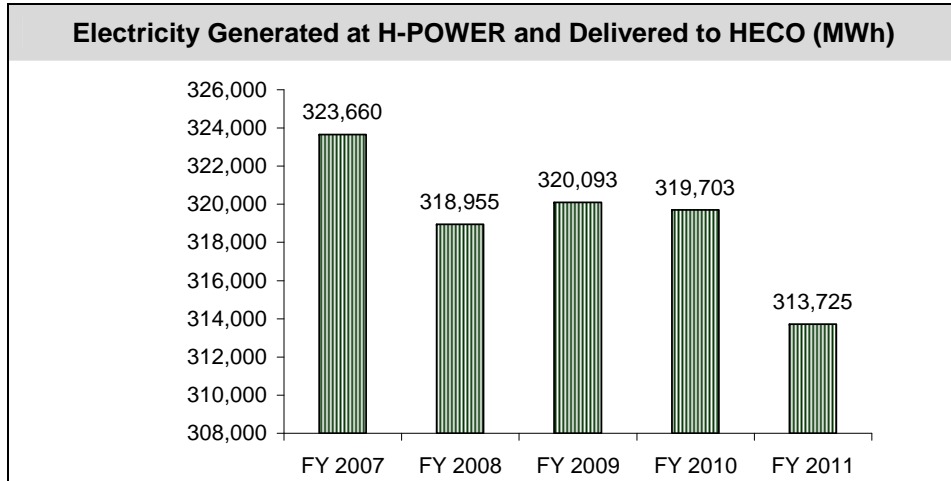


Environmental Sustainability – Recycling

According to the environmental services department, Honolulu is a leader in environmental sustainability. In 2008, the department issued the City's 25-Year Integrated Solid Waste Management Plan that includes the diversion of solid waste as fuel to generate electricity for the city at its H-POWER facility. Approximately 45 megawatts of electricity generated each day, sufficient to power 40,000 homes, is sold to the Hawaiian Electric Company (HECO), the island's primary electric utility. In FY 2011, ENV generated and sold 313,725 Megawatt Hours (MWh) to HECO. This represented a 3% decline from FY 2007. According to the department, the decrease was caused by H-POWER's temporary closure due to maintenance.

According to the department, recycling continued to be a focus for ENV by encouraging diversion of flows from the landfill. Total waste recycled was 548,551 tons in FY 2011, an 11% increase from 495,447 tons in FY 2007. FY 2011 saw declines in tons of City and County of Honolulu office paper waste and community mixed recyclables of 34% and 61% respectively from FY 2007, but the amount of green waste recycled increased 87% during the same time period. According to the department, the increase in green waste recycling is due to the expansion of curbside recycling of green waste to the entire island. Also contributing to the city's overall recycling tonnage increase is the "other recyclables" category, which includes metals, batteries, propane tanks, tires, and curbside collected mixed recyclables. Other recyclables increased 61% from FY 2007 (28,592) to FY 2011 (46,175). According to the department, blue cart mixed recyclables generated net revenue of \$1.3 million.

The FY 2011 Citizen Survey found that 63% of Honolulu residents rated the city's recycling efforts as excellent or good. This rating was below national benchmarks, but similar to communities with populations exceeding 300,000. The survey also found that 89% of residents reported recycling paper, cans, or bottles in their homes in FY 2011. This rating is much higher than national benchmarks and for communities with populations exceeding 300,000.



Sources: Department of Environmental Services; Photo courtesy of Honolulu Annual Department and Agency Reports (FY 2010)

	Recycling Categories						Citizen Survey (% Excellent or Good)		
	Total Tons Recycled	Green Waste (Tons)	Office Paper (City Offices) (Tons)	Community Recycling Bins (Tons)	H-POWER MSW Recycled (Tons)	Other Recyclables (Tons)	Recycling	Percent of Residents Recycling Paper, Cans or Bottles at Home	
FY 2007	495,447	37,633	91	12,077	417,054	28,592	-	-	
FY 2008	490,004	42,791	111	11,633	410,339	25,130	-	-	
FY 2009	508,614	47,756	177	9,053	419,094	32,534	-	-	
FY 2010	520,670	58,240	68	5,760	415,455	41,147	70%	90%	
FY 2011	548,551	70,480	60	4,730	427,106	46,175	63%	89%	
Change over last 5 years	11%	87%	-34%	-61%	2%	61%	Change over last year	-7%	-1%

Sources: Executive Operating Program and Budgets (FY 2009-2012), Department of Environmental Services, and National Citizens Survey™ 2011 (Honolulu)



CHAPTER 11 - FACILITY MAINTENANCE

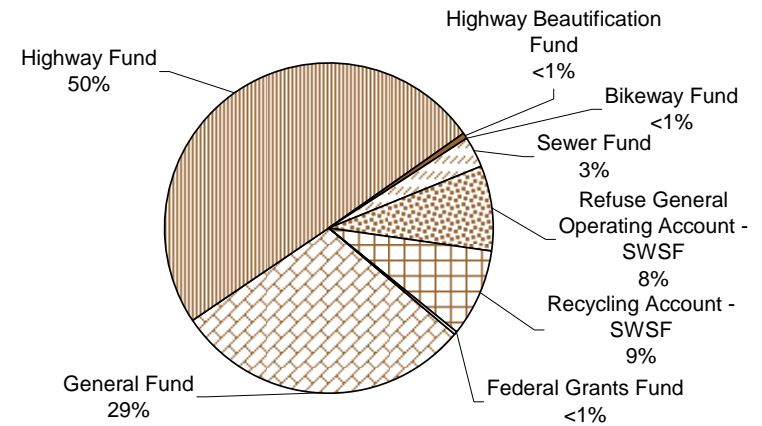
The Department of Facility Maintenance (DFM) plans and administers the city's repair, renovation and maintenance programs. These maintenance programs are applied to roads, bridges, streams, and flood control systems. The department also maintains city buildings, vehicles and construction equipment. Additionally, the department manages 7 public garages, 2 parking meter-operated garages, 13 municipal surface parking lots, and 13 residential and commercial properties. These functions are consistent with the Revised Charter of Honolulu, which directs the department to maintain public buildings, streets, roads, bridges, drainage, and flood control systems. The department consists of four primary divisions: administration, public building and electrical maintenance, automotive equipment services, and road maintenance.

DFM's mission is to provide efficient, effective, accountable, and progressive management of its fiscal and functional responsibilities. The department's goals are to:

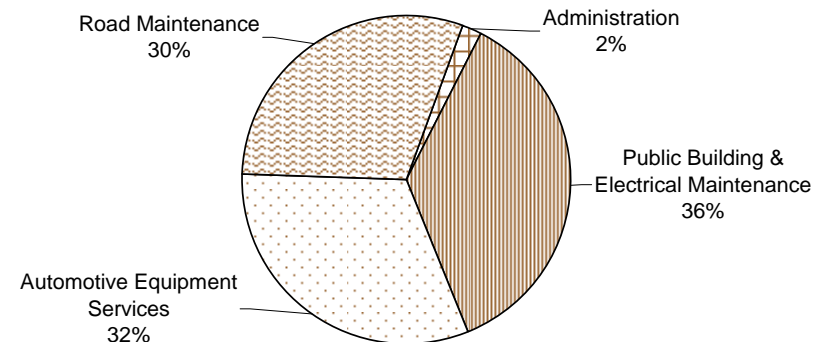
1. Deliver and enhance basic city core services that maintain Honolulu's infrastructure in compliance with the city charter and laws;
2. Perform work based on the value of customer service and building a quality of life for both the general public and city employees;
3. Improve morale of DFM management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

In FY 2011, the department collected nearly \$4 million in revenue, compared to \$2.7 million in FY 2007, an increase of nearly 50%. According to the department, revenue increases are attributed to the transfer of net proceeds from the affordable housing projects from the Department of Community Services to DFM beginning in FY 2009. In addition, the FTE vacancy rate increased 17% over the last five years. According to the department, although DFM was able to fill 43 positions in FY 2011, the vacancy rate increased because of separations, primarily due to retirement. Employee furloughs further limited staffing resources.

What Are the Sources of Facility Maintenance's Funding? FY 2011



Where Does a Facility Maintenance's Dollar Go? FY 2011



Source: Department of Budget and Fiscal Services

	Total Operating Expenditures (\$ million)	Total Revenues (\$ million)	Total Authorized FTE	Total Vacant FTE	Cost Per FTE
FY 2007	\$53.6	\$2.7	774.1	228.3	\$69,271
FY 2008	\$62.0	\$2.8	782.1	226.6	\$79,248
FY 2009	\$63.8	\$5.1	772.1	241.0	\$82,621
FY 2010	\$58.4	\$5.4	773.1	262.0	\$75,518
FY 2011	\$52.9	\$4.0	777.1	267.0	\$68,062
Change over last 5 years	-1%	50%	0.4%	17%	-2%

Sources: Executive Operating Program and Budgets (FY 2009-2012), Department of Facility Maintenance, Budget and Fiscal Services, Full Time Equivalent (FTE) Department of Budget and Fiscal Services' BRASS data (FY 2007-2010), and Advantage Budget System (ABS) data FY 2011

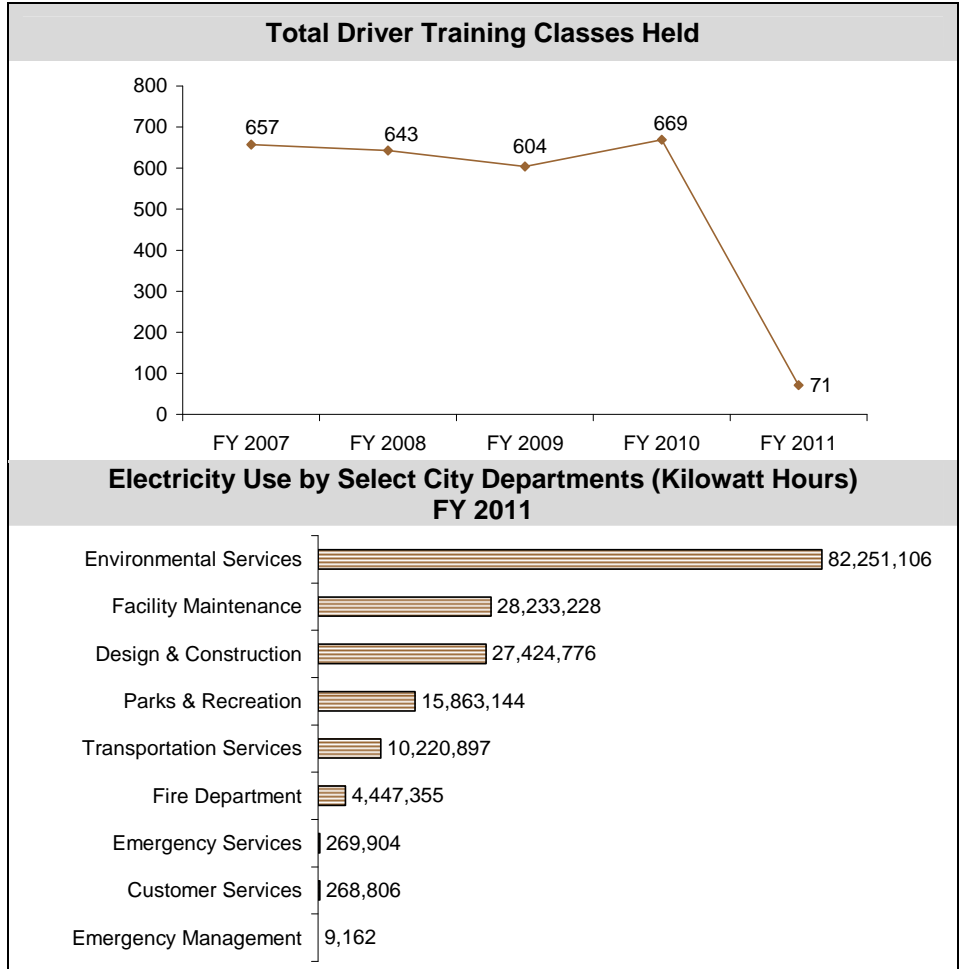
Administration Program and Public Building and Electrical Maintenance Division

Administration plans, directs, administers, and coordinates line and staff activities relating 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. Additionally, the program administers parking and property management activities, and provides interdepartmental mail services.

Public Building and Electrical Maintenance Division (PBEM) plans, directs, coordinates, and administers the repair, maintenance, and renovation programs for public buildings and appurtenant structures such as street, park, mall, outdoor, and other city lighting and electrical facilities. PBEM also administers activities including property and parking garage management, city employees parking and motor pool administration. Additionally, the program provides security and janitorial services for various city facilities, including Honolulu Hale and Fasi Municipal Building.

The total number of driving training classes held decreased 89% from FY 2007 (657) to FY 2011 (71). According to the department, the decline was caused by cancelled classes due to staffing issues at various city departments and Driver Improvement Classes that were contracted out to a private vendor.

In FY 2011, the number of work orders for repair of building and appurtenant structures totaled 5,012, a 24% decrease from FY 2007. According to the department, the decline in work orders for buildings and related systems is attributed to the division's emphasis on preventative maintenance issues, which resulted in fewer large repair projects and eliminated repeat work orders. The number of street lights replaced declined from FY 2007 (12,453) to FY 2011 (8,240). The department explained that the decline in street light repairs correlates to the decrease in staffing levels. The night-operations crew's ability to proactively repair non-operational lights has been significantly curtailed given additional work that the day crew could not address.



Sources: Executive Operating Program and Budgets (FY 2009-2012), Budget and Fiscal Services, and Energy Consumption and Cost Survey, FY 2011

	Administration		Public Building and Electrical Maintenance			
	Administration Operating Expenditures (\$ million)	Total Driver Training Classes Held	PBEM Operating Expenditures (\$ million)	Total Work Orders for Building and Appurtenant Structures Repair	Total Street Lights Replaced	Total Civil Defense Sirens Tested and Maintained
FY 2007	\$1.2	657	\$17.5	6,583	12,453	47
FY 2008	\$1.3	643	\$20.2	6,583	11,526	39
FY 2009	\$1.3	604	\$20.7	5,996	10,966	44
FY 2010	\$1.2	669	\$19.9	5,768	9,603	39
FY 2011	\$1.1	71	\$19.2	5,012	8,240	31
Change over last 5 years	-8%	-89%	10%	-24%	-34%	-34%

Sources: Executive Operating Program and Budgets (FY 2009-2012), Department of Budget and Fiscal Services, and Department of Facility Maintenance

Automotive Equipment Services

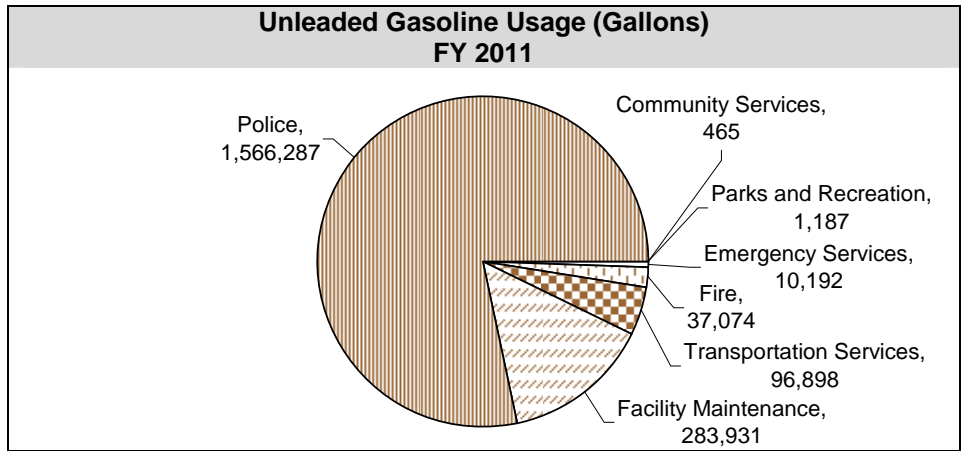
Automotive Equipment Services (AES) manages most of the city’s vehicle and equipment repair and maintenance program (excludes Board of Water Supply, police, and fire). It also prepares plans and specifications for purchase of new vehicles and equipment.

In FY 2011, AES processed 38,410 repair and maintenance work orders, a decline of 5% from the 40,542 work orders processed in FY 2007. According to the department, the decrease is attributed to new vehicles that have come on-line over the past several years. Newer vehicles are under warranty during the first year of operation and require less maintenance. Employee furloughs in FY 2011 also impacted the number of work orders that could be processed.

The total number of vehicles that AES maintains and services increased slightly in FY 2011 (less than 1%) from 2,232 vehicles compared to 2,218 vehicles in FY 2007. On-road, highway vehicles increased by 57 vehicles, or 4%, from FY 2007 to FY 2011. According to the department the increase is due to the purchase of additional refuse trailers, sedans, ambulances, and dump trucks to meet various departmental operational requirements.

Despite slight increases in the number of on-road and off-road vehicles added to the city’s fleet from FY 2007 to FY 2011, the number of fuel transactions decreased 24% from FY 2007 (71,099) to FY 2011 (53,996). The department explained that the decrease in the number fuel transactions is due to replacement of older vehicles with newer, more fuel efficient vehicles, and overall reduction in vehicle use due to staff consolidating trips and increased use of conference calls. The reduction in fuel transactions and use of more fuel efficient vehicles are consistent with the city’s 2008 sustainability plan.

One of AES’ strategic goals is to reorganize the division and establish the Acquisition and Disposal Section, which would control and monitor the vehicle acquisition process and warranty issues. Completion is targeted for FY 2012.



Sources: Department of Facility Maintenance and City and County of Honolulu Photo Bank

	AES Operating Expenditures (\$ million)	Total Number of Repair and Maintenance Job Tasks Completed	No. of Vehicles under DFM's Jurisdiction				Number of Tire Repair and Replacements	Fuel (Issues) ² Transactions
			Total	On-road/ Highway Vehicles	Off-road/ Non-highway Vehicles	Miscellaneous Equipment ¹		
FY 2007	\$15.7	40,542	2,218	1,510	132	576	3,293	71,099
FY 2008	\$16.5	38,942	2,288	1,618	135	535	3,852	83,894
FY 2009	\$17.1	38,406	2,194	1,545	125	524	3,838	67,758
FY 2010	\$16.5	41,110	2,155	1,508	133	514	3,371	62,417
FY 2011	\$16.7	38,410	2,232	1,567	134	531	3,279	53,996
Change over last 5 years	7%	-5%	0.6%	4%	2%	-8%	-0.4%	-24%

Sources: Executive Operating Program and Budgets (FY 2009-2012) and Department of Facility Maintenance

¹ Miscellaneous Equipment includes trailers, forklifts, compressors, generators, etc.

² Fuel issues are defined as the dispensing of unleaded gasoline, B20 biodiesel, or propane fuel into a city vehicle or equipment from a city-owned and operated fueling station.



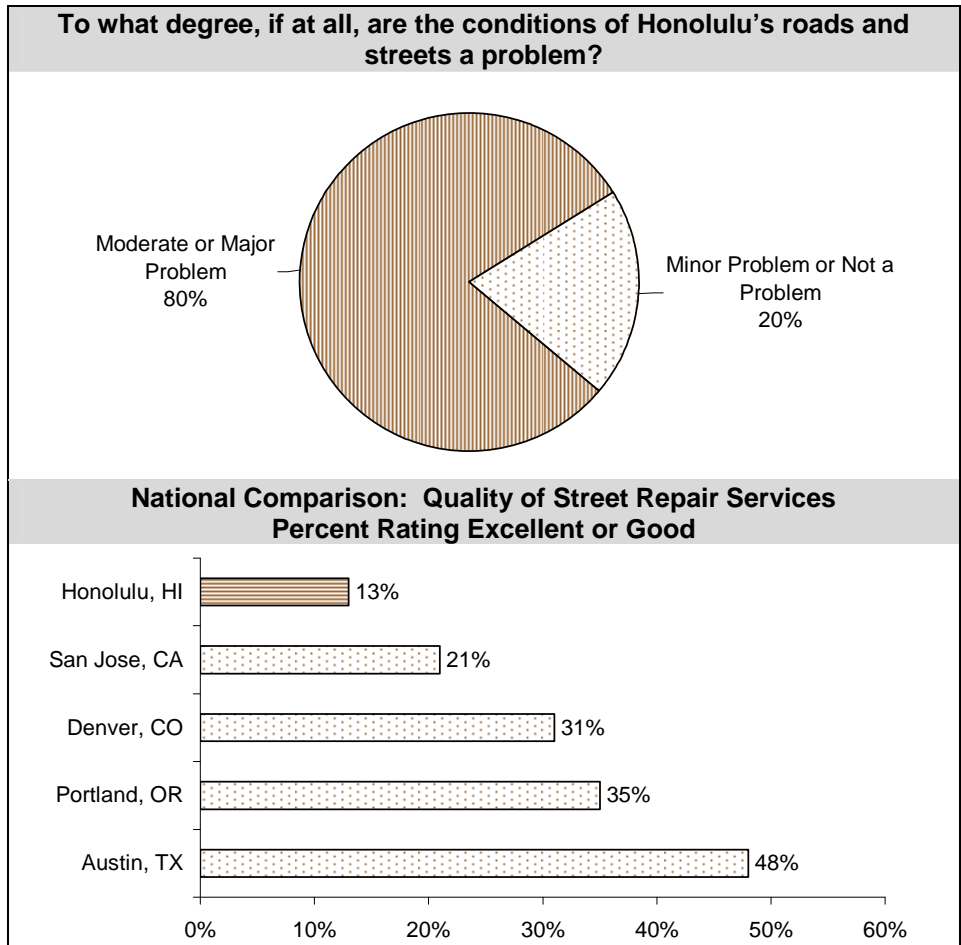
Road Maintenance

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. The division 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. Road maintenance fulfills the mayor's and department's goals to maintain the city's infrastructure as mandated by the Revised Charter of Honolulu.

Operating expenditures declined 18% over the last five years. According to the department, the decline in expenditures is due to decreased overtime, staff furloughs and vacancy increases.

According to the department, road maintenance faced several challenges in FY 2011 that adversely impacted performance. First, worker furloughs, reduced overtime, and a high vacancy rate limited staffing resources available to perform division functions. Second, adverse weather during January 2011, particularly on the Leeward Coast, caused numerous potholes due to infiltration of deteriorated pavement and road washouts. Street and first aid repair tonnage decreased 33% from FY 2011 (9,472 tons) compared to FY 2007 (14,066 tons). According to the department, in addition to the factors noted above, the division re-focused on pothole repairs in FY 2011, which resulted in a decrease in first aid repairs. The number of in-house lane miles resurfaced decreased from 38 miles in FY 2007 to 19 miles in FY 2011, a 50% decline. The department noted that in-house resurfacing declines were offset by an increase in contract resurfacing lane miles of 338 miles in FY 2010 and another 148 lane miles in FY 2011.

In 2011, 80% residents surveyed rated the condition of city roads and streets as a moderate or major problem.



Sources: National Citizen Survey™ 2011 (Honolulu) and various city websites

Fiscal Year	DRM Operating Expenditures (\$ million)	First Aid Repairs ¹ (Tons)	Number of Potholes Patched	Number of Pothole Hotline Calls Received	In-House Resurfacing (Lane Miles)	Citizen Survey (% Excellent or Good)		
						Street Repair	Street Cleaning	
FY 2007	\$19.3	14,066	73,013	5,807	38	FY 2007	-	-
FY 2008	\$24.0	20,832	82,850	5,174	51	FY 2008	-	-
FY 2009	\$24.6	23,306	64,816	4,121	60	FY 2009	-	-
FY 2010	\$20.7	26,223	41,505	3,461	57	FY 2010	13%	27%
FY 2011	\$15.9	9,472	67,714	5,583	19	FY 2011	13%	30%
Change over last 5 years	-18%	-33%	-7%	-4%	-50%	Change over last year	0%	3%

Sources: Executive Operating Program and Budgets (FY 2009-2012), Department of Facility Maintenance, and National Citizen Survey™ 2011 (Honolulu)

¹ "First Aid Repairs" involve resurfacing narrow roadways and repairing asphalt roadways, including base work and/or overlays to distressed areas.



CHAPTER 12 - HONOLULU FIRE DEPARTMENT

The Honolulu Fire Department (HFD) responds to fires, emergency medical incidents, hazardous materials incidents, and rescues on land and sea. Consistent with the city's public safety goals, its mission is to save lives, property, and the environment by promoting safety, fire prevention and maintaining a well equipped, highly trained, and motivated force of professional fire fighters and rescue personnel. The HFD is accredited by the Commission on Fire Accreditation International, Inc.

The department has four major divisions and programs:

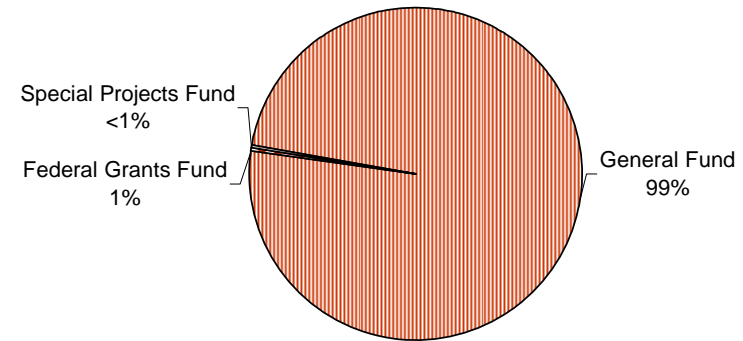
- Administrative Services Bureau is responsible for the department's Mechanic Shop and provides administrative support.
- Support Services oversees the fire prevention, training and research.
- Planning and Development is responsible for the Fire Communication Center and the radio shop.
- Fire Operations provides fire suppression for the island of O'ahu and Fireboat operations on the waterfront and adjoining shoreline areas.

Over the last five years, total department spending increased from \$74.6 million to \$95.9 million, or 28%. HFD stated that increases were due to a 4-year collective bargaining agreement spanning from FY 2007 to FY 2010, and the rising costs for fuel and utilities.

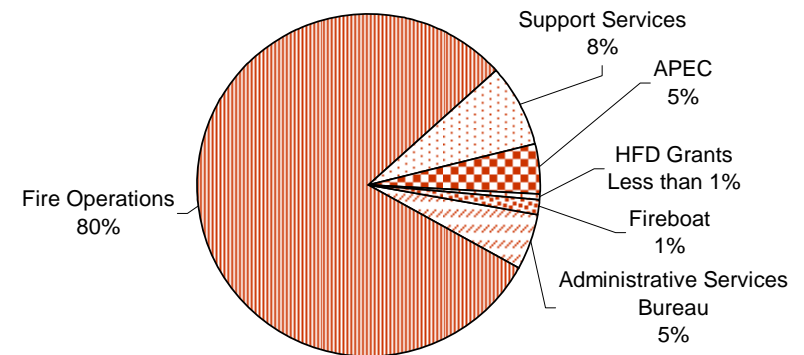
In FY 2011, furloughs did not impact public safety as uniformed personnel staffing, workloads and deadlines remained unchanged. However, furloughs significantly impacted HFD civilian staff and other city agencies subject to 2-day per month furloughs.

During FY 2011, HFD devoted significant resources to planning, training, and interagency exercises to prepare for the Asia-Pacific Economic Conference scheduled for FY 2012.

What Are the Sources of Honolulu Fire Department's Operating Funds? FY 2011



Where Does a Honolulu Fire Department's Dollar Go? FY 2011



Source: Department of Budget and Fiscal Services

	Total Operating Expenditures (\$ million)	Revenues (\$ million)	Expenditures Per Resident Served ¹	Expenditures Per Square Mile Served ²	Total Firefighter FTE	Total Vacant FTE	Cost per FTE	Annual Training Hours Per Firefighter	Overtime % of Regular Salaries
FY 2007	\$74.6	\$2.8	\$81	\$124,382	1,158	123	\$64,446	227	20%
FY 2008	\$80.8	\$2.5	\$87	\$134,727	1,160	82	\$69,686	239	19%
FY 2009	\$85.4	\$3.3	\$91	\$142,317	1,160	87	\$7,361	254	20%
FY 2010	\$88.2	\$3.2	\$93	\$146,917	1,190	133	\$74,076	268	18%
FY 2011	\$95.9	\$3.5	\$100	\$159,813	1,190	157	\$80,578	298	17%
Change over last 5 years	28%	26%	25%	28%	3%	28%	25%	31%	-3%

Sources: Executive Operating Program and Budgets (FY 2009-2012), Department of Budget and Fiscal Services BRASS data (FY 2007-2010), Advantage Budget System (ABS) data FY 2011, and Honolulu Fire Department

¹Based on Hawaii Data Book Table 1.06 Resident Population, By County for July 1, 2010. ²Based on a service area of 600 square miles. ³Cost per FTE = Total Operating Expenditures/Total Authorized FTE

Administration and Administrative Services

Administration plans, directs, and coordinates fiscal resources for HFD. It also administers personnel services, record keeping and purchasing. In June 2011, Administration received the consultant's final report on the proposed HFD-Honolulu Emergency Services Department merger. The merger would combine fire, emergency medical services, and ocean safety activities, and identified potential cost savings and efficiencies.

The Honolulu Fire Commission consists of five commissioners. The commission acts as a liaison between the department and the citizens of the city. Its responsibilities include evaluating the fire chief's performance, hearing all complaints against the department and submitting an annual report to the mayor and city council.

The Administrative Services Bureau¹ (ASB) provides administrative, personnel, logistic, and maintenance support for the fire suppression force. The ASB oversees the occupational safety and health office, storeroom, and the mechanic shop. The mechanic shop is responsible for the repair and maintenance of HFD's fleet and equipment. In FY 2011, HFD's fleet included 43 fire engines, 7 aerial ladders, 6 quints, 2 aerial towers, 2 rescue units, 2 hazmat units, 6 tankers, 2 brush trucks, 1 command truck, 20 relief apparatuses, 42 mobile equipment trailers, and approximately 78 auxiliary vehicles. The shop was also responsible for repairing and maintaining a 110-foot fire boat, 3 rescue boats, and 12 jet skis/watercraft.

HFD Compression Air Foam System (CAFS)



Source: Honolulu Fire Department

	Operating Expenditures			HFD Fire Apparatuses and Equipment					
	Administration (\$ million)	Fire Commission	Administrative Services Bureau (\$ million)	Fire Engines	Aerial Ladders	Quints ²	Fireboat	Rescue Boats	Jet Skis
FY 2007	\$2.3	\$3,022	\$1.6	42	7	6	1	3	7
FY 2008	\$2.5	\$8,761	\$2.0	42	7	6	1	3	7
FY 2009	\$2.7	\$2,700	\$2.3	42	7	6	1	3	7
FY 2010	\$3.0	\$2,845	\$2.1	43	7	8	1	2	8
FY 2011	\$2.8	\$1,463	\$2.4	43	7	6	1	3	12
Change over last 5 years	18%	-52%	49%	2%	0%	0%	0%	0%	71%

Sources: Executive Operating Program and Budgets (FY 2009-2012) and Honolulu Fire Department

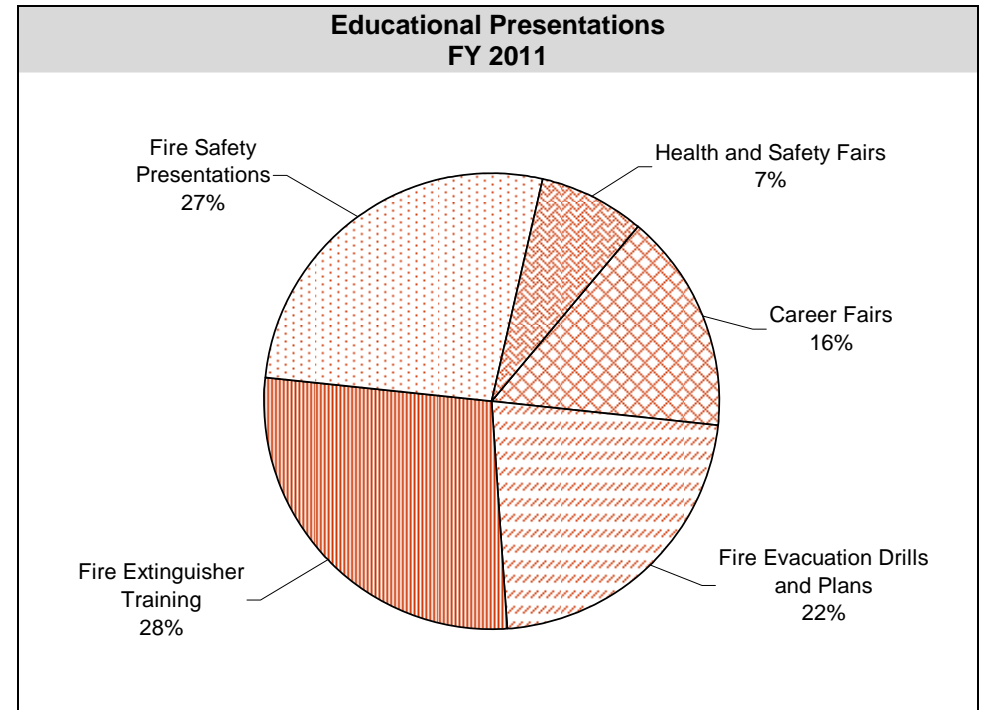
¹Administrative Services Bureau includes Mechanic Shop, Occupational Safety and Health Office, and Storeroom.

²A Quint is a fire service apparatus that serves the dual purpose of an engine and a ladder truck and refers to the five functions that a quint provides: pump, water tank, fire hose, aerial device, and ground ladders.

Support Services

The Support Services Division consists of the Fire Prevention and Training and Research Bureaus. The Fire Prevention Bureau promotes fire and life safety programs that include inspections, reviewing building plans, investigating the origin and causes of fires, and providing fire and life safety education to the community. The Training and Research Bureau prepares, instructs and evaluates training programs and also researches appropriate types of apparatuses, education and equipment.

According to Support Services, fire inspections declined by 66% from FY 2007 to FY 2011 due to the use of an estimated number for residential inspections and the actual number for commercial inspections conducted prior to FY 2008. As of FY 2008, the Fire Inspection Database (FID) required users to use the actual number of commercial and residential inspections conducted.



Source: Honolulu Annual Department and Agency Reports (FY 2011)

	Fire Prevention			Training and Research	
	Support Services Expenditures (\$ million)	Fireworks Permits ¹	Inspections	Building Plans Reviewed	Fire Safety Presentations (Attendees) ²
FY 2007	\$4.4	11,407	190,910	2,150	-
FY 2008	\$5.1	9,642	70,170	2,665	3,187
FY 2009	\$5.1	7,343	69,915	2,744	3,761
FY 2010	\$5.2	8,488	66,622	2,467	3,067
FY 2011	\$5.3	11,202	64,347	2,354	2,237
Change over last 5 years	20%	-2%	-66%	9%	-30%

Sources: Honolulu Fire Department, Honolulu Annual Department and Agency Reports (FY2007-2011), and Department of Budget and Fiscal Services

¹ Fireworks Permits=Public Display permits+Satellite City Hall permits+Special permits

² Data unavailable for FY 2007, 4 year change calculated



Planning & Development

The Planning and Development (P&D) Division coordinates 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. Operating expenditures for P&D increased 35% from FY 2007 (\$2.0 million) to FY 2011 (\$2.6 million).

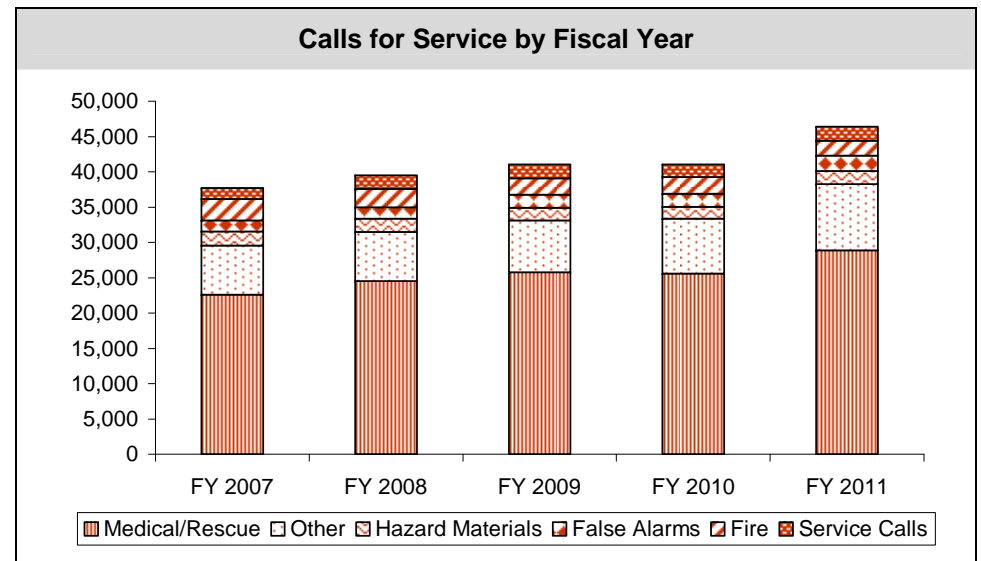
The Fire Communication Center provides centralized communications; receives and processes emergency response requests; and dispatches the appropriate type of services. The Radio Shop provides islandwide radio communications for dispatching and coordinating units responding to fire, medical, and rescue incidents.

According to the department, the increase in services and repairs (307%) and planning and training (125%) for the Radio Shop is due to upgrading HFD's radios to resolve a communications problem.

The total *number of calls* grew by 23% from FY 2007 to FY 2011. While *fire calls* declined by 31%, medical and rescue calls grew by 28%. This trend is significant, because medical and rescue calls are the largest service segment and comprised more than 62% of all calls received during FY 2011. The chart at the right shows call growth for major call categories from FY 2007 to FY 2011.

There were 2,117 fire incidents and five deaths in FY 2011. Over the last five years, the number of fire incidents decreased by 31%. In the same period, the department reports that the number of residential structure fires dropped by 19%, from 268 to 216.

Best practice standards, such as National Fire Prevention Association 1710 and Standards of Response Cover require fractile reporting. Urban Fire



Sources: Executive Operating Program and Budgets (FY 2007-2013) and Honolulu Fire Dept.

accounted for 80% of responses was 6 minutes and 18 seconds. 86.5% met the Standards of Cover for responding within 7 minutes. The HFD reports that responses over 12 minutes are frequently associated with isolated road networks or interstate highway responses.

Suburban Fire Response time was 8 minutes and 47 seconds for 80% of the responses. 81.9% met the Standards of Cover for responding within 9 minutes. Rural Fire Response time was 9 minutes and 34 seconds for 80% of the responses. 87.1% met the Standards of Cover for responding within 11 minutes.

	Planning & Development Expenditures ¹ (\$ million)	Radio Shop		Urban Fire Responses		Suburban Fire		Rural Fire Responses	
		Services and Repairs	Planning and Training	80% Fractile Time ²	Within 7 minutes ³	80% Fractile Time	Within 9 Minutes ⁴	80% Fractile Time	Within 11 Minutes ⁵
FY 2007	\$2.0	475	73	6:28	85.9%	8:50	81.6%	10:16	83.6%
FY 2008	\$2.0	483	64	6:53	82.3%	8:55	80.7%	9:51	86.2%
FY 2009	\$2.4	507	71	6:22	85.6%	8:36	82.6%	9:41	87.7%
FY 2010	\$2.4	784	60	6:34	84.0%	8:39	82.8%	9:34	87.7%
FY 2011	\$2.6	1,931	164	6:18	86.5%	8:47	81.9%	9:34	87.1%
Change over last 5 years	35%	307%	125%	-3%	-1%	-1%	-	-7%	4%

Sources: Honolulu Fire Department, Executive Operating Program and Budgets (FY 2009-2012), and Department of Budget and Fiscal Services

¹Planning & Development expenditures include the Fire Communication Center, Radio Shop & city Radio System expenditures. In the Executive Operating Program & Budget, HFD Reports P&D expenditures under the Administrative Services and Support Services divisions. ² Fractile refers to the point below which a stated fraction of the values lie. ³⁻⁵ Total response time standards for first arriving company as stated in the Department's 2005 and 2010 Standards of Cover document prepared for the Commission on Fire Accreditation International (CFAI).

Fire Operations

Fire operations provides fire suppression; response to search and rescue, hazardous materials, and medical emergency incidents. The division also conducts dwelling and commercial building inspections; and provides commercial and industrial prefire planning for the island of O’ahu, which is approximately 600 square miles. The island is divided into five battalions containing 44 fire stations.

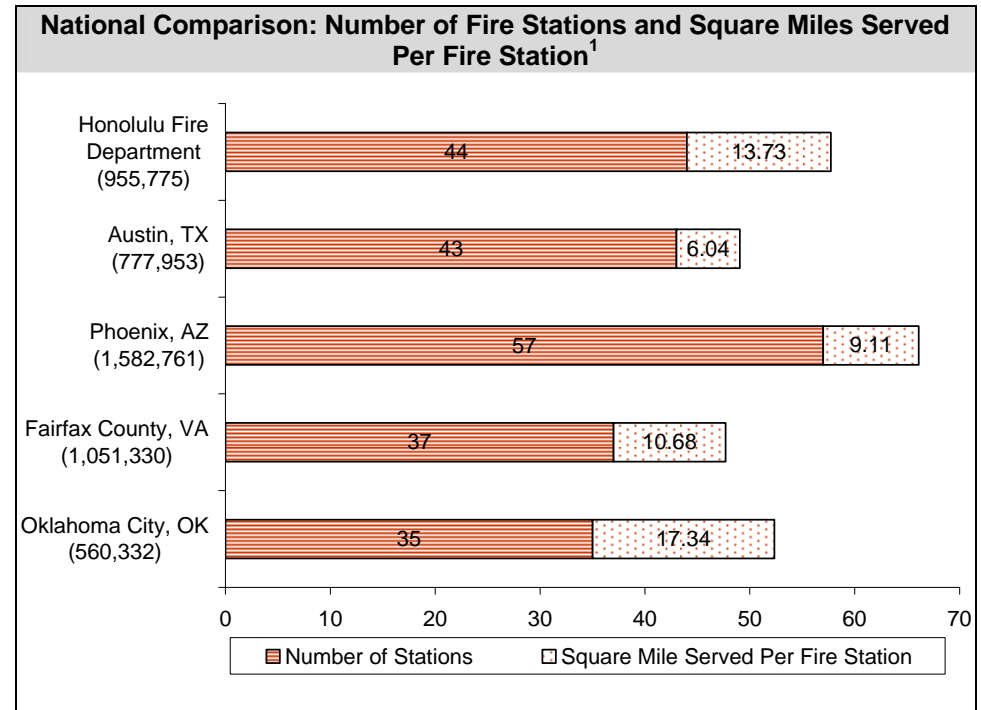
Over the past 5 years, operating expenditures increased 22% from FY 2007 (\$63.0 million) to FY 2011 (\$76.8 million). According to the department, the increase is due to the negotiated salaries and increased current expenses over the five year period.

In FY 2011, the division’s Aircraft Section responded to 566 emergencies, compared to 573 emergencies in FY 2010. In FY 2011, the department had 2 helicopters (Air 1 and Air 2).

The Fireboat section protects life and property during fires and emergencies on the waterfront and adjoining shoreline areas. The section uses a 110 foot fireboat for operations. In FY 2011, operating expenditures were \$1.3 million. Operating expenditures for the section decreased from FY 2010 (\$1.5 million) to FY 2011 (\$1.3 million).

HFD aligns its operations with environmental sustainability by expanding its Compressed Air Foam System (CAFS) fire fighting efforts. The Department has 18 fire fighting apparatuses capable of pumping fire fighting foam (CAFS) to fight fires. This system improves firefighter safety by reducing extinguishment times and heat. CAFS advances HFD’s environmental sustainability goal by using less potable water to fight fires.

When fighting fires with water alone, 80% of the water applied is generally considered to be run-off. In 2001, tests conducted by the Los Angeles County Fire Department documented that 16 gallons of CAFS foam was comparable to 75 gallons of water needed for extinguishing fires. This is an efficiency improvement of nearly 80%.



Sources: Honolulu Fire Department and FY 2010 Data Report ICMA Center for Performance Measurement. ¹ Square Miles Served Per Fire Station = Square Miles Served/Number of Fire Stations. Data for HFD from FY 2011 and other reporting jurisdiction data from FY 2010, based on a service area of 600 square miles.

	Operating Expenditures (\$ million)		Residents Served Per Fire Station	Fireboat Rescue & Responses ²	Aircraft Responses
	Fire Operations	Fireboat			
FY 2007	\$63.0	\$1.3	22,070	17	453
FY 2008	\$67.3	\$1.9	21,519	18	438
FY 2009	\$71.4	\$1.6	21,713	24	512
FY 2010	\$73.9	\$1.5	21,934	23	573
FY 2011	\$76.8	\$1.3	21,722	32	566
Change over last 5 years	22%	1%	-2%	88%	25%

Sources: Executive Operating Program and Budgets (FY 2009-2012), Department of Budget and Fiscal Services, Honolulu Fire Department, and FY 2010 Data Report for ICMA Center for Performance Measurement

² Fire Alarm Responses+Rescue and Emergency Responses



Emergency Medical Responses and Hazardous Materials

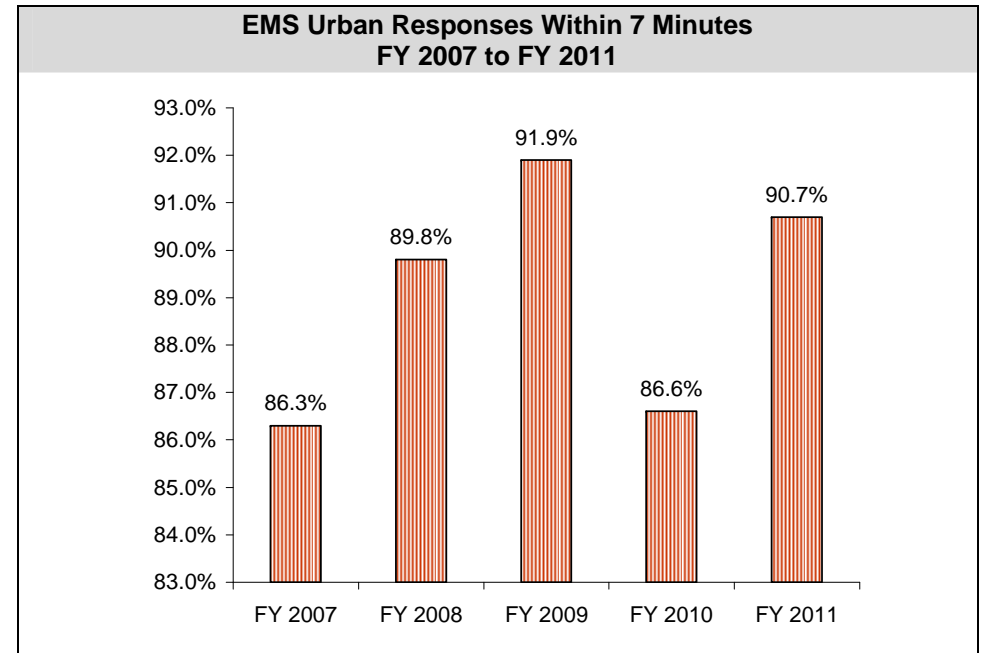
Fire Operations also fulfills the department’s mission and the city’s public safety goals by providing emergency medical and hazardous materials responses island wide,

The department responded to 27,962 emergency medical incidents in FY 2011. Emergency medical and rescue responses represent the largest segment of all incidents responded to by the department¹. Over the last five years, the number of emergency medical incidents increased by 29%. According to HFD, this rising trend is due to the continued growth of Central and Leeward O’ahu, the increasing population density within the urban core, and the aging population.

In FY 2011, the department responded to 1,899 hazardous materials incidents. The number of hazardous materials incidents decreased by 4% and hazardous materials inspections declined 15% over the last five years.



HFD Hazardous Materials responders
Source: Honolulu Fire Department



Sources: Executive Operating Program and Budgets (FY 2009-2012) and Honolulu Fire Department

	EMS Incidents	EMS Urban Responses		EMS Suburban Responses		EMS Rural Responses		Hazardous Materials		
		80% Fractile Time ²	Within 7 minutes ³	80% Fractile Time	Within 7 minutes	80% Fractile Time	Within 7 minutes	Incidents	Facilities Permitted	Inspected
FY 2007	21,732	6:15	86.3%	7:30	91.8%	8:29	91.4%	1,976	434	122
FY 2008	23,767	6:16	89.8%	7:28	93.0%	8:17	91.9%	1,846	382	141
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
Change over last 5 years	29%	-5%	4%	1%	-1%	-7%	4%	-4%	-11%	-15%

Sources: Executive Operating Program and Budgets (FY 2009-2012) and Honolulu Fire Department

¹ HFD co-responds to incidents with EMS. HFD provides basic life support care while EMS provides advanced life support care.

²⁻³ Total response time standard 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 (e.g. 90% of EMS urban responses arrived in less than 5:58 minutes).



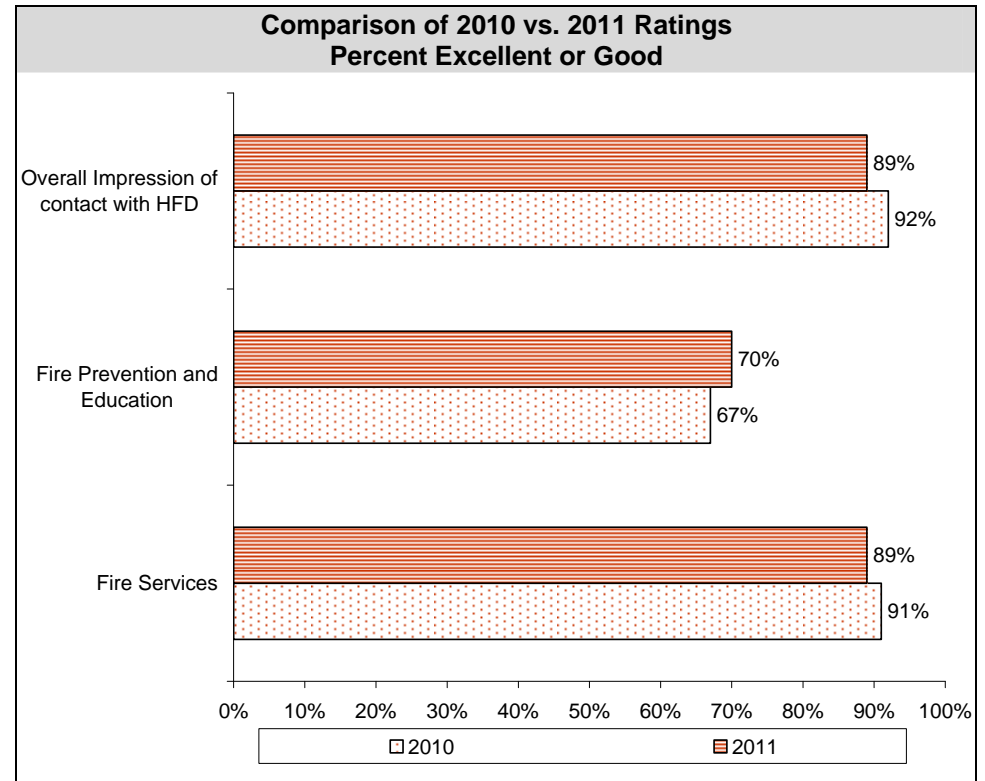
Perceptions of Fire Safety

In local government, core services like fire protection top the list when residents are asked about the most important local government services. The 2011 National Citizen Survey™ (Honolulu) asked residents to rate the quality of fire services, 89% rated fire services excellent or good. This was compared to 91% in 2010. This was similar to both the national benchmarks and among jurisdictions with populations over 300,000.

When asked how they felt about their safety from environmental hazards, 57% said they felt “very” or “somewhat” safe. This was compared to 58% in 2010. This was much below the national comparison.

A majority of residents (70%) rated HFD’s fire prevention and education services excellent or good in 2011, compared to 67% in 2010. While this was below national benchmarks, it was above the benchmarks for jurisdictions with populations over 300,000.

Among survey respondents, only 11% had contact with employees of the Honolulu Fire Department. This was compared to 12% in 2010. Of those who had contact, most (89%) rated their overall impression of HFD employees excellent or good in 2011, compared to 92% in 2010.



Source: National Citizen Survey™ 2011 (Honolulu)

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CHAPTER 13 - HUMAN RESOURCES

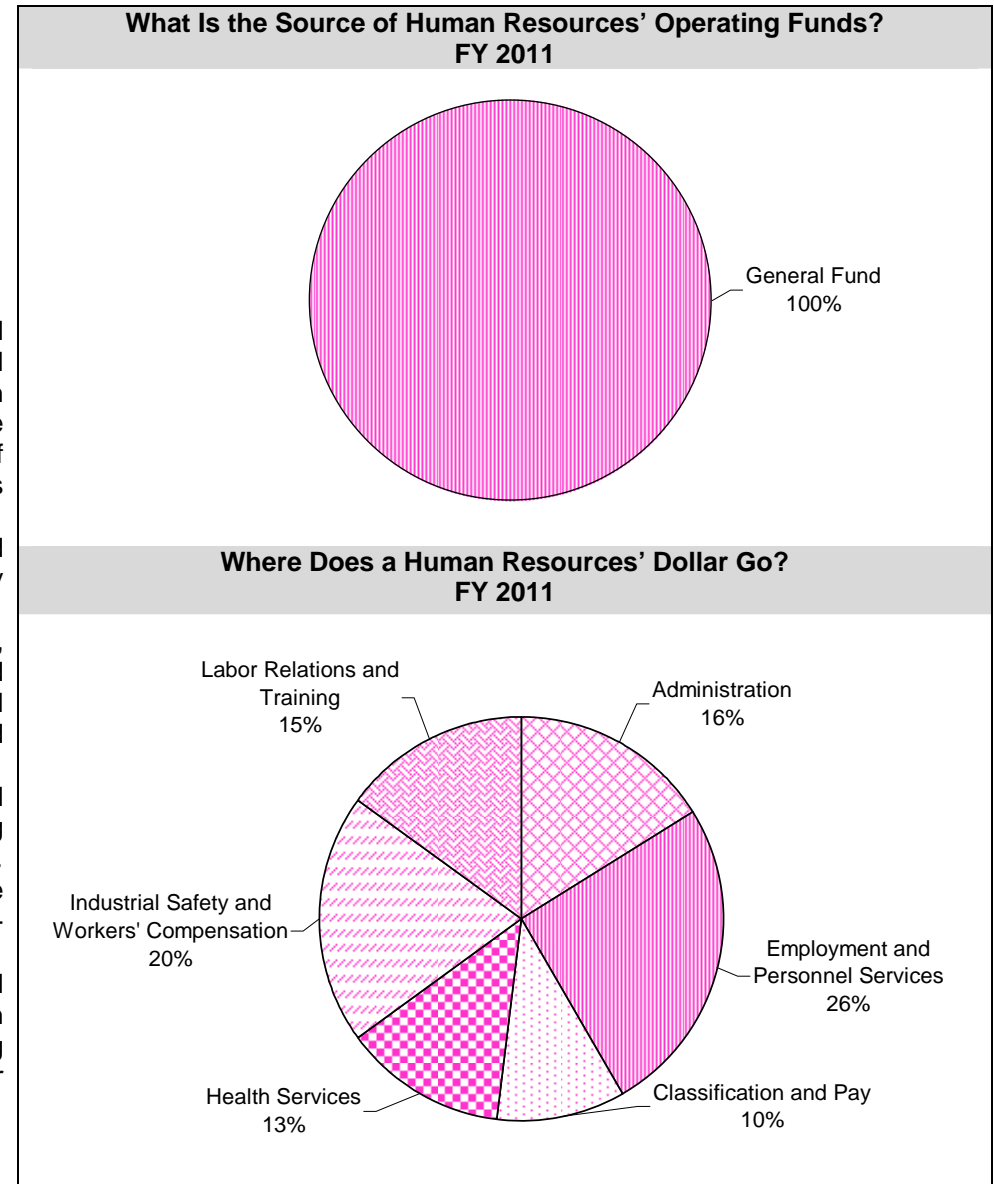
The Department of Human Resources (DHR) is the central personnel agency for the city. The mission of the department is to recruit, develop and retain an outstanding workforce dedicated to quality public service for the City and County of Honolulu. The City Charter requires the department to establish 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 department has six major functional areas:

- Administration - included in the Administration office budget is the Equal Opportunity program. This program 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.
- Health Services - conducts pre-employment and annual medical evaluations mandated by state occupational and federal transportation regulations; administers the Employee Assistance Program; drug screening and random testing; and conducts blood analysis for suspects arrested for DUI for the police department; and provides expert witness testimony.

The activities of human resources are fully supported by the General Fund.

In FY 2011, the department has reached agreements with 5 bargaining units which included Directed Leaves Without Pay and Supplemental Time-Off for city workers.



Source: Department of Budget and Fiscal Services

Spending and Staffing

Human Resource's spending has decreased slightly about 1% from \$5.1 million to \$5.0 million over the last 5 years.

In FY 2011, the ratio of DHR staff to city staff is approximately 1 to 111. Authorized staffing for the department remained constant at 91.5 FTE. Over the past year, the department's vacancy rate increased 7% from FY 2007. The department noted that it was able to fill two high priority positions during the past year.

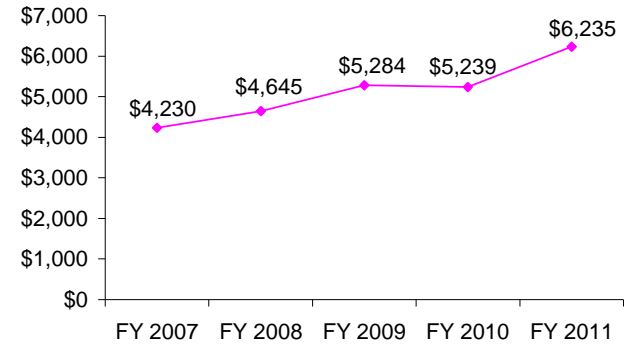
The number of new hires entering city service increased from 571 in FY 2010 to 673 in FY 2011. Over the last five years, the number of new hires entering city service decreased by 10% due to citywide hiring restrictions, according to the department.

New training classes were developed utilizing internal resources. Over the past 5 years, hours of training declined about 21%. However, over the past year, Labor Relations and Training provided an additional 2,208 hours due to new classes and internal resources. Training satisfaction ratings increased from 4.7 in FY 2010 to 4.8 out of a scale of 5 in FY 2011.

From FY 2007 to FY 2011, the number of injury claims filed by city employees declined by 12%. Although the number of injury claims decreased, total direct expenditures have increased 30%. The department states that they have very little control over rising costs such as medical care, medication, vocational rehabilitation and permanent partial disability awards. The department uses a case reserve system that the private insurance companies utilize that takes into account the type of injury, injured worker occupation, employment, medical, treating physician's diagnosis, treatment and disability recommendations.

The average cost per workers' compensation claim increased 47%, from \$4,230 to \$6,235. According to the department, this is due primarily to a 31% increase in medical expenditures and a 44% increase in wage replacement

**Average Cost of Workers' Compensation Claims¹
FY 2007 to FY 2011**



Source: Department of Human Resources

benefits. During this period, the city's annual Special Compensation Fund Assessment (levied by the State Department of Labor) increased 68% to \$1.3 million.

The department's cost containment strategy includes formal early return to work programs for injured employees, in-house vocational rehabilitation, safety training programs, and contracting medical bill auditing and payment services, is projected to reduce expenses by approximately \$2 million annually. Other strategies include workers' compensation software and training manual upgrades and the Division of Industrial Safety and Workers' Compensation website that provides safety awareness and accident prevention program information for departments and agencies. DHR renewed efforts to raise the safety consciousness of employees by offering more safety training classes, tailgate lesson plans, and field auditing and investigation services. DHR continues to support workers' compensation reform legislation by supporting bills that will reduce costs; and oppose bills that increase workers compensation costs.

	Operating Expenditures (\$ million)	Total Authorized FTE ¹	Percent Vacant FTEs	Ratio Human Resources Staffing to Total City Authorized FTE	Cost per FTE	Number of New Hires Entering City Service	Labor Relations and Training			Workers' Compensation		
							Hours of Training Provided ²	Overall Training Satisfaction Rating (Out of 5)	Grievances Settled Before Arbitration ³	Total Workers' Compensation Claims	Total Direct Expenditures (\$ million)	Average Cost Per Claim ⁴
FY 2007	\$5.1	87.5	10%	1 to 123	\$58,346	750	16,165	4.6	77%	3,342	\$14.1	\$4,230
FY 2008	\$5.6	91.5	13%	1 to 118	\$61,317	735	14,561	4.6	85%	3,312	\$15.4	\$4,645
FY 2009	\$5.9	91.5	13%	1 to 119	\$64,489	813	15,287	4.7	62%	3,196	\$16.9	\$5,284
FY 2010	\$5.7	91.5	20%	1 to 119	\$62,312	571	10,532	4.7	78%	3,143	\$16.5	\$5,239
FY 2011	\$5.0	91.5	17%	1 to 111	\$55,073	673	12,740	4.8	86%	2,932	\$18.3	\$6,235
Change over last 5 years	-1%	5%	7%	-	-6%	-10%	-21%	4%	9%	-12%	30%	47%

Sources: Executive Operating Program and Budgets (FY 2009-2012) and Department of Human Resources; ¹ Department of Budget and Fiscal Services BRASS and ABS data. ² In FY 2011 new training classes were developed and added. A total of 13 new classes were added covering topics on customer service, leadership, and health and wellness; ³ Effective FY 2011, % also includes cases resolved after Steps 2 and 3; ⁴ Average cost of workers' compensation claims is Total Workers Compensation Expenditures ÷ Total Number of Workers Compensation Claims.

CHAPTER 14 – INFORMATION TECHNOLOGY

The Department of Information Technology (DIT) plans, directs, and coordinates implementation of the city's information technology program. It sets and enforces city-wide technology and data security standards and policies. DIT also provides technical expertise in computer and communications technology.

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; as well as maintaining, securing, and protecting city communications networks that support public safety, and providing leading technological solutions for the city's business needs. This mission is consistent with the Revised Charter of Honolulu mandate that DIT provide technical expertise in data processing to city government.

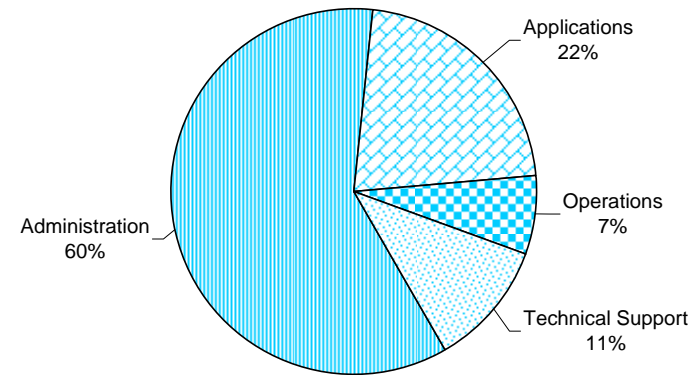
DIT maintains and manages the city computer network and data processing operations 24-hours per day, 7-days a week. It also provides programming support to the city and runs systems that support driver licensing and motor vehicle systems for the entire state and other counties.

In FY 2011, administration expenditures increased 7% from FY 2007 (\$17.0 million) to FY 2011 (\$18.2 million). According to the department, the increase was due to hardware upgrade costs, and software and radio/microwave systems maintenance. The 22% increase in revenues during the same time period was attributed to new easement grant/lease contracts and state and federal reimbursements.

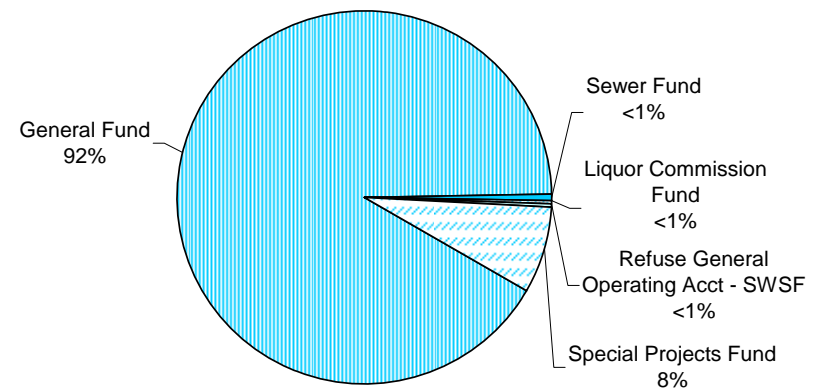
In addition to Administration, DIT work efforts are carried out through four primary divisions: Operations, Applications (GIS/Land Management, Enterprise Resource Planning, and Customer Service Representative), Technical Support, and Radio and Network Infrastructure.

During FY 2011, DIT coordinated a system disaster recovery exercise to prepare for the APEC conference in FY 2012. The exercise tested DIT's ability to provide continuity of operations for key computer service from the Fasi Municipal Building data center in Honolulu. According to the department, this exercise confirmed DIT's ability to maintain critical services in preparation for the planned APEC conference.

Where Does an Information Technology's Dollar Go?
FY 2011



What Are the Sources of Information Technology's Funds?
FY 2011



Source: Department of Budget and Fiscal Services

	Total Expenditures (\$ million)	Administration (\$ million)	Revenues (\$ million)	Total Authorized FTE	Total Vacant FTE	Cost Per FTE
FY 2007	\$17.0	\$9.8	\$2.3	150.0	26.0	\$113,003
FY 2008	\$18.8	\$11.1	\$2.6	150.0	23.5	\$125,119
FY 2009	\$20.1	\$12.1	\$3.7	153.0	25.0	\$131,361
FY 2010	\$18.4	\$10.5	\$3.0	153.0	25.5	\$120,553
FY 2011	\$18.2	\$10.9	\$2.9	152.0	27.5	\$119,535
Change over last 5 years	7%	11%	22%	1%	6%	6%

Sources: Executive Operating Program and Budgets (FY 2009-2012) and Department of Budget and Fiscal Services

Operations

The Operations division plans, administers, coordinates, and executes the central and remote computer system operations of the city's computer facilities located islandwide. This is a 24-hour per-day, 365-days per-year operation.

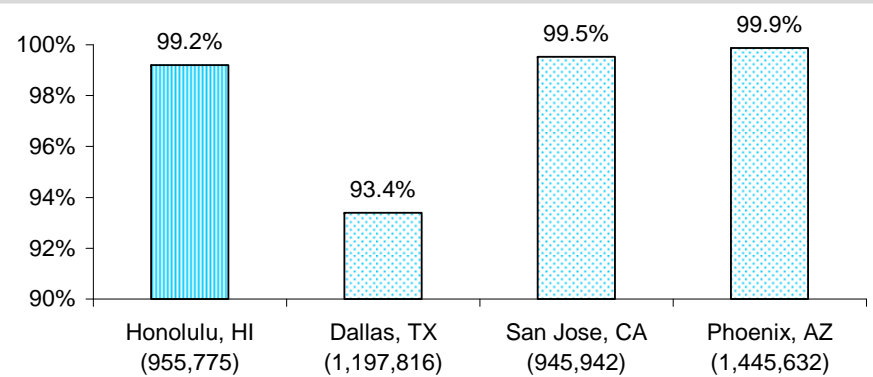
Operations also performs data entry services, develops and maintains document controls to assure accuracy of data processed, and develops computer schedules of production data processing tasks. Additionally, the division develops and maintains disaster recovery planning, manages a central help desk call center, and controls and maintains the computer equipment and network at the city's data centers.

Over the past 5 years, operation program expenditures declined 22%, from \$1.6 million in FY 2007 to \$1.2 million in FY 2011. According to the department, the decrease in expenditures is due to salary expense changes as workers resign or retire. The drop in 2011 was due to involuntary and temporary placement of an employee on non-pay and non-duty status.

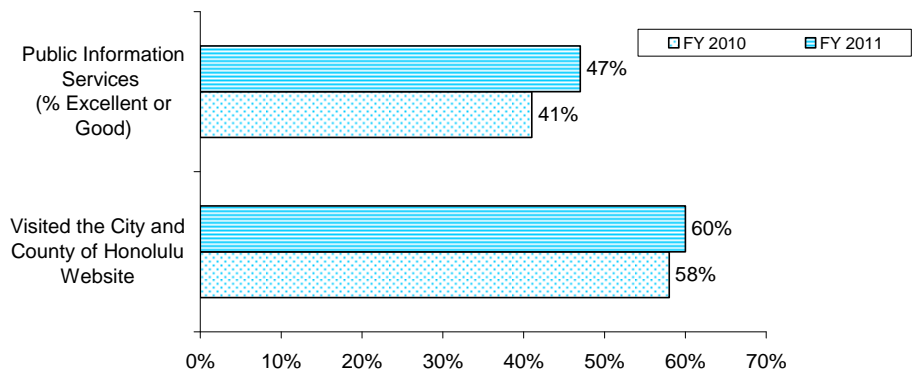
The ratio of help desk calls resolved at the first level increased 18% from FY 2007 (71%) to FY 2011 (89%). The department explained that the increase in first-level call resolutions is attributed to improved staff expertise, developed by system experience, conducting trend analysis, and collaboration among staff. During the same five-year time period, the number of changes implemented declined 32%, which the department attributed to changes in the management process that documents change approvals, user acceptance, and code promotion authorizations.

The 2011 Citizen Survey reported that 60% of respondents visited the City and County of Honolulu's website. This was an increase of 2% from FY 2010. The survey also found that 47% of respondents rated public information services as excellent or good, an increase of 6% from FY 2010 when 41% of respondents rated the category as excellent or good.

National Comparison: Production Online Systems (24 hours)



Percent of Residents Visiting the City and County of Honolulu Website and Ratings for Public Information Services



Sources: Various city websites and National Citizen Survey™ 2011 (Honolulu)

	Operations	Production Online Systems (Prime Shift)	Production Online Systems (24 hours)	Changes Implemented ¹	% Help Desk Calls Resolved at First Level	Citizen Survey	
						Visited the City and County of Honolulu Website	Public Information Services (% Excellent or Good)
FY 2007	\$1.6	99.9%	99.5%	1,285	71%	FY 2007	-
FY 2008	\$1.7	99.9%	99.5%	891	73%	FY 2008	-
FY 2009	\$1.8	99.9%	99.5%	761	92%	FY 2009	-
FY 2010	\$1.7	99.9%	99.4%	691	86%	FY 2010	58%
FY 2011	\$1.2	99.9%	99.2%	875	89%	FY 2011	60%
Change over last 5 years	-22%	0%	-0.3%	-32%	18%	Change over last year	2%
							6%

Sources: Executive Operating Program and Budgets (FY 2009-2012), Department of Information Technology, and National Citizen Survey™ 2011 (Honolulu)

¹ Changes Implemented is the process of documenting change approvals, user acceptance, or authorizations for hardware and software promotion.

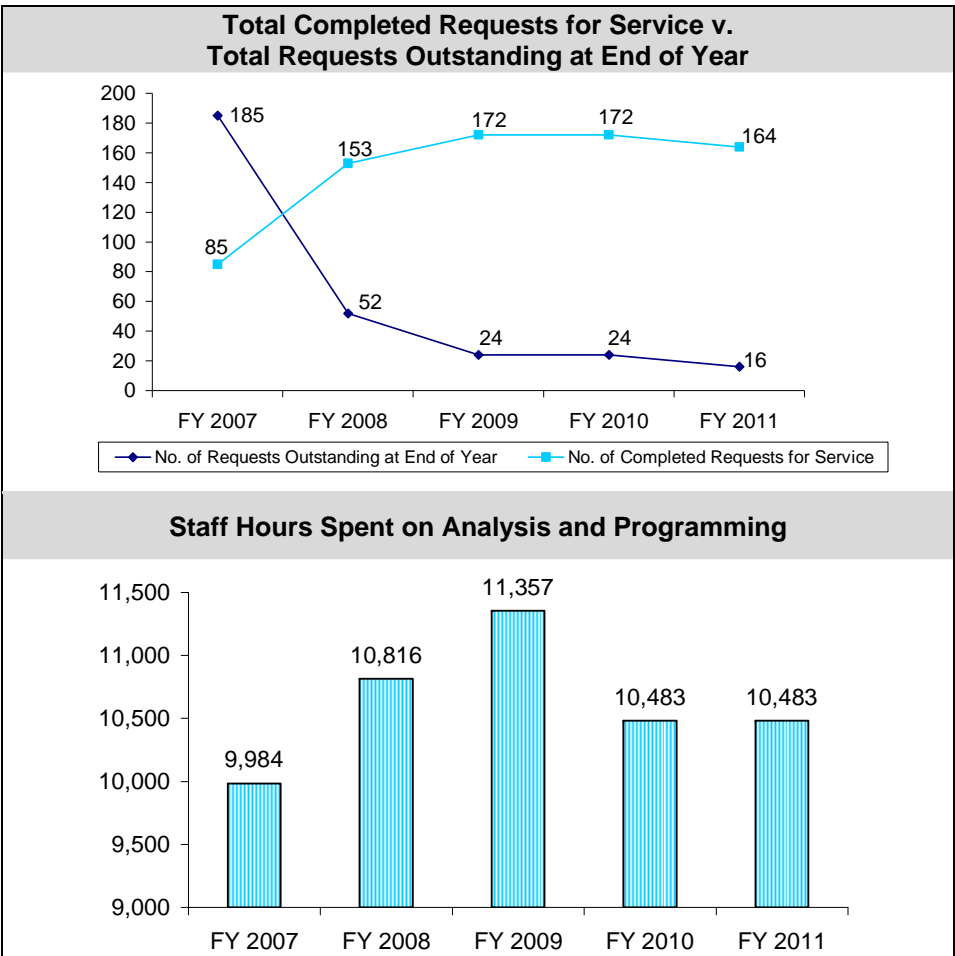
Applications – GIS Land Management, Enterprise Resource Planning, and Customer Service Representative

The Applications division performs the full range of computer systems development, including feasibility studies, systems analysis and design, and computer programming. The division also provides consulting services to end users and provides electronic data management. Applications staff participates with the DIT director, management, and other city administrators in strategic and tactical planning for use of information resources in overall city operations.

In addition, the division provides technology support for the city-wide Enterprise Resource Planning (ERP) financial management system and integration into user agencies' workflow processes in the city. This division also implements the city's data processing plans for ERP financial, human resource/payroll, budgeting management, and other automated systems. Applications provides Computer Services Representative (CSR) support services.

In FY 2011, operating expenditures totaled \$4 million, a 9% increase from \$3.6 million in FY 2007. According to the department, the increased expenditures were due to new positions created for CSR and ERP support staff and salary increases in 2008. In addition, applications staff logged 1,526 hours developing the web-based Advantage Budgeting System (ABS). ABS replaces the BRASS operating budget system formerly used by the city. ABS began operations in FY 2012. This city's ABS CIP budgeting system has been operational since FY 2009. The ABS system will allow various ERP applications (finance, human resources/ payroll, and budget) to share data.

The number of new requests for service increased 50% from FY 2007 (105) to FY 2011 (158). According to the department, the increase in requests for services is attributed to the integration of the ERP application with various external applications, which resulted in more requests for reports and interfaces. The number of requests outstanding at the end of the year declined from 185 in FY 2007 to 16 in FY 2011, a 91% drop. The department explained that many of the FY 2011 requests had to be completed by the end of the fiscal year (e.g. discontinuation of furloughs and accounting fiscal year end changes).



Sources: Executive Operating Program and Budgets (FY 2009-2012) and Department of Information Technology

	Applications				ERP-CSR		
	Applications Operating Expenditures (\$ million)	Total New Requests For Service	Total Completed Requests for Service	Total Requests Outstanding at End of Year	Maintenance and Problem Solving (Staff Hours)	Analysis and Programming (Staff Hours)	Overhead (Staff Hours)
FY 2007	\$3.6	105	85	185	34,994	9,984	4,992
FY 2008	\$4.0	120	153	52	37,856	10,816	5,408
FY 2009	\$4.2	183	172	24	37,315	11,357	5,408
FY 2010	\$4.2	183	172	24	34,445	10,483	4,992
FY 2011	\$4.0	158	164	16	34,445	10,483	4,992
Change over last 5 years	9%	50%	93%	-91%	-2%	5%	0%

Sources: Executive Operating Program and Budgets (FY 2009-2012), Department of Budget and Fiscal Services, and Department of Information Technology

Radio and Network Infrastructure & Technical Support



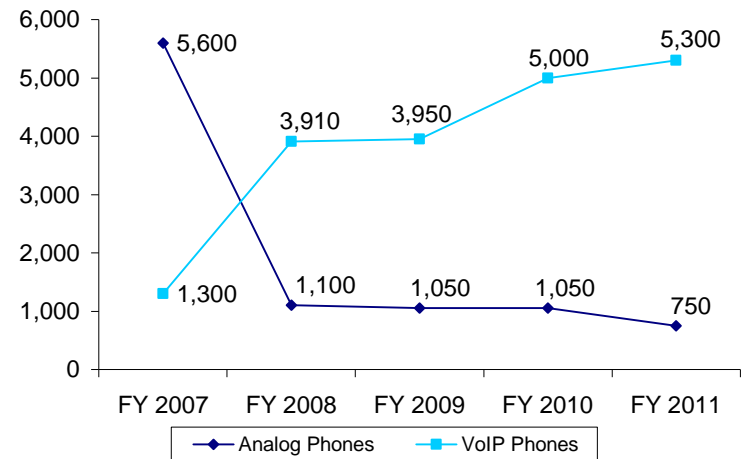
Photo courtesy of the Department of Information Technology

The Radio and Network Infrastructure division provides support to Honolulu communications, including radio, microwave, fiber, wired, and 800 MHz and related systems. This division is responsible for management of related technology facilities such as buildings and towers. The division manages tower, fiber, and wireless construction projects, and functions as DIT's technical advisor for new construction projects citywide.

Operating expenditures increased 6% over the past 5 years. According to the department, the increase is due to costs associated with upgrading the city's outdated email system. Radio and Network Infrastructure supported 185 Local Area Networks (LAN) in FY 2011, an increase of 23% from the 150 networks in FY 2007. According to the department, the increase in LANs was necessary as additional sites were added to the city's network with fiber, microwave, DSL, cable modem, and wireless technologies.

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

Number of Analog Phones and VoIP Phones in Service



Source: Executive Operating Program and Budgets (FY 2009-2012) and Department of Information Technology

In FY 2011, technical support completed the city-wide migration from the legacy telephone system to the Voice-Over-Internet-Protocol (VoIP). The project, which began in FY 2005, replaced 5,000 analog phones with technologically-advanced phones. According to the department, the conversion to VoIP technology has already reduced telephone operating costs from \$1.2 million in 2005 to \$800,000 in FY 2011. Additional benefits include reduced floor space, power, and cooling requirements.

One of the challenges facing the technical support division is researching and implementing technology to minimize security risks associated with use of mobile computing devices connected to the city's network. Technical support plans to test a pilot program that will allow city employees to connect to their city exchange email account via personal mobile devices.

	Technical Support				Radio and Network		
	Technical Support Operating Expenditures (\$ million)	Analog Phones	VoIP Phones	Total Employees w/ Access IDs (Mainframe)	Total Employees w/User IDs (Servers)	Total Local Area Networks	Total 800 MHz Zone Sites
FY 2007	\$1.9	5,600	1,300	0	0	150	12
FY 2008	\$1.9	1,100	3,910	8,253	9,474	175	12
FY 2009	\$2.0	1,050	3,950	8,253	9,474	175	12
FY 2010	\$2.0	1,050	5,000	8,253	9,474	175	12
FY 2011	\$2.0	750	5,300	8,098	8,327	185	12
Change over last 5 years	6%	-87%	308%	-	-	23%	0%

Source: Executive Operating Program and Budgets (FY 2009-2012), Department of Information Technology, and Department of Budget and Fiscal Services

CHAPTER 15 - LEGISLATIVE BRANCH

Pursuant to the city charter, the Legislative Branch is comprised of the City Council, City Clerk, Council Services and City Auditor.

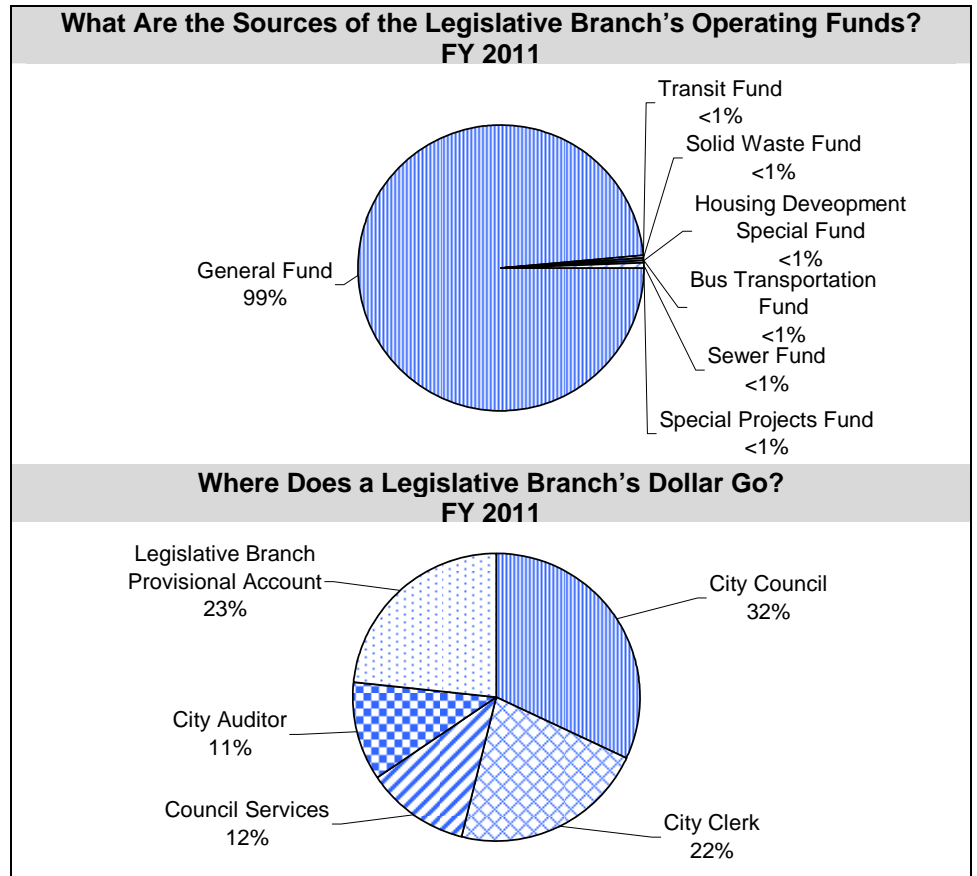
The City Council consists of nine elected officials and staff and, per the city charter, is empowered with legislative and investigative powers. This body's major duties include establishing city-wide policies via the passage of ordinances and resolutions, adopting the city's annual operating and capital improvement budgets, setting the annual real property tax rate and authorizing issuance of general obligation bonds. The city charter requires the council to adopt a balanced budget. The council adopts the General Plan for long-range development, land use laws, zoning regulations, and policies for shoreline development.

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 provides comprehensive research and reference services for the council. It conducts research and drafting for the enactment or consideration of legislation, revises city ordinances, and serves in an advisory capacity to the council and its committees.

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

Overall the Legislative Branch's expenditures decreased 3% from \$11.9 million in FY 2007 to \$11.5 million in FY 2011. Total revenues reduction of 54% from FY 2007 to FY2011 primarily reflects elimination of revenues for



Source: Department of Budget and Fiscal Services

community programming. The Legislative Branch authorized FTE count increased almost 2% from 125 FTE in FY 2007 to 127 FTE in FY 2011. Vacant FTE positions decreased from 4.5 FTE to 2.0 FTE during the same period.

	Total Operating Expenditures	Total Revenues	Total Authorized FTE	Total Vacant Authorized FTE	Cost Per Legislative FTE
FY 2007	\$11.9	\$68,169	125	4.5	\$95,034
FY 2008	\$10.7	\$54,055	119	2.5	\$90,182
FY 2009	\$13.0	\$52,277	122	5.5	\$106,680
FY 2010	\$12.4	\$8,458	128	5.0	\$96,714
FY 2011	\$11.5	\$31,576	127	2.0	\$90,551
Change over last 5 years	-3%	-54%	2%	-56%	-5%

Source: City Council, City Clerk, Council Services, and City Auditor statistics

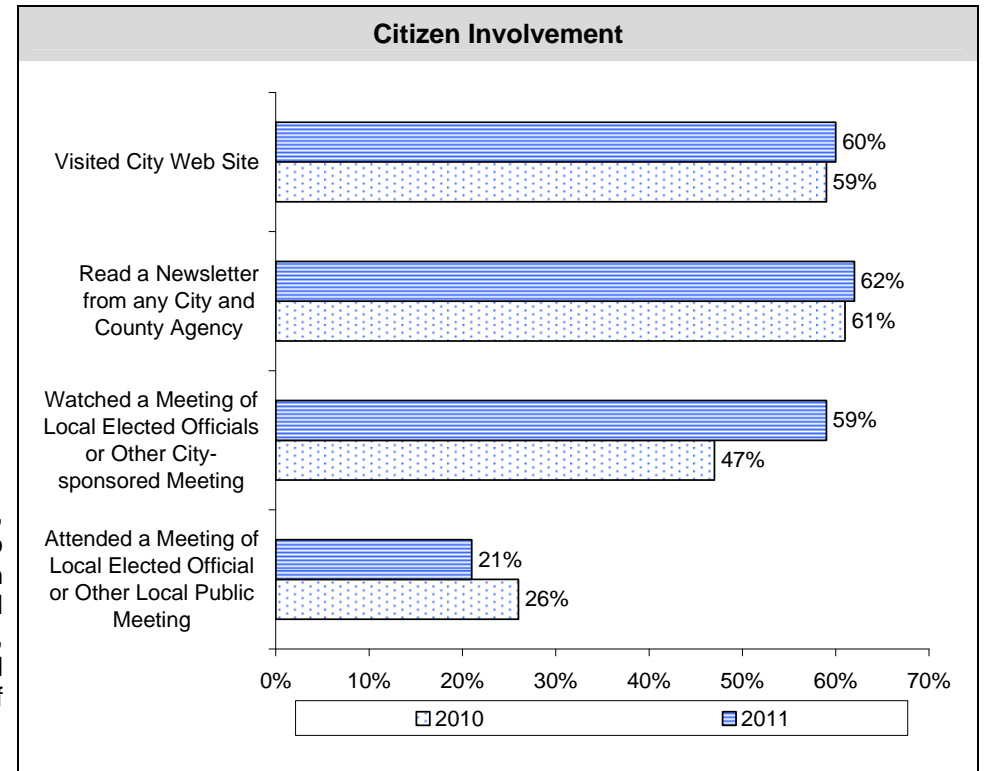
Spending and Staffing

The City Council's expenditures decreased 13% from \$4.2 million in FY 2007 to \$3.67 million in FY 2011. The council's authorized staffing has decreased 6% from 65 FTEs in FY 2007 to 61 FTEs in FY 2011.

The City Clerk's expenditures decreased 18%, from \$3.1 million in FY 2007 to \$2.54 million in FY 2011. Staffing in FY 2011 was 38 FTE, up from 29 FTE in FY 2007, a 31% increase. According to the City Clerk, the increase was due to the need to hire additional staff to process absentee ballots and handle early voting walk-in residents.

Over the past five years, Council Services' expenditures decreased 1% from \$1.4 million in FY 2007 to \$1.3 million in FY 2011. Its authorized staffing has been stable at 21 FTE. In FY 2011, council services reports it had three vacant FTEs which necessitated redistributing the responsibilities among the existing staff.

The City Auditor's expenditures increased 39% from \$0.9 million in FY 2007, to \$1.25 million in FY 2011. According to the city auditor, the necessity to relocate from Kapolei Hale to private office space in FY 2009, and increases in the city's annual financial audit contract and the additional audits of federal grants required by the American Recovery and Reinvestment Act (ARRA), resulted in the increase. The office's authorized staffing between FY 2007 and FY 2011 was unchanged at 8 FTE. Over the past 5 years, the number of audits and audit reports increased 35% from 2007 to 2011.



Source: National Citizen Survey™ 2011 (Honolulu)

	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 2007	\$4.2	\$3.1	\$1.4	\$0.9	\$2.3	3,668	435,866	858	310	17
FY 2008	\$3.8	\$2.2	\$1.4	\$1.0	\$2.4	3,615	451,982	771	360	14
FY 2009	\$4.1	\$3.5	\$1.5	\$1.2	\$2.8	3,541	447,965	766	237	20
FY 2010	\$3.9	\$3.3	\$1.5	\$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
Change over last 5 years	-13%	-18%	-1%	39%	18%	-3%	3%	-4%	-2%	35%

Source: City Auditor, Office of Council Services, City Clerk, and City Council data

Public Policy Questions

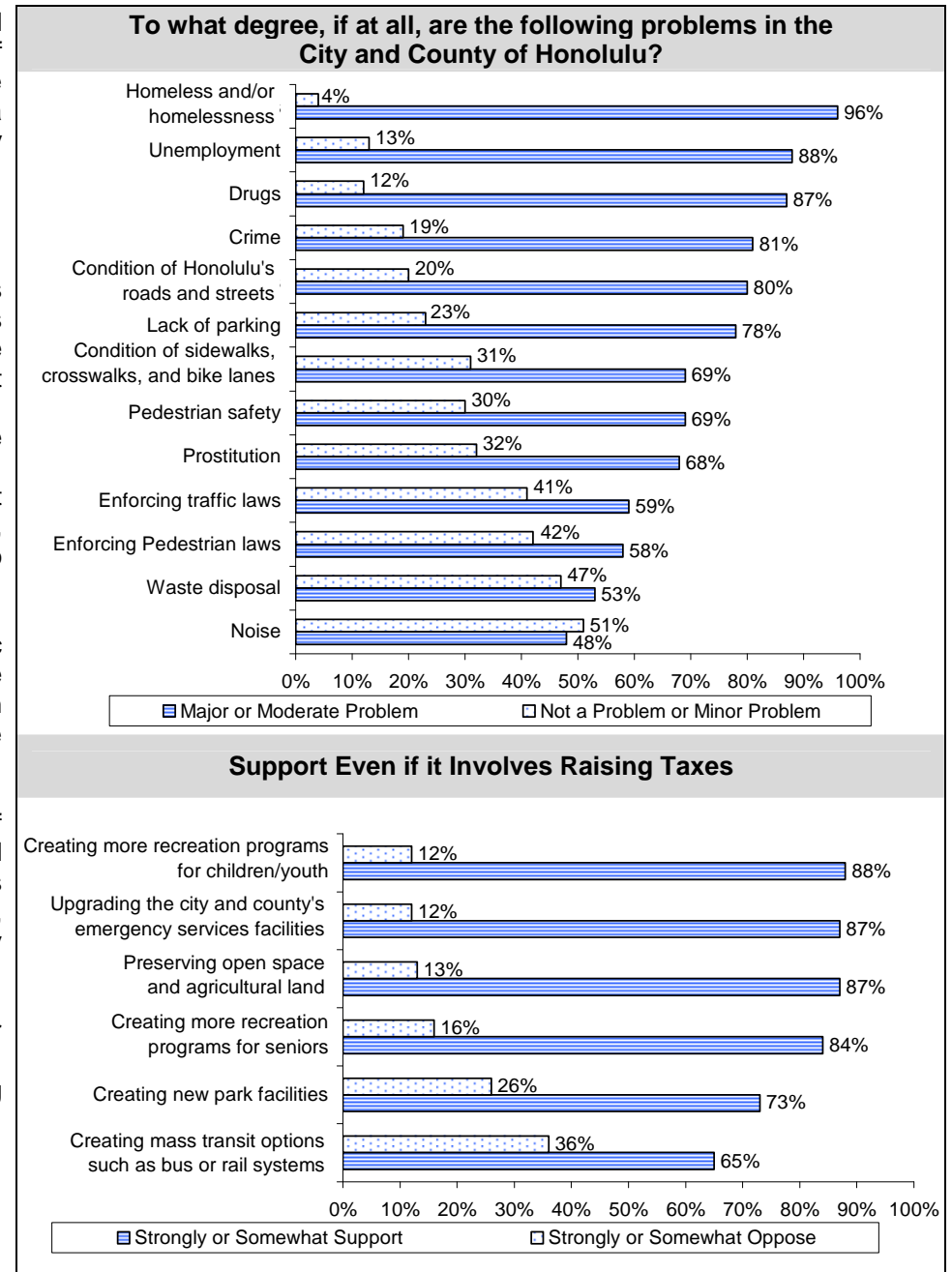
The United States entered into a recession in late 2007 with an accelerated downturn occurring in the fourth quarter of 2008. During FY 2011, the State of Hawai'i and the City and County of Honolulu continue to experience the lingering effects of the recession, as recovery has been slow. To maintain a balanced budget as required by the city charter, the city implemented 2-day per month furloughs among city employees, raised sewer and other fees, restricted agency budgets, and implemented spending restrictions on hiring, reorganizations, purchases and travel in FY 2011.

Despite the recession, the city continued to provide basic municipal services and improve infrastructure such as sewer and wastewater collection systems in FY 2011. City Council's concerns included (1) funding and implementing the voter approved charter amendment to establish a Honolulu Area Rapid Transit Authority (HART) and to develop, operate and maintain a rail transit system; (2) protecting public health and safety through new ordinances regarding the use of sidewalks in urban areas; and (3) a ban on most consumer fireworks. Infrastructure concerns included (4) increasing funding for much needed street maintenance work; (5) continuing to address options related to homelessness, affordable housing, and social services; and (6) other concerns related to environmental protection and long term economic development of the city.

The City Council reported a number of changes related to improving 1) public access to information; 2) the effectiveness and efficiency of the Legislative Branch's operations; and 3) long-term economic benefits for the city through support of international conferences such as the Sister City's Summit and the Asian-Pacific Economic Cooperation (APEC) conference.

The National Citizen Survey™ 2011 of (Honolulu) asked residents a series of questions related to raising taxes, identifying problems in the city, and addressing important issues. Survey respondents reported the following as major or moderate problems: homeless and/or homelessness (96%), unemployment (88%), drugs (87%), crime (81%), and the condition of city roads and streets (80%).

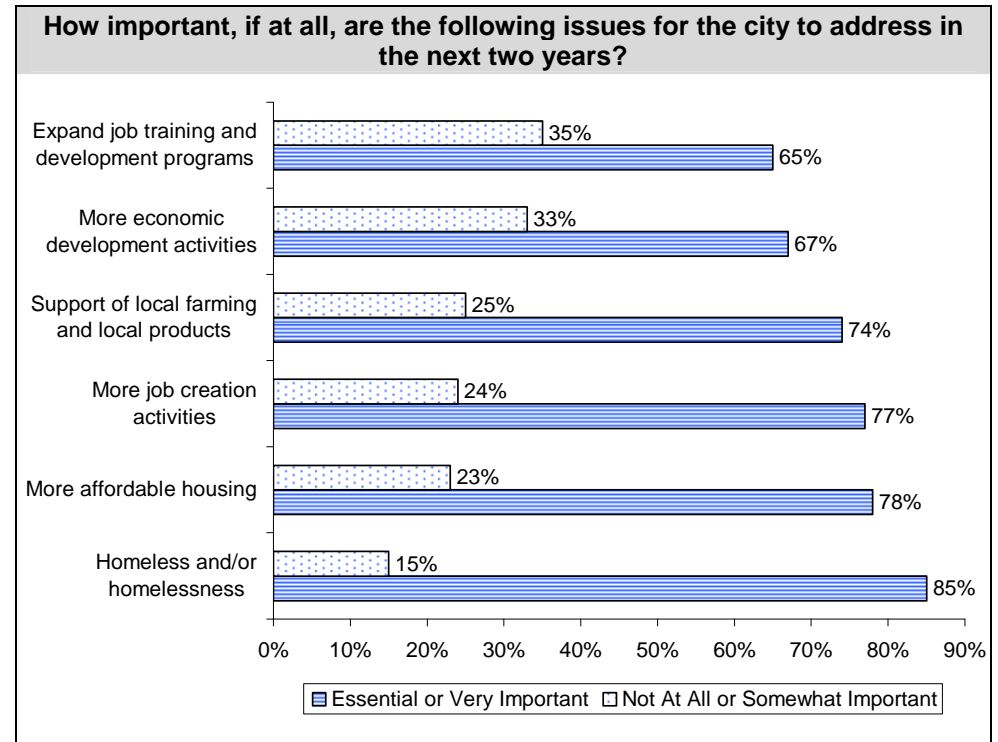
Residents supported raising taxes for creating more recreation programs for children and youth (88%), preserving open space and agricultural land (87%), upgrading city and county emergency services facilities (87%), and creating more recreation programs for seniors (84%).



Source: National Citizen Survey™ 2011 (Honolulu)

Public Policy Questions - (continued)

The National Citizen Survey™ 2011 of (Honolulu) also asked residents a series of questions related to important issues that residents want the city to address in the next two years. The issues with the highest ratings were homeless and/or homelessness (85%), more affordable housing (78%), more job creation activities (77%), and support of local farming and local products (74%).



Source: National Citizen Survey™ 2011 (Honolulu)

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.

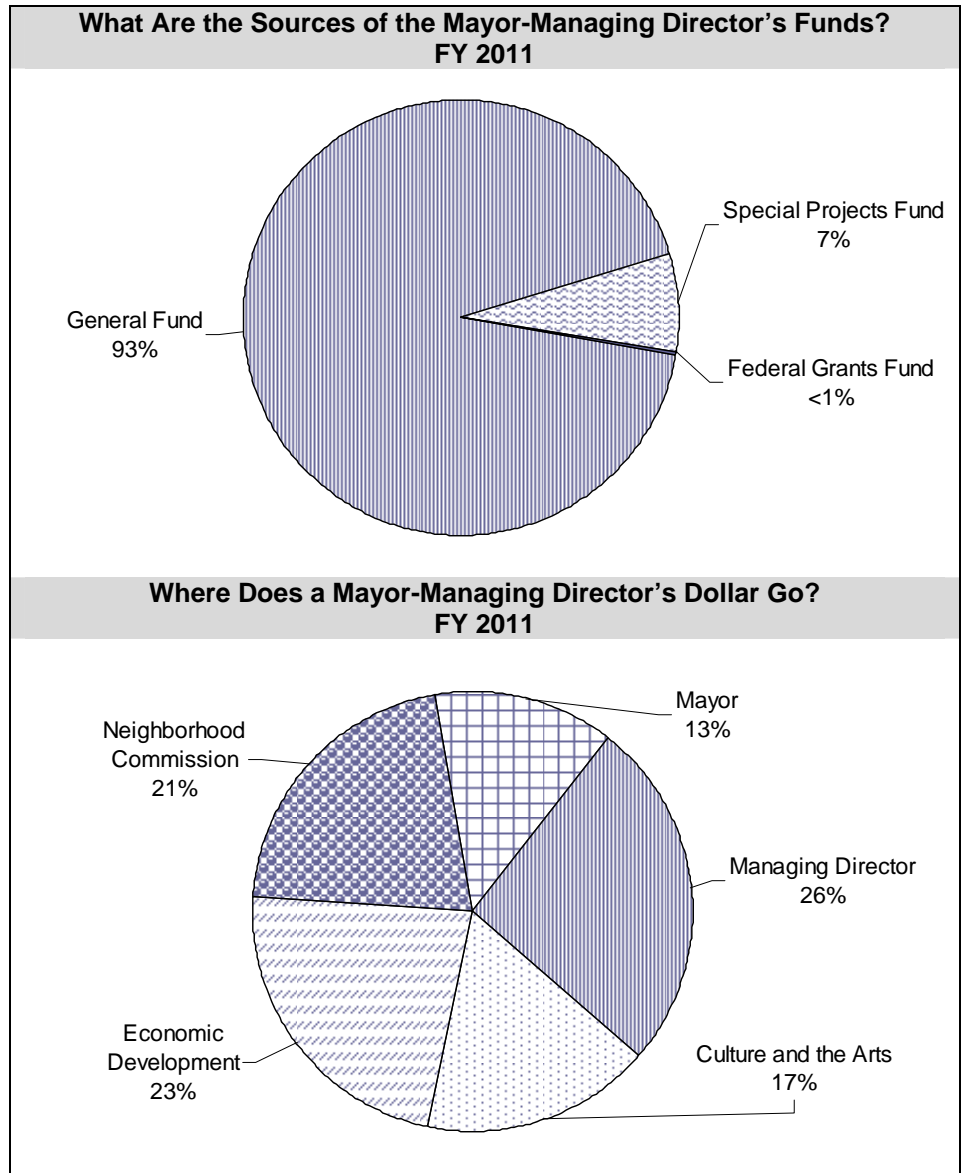
Managing Director (MD) - As the principal management aide to the mayor, the managing director supervises and evaluates the management and performance of all line executive departments and agencies, and prescribes the standards of administrative practice to be followed.

Mayor's Office of Culture and the Arts (MOCA) – Strives to ensure the availability of a wide range of artistic experiences and promotes O'ahu as a cultural destination.

Office of Economic Development (OED) - Works in partnership with O'ahu's businesses, non-profits and communities to support economic growth and enhance the quality of life at the community level. It worked closely with the Asia-Pacific Economic Cooperation (APEC) host committee on business-related activities in preparation for the FY 2012 event.

Neighborhood Commission Office (NCO) - Provides staff support to the 9-member Neighborhood Commission, 33 neighborhood boards and 439 neighborhood board members. Staff attend the monthly board meetings; take and transcribe meeting minutes; and provide proper notice of all meetings of the commission and the neighborhood boards. In FY 2011, NCO staff attended 340 meetings and prepared 383 sets of meeting minutes and agendas.

The impact of the recession continues to negatively affect the city's path to economic recovery. The city has continued to focus on multi-year budget cuts, citywide budget and personnel restrictions, including a 2-day per month furlough to avert layoffs. The FY 2011 budget incorporates increased fees, charges and certain taxes. The city continued to fund major capital improvements to its infrastructure and broke ground on the city's rail transit project.



Source: Department of Budget and Fiscal Services



MAYOR AND MANAGING DIRECTOR

The Mayor and Managing Director of the City and County of Honolulu oversee approximately 10,000 employees and over 20 departments in the 10th largest municipality in the United States.

To accomplish the charter's mandate to serve and advance the general welfare, health, happiness, safety and aspirations of city and county residents, the administration has established the following goals and objectives: provide and maintain the highest level of municipal government services; and provide opportunities to expand existing business, develop local and export markets and create new businesses through the Office of Economic Development.

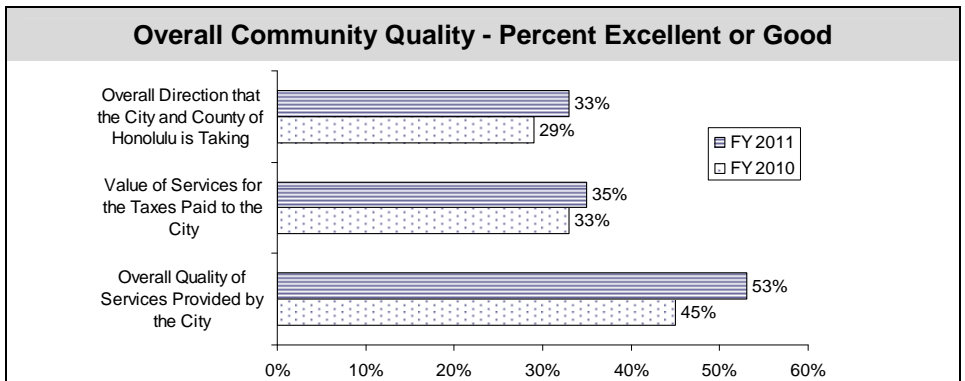
FY 2011 was a year of transitions for the Office of the Mayor. On July 20, 2010, Mufi Hannemann resigned as mayor, and Kirk Caldwell, then managing director, served as acting mayor until Peter B. Carlisle was sworn in as the 13th elected mayor of the City and County of Honolulu on October 11, 2010.

Mayor's Office expenditures were \$516,108 in FY 2011, a decline of 2% from \$526,603 in FY 2007. Total authorized staffing remained consistent at 6 FTE over the last 5 years. There was 1 vacant FTE in FY 2011.

Managing Director's Office expenditures declined 44% to \$992,417 in FY 2011, compared to \$1,763,186 in FY 2007. During the same period, the managing director's authorized staff remained at 17 FTE. In FY 2011, there were 4 vacant FTE, a 300% increase from FY 2007.

Highlights of the city's FY 2011 accomplishments:

- City launched a transparency website, <http://can-do.honolulu.gov>
- Through the wastewater global consent decree, city funds will be used toward improving Honolulu's wastewater program, rather than to paying fines for noncompliance.



Source: National Citizen Survey™ 2011 (Honolulu)

- Planning for FY 2012 events, such as APEC; establishing the Office of Housing; and Honolulu Authority for Rapid Transportation (HART) commencement of operations.

Residents were asked to rate the overall direction the city is taking. Approximately 33% rated the direction as excellent or good in FY 2011 compared to 29% in FY 2010. About 35% of residents rated the value of services for the taxes paid to the city as excellent or good in FY 2011 compared to 33% in FY 2010. When asked to rate the quality of services provided by the city, about 53% rated the quality of services as excellent or good, which is an increase from FY 2010. Ratings in FY 2011 increased slightly from FY 2010, but were still below percentages reported nationwide and among cities with populations over 300,000, where Honolulu ranked 21st out of 23 cities, equivalent to the 9th percentile for the overall direction the city is taking.

**The managing director did not provide five-year trend analysis information for this report.*

	Operating Expenditures				Authorized Staffing				Citizen Survey (% Excellent or Good)			
	Mayor	Managing Director	Subtotal Combined Offices ¹	Total Mayor-MD Offices	Total Authorized FTE (Mayor)	Vacant Authorized FTE (Mayor)	Total Authorized FTE (Managing Director)	Vacant Authorized FTE (Managing Director)	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 2007	\$526,603	\$1,763,186	\$2,177,096	\$4,466,885	6	0	17	1	FY 2007	-	-	-
FY 2008	\$770,673	\$1,781,021	\$2,380,967	\$4,932,661	6	0	17	2	FY 2008	-	-	-
FY 2009	\$612,442	\$1,793,202	\$2,300,422	\$4,706,066	6	0	17	2	FY 2009	-	-	-
FY 2010	\$593,238	\$1,698,772	\$2,087,485	\$4,379,495	6	1	17	5	FY 2010	29%	33%	45%
FY 2011	\$516,108	\$992,417	\$2,339,937	\$3,848,462	6	1	17	4	FY 2011	33%	35%	53%
Change over last 5 years	-2%	-44%	7%	-14%	0%	-	0%	300%	Change over last year	4%	2%	8%

Sources: Executive Operating Program and Budgets (FY 2009-2012), Honolulu Annual Department and Agency Reports (FY 2007-2011), Department of Budget and Fiscal Services, and National Citizen Survey™ 2011 (Honolulu). Full Time Equivalent (FTE) Department of Budget and Fiscal Services' BRASS data (FY 2007-FY 2010); Advantage Budget System (ABS) data FY 2011.

¹ Combined offices include Office of Culture and the Arts, Office of Economic Development, and the Neighborhood Commission.



CULTURE AND THE ARTS

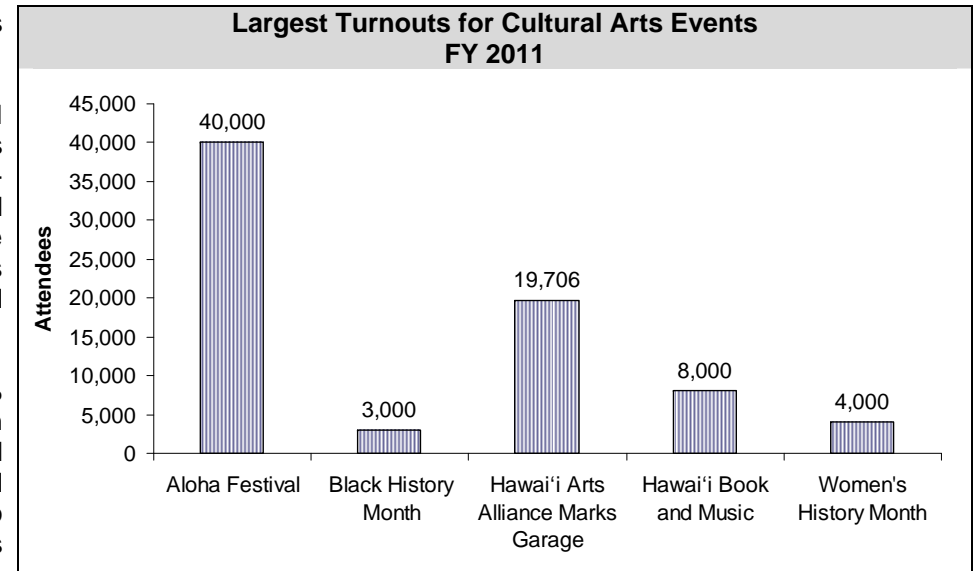
The Mayor's Office of Culture and the Arts (MOCA) promotes the value of arts and culture throughout the communities in the city.

To accomplish the charter's mandate to serve and advance the general happiness and aspirations of city and county residents, the office's administration has established the following goals and objectives: to attain pre-eminence in culture and the arts; to perpetuate the artistic and cultural heritages of all its people; to promote a community environment; to provide equal and abundant opportunity for exposure to culture and the arts in all its forms; and to encourage and provide for the development of the cultural and artistic talents of the people of Honolulu.

MOCA's operating expenditures were \$651,950 in FY 2011, a decline of 5% from \$687,784 in FY 2007. Total authorized staffing decreased from 7 FTE in FY 2007 to 6 FTE in FY 2011. There were 2 vacant FTE in FY 2011. Total distribution of monthly events calendars to hotels, government agencies and the community decreased by 47% in FY 2011 from FY 2007. According to MOCA, the reduction was due to an increase in the electronic distribution of its calendars.

In FY 2011, MOCA provided Honolulu residents with exposure to culture and the arts in a community environment through a new brown bag lunch program at Honolulu Hale. These events invited the community to participate in activities during their lunch hour, such as sewing lei that were placed on the graves of veterans. Local musicians were invited to perform, including the Royal Hawaiian Band.

In FY 2011, the number of cultural arts events declined 15% from the previous fiscal year to 142. Similar declines were seen in Austin, Texas and San Jose, California, which have similar population totals as Honolulu.



Source: Mayor's Office of Culture and the Arts

Residents were asked to rate the opportunities to attend cultural activities. About 71% rated opportunities as excellent or good in FY 2011 compared to 70% in FY 2010. Approximately 63% of residents rated openness and acceptance of the community toward diverse backgrounds as excellent or good in FY 2011 compared to 62% in FY 2010. Ratings in FY 2011 increased slightly from FY 2010, and were similar to and above percentages reported nationwide and among cities with populations over 300,000. The percentage of residents that read a newsletter from any city agency increased in FY 2011 from the prior year, but was still much less than percentages reported nationwide.

	Authorized Staffing			Performance Measures				Citizen Survey (% Excellent or Good)				
	Operating Expenditures	Total Authorized FTE	Vacant Authorized FTE	Cost per FTE ¹	Number of Culture and the Arts Activities	Attendance at Culture and the Arts Activities ²	Works of Art in the City's Public Art Collection	Total Distribution of Monthly Activity Calendars	Opportunities to Attend Cultural Activities	Openness and Acceptance of Community to Diverse Backgrounds	Read a Newsletter from any City Agency	
FY 2007	\$687,784	7	0	\$98,255	214	325,067	876	56,400	FY 2007	-	-	-
FY 2008	\$752,841	6	0	\$125,474	209	291,221	878	56,400	FY 2008	-	-	-
FY 2009	\$750,049	6	0	\$125,008	162	415,168	923	62,400	FY 2009	-	-	-
FY 2010	\$717,216	6	0	\$119,536	167	378,205	947	62,400	FY 2010	70%	62%	61%
FY 2011	\$651,950	6	2	\$108,658	142	208,648	962	30,000	FY 2011	71%	63%	62%
Change over last 5 years	-5%	-14%	-	11%	-34%	-36%	10%	-47%	Change over last year	1%	1%	1%

Sources: Executive Operating Program and Budgets (FY 2009-2012), Honolulu Annual Department and Agency Reports (FY 2007-2011), Department of Budget and Fiscal Services, and National Citizen Survey™ 2011 (Honolulu). Full Time Equivalent (FTE) Department of Budget and Fiscal Services' BRASS data (FY 2007-FY 2010); Advantage Budget System (ABS) data FY 2011. ¹ Cost per FTE=Operating Expenditures/Total Authorized FTE. ² Attendance counts at Culture and the Arts activities are discrete and do not overlap attendance counts for Economic Development activities.



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.

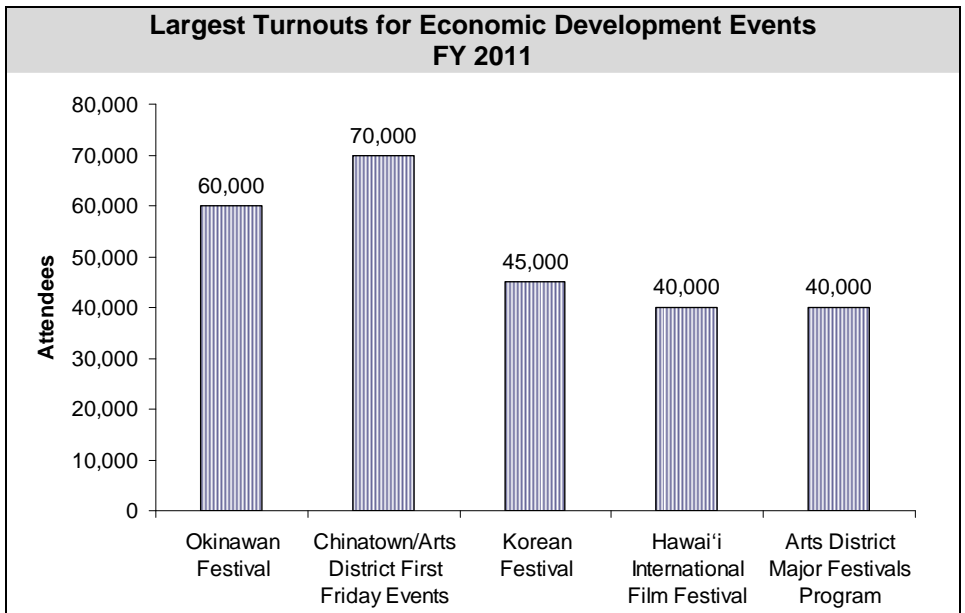
To accomplish the charter's mandate to serve and advance the general welfare and aspirations of city and county residents, the managing director established the following goals and objectives: to provide opportunities for interested parties to expand existing business, develop local and export markets and create new businesses through the Office of Economic Development.

In FY 2011, OED awarded 40 Hawai'i Tourism Authority-County Product Enrichment Program (HTA-CPEP) grants, which is a 54% increase from FY 2007. The Okinawan Festival, which attracted 60,000 people, was a beneficiary of this grant in FY 2011.

In CY 2010, The Honolulu Film Office (HFO) assisted in projects that generated an estimated \$250 million in direct spending by production companies on O'ahu. HFO assisted with 515 projects in FY 2011.

OED expenditures increased 82% to \$879,163 in FY 2011, compared to \$482,899 in FY 2007. During the same period, OED's authorized staff remained at 10 FTE. There were 6 vacant FTE in FY 2011. OED supported 3,655 organizations in FY 2011, a 118% increase from FY 2008.

Residents were asked to rate economic development services as excellent or good. Ratings slightly increased in FY 2011 to 27% from 24% in FY 2010, but



Source: Office of Economic Development

were still below percentages reported nationwide and among cities with populations over 300,000, where Honolulu ranked 13th out of 17 cities, equivalent to the 25th percentile for economic development services.

**OED did not provide five-year trend analysis information for this report.*

	Operating Expenditures	Authorized Staffing		Cost per FTE ¹	Number of HTA-CPEP Grants Awarded ²	Attendance at Economic Development Activities ^{3,4}	Number of Organizations Supported ⁴	Citizen Survey (% Excellent or Good)	
		Total Authorized FTE	Vacant Authorized FTE					FY	Economic Development Services
FY 2007	\$482,899	10	2	\$48,290	26	N/A	N/A	FY 2007	-
FY 2008	\$776,329	10	3	\$77,633	25	890,006	1,679	FY 2008	-
FY 2009	\$600,040	10	3	\$60,004	48	684,837	2,499	FY 2009	-
FY 2010	\$585,729	10	6	\$58,573	42	745,362	3,530	FY 2010	24%
FY 2011	\$879,163 ⁵	10	6	\$87,916	40	847,000	3,655	FY 2011	27%
Change over last 5 years	82%	0%	200%	82%	54%	-5%	118%	Change over last year	3%

Sources: Executive Operating Program and Budgets (FY 2009-2012), Honolulu Annual Department and Agency Reports (FY 2007-2011), Department of Budget and Fiscal Services, and National Citizen Survey™ 2011 (Honolulu). Full Time Equivalent (FTE) Department of Budget and Fiscal Services' BRASS data (FY 2007-FY 2010); Advantage Budget System (ABS) data FY 2011. ¹ Cost per FTE=Operating Expenditures/Total Authorized FTE. ² Number of grants awarded for the Hawai'i Tourism Authority-Community Product Enrichment Program (HTA-CPEP). ³ Attendance at Economic Development activities is specific and does not overlap with attendance counts for Culture and the Arts activities. ⁴ Percent change measured over 4 years (FY 2008 – FY 2011). ⁵ Includes expenditures for County Product Enrichment and U.S. Commerce-Economic Development



NEIGHBORHOOD COMMISSION OFFICE

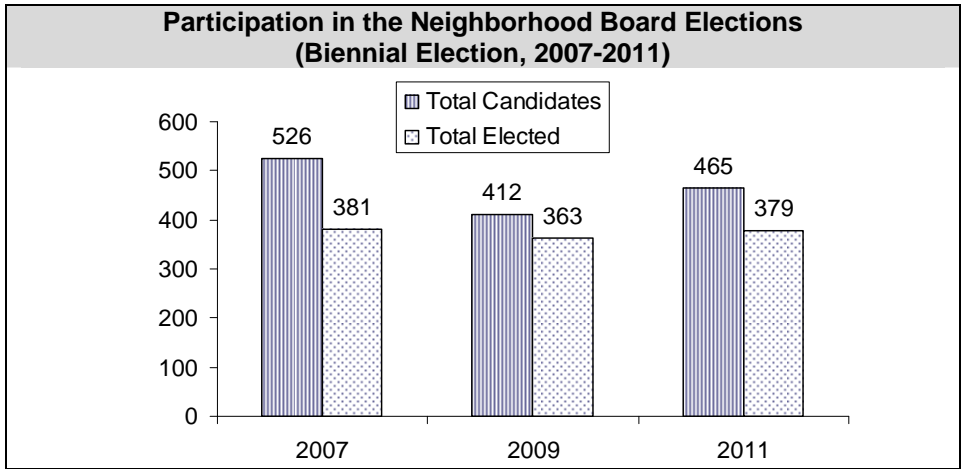
The Neighborhood Commission Office’s (NCO) mission is to increase and ensure effective citizen participation in government decisions through the neighborhood board system. The Executive Secretary serves as administrator for the commission office.

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.

In FY 2011, board members weighed in on such issues as developments in Waikiki, emergency preparedness, tsunami inundation zone maps, residential development for the ‘Ewa plain, liquor license applications, landfill, rail transit and homelessness. NCO staff supports the Mayor’s Representative Program, where members of the mayor’s cabinet attend board meetings to address community concerns.

The 2011 neighborhood board elections were conducted via the internet, and an automated telephone system as an alternative for those without internet access. Participation in the 2011 election rose 2.5% from 2009, with a high of 23% voter turnout in one district. However, there were vacant seats, which was attributable to a lack of candidates for every seat.

NCO expenditures decreased 20% to \$808,824 in FY 2011, compared to \$1,006,413 in FY 2007. During the same period, NCO’s authorized staff remained at 17 FTE. There were 3 vacant FTE in FY 2011. In FY 2011, 4,996 citizens attended neighborhood board meetings, a decline of 20% from FY 2007.



Source: Neighborhood Commission Office

In FY 2011, about 52% of residents rated the service quality of the neighborhood boards as excellent or good, an increase from 39% in FY 2010. The percentage of residents attending or watching meetings of local elected officials declined in FY 2011 from FY 2010. Among cities with populations over 300,000, Honolulu was in the 23rd percentile for attending meetings and in the 73rd percentile for watching meetings.

**NCO did not provide five-year trend analysis information for this report.*

	Authorized Staffing				Board and Commission Meetings Attended	Total Sets of Minutes Distributed	Number of Boards Videotaping Monthly Meetings	Citizens Attending Neighborhood Board Meetings ²	Citizen Survey			
	Operating Expenditures	Total Authorized FTE	Vacant Authorized FTE	Cost per FTE ¹					(% Excellent or Good) Neighborhood Boards' Service Quality	Attended a Meeting of Local Elected Officials	Watched a Meeting of Local Elected Officials on TV, Internet	
FY 2007	\$1,006,413	17	2	\$59,201	354	76,853	11	6,212	FY 2007	-	-	-
FY 2008	\$851,797	17	2	\$50,106	354	162,401	16	5,546	FY 2008	-	-	-
FY 2009	\$950,333	17	2	\$55,902	387	150,353	17	5,288	FY 2009	-	-	-
FY 2010	\$784,540	17	2	\$46,149	356	130,573	18	5,538	FY 2010	39%	25%	59%
FY 2011	\$808,824	17	3	\$47,578	340	136,162	18	4,996	FY 2011	52%	21%	47%
Change over last 5 years	-20%	0%	50%	-20%	-4%	77%	64%	-20%	Change over last year	13%	-4%	-12%

Sources: Executive Operating Program and Budgets (FY 2009-2012), Honolulu Annual Department and Agency Reports (FY 2007-2011), Department of Budget and Fiscal Services, and National Citizen Survey™ 2011 (Honolulu). Full Time Equivalent (FTE) Department of Budget and Fiscal Services' BRASS data (FY 2007-FY 2010); Advantage Budget System (ABS) data FY 2011. ¹ Cost per FTE=Operating Expenditures/Total Authorized FTE. ² Citizen attendance excludes elected officials, government staff and consultants.

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CHAPTER 17 - MEDICAL EXAMINER

The Medical Examiner Department's (MED) mission is to serve the public through the investigation of sudden, unexpected, violent and suspicious deaths and to also provide accurate, dignified, compassionate, and professional death investigative services for the city. Accurate and timely medicolegal investigations and determination of causes and manners of death are essential to the community and public safety. MED is staffed by physicians qualified for the practice of Forensic Pathology, medical examiner investigators, laboratory technicians, prosecutor assistants, and administrative personnel.

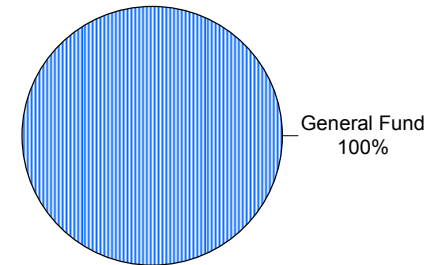
Investigations help determine the cause and manner of death, and provide expert testimony in criminal or civil litigation. Laboratory procedures include toxicological analysis, blood alcohol determinations, and various other analyses of different types of body fluids.

The department is on provisional status for accreditation by the National Association of Medical Examiners (NAME) due to the retirement of its Chief Medical Examiner, a Forensic Board-Certified Pathologist in 2009, and pending the selection of a qualified full-time Chief Medical Examiner. During this provisional period, the department reports that the quality of forensic services has been maintained at an accredited level due to the contracting of a forensic board-certified pathologist and an anatomic board-certified pathologist to perform autopsies. According to the department, difficulties in filling the Chief Medical Examiner position include non competitive salaries, a 1-year residency requirement, and the Forensic Board-Certified Pathologist NAME accreditation requirements.

MED is committed to the recruitment of Forensic Board-Certified Pathologists to fill its physician ranks. In spite of economic challenges relating directly to the recruitment of qualified forensic pathologists, MED is confident that its efforts will be realized through a range of measures it has and plans to implement. Beginning in 2013 all MED pathologists will be required to be Forensic Board-Certified.

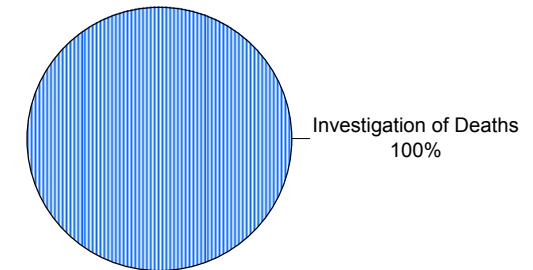
What Is the Source of the Medical Examiner's Operating Funds?

FY 2011



Where Does a Medical Examiner's Dollar Go?

FY 2011



Source: Department of Budget and Fiscal Services

Over the past 5 years, vacancies have increased from 3 to 5 FTE. According to the department, out of the five vacancies, three are physician positions. Because of non-competitive salaries and the high cost of living in Honolulu, it has been a challenge competing with other jurisdictions to recruit qualified applicants to work in a major municipality with a major physician caseload.

	Expenditures (\$millions)	Staffing (Total FTE)	Vacant FTEs	Cost per FTE ¹	Investigations	Autopsies	Laboratory Tests	Toxicology Screen (In-House)	National Comparison: Forensic Board- Certified Pathologist Salary ²
FY2007	\$1.4	19.0	3.0	\$71,399	1,894	555	850	1,500	City & County of Honolulu \$153,847
FY2008	\$1.4	19.0	0.0	\$75,283	1,930	470	833	1,180	Merced County, CA \$219,253
FY2009	\$1.4	19.0	3.0	\$75,732	1,924	438	767	1,157	Oklahoma City, OK \$185,000
FY2010	\$1.4	19.0	3.0	\$74,721	1,982	472	793	1,117	Sacramento, CA \$263,996
FY 2011	\$1.2	19.0	5.0	\$65,079	2,149	558	1,022	1,217	City & County of Denver, CO \$160,000
Change over last 5 years	-9%	0%	67%	-9%	13%	1%	20%	-19%	

Source: Executive Operating Program and Budgets (FY 2009-2012), Honolulu Annual Department and Agency Reports (FY 2007-2011), and Department of Budget and Fiscal Services,

¹ Operating expenditures ÷ Total FTE = Cost per FTE.

² Obtained from California State Coroners Association, National Association of Medical Examiners (NAME), American Academy of Forensic Sciences (AAFS) and City & County of Honolulu 2-18-11 Salary Schedule

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CHAPTER 18 - PARKS AND RECREATION

The mission of the Department of Parks and Recreation (DPR) is to provide parks and recreational services and programs that enhance the quality of life for the people in the City and County of Honolulu. The city has 288 parks totaling 5,147 acres in FY 2011.

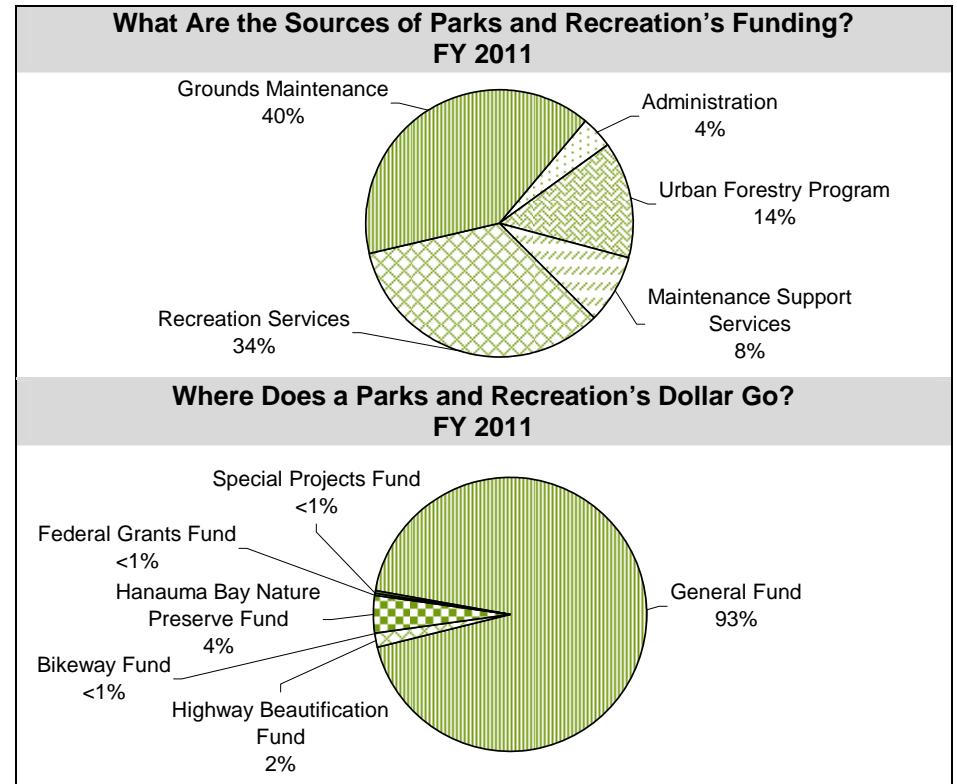
Parks and recreation has two goals and objectives: (1) Provide park and recreational opportunities that are accessible, enjoyable, meaningful, safe, well-designed and well-maintained and (2) Promote and deliver park and recreation services in an efficient, effective and responsive manner. These goals and objectives are consistent with the Mayor's strategic focus on repairing and maintaining city infrastructure.

The department is divided into five divisions: Administration, Urban Forestry Program, Maintenance Support Services, Recreation Services, and Grounds Maintenance.

Over the last five years, operating expenditures decreased 1% from \$55.5 million in FY 2007 to \$55.0 million in FY 2011. The Grounds Maintenance Division accounted for 40% of the department's operating expenditures in FY 2011, followed by Recreation Services, which represented 34% of the department's operating expenditures.

Total revenues increased 23% from \$4.6 million in FY 2007 to \$5.6 million in FY 2011. The majority of revenues were generated by charges for services, which comprised of 92% or \$5.2 million of total revenues. DPR attributes the growth in revenue to increased attendance and an admission fee increase for the Hanauma Bay Nature Preserve. This increase is consistent with restoring the city's financial health by increasing user fees.

Staffing increased by 2% between FY 2007 to FY 2011 from 912.3 FTE to 930.3 FTE. This increase is due to the conversion of 30 lifeguards from contract funds and the addition of 10 grounds maintenance FTE along with 6 FTE from the return of maintenance of Fort Street Mall to the department in FY 2010.



Source: Department of Budget and Fiscal Services

There was a 6% increase in excellent or good ratings for City and County parks in the FY 2011 National Citizen Survey (from 54% in FY 2010 to 60% in FY 2011).

	Operating Expenditures (\$ million)	Revenues (\$ million)	Authorized FTE	Vacant Authorized FTE	Cost Per FTE	Parks	Citizen Survey (% Excellent or Good)	
								City and County Parks
FY 2007	\$55.5	\$4.6	912.3	167.1	\$60,839	282	FY 2007	-
FY 2008	\$61.7	\$5.1	922.3	140.1	\$66,879	284	FY 2008	-
FY 2009	\$63.4	\$4.4	930.3	146.1	\$68,156	284	FY 2009	-
FY 2010	\$59.8	\$5.5	930.3	190.0	\$64,230	288	FY 2010	54%
FY 2011	\$55.0	\$5.6	930.3	214.9	\$59,173	288	FY 2011	60%
Change over last 5 years	-1%	23%	2%	29%	-3%	2%	Change over last year	6%

Sources: Honolulu Annual Department and Agency Reports (FY 2007-2011), Executive Operating Program and Budgets (FY 2009-2012), Department of Budget and Fiscal Services, Full-Time Equivalent (FTE) Department of Budget and Fiscal Services BRASS data (FY 2007-2010), Advantage Budget System (ABS) data FY 2011, and National Citizen Survey™ 2011 (Honolulu)

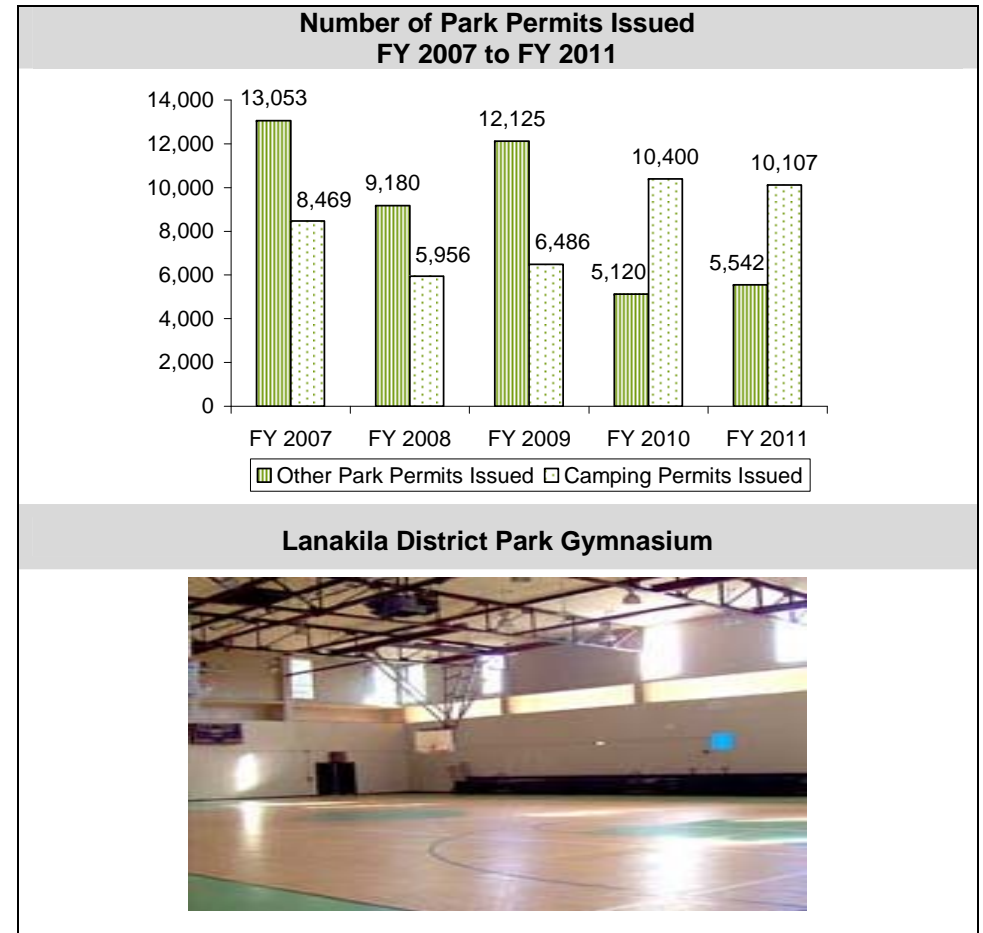
Administration

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. These responsibilities are consistent with the City's goals to provide professional management and public safety.

Over the past five years, Administration's expenditures increased 34% from \$1.6 million in FY 2007 to \$2.1 million in FY 2011. Administration oversees the issuance of permits for use of park and recreational facilities. 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 number of permits issued decreased 27% from 21,522 permits issued in FY 2007 to 15,649 permits issued in FY 2011.

The number of training hours provided for department staff decreased by 44% from 16,232 in FY 2007 to 9,035 in FY 2011. According to the department, training hours decreased because fewer classes were offered and time requirements differed for initial and renewal trainings. Some trainings are only needed every other year or every two to five years. For example drug and alcohol training is needed every 4 or 5 years.

The 2011 National Citizen Survey asked residents *To what degree would you support or oppose the City and County creating new park facilities even if it involves raising taxes?*, 28% "strongly support" and 45% "somewhat support" creating new park facilities.



Lanakila District Park Gymnasium



Source: Honolulu Annual Department and Agency Reports (FY 2007-2011)

	Administration Expenditures (\$ million)	Park Permits Issued	Training Hours	Summer Hires	Citizen Survey (% Strongly or Somewhat Support)	
						Creating New Park Facilities
FY 2007	\$1.6	21,522	16,232	750	FY 2007	-
FY 2008	\$2.7	15,136	12,245	744	FY 2008	-
FY 2009	\$2.4	18,611	10,942	749	FY 2009	-
FY 2010	\$2.2	15,520	10,183	671	FY 2010	-
FY 2011	\$2.1	15,649	9,035	686	FY 2011	73%
Change over last 5 years	34%	-27%	-44%	-9%	Change over last year	-

Sources: Department of Budget and Fiscal Services, Department of Parks and Recreation, and Executive Operating Program and Budgets (FY 2009-2012), Honolulu Annual Department and Agency Reports (FY 2007-2011), National Citizen Survey™ 2011 (Honolulu)



Urban Forestry Program

The Urban Forestry Program manages the horticulture and botanical garden programs. The Honolulu Botanical Gardens (HBG) is comprised of five botanical gardens that encompass over 650 acres. Horticulture program is responsible for maintaining plants along public roadways, parks and pedestrian malls.

Professional certification is a high priority and demonstrates the division's commitment to meeting high standards of certifying entities including International Society of Arboriculture (ISA), American Society of Consulting Arborists (ASCA), and State of Hawaii. In FY 2011, Urban Forestry staff certifications included 29 Certified Arborists, 24 Certified Tree Workers; 3 certified Risk Assessors, 1 Registered Consulting Arborist; 1 Licensed Landscape Architect, and 2 Certified Landscape technicians.

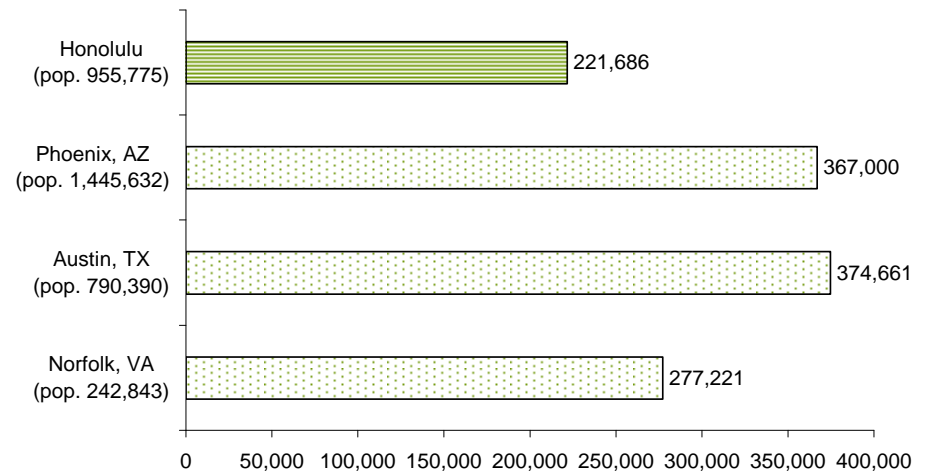
The division's expenditures increased 7% from \$7.3 million in FY 2007 to \$7.8 million in FY 2011.

Urban Forestry had a total of 232,163 trees on inventory in FY 2011. The division planted 1,835 trees in FY 2011, an 1132% increase from 149 trees in FY 2007. The sharp increase was due to a more formal replanting program and also increasing the number of replantings.

The HBG's documented living collection has 10,471 plant accessions representing 4,124 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. The 11 community garden sites are: Ala Wai, Diamond Head, Dole, Foster, Hawai'i Kai, Kane'ohe, Makiki, Manoa, Mo'ili'ili, Mutual Lane and Wahiawa.

Over the last five years, botanical gardens visitors increased by 32% from 167,772 in FY 2007 to 221,686 in FY 2011.

National Comparison: Number of Botanical Garden Visitors



Hala Trees at Ho'omaluhia Botanical Gardens



Sources: Department of Parks and Recreation, Norfolk Botanical Garden FY 2011 Annual Report, Austin ePerformance Measures 2010, Desert Botanical Garden FY 2010 Annual Report (Phoenix), US Census Bureau, and Office of the City Auditor (photo).

	Urban Forestry Program Expenditures (\$ million)	Botanical Gardens Visitors	Foster Botanical Garden Revenue	Exceptional Tree Designations	Trees on Inventory	Trees Planted	Trees Removed
FY 2007	\$7.3	167,772	\$113,256	755	233,399	149	2,551
FY 2008	\$8.4	176,740	\$119,421	792	232,653	243	1,097
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
Change over last 5 years	7%	32%	2%	5%	-1%	1132%	-30%

Sources: Department of Parks and Recreation, Executive Operating Program and Budgets (FY 2009-2012), Honolulu Annual Department and Agency Reports (FY 2007-2011)



Maintenance Support Services and Grounds Maintenance

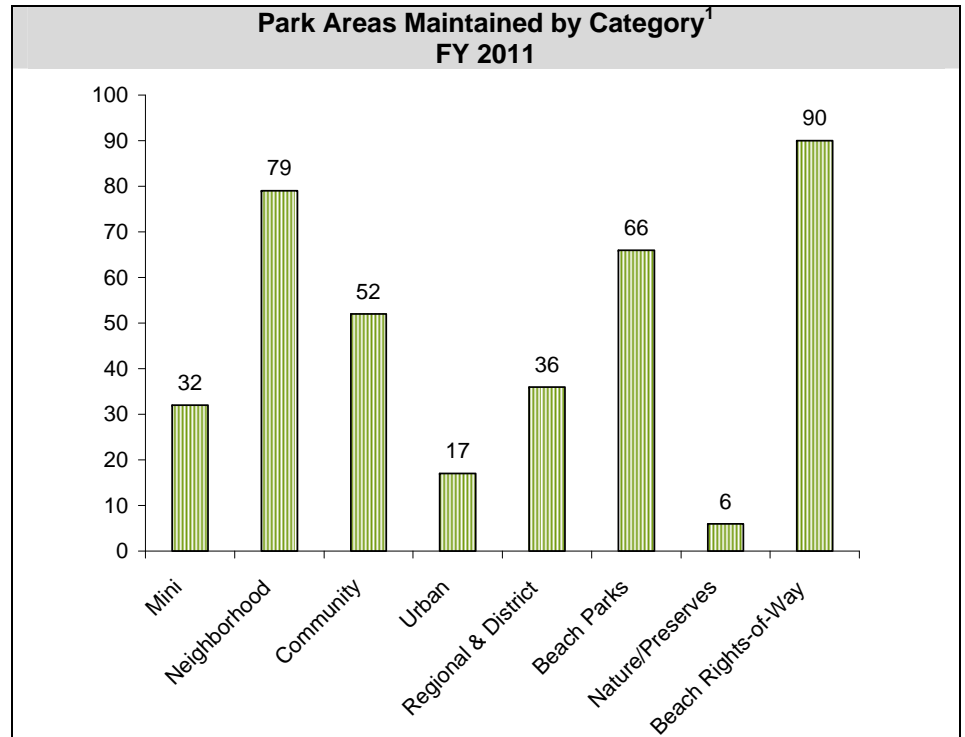
Maintenance Support Services provides minor maintenance and replacement services to park buildings, ground facilities and equipment. The division's services include carpentry repair, painting, plumbing and heavy equipment. In FY 2011, the division's operating expenditures were \$4.7 million, a slight decrease from \$4.8 million in FY 2007.

The number of plumbing repair and service work orders increased 17% over the last five years. While the number of carpentry, painting and heavy equipment repair and service work orders decreased by 50%, 74% and 58% respectively during the same period. The division attributes the decrease in work orders to the 24 furlough days in FY 2011 and a decrease in staffing due to retirements.

Grounds Maintenance maintains all parks and recreation facilities on O'ahu. It is responsible for grounds keeping, custodial and maintenance services. In FY 2011, there were 287 comfort stations, comprised of 1,152 toilets, 332 urinals and 1,071 sinks, cleaned seven days a week.

Total park acreage decreased by 1% from 5,216 in FY 2007 to 5,147 in FY 2011. According to DPR, the decrease in park acreage is due to the exclusion of undeveloped support park properties that were previously counted as parks.

About 86% of Honolulu residents surveyed reported visiting a neighborhood or City and County park in 2011. This rating was similar to the national benchmark and the benchmark for communities with populations over 300,000.



Source: Department of Parks and Recreation

	Maintenance Support Services Expenditures (\$ million)	Grounds Maintenance Expenditures (\$ million)	Maintenance Support Services				Grounds Maintenance	Citizen Survey	
			Carpentry Repair and Service	Painting Service	Plumbing Repair and Service	Heavy Equipment Service	Park Acreage		Percent who visited a neighborhood or City and County Park
FY 2007	\$4.8	\$22.0	399	626	918	267	5,216	FY 2007	-
FY 2008	\$6.7	\$22.9	805	379	1,036	243	5,216	FY 2008	-
FY 2009	\$5.7	\$25.0	658	425	1,252	298	5,247	FY 2009	-
FY 2010	\$5.2	\$23.9	202	315	1,140	140	5,147	FY 2010	87%
FY 2011	\$4.7	\$21.9	199	164	1,075	113	5,147	FY 2011	86%
Change over last 5 years	-3%	-0.3%	-50%	-74%	17%	-58%	-1%	Change over last year	-1%

Sources: Department of Parks and Recreation, Executive Operating Program and Budgets (FY 2009-2012), and National Citizen Survey™ 2011 (Honolulu)

¹ Bar graph represents selected park areas; does not include all park areas.



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 2011, total operating expenditures were \$18.6 million, a decrease of 6% from \$19.9 million in FY 2007.

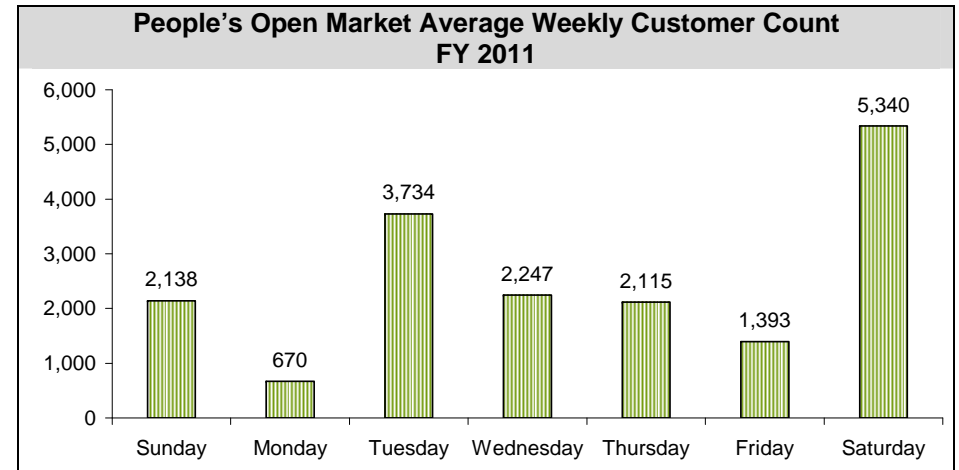
The division provides recreational activities for tiny tots, children, teens, adults and seniors at 80 recreation sites.

Tiny Tots and Senior registrants in Recreation Services/Activities increased by 18% and 28% respectively over the past five years. Children registrants decreased by 3% and teen registrants decreased by 20%. Adult registrants decreased by 20% over the past five years.

The division’s support services section provides in-service training for the district recreation staff in specialized areas such as Culture and Arts, Children and Youth, People’s Open Market, and special events.

Since 1973, the city’s Peoples Open Market program supports diversified local agriculture and aquaculture by providing 25 open market sites across O’ahu. DPR reports that nearly 1 million residents and visitors shop at the 25 open market sites each year. The city’s Peoples Open Market schedule is found online at: <http://www1.honolulu.gov/parks/programs/pom/schedules.htm>.

In 2011, residents rating recreation services excellent or good were: recreational opportunities (69%), recreation programs or classes (56%), and recreation centers or facilities (52%). Ratings for Honolulu’s recreational opportunities were much above the national comparison and benchmark and also for cities with populations over 300,000.



Source: Honolulu Annual Department and Agency Reports (FY 2011)

Approximately 52% of Honolulu residents reported using the city’s recreation centers in the last 12 months, a 5% decrease compared to 57% in FY 2010. Usage of the city’s recreation centers is less than the national comparison and benchmarks of jurisdictions with population over 300,000.

About 88% of Honolulu residents strongly or somewhat support creating more recreation programs for children and youth even if it involves raising taxes.

About 84% of Honolulu residents strongly or somewhat support creating more recreation programs for seniors even if it involves raising taxes.

Approximately 35% of Honolulu residents responding to the 2011 survey indicated that they participated in a City and County recreation program or activity. This rating is much less than the national comparison and benchmarks of jurisdictions with populations over 300,000.

	Registrants in Recreation Services/Activities							Citizen Survey			
	Recreation Services Expenditures (\$ million)	Total Number of Recreation Centers	Tiny Tots	Children	Teens	Adults	Seniors	(% Strongly or Somewhat Supports)		(% Participated)	
								Creating More Recreation Programs for Children/Youth	Creating More Recreation Programs for Seniors	City and County Recreation Program or Activity	
FY 2007	\$19.9	63	1,418	23,519	6,050	12,858	11,723	FY 2007	-	-	-
FY 2008	\$21.0	63	1,484	24,504	6,909	10,988	12,820	FY 2008	-	-	-
FY 2009	\$21.4	63	1,417	24,882	6,555	9,837	14,321	FY 2009	-	-	-
FY 2010	\$20.2	63	1,916	20,865	5,493	8,488	13,471	FY 2010	-	-	40%
FY 2011	\$18.6	63	1,672	22,815	4,865	10,339	15,055	FY 2011	88%	84%	35%
Change over last 5 years	-6%	0%	18%	-3%	-20%	-20%	28%	Change over the last year	-	-	-5%

Sources: Department of Parks and Recreation, Executive Operating Program and Budgets (FY 2009-2012), Department of Budget and Fiscal Services, and National Citizen Survey™ 2011 (Honolulu)

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CHAPTER 19 - PLANNING AND PERMITTING

The Department of Planning and Permitting (DPP) is responsible for the city's long-range and community planning efforts. The department also administers and enforces various permits required for development and land use, codes pertaining to building construction, and city standards and regulations related to infrastructure requirements. These responsibilities are consistent with the Revised Charter of Honolulu, which requires the department to perform various community planning, land use, code enforcement, and infrastructure activities.

DPP's mission is 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.

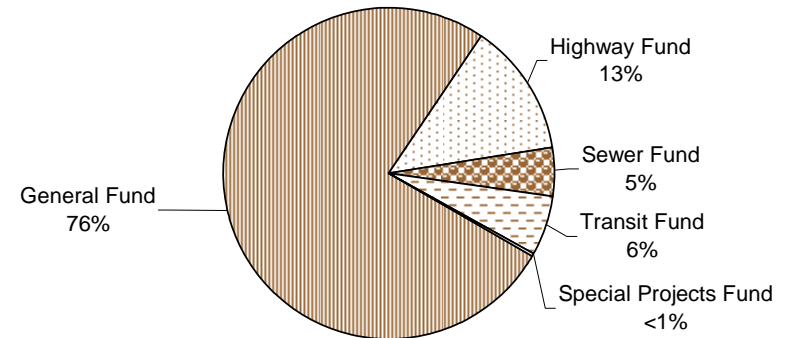
To carry out its mission, the department operates six programs. They include Administration, Site Development, Land Use Permits, Planning, Customer Service Office, and Building.

Total departmental expenditures declined 5% in FY 2011 (\$15.9 million) compared to FY 2007 (\$16.6 million). The largest decrease came from administrative costs, where FY 2011 expenditures totaled \$2.2 million compared to \$2.8 million in FY 2007, a 24% decline. Total authorized staffing positions decreased by six from FY 2007 (336) compared to FY 2011 (330).

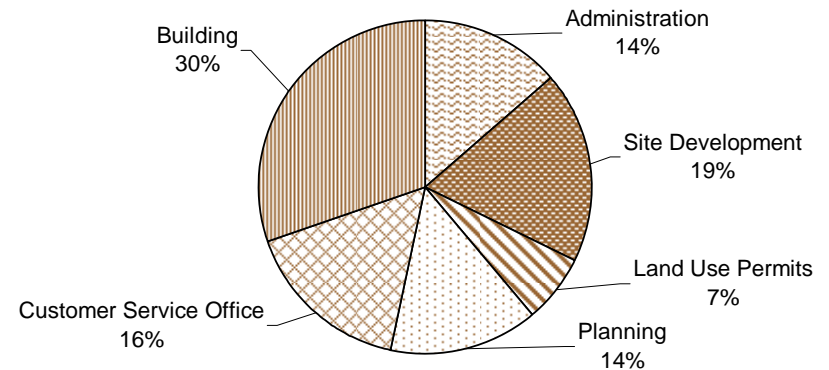
The FY 2011 citizen survey found that 53% of residents rated Honolulu's overall appearance as excellent or good, a 1% improvement from last year. This rating is much below national benchmarks, but similar to benchmarks for cities with populations exceeding 300,000.

**The department did not provide five-year trend analysis information for this report.*

What Are the Sources of Planning and Permitting's Operating Funds? FY 2011



Where Does a Planning and Permitting's Dollar Go? FY 2011



Sources: Department of Budget and Fiscal Services

	Total Operating Expenditures (\$ million)	Revenues (\$ million)	Staffing			Citizen Survey (% Excellent or Good)	
			Total Authorized FTE	Total Vacant FTE	Cost Per FTE	Overall Appearance of Honolulu	
FY 2007	\$16.6	\$20.1	336.0	80.0	\$49,533	FY 2007	-
FY 2008	\$18.1	\$16.2	342.0	72.0	\$52,827	FY 2008	-
FY 2009	\$18.6	\$14.0	337.5	66.5	\$55,255	FY 2009	-
FY 2010	\$17.9	\$13.7	336.0	79.0	\$53,266	FY 2010	52%
FY 2011	\$15.9	\$12.9	330.0	78.0	\$48,140	FY 2011	53%
Change over last 5 years	-5%	-36%	-2%	-3%	-3%	Change over last year	1%

Sources: Executive Operating Program and Budgets (FY 2009-2012), Department of Budget and Fiscal Services, Full Time Equivalent (FTE) Department of Budget and Fiscal Services' BRASS data (FY 2007-FY 2010); Advantage Budget System (ABS) data FY 2011, and National Citizen Survey™ 2011 (Honolulu)

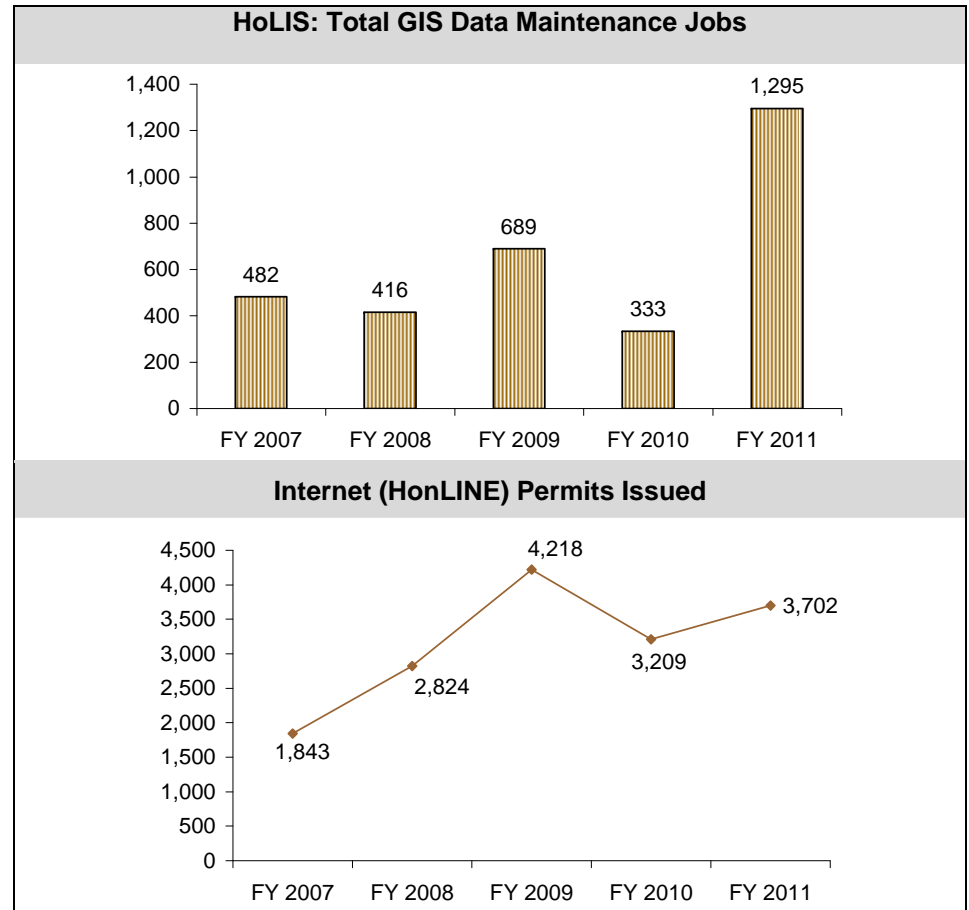
Administration

Administration plans, directs, and coordinates department activities. It provides personnel management, budget preparation, and fiscal management. Administration 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 goal to provide a comprehensive and integrated information source of geographic information systems and improve the city's operational services. The department reports that it spends \$2.2 million in administration operating expenses, a 24% decline from the \$2.8 million spent in FY 2007.

The HoLIS manages the GIS and oversees the operations that maintain, protect, store, and utilize geospatial data related to citywide programs and projects. HoLIS also maintains, edits, and updates the city's multipurpose cadastre¹ and land records base maps. In FY 2011, total GIS work orders increased 15% from FY 2007 (320) to FY 2011 (368). The total number of GIS data maintenance jobs climbed from 482 in FY 2007 to 1,295 in FY 2011, a 169% increase.

HonLINE, the city's web-based permitting program, allows citizens to apply, pay, and print city building permits for single family solar, electrical, plumbing, air conditioning, photovoltaic, and fence work entirely online. In FY 2011, HonLINE issued 3,702 permits, a 101% increase from 1,843 permits issued in FY 2007. According to the department, nearly 24% of all building permits issued in FY 2011 were done by HonLINE. In FY 2011, DPP added on-line permitting for electrical vehicle charging stations. The department also reports that HonLINE use in FY 2011 resulted in labor savings of 347 work days.

**The department did not provide five-year trend analysis information for this report.*



Sources: Executive Operating Program and Budgets (FY 2009-2012)

	Administration Operating Expenditures (\$ million)	HoLIS: Total GIS Work Orders Completed	HoLIS: Total GIS Data Maintenance Jobs	HoLIS: Total Maps and Exhibits Prepared	HoLIS: Total New POSSE ² Permit Jobs Created	Internet (HonLINE) Permits Issues	Total Visits to GIS Website (thousands)
FY 2007	\$2.8	320	482	456	70,624	1,843	-
FY 2008	\$2.8	303	416	350	78,138	2,824	-
FY 2009	\$2.8	474	689	537	84,198	4,218	159.5
FY 2010	\$2.3	371	333	553	79,420	3,209	238.6
FY 2011	\$2.2	368	1,295	290	83,652	3,702	313.4
Change over last 5 years	-24%	15%	169%	-36%	18%	101%	-

Sources: Executive Operating Program and Budgets (FY 2009-2012), Honolulu Annual Department and Agency Reports (FY 2011), and Department of Budget and Fiscal Services

¹ Cadastre is defined as an official register of the quantity, value, and ownership of real estate used in apportioning taxes.

² POSSE (Public One-Stop Service) is the city's AutoPermits Program.

Site Development

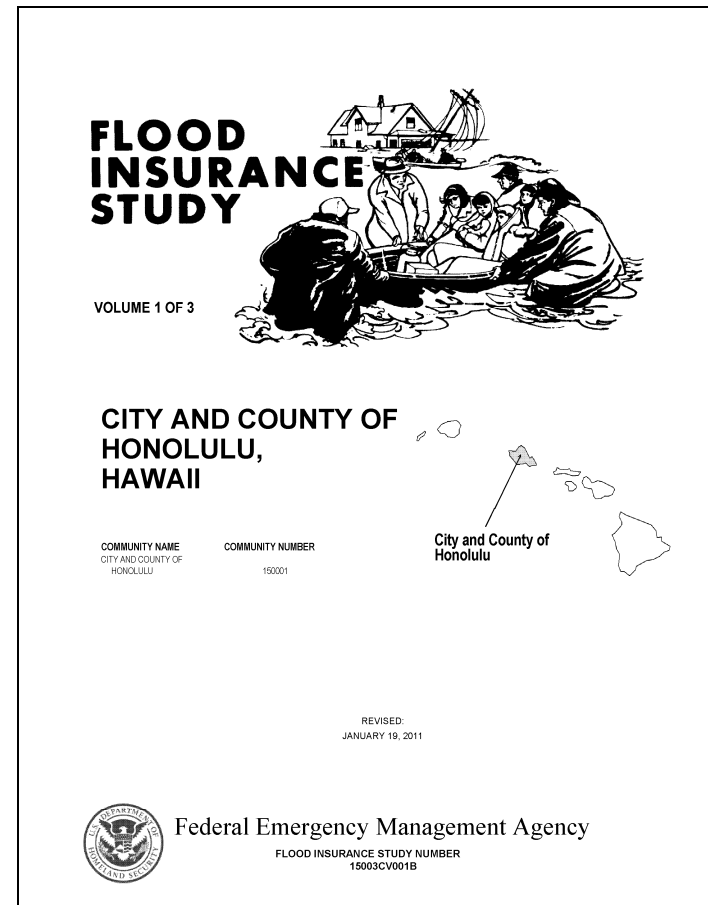
Site Development administers and enforces subdivision and grading ordinances, drainage regulations, and the National Flood Insurance Program on O’ahu. The division sets standards and regulates the infrastructure required for site development. Additionally, the division processes subdivision applications, reviews subdivision construction plans, and conducts site inspections to ensure compliance with city guidelines. Site Development operating expenditures increased 7% from FY 2007 (\$2.8 million) to FY 2011 (\$3.0 million).

In FY 2011, the department saw declines in the number of construction plans reviewed (-11%), sewer adequacy studies completed (-17%), sewer connection permits issued (-61%), and grading permits issued (-16%), compared to FY 2007.

FY 2011 highlights include:

- All civil engineering branch plan reviewers and inspectors completed the required annual training sessions for the National Pollutant Discharge Elimination Systems (NPDES)
- The subdivision branch contributed to the revised FEMA flood insurance rate maps for the City & County of Honolulu, effective January 19, 2011, and held two public informational meetings
- The traffic review branch continued to work on transportation master plans, impact analysis reports, and construction plans for major developments in Central and West O’ahu, including Koa Ridge, Ocean Pointe Development and Marina, and University of Hawai’i, West O’ahu.

**The department did not provide five-year trend analysis information for this report.*



Source: Department of Planning and Permitting website

	Site Development Operating Expenditures (\$ million)	Total Construction Plans Reviewed	Total Sewer Adequacy Studies Completed	Total Sewer Connection Permits Issued	Total Grading Permits Issued	Total Grading Permit Inspections Conducted	Total Trench Excavation Permits Issued	Total Flood Determinations Processed
FY 2007	\$2.8	1,556	896	1,142	822	17,856	972	15
FY 2008	\$3.2	1,664	787	363	885	18,392	1,087	19
FY 2009	\$3.5	1,435	792	385	777	24,860	1,064	16
FY 2010	\$3.4	1,372	533	533	697	19,439	1,262	15
FY 2011	\$3.0	1,381	741	443	687	19,468	1,183	7
Change over last 5 years	7%	-11%	-17%	-61%	-16%	9%	22%	-53%

Sources: Executive Operating Program and Budgets (FY 2009-2012), Honolulu Annual Department and Agency Reports (FY 2011), and Department of Budget and Fiscal Services



Land Use Permits

Land Use Permits administers the Land Use Ordinances (LUO) and all regulations pertaining to land use within the City & County of Honolulu. The division reviews and prepares amendments to the LUO and processes all LUO regulated land use permits. Additionally, the division administers the Special Management Area and Shoreline Setback Ordinances for the city and processes all required Special Management Area Permits, including setback variances and permits for minor shoreline structures. The division also processes request for affordable housing exemptions under state law. Over the past 5 years, land use permit operating expenditures decreased 17%.

In FY 2011, the total special design district applications and zoning variances reviewed declined by 17% and 42% respectively. The total number of environmental assessments/impact statements revised increased 17%.

In FY 2011, land use permits processed four separate LUO amendment proposals initiated by the city council:

- Amend the definition of meeting facility to include principal office facilities of homeowners associations;
- Amend the sign regulations to allow additional signage for meeting facilities;
- Amend the sign regulations to allow additional signage to advertise the registration of sports activities; and
- Amend the sign regulations to allow noncommercial signs in the residential and agricultural districts.

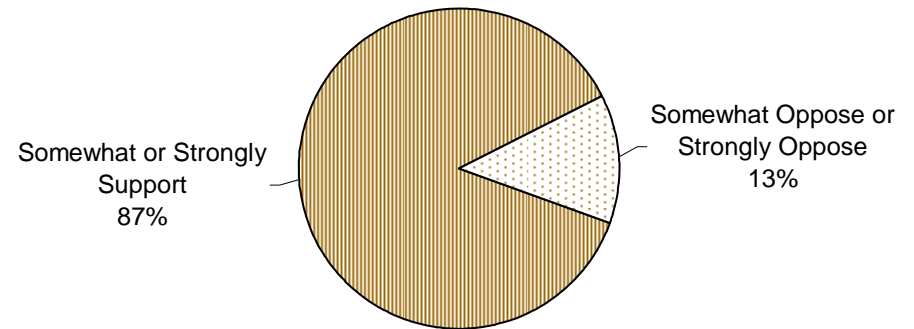
Residents rating land use planning and zoning as excellent or good was 29% in FY 2011, compared with 21% the year before, an increase of 8%. Preservation of natural areas received a rating of excellent or good from 49% of respondents in FY 2011, an increase of 10% from FY 2010.

**The department did not provide five-year trend analysis information for this report.*

Waikiki Special Design District Objective: *Emphasize Functional and Accessible Open Spaces Containing Water Features and Generous Landscaping to Offset Higher Density Urban Developments*



To what degree do you support or oppose the City and County of Honolulu continuing to fund preservation of open space and agricultural land even if it involves raising taxes?



Sources: City and County of Honolulu Photobank and National Citizen Survey™ 2011 (Honolulu)

	Land Use Operating Expenditures (\$ million)	Total Special Design District Applications Reviewed	Total Zoning Variances Reviewed	Total Environmental Assessments/Impact Statements Revised	Citizen Survey (% Excellent or Good)		
					Land Use, Planning and Zoning	Preservation of Natural Areas	
FY 2007	\$1.3	103	53	18	FY 2007	-	-
FY 2008	\$1.2	100	55	25	FY 2008	-	-
FY 2009	\$1.2	100	55	25	FY 2009	-	-
FY 2010	\$1.3	100	55	25	FY 2010	21%	39%
FY 2011	\$1.1	86	31	21	FY 2011	29%	49%
Change over last 5 years	-17%	-17%	-42%	17%	Change over last year	8%	10%

Sources: Executive Operating Program and Budgets (FY 2009-2013) and Department of Budget and Fiscal Services

Planning

Planning is responsible for preparing, evaluating, and revising the O’ahu General Plan and nine long-range regional development plans, including the Northwest Territories. The division processes applications for select state land use boundary amendments and represents the city before the Land Use Commission. Additionally, planning processes applications for public infrastructure map amendments, zone changes and state special use permits. The division monitors compliance with unilateral agreement conditions associated with zone changes, including affordable housing requirements. Over the past 5 years, planning’s operating expenditures increased 10%.

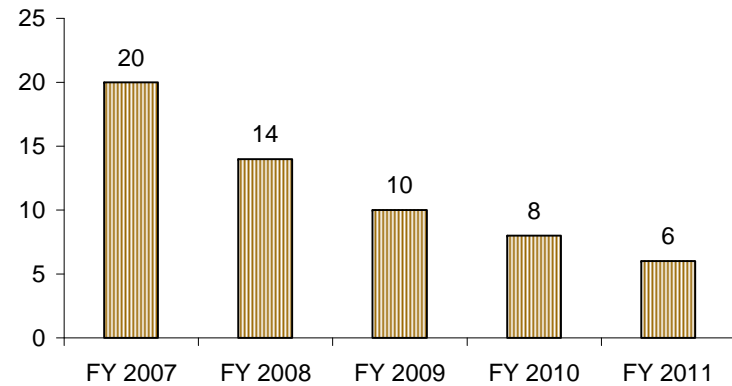
In FY 2011, the division reviewed 6 zone change applications, a 70% decrease from 20 zone change applications in FY 2007. The number of environmental assessments/impact statements reviewed also declined 69% during the same time period. In addition, the department provides staff support to the nine-member Planning Commission. The commission holds public hearings and makes recommendations on all proposals related to the general plan, development plans, and zoning ordinances. In FY 2011, the commission held 6 public meetings, 5 fewer than the 11 meetings convened in FY 2007.

FY 2011 highlights include:

- The five-year review for the North Shore Sustainable Communities Plan was adopted in May 2011. Five-year reviews are continuing for the Ewa Development Plan, and sustainable communities plans for East Honolulu, Central O’ahu, Ko’olau Loa, Wai’anae, and Ko’olau Poko.
- Continued work on completing transit-oriented development neighborhood plans in conjunction with the rail transit project. The department initiated the planning process for Kalihi (3 stations) and downtown (3 stations). On-going planning work include Waipahu (2 stations), East Kapolei (3 stations), and Aiea-Pearl City (3 stations).

**The department did not provide five-year trend analysis information for this report.*

**Total Zone Change Applications Reviewed
FY 2011**



Residents Get an Opportunity to Review Development Plans and Provide Input at the Kalihi Neighborhood Workshop on Transit-Oriented Development on June 27, 2011



Sources: Executive Operating Program and Budgets (FY 2009-2012); Photo courtesy of the DPP website

	Planning Operating Expenditures (\$ million)	Total Zone Change Applications Reviewed	Total Environmental Assessments/ Impact Statements Reviewed	Total Unilateral Agreement Permit Reviewed	Total Planning Commission Meetings Held	Citizen Survey (% Excellent or Good)		
						Quality of New Development in Honolulu	Quality of Overall Natural Environment in Honolulu	Change over last year
FY 2007	\$2.1	20	67	211	11	-	-	-
FY 2008	\$2.7	14	40	228	11	-	-	-
FY 2009	\$2.5	10	32	200	10	-	-	-
FY 2010	\$2.4	8	41	251	5	39%	67%	
FY 2011	\$2.3	6	21	268	6	39%	67%	
Change over last 5 years	10%	-70%	-69%	27%	-45%	0%	0%	0%

Source: Executive Operating Program and Budgets (FY 2009-2013), Honolulu Annual Department and Agency Reports (FY 2011), and Department of Budget and Fiscal Services

Customer Service Office

The Customer Service Office operates the consolidated permit counter, which handles customer inquiries, processes minor permits over-the-counter, receives permit applications for review, and collects permit fees. The division also maintains the department's various historical and current property and permit records. Additionally, the division processes complaints and inspects existing buildings, structures, vacant lots, and sidewalks to address unsafe and substandard conditions. The customer service office operation carries out the department's mission to ensure the health and safety of Honolulu residents. Customer Service Office's operating expenditures declined 9% from FY 2007 (\$2.9 million) to FY 2011 (\$2.6 million).

In FY 2011, the office inspected 3,747 sidewalks, an increase of 35% from the 2,772 sidewalks inspected in FY 2007. Vacant lot inspections also increased by 37% during the same time period. The number of housing code deficiencies found increased 17% from FY 2007 (240) to FY 2011 (280), but the number of zoning violation notices issued declined 55% from 254 in FY 2007 to 115 in FY 2011.

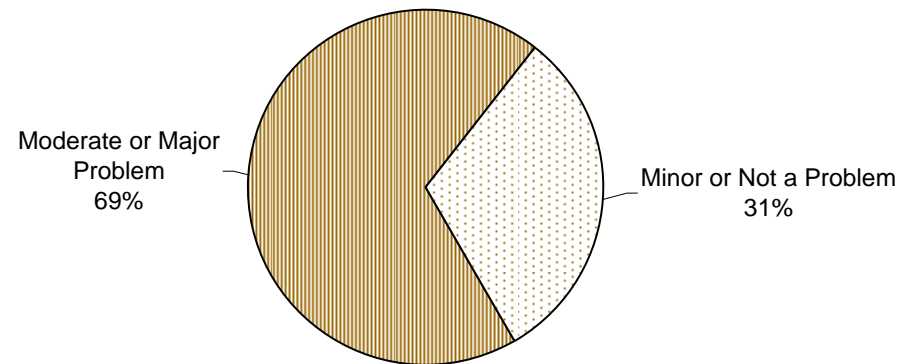
In FY 2011, 26% of citizen survey respondents rated the city's sidewalk maintenance as excellent or good, compared to 28% in the year prior. This rating was lower than both the national benchmarks and for cities with more than 300,000 residents. In addition, the percentage of residents rating run down buildings, weed lots, and junk vehicles as a "major" problem in FY 2011 was 25% compared to 26% in FY 2010. This rating was higher than both the national benchmark and for cities with populations exceeding 300,000.

**The department did not provide five-year trend analysis information for this report.*

Road Crew Repairs City Sidewalk



To what degree, if at all, are the condition of sidewalks, crosswalks, and bike lanes a problem in the City and County of Honolulu?



Sources: City and County of Honolulu Photobank and National Citizen Survey™ 2011 (Honolulu)

	Customer Service Office Operating Expenditures (\$ million)	Total Sidewalks Inspected	Total Vacant Lots Inspected	Total Housing Units with Housing Code Deficiencies Found	Total Zoning Violation Notices Issued	Citizen Survey		
						(% Excellent or Good)	(% Perceived as Major Problem)	
FY 2007	\$2.9	2,772	124	240	254	FY 2007	-	-
FY 2008	\$3.0	2,448	134	299	207	FY 2008	-	-
FY 2009	\$3.1	2,600	145	330	230	FY 2009	-	-
FY 2010	\$3.1	2,600	145	330	230	FY 2010	28%	26%
FY 2011	\$2.6	3,747	170	280	115	FY 2011	26%	25%
Change over last 5 years	-9%	35%	37%	17%	-55%	Change over last year	-2%	-1%

Sources: Executive Operating Program and Budgets (FY 2009-2013), Department of Budget and Fiscal Services, and National Citizen Survey™ 2011 (Honolulu)

Building

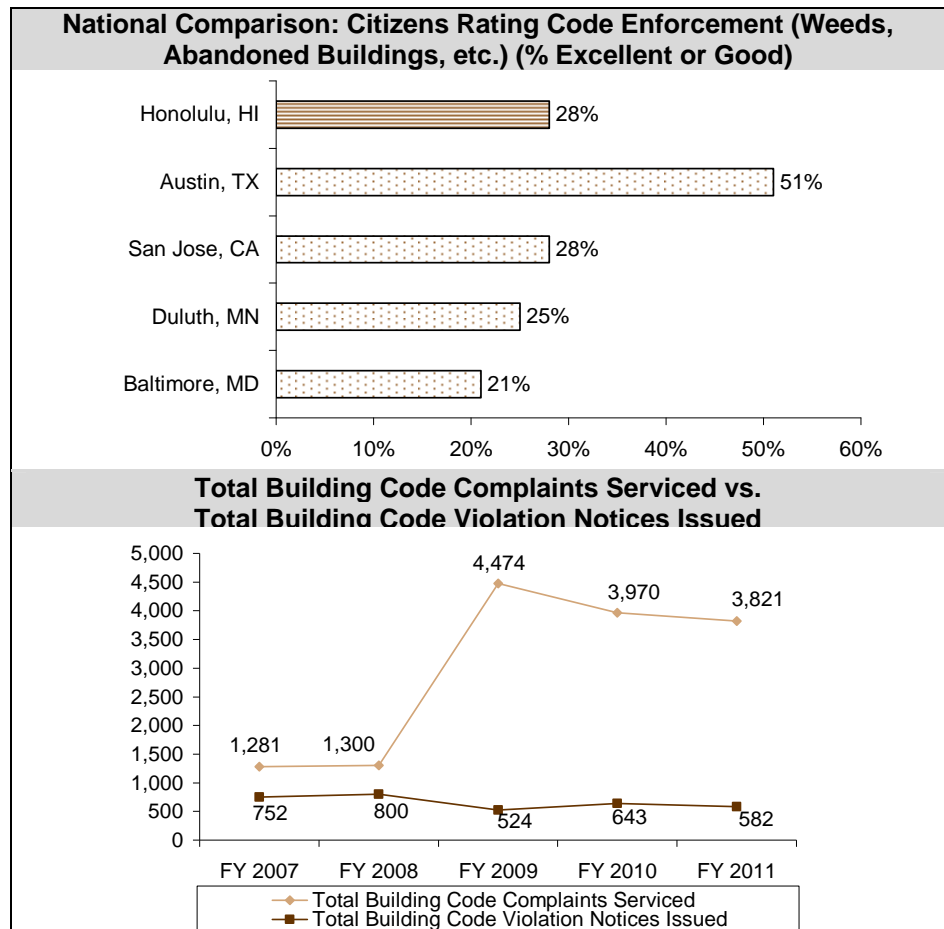
Building is responsible for administering and enforcing building, electrical, plumbing, building energy efficiency, and housing codes. The division also reviews permit applications, plans, and specifications for building, relocation, and sign permits. Additionally, the division inspects buildings, structures, sidewalks, and driveways under construction for compliance with approved plans and pertinent codes. Operating expenditures are unchanged over the last 5 years.

Building code inspections conducted decreased by 6% in FY 2011 (66,788) compared to FY 2007 (71,331). Additionally, the total number of building code violation notices issued declined 23% in FY 2011 (582) compared to FY 2007 (752). In addition, the division addressed 3,821 building code complaints in FY 2011, a 198% increase from 1,281 complaints in FY 2007.

In FY 2011, the division reviewed 5,343 building/sign permit applications, a 40% decrease from 8,876 applications in FY 2007. A nine-member Building Board of Appeals hears and determines appeals related to building, electrical, plumbing, and housing violations. In FY 2011, the board processed 22 appeals compared to 44 appeals in FY 2007.

Citizen survey results showed that 28% of Honolulu residents rated code enforcement (weeds, abandoned buildings, etc.) as excellent or good, compared with 22% in FY 2010. The 2011 rating, although an improvement of 6% from the previous year, is below both national standards and for communities with populations exceeding 300,000.

**The department did not provide five-year trend analysis information for this report.*



Sources: Various city websites, National Citizen Survey™ 2011 (Honolulu), and Executive Operating Program and Budgets (FY 2009-2012)

	Building 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 Mechanical Code Inspections Conducted	Citizen Survey (% Excellent or Good)	
							Fiscal Year	Code Enforcement: Weeds, Abandoned Buildings, etc.
FY 2007	\$4.8	1,281	71,331	752	39,971	26,180	FY 2007	-
FY 2008	\$5.2	1,300	70,000	800	30,000	26,000	FY 2008	-
FY 2009	\$5.5	4,474	76,166	524	31,041	30,267	FY 2009	-
FY 2010	\$5.5	3,970	75,071	643	31,033	30,209	FY 2010	22%
FY 2011	\$4.8	3,821	66,788	582	28,535	30,209	FY 2011	28%
Change over last 5 years	0%	198%	-6%	-23%	-29%	15%	Change over last year	6%

Sources: Executive Operating Program and Budgets (FY 2009-2012), Department of Budget and Fiscal Services, and National Citizen Survey™ 2011 (Honolulu)

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CHAPTER 20 – HONOLULU POLICE DEPARTMENT

The Honolulu Police Department’s (HPD) mission is to serve as the primary law enforcement agency for the City and County of Honolulu, which includes the entire island of O’ahu. The island has a circumference of 137 miles and an area of nearly 600 square miles. The population totals approximately 955,775 including military personnel. Tourists add over 7.1 million persons to the annual population.

The police department is responsible for preserving public peace; preventing crime; and detecting and apprehending law offenders. It also is responsible for protecting the rights of persons and property; enforcing federal and state laws; and enforcing 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. Among its ten goals and objectives include improving traffic safety, reducing household violence, and supporting positive activities for juveniles. These goals and objectives were established by the department and are consistent with the city’s goal of maintaining public safety.

The Honolulu Police Commission appoints and may remove the Chief of Police. The Chief of Police provides overall administration of the department. The department has several bureaus and divisions including Patrol, Traffic, Central Receiving, and Criminal Investigation. Other divisions are Juvenile Services, Narcotics and Vice, and Specialized Services.

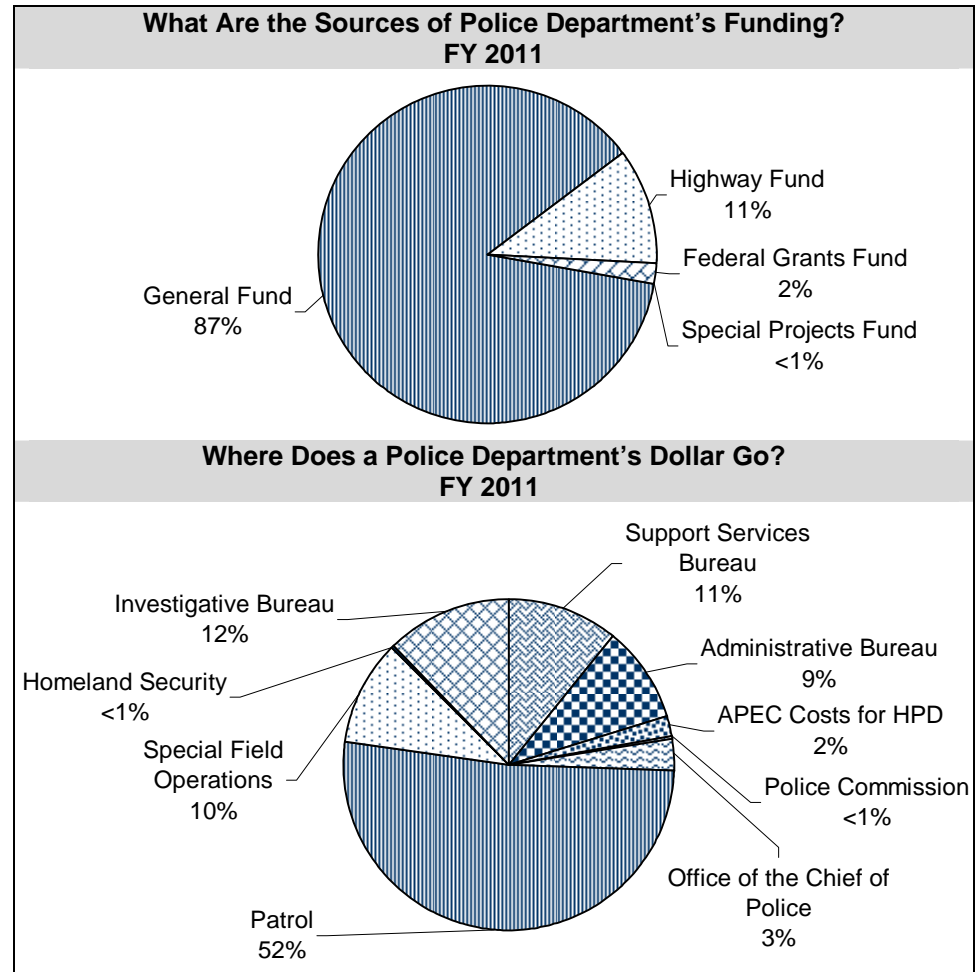
The department is also accredited by the Commission on Accreditation for Law Enforcement Agencies, Inc.

HPD has been expanding its use of low-profile marked vehicles to enhance enforcement and provide support to the patrol districts, and is working with many community partners to address safer traffic strategic outcomes based on the Chief’s “A Strategic Plan for Guiding the Honolulu Police Department Through the Year 2015”.

In January 2010, HPD formed an Asia-Pacific Economic Cooperation Planning Group to plan and prepare for the department’s role and to facilitate a safe, uninterrupted event with minimal inconvenience to the public.

Sources: Honolulu Annual Department and Agency Reports (FY 2011) and Honolulu Police Department

¹ FY 2011 locations: Kamokila Boulevard, Kuhio Elementary School, Kaneohe, Iwilei Road, and Sumner Street.



Source: Department of Budget and Fiscal Services

During FY 2011, HPD maintained its ongoing commitment to improving neighborhood and communities. Projects such as Chief Louis Kealoha’s Community Lokahi to Enrich our Aina Now (CLEAN) project gathered volunteers from the community, department, and city workers to eradicate graffiti, remove rubbish and derelict vehicles and address chronic issues.¹

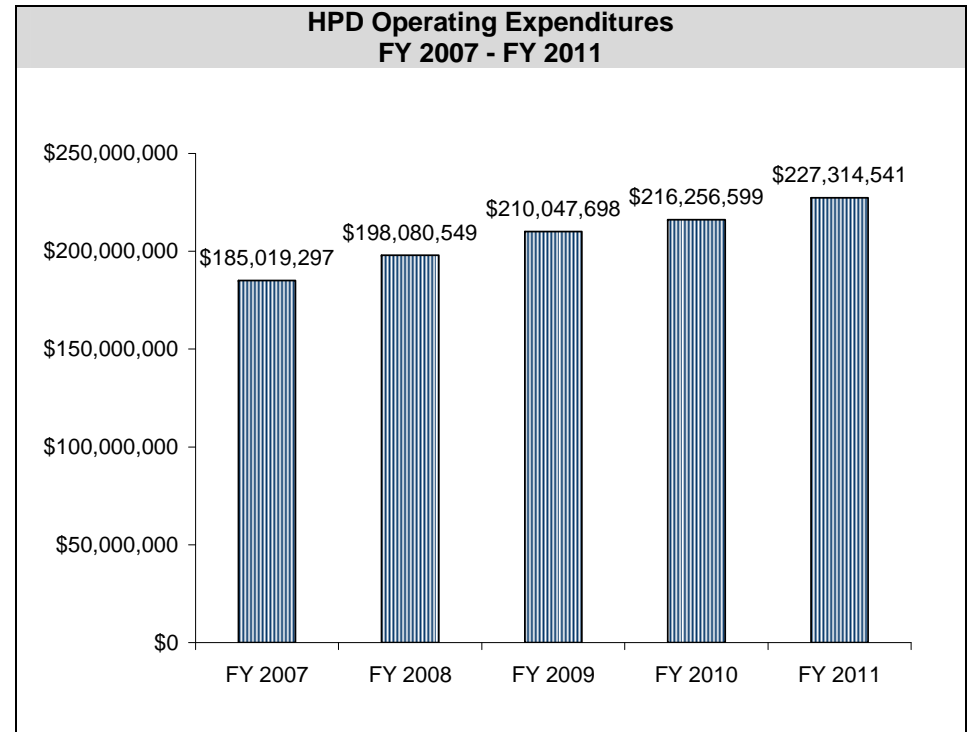
Police Staffing and Budget

In FY 2011, the department's total expenditures were \$227.3 million, an increase of 23% from FY 2007. The department incurred \$4.4 million in APEC expenditures (salaries & equipment) for FY 2011.

Revenues for FY 2011 totaled \$11.5 million. The revenues included intergovernmental revenue, licenses and permits, service charges, and fines and forfeitures.

According to the HPD, authorized departmental staffing consists of uniformed and civilian personnel (2,730 FTEs). The staff is augmented by reserve personnel who serve as sworn police officers on a voluntary, non-salaried basis.¹ Reserve officers provide much needed police services in light of budget restrictions. They complete the police reserve recruit training and are commissioned as police officers. Reserve officers are required to work a minimum of five hours per week in order to keep their reserve officer status.

The department's staffing level decreased 1.3% over the past five years. Actual staffing fluctuates throughout the year due to retirements and resignations. The number of vacant positions increased from FY 2010 to FY 2011. The department attributes the change to an increase in separations, particularly retirements, from the department.



Source: Honolulu Police Department

	Operating Expenditures (\$ million)										Staffing (FTE) ²				
	Total Expenditures	Special Field Operations	Investigative Bureau	Support Services Bureau	Administrative Bureau	Police Commission	Office of Chief of Police	Patrol	Homeland Security	APEC Expenses	Total Authorized FTE	Total Filled (FTE) ¹	Staffing Level	Vacant (FTE)	Cost Per FTE
FY 2007	\$185.0	\$19.1	\$23.4	\$21.7	\$23.3	\$0.5	\$6.1	\$91.0	-	-	2,722	2,386	87.7%	336	\$67,972
FY 2008	\$198.1	\$20.9	\$25.4	\$24.2	\$23.3	\$0.5	\$6.8	\$97.0	-	-	2,730	2,423	88.8%	307	\$72,557
FY 2009	\$210.0	\$21.8	\$26.3	\$25.8	\$25.0	\$0.5	\$6.9	\$103.8	-	-	2,730	2,474	90.6%	256	\$76,941
FY 2010	\$216.3	\$23.4	\$26.7	\$25.0	\$22.0	\$0.5	\$7.5	\$111.1	-	-	2,730	2,488	91.1%	242	\$79,215
FY 2011	\$227.3	\$23.8	\$27.8	\$25.0	\$21.2	\$0.5	\$6.8	\$117.5	\$0.4	\$4.4	2,730	2,431	89.0%	299	\$83,265
Change over last 5 years	23%	24%	19%	15%	-9%	0%	12%	29%	-	-	-0.3%	2%	1%	-11%	22%

Sources: Executive Operating Program and Budgets (FY 2009-2012), Budget and Fiscal Services, and Honolulu Police Department

¹ Does not include reserve officers in the total authorized staffing, as one reserve officer is equivalent to one-eighth of a FTE.

² Authorized staffing is determined by budget while actual staffing varies based on service separations and hiring.

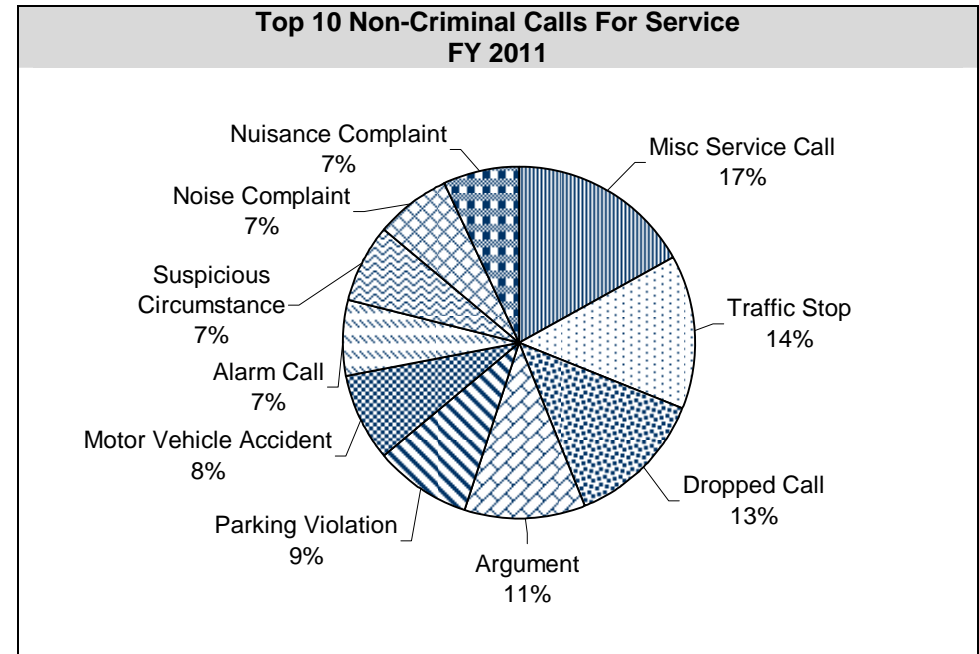
Calls For Service

HPD reports the Communications Division is the primary public safety answering point (PSAP) for Honolulu, receiving all 911 calls for police, fire and emergency medical services. In FY 2011, there were 913,426 calls for service. Police service calls totaled 75%; 6% were for fire; 8% for emergency services; and 11% for miscellaneous services, including calls for poison control and crisis center.

In FY 2011, the department received 682,696 calls for 911 service. Officers are dispatched to a wide range of police services. These services include, but are not limited to: burglaries, traffic hazards, parking violations, medical emergencies, fires, arguments, alarms, protective orders, and 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.

Over the past five years, the average response time for Priority 1 calls improved 1.26 minutes: from 8.4 minutes to 7.14 minutes. Priority 1 calls include emergencies and in progress cases. The average response time for Priority 2 calls improved 2.34 minutes from 14.39 to 12.05 minutes. Priority 2 calls include forgery, fraud, vandalism, weapons, prostitution, drugs, gambling, driving while intoxicated, etc. According to the department, improved response times are due to an increase in staffing and in-service training.



Source: Honolulu Police Department (FY 2011)

	Calls						Priority 1 Average Response (minutes) ¹	Priority 2 Average Response (minutes) ¹	National Citizen Survey (% Major or Moderate Problem)		
	Calls for Service	Resulting in Dispatch	Priority 1 Calls	Priority 2 Calls	False Alarms	Noise			Drugs	Prostitution	
FY 2007	711,190	504,248	172,056	332,192	24,471	8.4	14.39	FY 2007	-	-	-
FY 2008	745,144	583,517	197,197	386,320	24,127	8.09	13.78	FY 2008	-	-	-
FY 2009	711,880	561,685	190,055	371,630	25,787	7.65	13.21	FY 2009	-	-	-
FY 2010	684,595	546,870	184,281	362,589	26,710	7.13	11.96	FY 2010	-	-	-
FY 2011	682,696	543,018	188,205	354,813	27,338	7.14	12.05	FY 2011	48.0%	87.0%	68.0%
Change over last 5 years	-4%	8%	9%	7%	12%	-15%	-16%	Change over last year	-	-	-

Sources: Honolulu Police Department and national Citizen Survey™ 2011 (Honolulu)

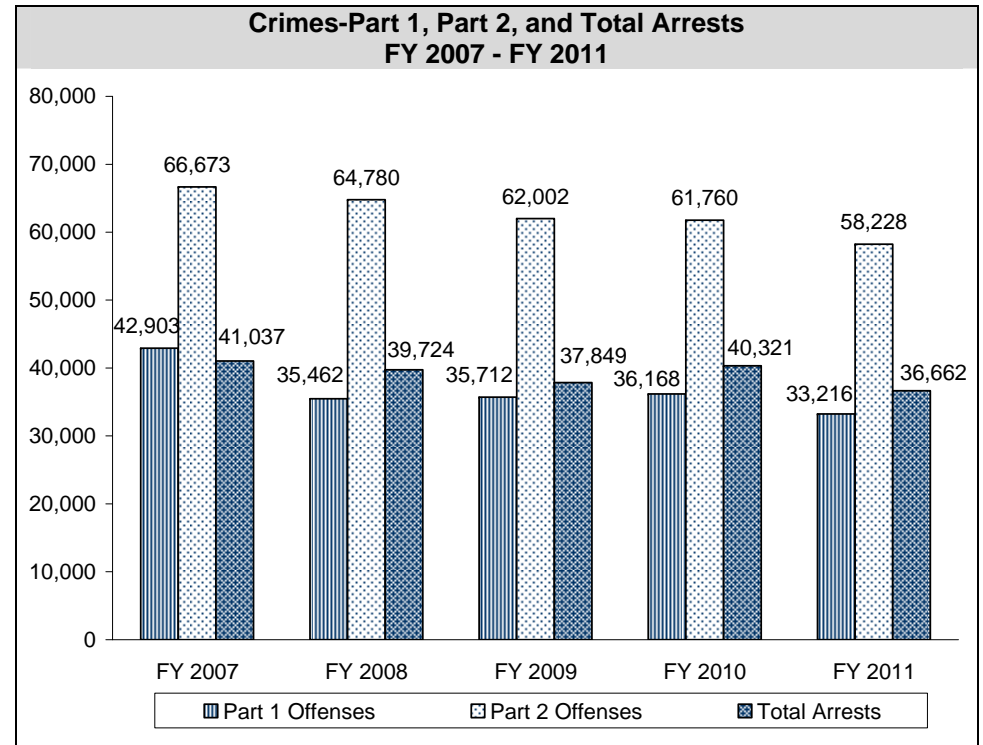
¹ Response time is measured from receipt of the 911 call to arrival at the scene.

 **Crime**

Honolulu has experienced a 17% overall decline in crime over the last five fiscal years. During the same period, there has been a decrease in arrests and increase in clearance rates for homicide, robbery, and larceny-theft offenses.

Police data for reporting Part 1 and Part 2 offenses are usually collected by calendar year with the FBI Uniform Crime Reporting (FBI-UCR) guidelines. The data reported is based on the latest available data for FY 2011.

The Criminal Investigation Division has a newly formed Crime Analysis Unit. The unit has made great strides with predictive policing and identifying series crimes. The division also implemented a cold case review of all homicides from 1970 to present. The review included the physical reorganization of the cases, as well as a review of the cases to ensure that all possible investigative strategies had been maximized. A database of the cases was developed to allow future investigators to be able to quickly determine exactly what investigative actions and forensic tests had been conducted.



Source: Honolulu Police Department

	Actual Offenses ¹			Arrests			Clearance Rates for Part 1 Offenses				Citizen Survey (% Major or Moderate Problem)	
	Part 1 Offenses	Part 2 Offenses	Total Offenses	Adult Arrests	Juvenile Arrests	Total Arrests	Homicide	Rape	Robbery	Larceny Theft		Crime
FY 2007	42,903	66,673	109,576	32,217	8,820	41,037	75.0%	58.1%	24.6%	9.8%	FY 2007	-
FY 2008	35,462	64,780	100,242	30,971	8,753	39,724	80.0%	56.3%	23.9%	13.0%	FY 2008	-
FY 2009	35,712	62,002	97,714	28,997	8,852	37,849	80.0%	55.9%	25.9%	12.7%	FY 2009	-
FY 2010	36,168	61,760	97,928	32,074	8,247	40,321	93.3%	55.3%	25.8%	14.9%	FY 2010	-
FY 2011	33,216	58,228	91,444	29,840	6,822	36,662	88.2%	49.1%	26.3%	15.5%	FY 2011	81.0%
Change over last 5 years	-23%	-13%	-17%	-7%	-23%	-11%	13%	-9%	2%	6%	Change over last year	-

Sources: Honolulu Police Department, National Citizen Survey™ 2011 (Honolulu)

¹ The department complies with FBI Uniform Crime Reporting guidelines in reporting Part 1 and Part 2 offenses. Part 1 includes murder, forcible rape, robbery, aggravated assault, burglary, larceny-theft, motor vehicle theft and arson. Part 2 includes all other offenses, such as other assaults, forgery, fraud, vandalism, weapons, prostitution, other sex offenses, drug crimes, gambling, family offenses, liquor laws, driving while intoxicated and disorderly conduct.

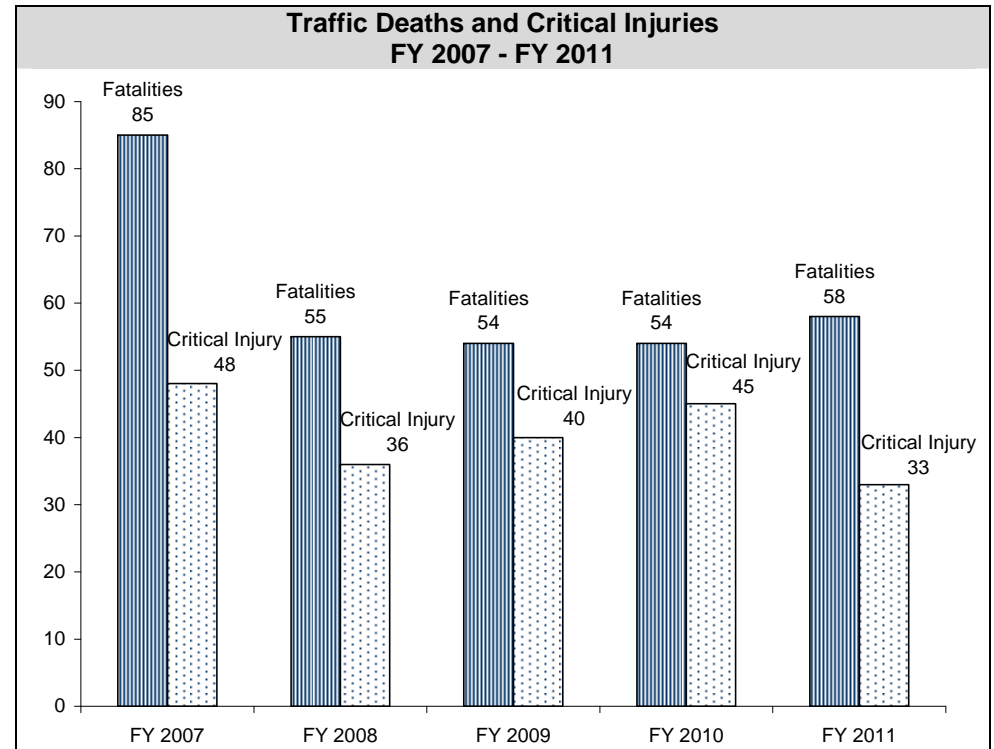
Traffic Services

Traffic Services carries out the department’s mission to save lives, and prevent injuries and property losses by reducing the rate and severity of traffic collisions.

Traffic fatalities have steadily declined over the past five years due to increased enforcement efforts. 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, including Community Traffic Awareness Partnerships and special programs to educate all drivers and pedestrians, including the elderly and children regarding pedestrian safety.

Failure to render aid increased 213% over the last five years. According to the department, there could have been a number of factors that caused the increase.

On July 1, 2009, the Mobile Electronic Devices Law (Sect. 15-24.23, ROH) took effect. The Mobile Electronic Devices Law prohibits the use of mobile electronic devices while operating a motor vehicle. The purpose of this law is to ensure the safety of the drivers, pedestrians, bicyclists, motorcyclists and passengers on O’ahu’s roadways. In FY 2011, there were 11,198 citations for violation of this law.



Source: Honolulu Police Department (FY 2007-FY 2011)

	Death and Serious Injury			Motor Vehicle Collisions				Enforcement			Citizen Survey (% Major or Moderate Problem)			
	Fatalities	Critical Injury	Failure to Render Aid ¹	Major ²	Minor	Non-Traffic	Total	OVUII Arrests ³	Moving Citations	Hands-Free Law Violations ⁴	Pedestrian Safety	Enforcing Traffic Laws	Enforcing Pedestrian Laws	
FY 2007	85	48	8	6,251	17,347	8,197	31,795	3,689	138,913	-	FY 2007	-	-	-
FY 2008	55	36	6	6,118	17,486	8,078	31,682	4,248	133,419	-	FY 2008	-	-	-
FY 2009	54	40	10	5,045	16,186	7,481	28,712	4,148	111,988	-	FY 2009	-	-	-
FY 2010	54	45	24	5,005	16,579	7,320	28,904	4,056	114,807	7,612	FY 2010	-	-	-
FY 2011	58	33	25	5,320	16,576	7,663	29,559	4,193	121,976	11,198	FY 2011	69%	59%	58%
Change over last 5 years	-32%	-31%	213%	-15%	-4%	-7%	-7%	14%	-12%	47%	Change over last year	-	-	-

Source: Honolulu Police Department & National Citizen Survey™ 2011 (Honolulu)

¹ Failure to Render Aid is a felony involving serious injury to the victim.

² A major motor vehicle collision involves injury or damage of \$3,000 or more.

³ “OVUII” refers to the offense of Operating a Vehicle Under the Influence of Intoxicants.

⁴ Mobile electronic hand-held device law took effect July 1, 2009, percentage change calculated over the last two years.

Public Safety

Safety from violent or property crimes creates the cornerstone of an attractive community. Many residents gave positive ratings for safety in the city. About 52% of those responding said they felt “very” or “somewhat” safe from violent crimes. The daytime sense of safety was better than nighttime safety. Residents reported they felt safer in their neighborhood than in Honolulu’s downtown. Compared to other jurisdictions, most ratings were below the national benchmarks.

Sixteen percent of the respondents reported someone in the household had been a victim of one or more crimes in the past year and 79% reported the crime to the police. Compared to national benchmarks, a higher percentage of Honolulu residents have been victims of crime in the last 12 months. Compared to communities of similar population size, many more Honolulu residents reported their victimization to the police.

The Patrol Bureau directs and coordinates all uniformed police field units through eight districts that cover the entire island. Each district consists of patrol officers, plain clothed officers, specialized details, and support staff.

The Traffic Division is responsible for the safe and efficient movement of traffic through traffic management, enforcement of traffic laws, and educational programs. It investigates death and critical injury collisions, felony traffic crimes, and traffic collisions.

The Criminal Investigation Division investigates cases involving murder, robbery, sexual assault, domestic violence, child abuse, financial fraud and forgery, auto theft, and white collar crimes. In addition to preparing cases for criminal prosecution, the division strives to increase public awareness by partnering with other law enforcement agencies and community organizations, such as the Sex Abuse Treatment Center, Domestic Violence Clearinghouse, Family Justice Center, Children’s Justice Center, and CrimeStoppers.

The Central Receiving Division (CRD) processes and detains arrestees who are unable to post bail or are under investigation for felony offenses. During the fiscal year, the CRD administered the Intoxilyzer breath test to over 3,386 suspects or arrestees.

The Community Affairs Division is responsible for the department’s community relations, special awards, and projects. These responsibilities include the Drug Abuse Resistance Education (DARE) program and Police Activities League (PAL). These programs provide education and activities for juveniles to reduce unlawful activity.

The Specialized Services Division (SSD) provides special weapons and tactical intervention to resolve high-risk situations in support of other departmental elements within HPD. The duties of the SSD officers include responding to barricade and hostage situations, executing high-risk search warrants, fugitive apprehension, servicing of restraining orders where a respondent may possess firearms, homeland security protection, major event security, dignitary protection, witness protection, rendering the safe disposal of explosives, canine response to bomb and narcotics detection, assisting in locating fugitives and lost or missing persons, and aerial support from the department helicopter.

The administrative and support elements include a forensic laboratory, information systems, and centralized functions such as record keeping, fingerprinting, and criminal checks. Other elements support telecommunications systems, personnel matters, training programs, and financial and fiscal management. These include the HPD’s Training Academy (Ke Kula Maka`i), which provides recruit, specialized, and annual recall training.

Citizen Survey

	(% Very or Somewhat Safe)						(% Excellent or Good)	
	Safety in your neighborhood during the day	Safety in your neighborhood after dark	Safety in Honolulu's downtown area during the day	Safety in Honolulu's downtown area after dark	Safety from violent crimes (rape, assault, robbery)	Safety from property crimes (burglary, theft)	Was the crime reported to the police?	Police Services
FY 2007	-	-	-	-	-	-	-	-
FY 2008	-	-	-	-	-	-	-	-
FY 2009	-	-	-	-	-	-	-	-
FY 2010	89%	69%	71%	17%	55%	33%	94%	64%
FY 2011	87%	67%	66%	19%	52%	35%	79%	63%
Change over last year	-2%	-2%	-5%	2%	-3%	2%	-15%	-1%

Sources: National Citizen Survey™ 2011 (Honolulu) and Honolulu Police Department



CHAPTER 21 - PROSECUTING ATTORNEY

The Department of the Prosecuting Attorney's mission is to prosecute violations of all statutes, ordinances and regulations for which there are criminal sanctions occurring within the City and County of Honolulu.

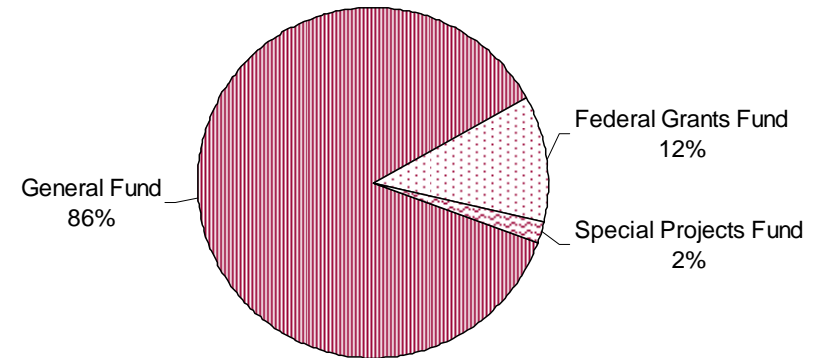
To accomplish the charter's mandate to serve and advance the general welfare and safety of city and county residents, the department's administration has established the following goal and objective: promote and ensure public safety and order through effective, efficient and just prosecution.

The department consists of five divisions:

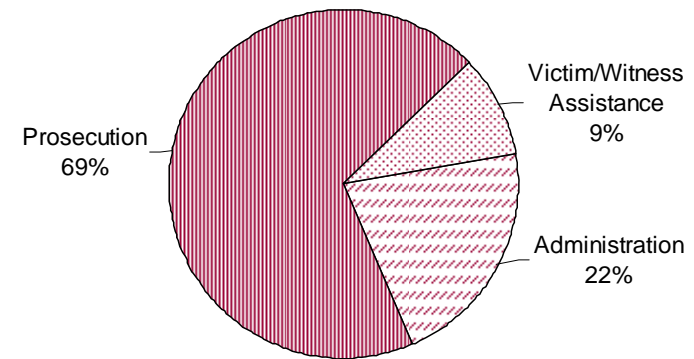
- Appellate – Represents the State of Hawai'i in appeals, legal rulings and reconsiderations of court decisions, and performs legal research.
- CASE includes:
 1. **Career Criminal Division** – Prosecutes defendants who commit crimes while on probation or parole.
 2. **Asset Forfeiture Nuisance Abatement** – Seizes properties used for illegal purposes, and oversees Drug Court, which offers first-time drug offenders a chance at treatment instead of incarceration.
 3. **Screening and Intake** – Confers with police to determine appropriate charges in criminal cases.
 4. **Elder Abuse Justice Unit** – Charges and prosecutes offenses targeting senior citizens.
- Trials – Prosecutes cases in Circuit Court.
- Juvenile and Domestic Violence – Prosecutes domestic violence offenders and youth offenders under the age of 18.
- Misdemeanor and Traffic – Prosecutes motor vehicle and traffic violations, such as driving under the influence.

The Prosecuting Attorney's expenditures were \$17,818,777 in FY 2011, an increase of 6% from \$16,841,186 in FY 2007. Total authorized staffing was 287.5 in FY 2011, consistent with the total in FY 2007. There were 57 vacant FTE in FY 2011 compared with 45.5 in FY 2007, a 25% increase. According to the Department, vacant FTE increased in FY 2011 due to budget cuts.

**What Are the Sources of the Prosecuting Attorney's Funds?
FY 2011**



**Where Does a Prosecuting Attorney's Dollar Go? *
FY 2011**



Source: Department of Budget and Fiscal Services. *According to the Executive Program and Budget FY 2012, the Department of the Prosecuting Attorney's expenditures are not categorized by its five divisions.

	Operating Expenditures	Total Authorized FTE	Vacant Authorized FTE	Cost Per FTE ¹	Total Cases Accepted	Cases Resolved	Case Resolution Rate ²	Total Jury Trial Non-Convictions ³	Total Jury Trial Convictions
FY 2007	\$16,841,186	287.5	45.5	\$58,578	7,993	2,248	28%	168	111
FY 2008	\$17,830,021	287.0	36.0	\$62,126	7,796	2,267	29%	149	108
FY 2009	\$19,052,112	287.0	38.0	\$66,384	7,601	2,160	28%	170	95
FY 2010	\$21,198,529	287.5	49.5	\$73,734	7,586	2,039	27%	182	86
FY 2011	\$17,818,777	287.5	57.0	\$61,978	7,727	2,187	28%	122	66
Change over last 5 years	6%	0%	25%	6%	-3%	-3%	0%	-27%	-41%

Sources: Executive Operating Program and Budgets (FY 2009-2012), Honolulu Department and Agency Reports (FY 2007-2011), Hawaii State Judiciary Annual Reports (2006 to 2010), Department of Budget and Fiscal Services, Department of the Prosecuting Attorney and First Circuit Court. Full Time Equivalent (FTE) Department of Budget and Fiscal Services' BRASS data (FY 2007-FY 2010); Advantage Budget System (ABS) data FY 2011. Figures above include felony cases only, no misdemeanors and traffic cases. ¹Cost per FTE = Operating Expenditures/Total Authorized FTE. ²Case Resolution Rate = Cases Resolved/Total Cases Accepted. ³Total Jury Trial Non-convictions include dismissed cases, acquittals and trials where the defendant was found not guilty.



Elder Abuse and Other Initiatives

After winning a mid-term special election and taking office in October 2010, the Prosecuting Attorney added two deputy prosecutors to the Elder Abuse Justice Unit and proposed the addition of a financial investigator to the team. The moves came as statistics compiled by the Elder Abuse Justice Unit showed a steady increase in crimes against senior citizens.

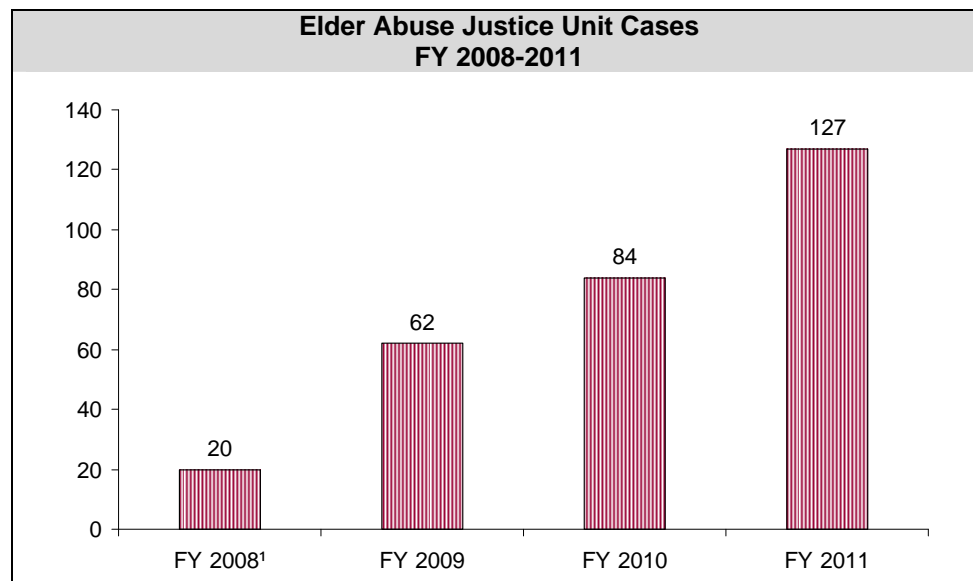
The Elder Abuse Justice Unit handles cases from initial charging all the way to trial. For FY 2011, the unit charged 127 cases of elder abuse, compared to 84 cases in FY 2010, a 51% increase. In 2007, 55% of all prosecutors' offices in the United States handled cases involving elder abuse, and of the offices serving a population between 250,000 to 999,999, 87% handled elder abuse cases. Since the creation of the unit in 2008, the number of elder abuse cases charged by the Prosecuting Attorney has increased every year.

In June 2011, the Prosecuting Attorney teamed with the Better Business Bureau of Hawai'i and the Honolulu Police Department to conduct a news conference to caution senior citizens of frauds and scams. The Elder Abuse Justice Unit set up booths at senior expos and health fairs to educate senior citizens about potential scams in FY 2011. Honolulu's Elder Abuse Justice Unit was recognized by *Generations*, a senior-oriented magazine, in June 2011 for its efforts to protect the elderly.

In FY 2011, the department made preparations to add deputies to the domestic violence unit, and to focus attention on crystal methamphetamine trafficking, cybercrimes and animal cruelty. The office also made preparations and finalized plans for two major initiatives scheduled for late 2011: The Hawai'i International Drug Trafficking Summit and the first phase of the Honolulu Family Justice Center.

Highlights of the Prosecuting Attorney's FY 2011 Accomplishments:

- Individual sentenced to 5 years in prison for taking money from senior citizens in exchange for yard work that was never done.
- Indictment of the alleged leader of a 5-man identity-theft ring. The ring obtained personal information from 145 residents and stole an estimated \$200,000 during a 6-month period. All five individuals are awaiting trial.
- Owners of a Waimanalo puppy mill pleaded no contest to animal cruelty.

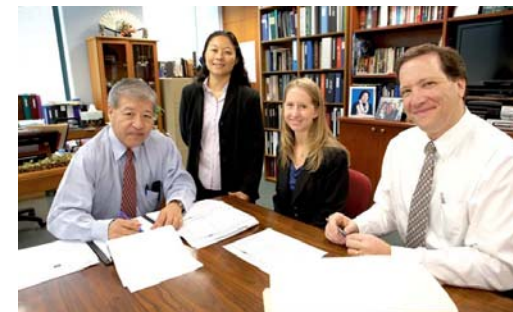


Source: Department of the Prosecuting Attorney. ¹ Since the Elder Abuse Justice Unit was created in CY 2008, FY 2008 only represents elder abuse cases from January 1, 2008 – June 30, 2008.

In FY 2011, the department initiated a courthouse dog program, the first of its kind in Hawai'i. This program uses a specially trained service dog, a Labrador named Pono, to help victims of crime, particularly children, overcome the stress of interviews with counselors and police.



Pono



The Elder Abuse Justice Unit

Source: Department of the Prosecuting Attorney



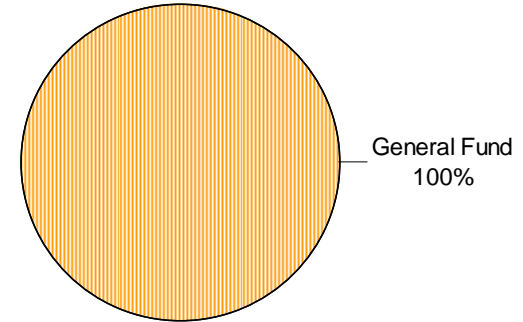
CHAPTER 22 - ROYAL HAWAIIAN BAND

The Royal Hawaiian Band's mission is 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. The band 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. During FY 2011, the band made preparations for its 175th anniversary celebration.

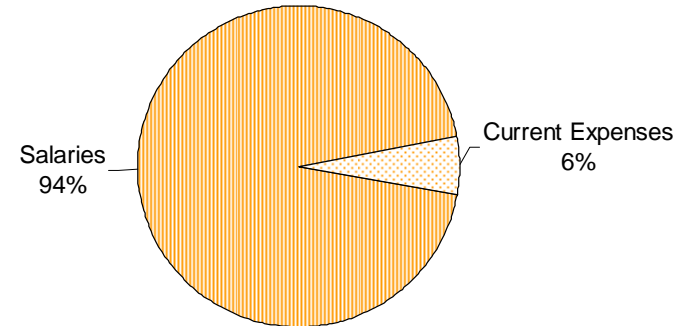
To accomplish the charter's mandate to serve and advance the general happiness and aspirations of city and county residents, the band's administration has established four goals and objectives: (1) maintain a high level of musical performance excellence and efficiently manage the resources of the band; (2) provide musical services to various segments of the community through a variety of programs and performances; (3) promote the City and County of Honolulu through the production of recordings, concerts, parades and tours that feature the music of Hawai'i; and (4) promote and perpetuate the history and culture of Hawai'i through the performance of traditional and contemporary Hawaiian music and dance.

The Royal Hawaiian Band's expenditures were \$1,845,606 in FY 2011, a reduction of 4% from \$1,923,622 in FY 2007. Total authorized staffing remained consistent at 40 FTE over the last 5 years. There were 7 vacant FTE in FY 2011, compared with 5 in the previous fiscal year. According to the band, due to a retirement and death, vacant FTE increased by 2 in FY 2011. The band's revenue was \$2,350 in FY 2011, a decrease of 35% over a 5 year period. Revenue decreased due to the economy and a decline in performance requests for private functions.

What Are the Sources of the Royal Hawaiian Band's Funds? FY 2011



Where Does a Royal Hawaiian Band's Dollar Go? FY 2011



Sources: Executive Operating Program and Budget (FY 2013) and Department of Budget and Fiscal Services

	Operating		Authorized Staffing				Citizen Survey (% Excellent or Good)	
	Expenditures	Revenue	Total Authorized FTE	Vacant Authorized FTE	Cost Per FTE ¹	Total Number of Performances ²	Opportunities to Attend Cultural Activities	
FY 2007	\$1,923,622	\$3,590	40	4	\$48,091	307	FY 2007	-
FY 2008	\$2,040,698	\$3,750	40	5	\$51,017	325	FY 2008	-
FY 2009	\$2,103,074	\$4,200	40	4	\$52,577	311	FY 2009	-
FY 2010	\$2,072,927	\$8,400	40	5	\$51,823	302	FY 2010	70%
FY 2011	\$1,845,606	\$2,350	40	7	\$46,140	312	FY 2011	71%
Change over last 5 years	-4%	-35%	0%	75%	-4%	2%	Change over last year	1%

Sources: Executive Operating Program and Budgets (FY 2009-2012), Honolulu Annual Department and Agency Reports (FY 2007-2011), Department of Budget and Fiscal Services, National Citizen Survey™ 2011 (Honolulu), and Royal Hawaiian Band. Full-Time Equivalent (FTE) Department of Budget and Fiscal Services' BRASS data (FY 2007-FY 2010); Advantage Budget System (ABS) data FY 2011. ¹ Cost per FTE = Operating Expenditures/Total Authorized FTE. ² This includes performances at Iolani Palace; Kapi'olani & Waialua Bandstands; major shopping centers; schools; parades; hospitals; care facilities; community, cultural and religious events.



Performances

In FY 2011, the band released *The Royal Hawaiian Band Its Legacy in Concert*, which is the band's fourth recording in five years under the baton of Michael Nakasone. Following bandmaster Nakasone's retirement in August 2010, the band faced substantial challenges, and operated without a bandmaster until the mayor appointed Clarke Bright as the 22nd bandmaster of the Royal Hawaiian Band in January 2011.

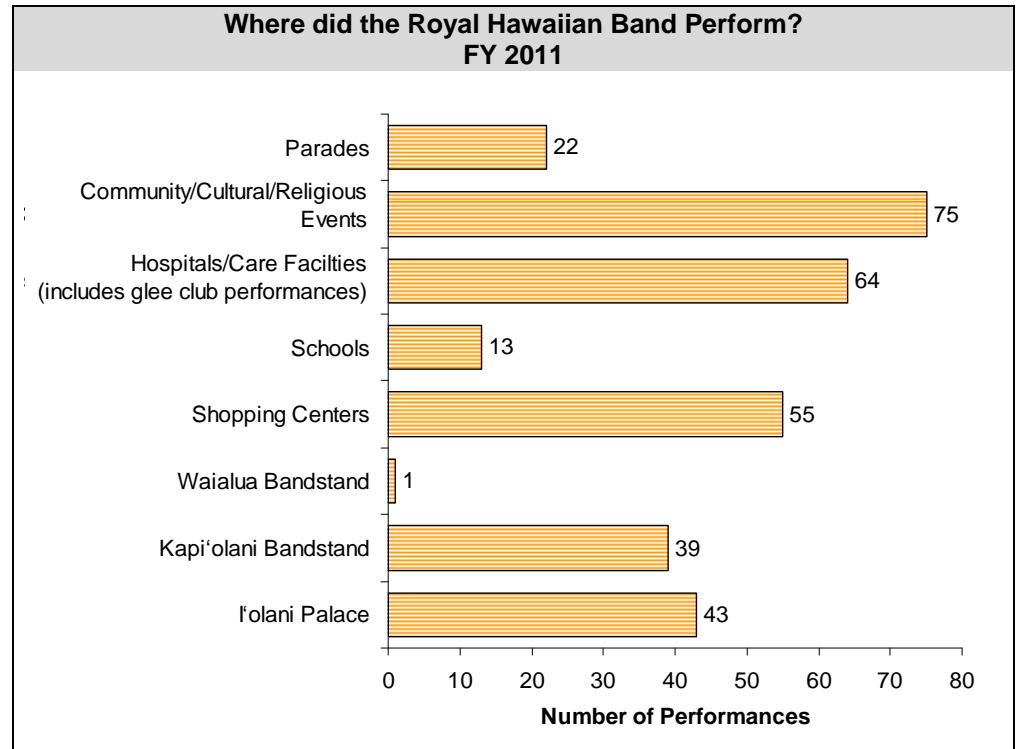
The band fulfills its goal of providing musical services to various segments of O'ahu's community by providing a variety of programs and performances to diverse audiences throughout O'ahu each year. In FY 2011, the band had 312 performances, 10 more than the previous fiscal year. Of these performances, 75 were for community, cultural and religious events, which included the Korean Festival and the Kapolei Christmas tree lighting.

Other 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; however, a fee may be imposed if the event is a private function, as required by city ordinance. Performances for television, radio, movies, recordings, vessel arrivals and departures are assessed fees, which are paid into the General Fund. Once approved, the band coordinates the schedule and logistics with the event's sponsor.

In FY 2011, the band did not have a permanent indoor practice facility. The band's rehearsals are based at the Kapi'olani Bandstand and the Waikiki Shell. However, when these sites are utilized for other functions, the band must find a different rehearsal venue. According to the band, problems associated with outdoor practices include outside noise levels, weather, parking and various disruptions that interfere with rehearsals.

After the closure of Wailupe Elementary School in FY 2011, efforts to use the school's library as the site for the band's practice facility were halted by the estimated cost of \$60,000 for renovations and soundproofing as well as neighborhood board opposition.

Residents were asked to rate the opportunities to attend cultural activities. About 71% rated opportunities as excellent or good, which is a slight increase from the prior year, and much above percentages reported nationwide and among cities with populations over 300,000. Among large cities, Honolulu ranked 3rd out of 20 cities, equivalent to the 89th percentile for opportunities to attend cultural activities.



Source: Royal Hawaiian Band



Source: City and County of Honolulu Photo Bank

CHAPTER 23 - TRANSPORTATION SERVICES

The Department of Transportation Services' mission is to provide efficient, safe, multi-modal movement on city streets and roadways; and planning and coordination for public mass transportation systems, bicycle and pedestrian facilities. In keeping with the mayor's strategic goal, a major departmental objective continues to be the planning, implementation and construction of the new rail transit system.

The department consists of the following divisions:

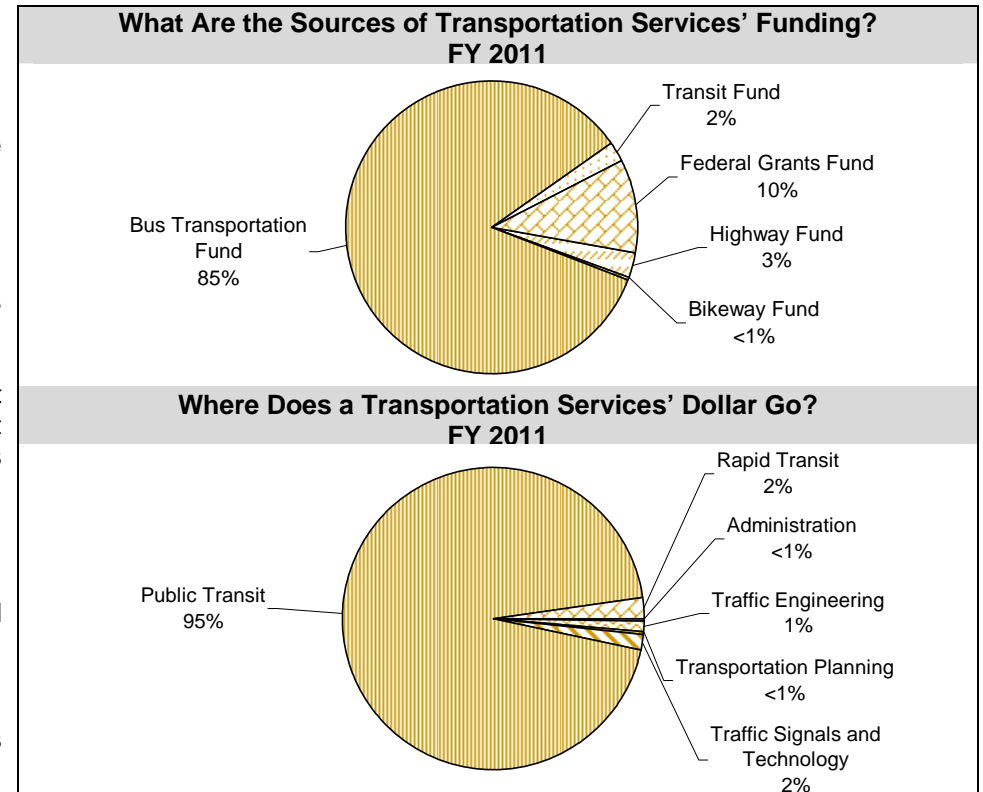
- Administration plans, directs and coordinates the operational activities of the divisions, and serves as the liaison with the Transportation Commission.
- Public Transit is responsible for the city's fixed-route bus transit system (TheBus) and the paratransit system (TheHandi-Van). It oversees O'ahu Transit Service (OTS), the contractor that manages and operates the public transit system for the city.
- Transportation Planning plans and manages the city's transportation capital improvement program and project budgets.
- 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 795 state and city traffic signals on O'ahu.
- The Rapid Transit Division was established in FY 2008 and is responsible for planning, designing and constructing the proposed fixed rail transit system for O'ahu.

The charter establishes the Transportation Commission which is responsible for evaluating the department director, reviewing the department's budget, public transit performance, fee structure, and contractors. The commission is responsible for submitting an annual report to the city council and the mayor.

Over the past 5 years, the department's operating expenditures have increased 25%, from \$173.5 million in FY 2007 to \$217 million in FY 2011.

	Operating Expenditures (\$ million)	Revenues	Total Authorized Staffing (Total FTE)	Vacant FTE Positions	Cost per FTE (\$ million)
FY 2007	\$173.5	\$67.1	149	61	\$1.59
FY 2008	\$190.2	\$67.5	150	59	\$1.28
FY 2009	\$200.8	\$67.5	194	103	\$1.34
FY 2010	\$205.1	\$45.8	225	136	\$0.91
FY 2011	\$217.0	\$52.5	274	187	\$0.79
Change over last 5 years	25%	-22%	84%	207%	-50%

Sources: Executive Operating Program and Budgets (FY 2009-2012), Full-Time Equivalent (FTE) Department of Budget and Fiscal Services BRASS data (FY 2007-2010), Advantage Budget System (ABS) data FY 2011, and Position Vacancy Reports (FY 2008-2010). Note: FY 2011 Total FTE includes 159 positions to be transferred to HART; Vacant FTE includes 150 vacant positions scheduled for HART.



Source: Department of Budget and Fiscal Services

The department did not provide an explanation for the increase. During this same time period, the department's FTEs increased 84%, from 149 FTE in FY 2007 to 274 FTE in 2011. In addition, the department's vacant FTEs has increased 207% from 61 vacant FTE in FY 2007 to 187 vacant FTE in FY 2011. According to the department, in FY 2011, the Rapid Transit Division had 9 filled FTE and 150 vacant FTE which will be transferred to HART.

Administration

The Administration's mission is to plan, direct and coordinate the activities of the operating divisions in accordance with the city charter and provide safe and efficient transportation. An objective of the mayor is to provide accessible and responsive service to the public.

The division is responsible for receiving and ensuring that inquiries and complaints are addressed. From FY 2007 to FY 2011 the total number of complaints referred to the department declined 7%.

During FY 2011 more than \$1 million was allocated to the department to support its planning and preparations for the Asia-Pacific Economic Cooperation (APEC) conference held in November 2011. Support for APEC is a top priority for the mayor and the department's support for APEC includes the installation of additional traffic cameras which provides additional security during the event.



Source: City and County of Honolulu Photo Bank

Transportation Planning

Transportation Planning's mission is to provide city-wide transportation planning and project programming work required under federal, state and city regulations. This includes the administration, management and tracking of transportation planning functions, capital improvement and project budgets. The division also performs planning, environmental, and traffic impact, traffic congestion, mobility, and future travel demand studies. Additionally, the division applies for programs and administers highway and transit programs and projects that are funded by the Federal Highway Administration and Federal Transit Administration.

The division's operating expenditures decreased 82% from FY 2007 (\$4.4 million) to FY 2011 (\$747,000). The primary reason for the decrease was the transfer of the inter-island ferry system to the Public Transit Division.

During the 5 year period from FY 2007 to FY 2011, the number of active grants managed has increased 39%, from 18 to 25 respectively.

	Administration Operating Expenditures	Transportation Planning Operating Expenditures (\$ million)	Complaints Referred to DTS		Transportation Planning		
			Mayor's/MD's DART ¹ and RISRs ²	Customer Service Department Referrals	Federal Grants Programmed (\$ million)	Active Grants Managed	Transportation Improvement Program Projects
FY 2007	\$460,260	4.4	674	729	\$51.6	18	19
FY 2008	\$542,133	4.4	632	717	\$50.0	18	19
FY 2009	\$528,867	1.1	781	1098	\$120.0	25	35
FY 2010	\$532,534	1.4	648	1048	\$127.0	25	25
FY 2011	\$538,112	0.8	469	830	\$127.0	25	25
Change over last 5 years	17%	-82%	-30%	14%	146%	39%	32%

Source: Honolulu Executive Operating Program and Budgets (FY 2009 -2012)

¹ DART: Mayor's Document and Record Tracking Program

² RISR: Managing Director's Request for Investigation and Services Report

Public Transit Division

Public Transit’s mission is to plan and direct the city’s fixed-route bus transit system (TheBus) and the paratransit system (TheHandi-Van) which serves those unable to use TheBus. The division carries out the department’s goal of safe and efficient public transit. The division administers the city’s contract and operations of O’ahu Transit Services, Inc. (OTS). The contractor is responsible for managing and operating the city’s public transit system.

The Public Transit Division comprises 95% of the department's operating budget. The division is responsible for procuring the city’s fleet of buses and handivans. It also oversees the planning, design, construction and maintenance of bus shelters, bus pads and transit centers including the new Middle Street Intermodal Center completed in FY 2011.

The division created the Human Services Transportation Coordination Program to ensure that public transit meets the needs of people with disabilities, senior citizens, and people with limited incomes. The program brought together transit, social services agencies, transportation providers, and other community providers to improve transportation options for successful completion of a Human Services Transportation Plan qualified the city to apply for certain federal transit grant funds.

**Percent of Bus Operating Expense Covered by Bus Fare Revenue
FY 2010**

	Bus Fare Revenues	Bus Operating Expenses	Percent Covered by Fare Revenues
Honolulu, HI	\$45,874,670	\$162,838,207	28.2%
San Diego, CA	\$49,275,715	\$131,621,913	37.4%
Milwaukee, WI	\$41,801,404	\$134,064,230	31.2%
Portland, OR	\$54,468,361	\$239,080,000	22.8%
King County, WA	\$110,713,902	\$388,849,663	28.5%

New Middle Street Intermodal Center



Source: National Transit Database and City and County of Honolulu Photo Bank

	Public Transit				Bus Subsidy (\$ million)		
	Operating Expenditures (\$ million)	Bus Fare (\$ million)	Bus Operating Cost (\$ million) ¹	Fare Box Recovery % ^{1,2}	General Fund	Highway Fund	Total Subsidy
FY 2007	\$164.0	\$41.7	\$142.9	29%	\$60.4	\$45.6	\$106.0
FY 2008	\$179.1	\$42.0	\$154.3	27%	\$69.5	\$36.4	\$105.9
FY 2009	\$191.8	\$42.5	\$165.1	26%	\$85.4	\$41.9	\$127.3
FY 2010	\$194.3	\$45.4	\$162.9	28%	\$96.3	\$28.0	\$124.3
FY 2011	\$205.1	\$52.1	-	-	\$70.5	\$64.3	\$134.8
Change over last 5 years	25%	25%	14%	-5%	17%	41%	27%

Sources: National Transit Database (NTD) for FY 2007 – FY 2010 and National Citizen Survey™ 2011 (Honolulu); FY 2011 data is estimated from Honolulu Proposed Executive and Capital Budget for FY 2012.

¹ Change over last 4 years based on most recent NTD data available; ² Farebox recovery set by Resolution 00-29, CD at 27% – 33% bus fare revenues to operating cost

Public Transit - TheBus and TheHandi-Van

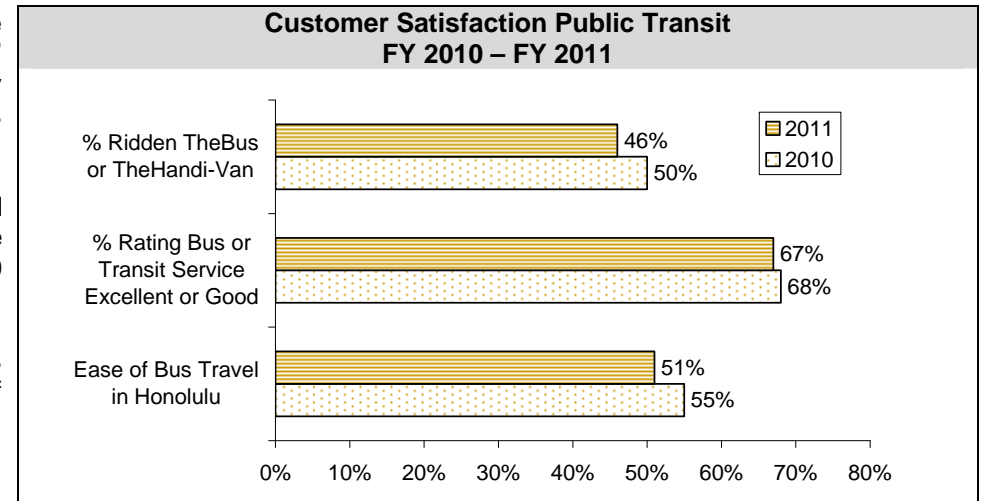
In March 2011, TheBus observed 40 years of operation. According to the American Public Transportation's "2011 Public Transportation Handbook," TheBus was ranked 12th among the nation's largest bus agencies (ranked by boardings) in 2009, traveling 408 million passenger miles. TheHandi-Van was ranked 29th with 9.6 million passenger miles in the same year.

For the period FY 2007 to FY 2011, average ridership of TheBus decreased 2% from 71.7 million to 70.5 million boardings respectively. Over this same period, TheHandiVan ridership rose 9%, from 760,000 in FY 2007 to 825,680 in FY 2011.

Today TheBus provides more than 70 million rides to residents and visitors each year. As shown in the 2011 National Citizen SurveyTM, majority of residents (67%) rate TheBus or TheHandi-Van services as excellent or good, and is comparable to 68% in 2010.

Honolulu's residents continue to rate the public transit system above other transit systems when compared to both National benchmarks and for cities with populations exceeding 300,000.

As part of the APEC support, 10 retired buses and 29 handivans were transferred to the police department for APEC use.



Sources: National Citizen SurveyTM 2011 (Honolulu) and National Transit Database

	Fixed Route (TheBus)				Paratransit (TheHandi-Van)		
	Total Bus Hours (million)	Passenger Boardings (million)	Average Weekday Ridership	Cost Per Bus Hour ¹	Total Service Hours	Ridership	Total Cost Per Hour
FY 2007	1.49	71.7	221,275	\$105.47	370,000	760,000	\$62.00
FY 2008	1.53	69.8	212,000	\$112.20	428,000	834,000	\$63.05
FY 2009	1.53	77.3	237,512	\$118.01	436,000	841,000	\$70.07
FY 2010	1.51	73.2	230,787	\$117.22	397,625	790,357	\$75.95
FY 2011	1.52	70.5	230,787	-	344,554	825,680	\$96.10
Change over last 5 years	2%	-2%	4%	11%	-7%	9%	55%

Source: O'ahu Transit Services 2011

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 traffic improvement, safety and bikeway programs through the CIP program. This includes maintaining and evaluating new signage and striping; and reviewing and updating the city’s Traffic Code Ordinance. The division is also responsible for traffic and pedestrian safety education programs.

The mayor’s 2011 strategic priorities include infrastructure repair and maintenance, improving public safety, and providing excellent service to the public. The division accomplishes these priorities through engineering more effective pedestrian crossing signage and installing pedestrian-activated and pedestrian countdown signals. Educational efforts include production of public service announcements, pedestrian safety programs, and exhibits at public events. Traffic improvements also include various road improvement programs and traffic calming measures.

This division administers the Bikeway Program and implements provisions of the Bike Master Plan. In FY 2011, the Bikeway Program updated the O’ahu Bike Plan, completed installation of bicycle lanes on Meheula Parkway, and initiated or completed design and bid for a number of other bike lane installations including Kalaheo Avenue, Date and Kalihi Streets.

Over the past 5 years, operating expenditures have increased from \$1.7 million in FY 2007 to \$2.3 million in FY 2011.

Residents rating ease of car travel as excellent or good declined 2% from 25% in 2010 to 23% in 2011. Ease of bus travel declined 4% compared to last year. In 2011, 69% of residents rated condition of sidewalks, crosswalks and bike lanes and pedestrian safety as moderate or major problems in Honolulu.



Source: City and County of Honolulu Photo Bank

Pedestrian fatalities have decreased over the past 5 years, from 21 in FY 2007 to 16 in FY 2011, a 24% decline over the past five years. Bicycle-related fatalities ranged between 1 and 3 during the same period.

	Operating Expenses (\$ million)	Traffic Engineering Studies	Special Studies	Minor Traffic & Bikeway Projects	Safety Campaigns	Traffic Fatalities ¹		Citizen Survey (% Excellent or Good)			Citizen Survey Policy Questions (% Major or Moderate Problem)		
						Pedestrian	Bicycle	Ease of Car Travel in Honolulu	Ease of Bus Travel in Honolulu	Ease of Walking in Honolulu	Sidewalks, Crosswalks and Bike Lanes	Pedestrian Safety	
FY 2007	\$1.7	1,283	7	11	4	21	1	FY 2007	-	-	-	-	-
FY 2008	\$1.8	1,283	7	11	4	14	2	FY 2008	-	-	-	-	-
FY 2009	\$2.3	1,283	7	11	4	11	3	FY 2009	-	-	-	-	-
FY 2010	\$1.8	1,283	7	11	4	20	3	FY 2010	25%	55%	47%	-	-
FY 2011	\$2.3	1,283	3	15	5	16	1	FY 2011	23%	51%	51%	69%	69%
Change over last 5 years	36%	0%	-57%	36%	25%	-24%	0%	Change over last 2 years	-2%	-4%	4%		

Source: Executive Operating and Program Budgets (FY 2009 – FY 2012) and National Citizen Survey™ 2011 (Honolulu)

¹ Per calendar year, 2011 statistics as of December 23, 2011, Honolulu Star-Advertiser, January 9, 2012

Traffic Signals And Technology (TST)

The Traffic Signals and Technology Division (TST) designs, implements, operates and maintains the operation of over 800 city and state traffic signals. TST is responsible for the Honolulu Traffic Management Center and implementation of the Intelligent Transportation Systems, a program that improves the efficiency of existing highways traffic through technology. It is responsible for operating and maintaining the emergency vehicle pre-emption systems. Improvements to these transportation systems are essential to the meeting the department's goal of providing safe and efficient transportation.

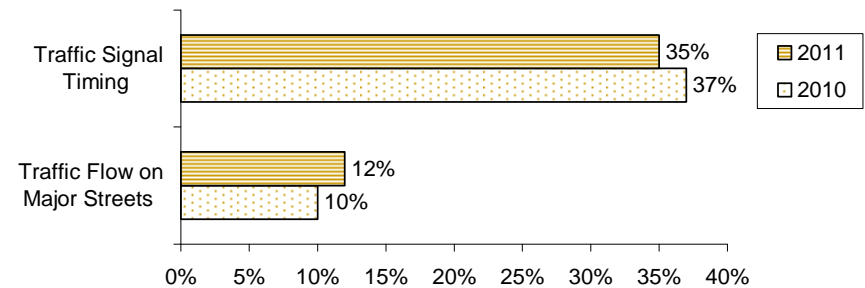
The Honolulu Traffic Management Center is responsible for the safe, efficient, and effective operation of 782 traffic signals and 148 traffic cameras across O'ahu. The center concentrates on reducing unnecessary delays by optimizing traffic signal timing, and reviewing safety concerns of commuters and pedestrians. The city's traffic cameras provide real time traffic information to monitor and adjust traffic signals to mitigate traffic congestion. TST utilizes these facilities to arrange and coordinate up-to-date traffic reports to the public.

Operating expenditures for TST increased 17% over the past 5 years. The number of responses to public complaints has remained over 600 per year. The department did not provide an explanation for the changes.

In the 2011 Citizen Survey, Honolulu residents rating traffic signal timing excellent or good decreased from 37% in 2010 to 35% in 2011. A minority of Honolulu residents rated traffic flow on major streets excellent or good, from 10% in 2010, to 12% in 2011 an increase of 2%.

For FY 2011, as part of the planning for APEC, TST participated in security planning and purchased additional traffic cameras installed in Leeward O'ahu.

**Honolulu Residents of Selected Traffic Indicators
Percent Excellent or Good**



Honolulu Traffic Management Center



Sources: National Citizen Survey™ 2011 (Honolulu) and City and County of Honolulu Photo Bank

	Operating Expenditures (\$ million)	Traffic Signals Inspected	Operation of Traffic Cameras	Traffic Signal Maintenance Work Orders	Responses to Complaints
FY 2007	\$2.9	421	161	5,748	623
FY 2008	\$3.6	421	161	5,752	623
FY 2009	\$3.5	555	200	6,100	690
FY 2010	\$3.4	421	161	5,752	623
FY 2011	\$3.4	421	161	5,752	623
Change over last 5 years	17%	0%	0%	0%	0%

Source: Executive Operating Program and Budgets (FY 2009-2012)

Rapid Transit

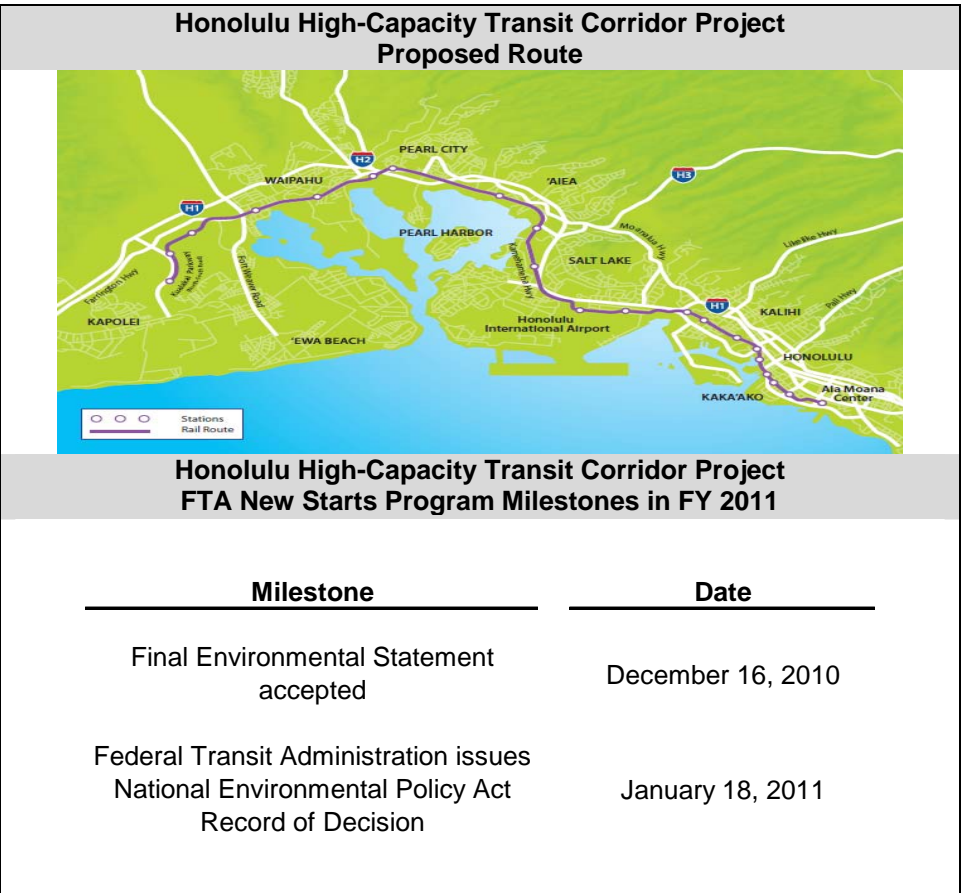
Honolulu’s Rapid Transit Division’s mission is to plan, design and construct the fixed guideway rapid transit system. In direct support of the mayor’s strategic goal to construct the Honolulu High-Capacity Transit Corridor Project (HHCTP), the division’s goal is to plan, design and construct the elevated system from East Kapolei to Ala Moana Center. When completed, the system will have a total of 21 stations along its 20-mile route.

During FY 2011, the division focused on: 1) engineering work; 2) major procurement of key contracts; and 3) filling rapid transit personnel needs. In FY 2011, the division awarded seven contracts pertaining to the design, engineering, construction and review of various aspects of HHCTP totaling \$2.1 billion.

The division continued public outreach and involvement through a telephone hotline, television public service spots, print and news media, public meetings, workshops, and electronic methods including use of Facebook, Twitter, and websites. The division received one national and one local award for excellence in marketing and communications for the HHCTP’s Final EIS video guide, consistent with the mayor’s goals for transparency and effective communications with the public.

In FY 2011, the division was responsible for transitioning activities from the Rapid Transit Division to the independent Honolulu Area Rapid Transit (HART) Authority. The website for Honolulu’s rail project is www.honolulutransit.org.

According to the department, the Rapid Transit Division had 9 filled and 150 vacant FTEs that transferred to HART on July 1, 2011.



Sources: Honolulu Rail Transit website and Honolulu Annual Department and Agency Reports (FY 2011)

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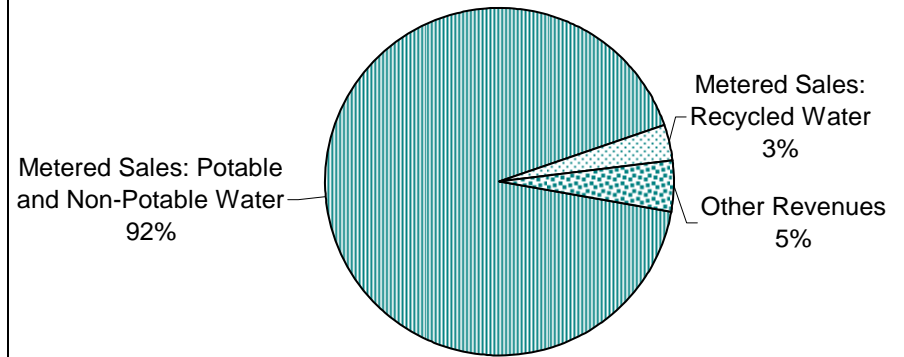
CHAPTER 24 – HONOLULU BOARD OF WATER SUPPLY

The Honolulu Board of Water Supply's (BWS) mission is to manage O'ahu's municipal water supply and distribution system. Its mission is consistent with the Revised Charter of Honolulu, which gives the board full and complete authority to manage, control, and operate O'ahu's water systems. This semi-autonomous board has sole discretion to set water charges, whereas the city council sets charges and fees for all other city services. The BWS supplies approximately 150 million gallons of water a day to roughly one million customers through an intricate system of 94 active potable water sources, 170 reservoirs, and nearly 2,100 miles of pipeline islandwide.

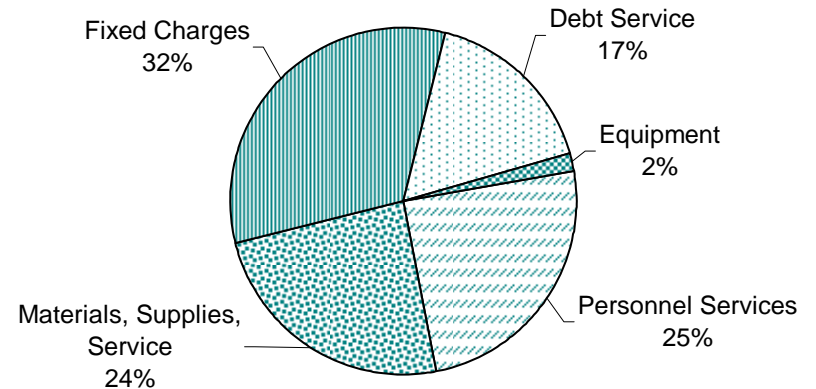
The board's strategic objective for economic sustainability calls for a sound financial strategy to support the department's operating and capital needs. In FY 2011, the department awarded \$26.3 million in capital program contracts, an 11% increase from the \$23.7 million awarded in FY 2007. According to the department, increased construction spending was necessary to repair, replace, and improve the city's aging municipal water infrastructure. Professional services contract expenditures increased 48% from FY 2007 (\$2.9 million) to FY 2011 (\$4.3 million). The department explained that FY 2011 professional services contract funds were used for information technology systems necessary to support BWS's core operations, waterworks materials, services and supplies, and automotive and construction equipment.

According to department estimates, the typical monthly water bill for a single-family residence rose 41% from \$28.09 in FY 2007 to \$39.55 in FY 2011. The department explained that it implemented a 5% water rate increase on July 1, 2010 to keep up with the rising cost of delivering water to customers. O'ahu residents can expect water rate increases of 9.65% each year, for the next five years, to fund needed pipeline replacement and upgrade pumps, reservoirs, and treatment plants. In addition, BWS implemented a power cost adjustment of 2.8 cents per 1,000 gallons of water used to help pay for unexpected electrical cost surcharges incurred during FY 2010. The power cost adjustment is reviewed annually so that the adjustment only recovers unanticipated energy cost surcharges from the prior fiscal year.

What Are the Sources of the Board of Water Supply's Operating Funds? FY 2011



Where Does a Board of Water Supply's Dollar Go? FY 2011



Source: Honolulu Board of Water Supply

	Total Operating Expenditures (\$ million)	Dept. Fixed Charges (\$ million)	Revenues (\$ million)	Debt Service (\$ million)	Typical Monthly Water Bill ¹	Construction Contracts (\$ million)	Professional Services Contracts (\$ million)	Total Authorized FTE	Total Vacant FTE	Cost Per FTE
FY 2007	\$109.0	\$33.0	\$123.4	\$20.8	\$28.09	\$23.7	\$2.9	714	185	\$152,711
FY 2008	\$129.0	\$42.0	\$138.0	\$20.9	\$31.46	\$14.3	\$1.4	714	198	\$180,671
FY 2009	\$122.9	\$38.7	\$143.1	\$20.9	\$35.78	\$18.4	\$1.0	711	182	\$172,787
FY 2010	\$120.8	\$35.8	\$156.2	\$20.9	\$38.11	\$9.1	\$2.5	714	227	\$169,127
FY 2011	\$124.6	\$40.7	\$155.1	\$20.9	\$39.55	\$26.3	\$4.3	714	204	\$174,454
Change over last 5 years	14%	24%	26%	1%	41%	11%	48%	0%	10%	14%

Sources: Board of Water Supply and Honolulu Annual Department and Agency Reports (FY 2011). ¹ The Board of Water Supply notes that a *Typical Monthly Water Bill* includes a usage charge based on 13,000 gallons of water used per month, a billing charge, and a power cost adjustment, when applicable.



Water Consumption

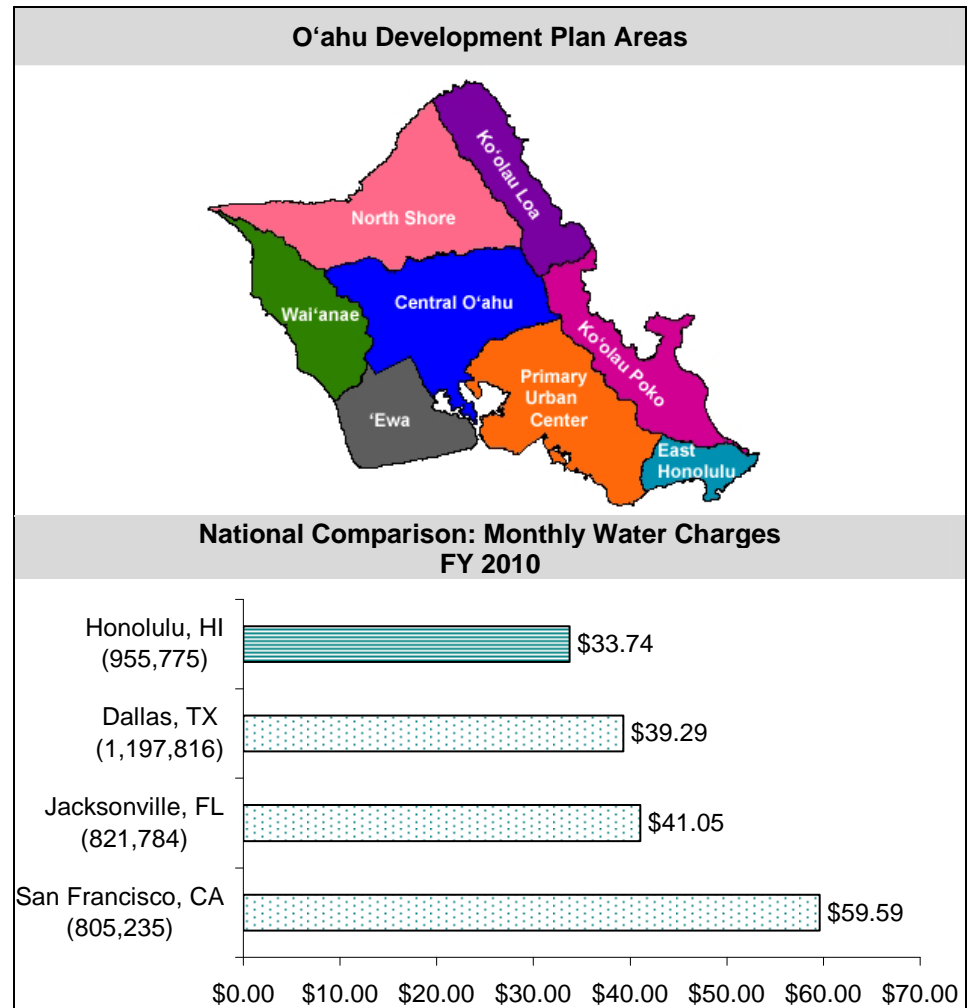
The board's strategic objective for resource sustainability is to ensure that natural groundwater supplies are protected and managed efficiently. BWS' comprehensive water conservation program fosters effective water management policies, consists of practices that reduce per capita use of potable water, and encourages sustainable behavior and practices by residential, commercial, and industrial users across the island of O'ahu.

Over the past five years, BWS provided 6,595 new water connections to newly developed communities and businesses. Even with the connections, annual consumption has declined. According to the department, the decline can be attributed to water conservation improvements such as leak detection and repair, use of recycled water, and increased public education.

In FY 2011, residential water use totaled 29 billion gallons, 5% less than the 30.7 billion gallons used in FY 2007. Yearly average residential water use decreased 6% from 33,934 gallons in FY 2007 to 30,424 gallons in FY 2011. The department explained that the decline in residential water use is attributed to residents' water conservation efforts and rise in combined water and sewer rates.

Over the last five years, the Central O'ahu District experienced the largest decline, from just over 18 million gallons per day to 14 million gallons per day. Conversely, daily water use in the North Shore district increased 27% from 2.3 million gallons per day in FY 2007 to nearly 3 million gallons in FY 2011. According to the department, the decrease in consumption in Central O'ahu can be attributed to above average rainfall, which decreased the need for landscape irrigation. The increase in consumption in the North Shore is due to increased agricultural activity in the area.

Increasing recycled water use is an important strategy to reduce potable water consumption. In FY 2011, the department reports that the Honouliuli Water Recycling Facility produced an average of 7.5 million gallons of recycled water per day, which was used to meet the Ewa's region's irrigation and industrial needs. In FY 2011, the Ewa region used an average of 14.3 million gallons per day, a 7% decline from 15.4 million gallons in FY 2007.



Sources: Honolulu Board of Water Supply and other city websites

	Total Water Consumption		Average Day Metered Consumption (mgd) by Development Plan Area								Primary Urban Center	New Connections
	Residential (billion-gallons)	Commercial (billion-gallons)	East Honolulu	'Ewa	Wai'anae	Central O'ahu	Ko'olau Poko	Ko'olau Loa	North Shore			
FY 2007	30.7	21.4	9.1	15.4	8.4	18.3	15.9	1.4	2.3	66.9	1,926	
FY 2008	31.0	22.2	8.8	15.4	7.9	17.4	14.9	1.4	2.3	64.7	1,370	
FY 2009	28.9	20.3	8.2	15.0	8.5	16.9	14.2	1.3	2.6	63.2	1,262	
FY 2010	29.5	21.3	8.4	15.0	8.5	16.1	15.0	1.4	2.5	62.5	1,075	
FY 2011	29.0	20.8	7.4	14.3	7.9	14.2	14.5	1.3	3.0	60.4	962	
Change over last 5 years	-5%	-3%	-19%	-7%	-6%	-22%	-9%	-10%	27%	-10%	-50%	

Sources: Honolulu Board of Water Supply and Honolulu Annual Department and Agency Reports (FY 2011)



Water Quality and Infrastructure

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 tested by the State Department of Health in accordance with national primary drinking water regulations. In addition, BWS performs all salt water intrusion monitoring, treatment plant operations, and distribution system testing. Residents rating Honolulu’s water quality as excellent or good was 74%, a 1% decrease from FY 2010. This rating was higher than the benchmark nationally and for communities with populations exceeding 300,000.



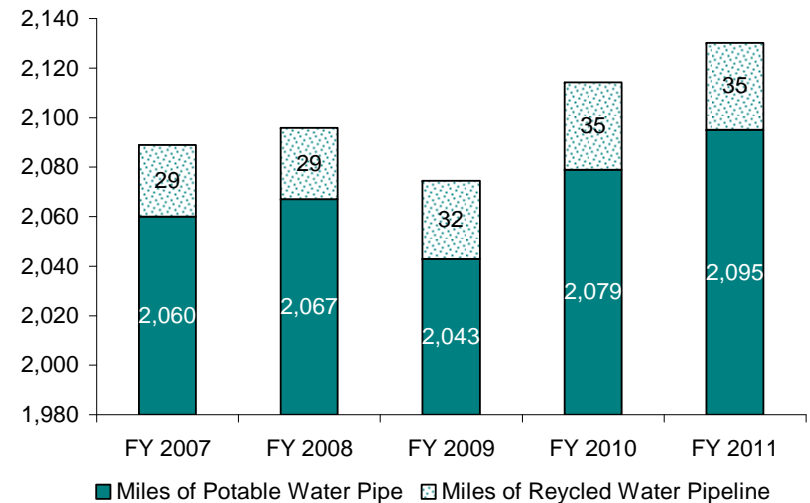
Water Quality Testing

The BWS continues to focus its efforts on improving its core services, addressing aging infrastructure, and ensuring the reliability and quality of water provided to all customers in the City and County of Honolulu. In FY 2011, the number of water main breaks per 100 miles of pipeline totaled 16 breaks, similar to the 17 breaks in FY 2007. According to the department, the number of breaks is below the national average of 25-30 breaks per 100 miles of pipeline as reported by the American Water Works Association. Additionally, the

total number of water main breaks in FY 2011 totaled 333. The number of main breaks is below the department’s goal of less than 400 breaks per year.

The 174 leaks recovered in FY 2011 was a 211% increase from the 56 leaks recovered in FY 2007. The BWS reports that leak recovery efforts resulted in a savings of 1,086 million gallons of water in FY 2011 compared to 828 million gallons in FY 2007, a 31% increase over the last five years.

**O‘ahu Water Supply Infrastructure:
Miles of Potable and Recycled Water Pipeline**



Source: Board of Water Supply

Additionally, the total potable water pipeline miles replaced declined 85% from FY 2011 (1 mile) to FY 2007 (7 miles). According to the department, the decline in pipeline miles replaced is attributed to funding constraints and the need to fund higher priority projects.

The total miles of recycled water pipeline increased 22% from FY 2007 (29 miles) to FY 2011 (35 miles). However, the total miles of recycled water pipeline added came to a standstill in FY 2011, compared to 0.7 miles added in FY 2007. The department explained that most of the recycled pipeline system’s backbone had been installed and that funding constraints limit further recycled water system expansion.

	Potable Water				Non-Potable Water		Citizen Survey (% Excellent or Good)		
	Miles of Water Mains	Total Water Main Breaks	Total Breaks Per 100 Miles of Pipeline	Total Leaks Recovered	Pipeline Replaced (Miles)	Annual Water Savings - Leak Recovery (MG/Year)	Total Recycled Water Pipeline- Miles	Total Recycled Water Pipeline Added (Miles)	Drinking Water Quality
FY 2007	2,060	342	17	56	7	828	29	0.7	FY 2007 -
FY 2008	2,067	285	14	65	2	380	29	0.0	FY 2008 -
FY 2009	2,043	325	16	115	5	586	32	2.6	FY 2009 -
FY 2010	2,079	388	19	665	1	838	35	3.7	FY 2010 75%
FY 2011	2,095	333	16	174	1	1,086	35	0.0	FY 2011 74%
Change over last 5 years	2%	-3%	-6%	211%	-85%	31%	22%	-100%	Change over last year -1%

Sources: Board of Water Supply and National Citizen Survey™ 2011 (Honolulu), Honolulu Annual Department and Agency Reports (FY 2011), and City and County of Honolulu Photo Bank

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**CITY AND COUNTY OF
HONOLULU, HI
2011**



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The National Citizen Survey™ by National Research Center, Inc.

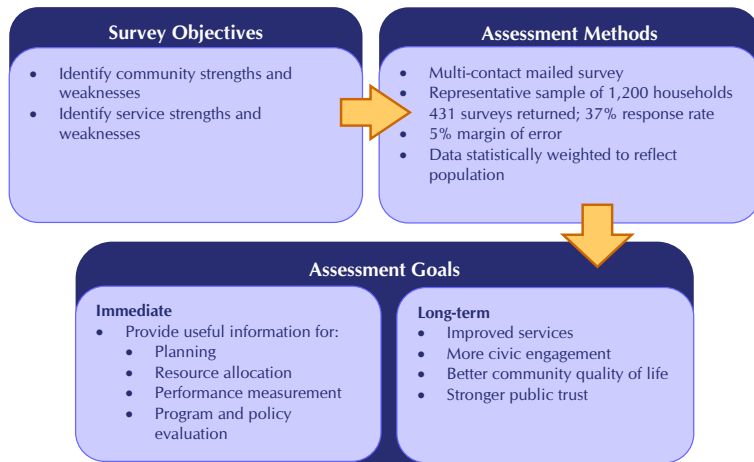
The National Citizen Survey™

SURVEY BACKGROUND

ABOUT THE NATIONAL CITIZEN SURVEY™

The National Citizen Survey™ (The NCS) is a collaborative effort between National Research Center, Inc. (NRC) and the International City/County Management Association (ICMA). The NCS was developed by NRC to provide a statistically valid survey of resident opinions about community and services provided by local government. The survey results may be used by staff, elected officials and other stakeholders for community planning and resource allocation, program improvement and policy making.

FIGURE 1: THE NATIONAL CITIZEN SURVEY™ METHODS AND GOALS



The NCS focuses on a series of community characteristics and local government services, as well as issues of public trust. Resident behaviors related to civic engagement in the community also were measured in the survey.

FIGURE 2: THE NATIONAL CITIZEN SURVEY™ FOCUS AREAS



The survey and its administration are standardized to assure high quality research methods and directly comparable results across The National Citizen Survey™ jurisdictions. Participating households are selected at random and the household member who responds is selected without bias. Multiple mailings give each household more than one chance to participate with self-addressed and postage-paid envelopes. Results are statistically weighted to reflect the proper demographic composition of the entire community. A total of 431 completed surveys were obtained, providing an overall response rate of 37%. Typically, response rates obtained on citizen surveys range from 25% to 40%.

The National Citizen Survey™ customized for the City and County of Honolulu was developed in close cooperation with local jurisdiction staff. Honolulu staff selected items from a menu of questions about services and community problems and provided the appropriate letterhead and signatures for mailings. City and County of Honolulu staff also augmented The National Citizen Survey™ basic service through a variety of options including list add-on options a custom set of benchmark comparisons, the option to complete the survey online and several custom questions.

UNDERSTANDING THE RESULTS

As shown in Figure 2, this report is based around respondents' opinions about eight larger categories: community quality, community design, public safety, environmental sustainability, recreation and wellness, community inclusiveness, civic engagement and public trust. Each report section begins with residents' ratings of community characteristics and is followed by residents' ratings of service quality. For all evaluative questions, the percent of residents rating the service or community feature as "excellent" or "good" is presented. To see the full set of responses for each question on the survey, please see Appendix A: Complete Survey Frequencies.

Margin of Error

The margin of error around results for the City and County of Honolulu Survey (431 completed surveys) is plus or minus five percentage points. This is a measure of the precision of your results; a larger number of completed surveys gives a smaller (more precise) margin of error, while a smaller number of surveys yields a larger margin of error. With your margin of error, you may conclude that when 60% of survey respondents report that a particular service is "excellent" or "good," somewhere between 55-65% of all residents are likely to feel that way.

Comparing Survey Results

Certain kinds of services tend to be thought better of by residents in many communities across the country. For example, public safety services tend to be received better than transportation services by residents of most American communities. Where possible, the better comparison is not from one service to another in the City and County of Honolulu, but from City and County of Honolulu services to services like them provided by other jurisdictions.

Interpreting Comparisons to Previous Years

This report contains comparisons with prior years' results. In this report, we are comparing this year's data with existing data in the graphs. Differences between years 2010 and 2011 can be considered "statistically significant" if they are greater than seven percentage points. Trend data for your jurisdiction represent important comparison data and should be examined for improvements or declines. Deviations from stable trends over time, especially represent opportunities for understanding how local policies, programs or public information may have affected residents' opinions.

In Honolulu, citizen survey data were collected by phone in 2006. In 2010, data collection switched from phone to mail. As a consequence, we expected and see a decline in virtually all ratings. NRC has taken this into consideration and made statistical adjustments to the 2006 data to account for the more positive ratings received from phone surveys. This way the reported results for 2010 and 2011 are not influenced by the decline that is attributable to the change in data collection mode from phone to mail.

While the adjusted 2006 findings control for the expected change from phone to mail data collection, there remains some uncertainty in the precision of the findings due to sampling error associated not only with this administration but also with the adjustments made to the 2006 data. Because of this uncertainty, NRC recommends that the change in ratings or reported behaviors be viewed with caution, understanding that when data collection method changes, there will be more instability in the comparisons of years where data were collected by one mode (telephone) to the most recent year when the data collection mode changed (to mail). Consequently, we suggest that differences between the 2011 and 2012 results and those of 2006 of 10 percentage points or less,

be considered no real change. Only when findings exceed 10 points should you explore what real events, policies or programs may be responsible for the shift. When comparing the differences between the 2010 and 2011 data, a margin of error of plus or minus seven points is applicable.

Benchmark Comparisons

NRC's database of comparative resident opinion is comprised of resident perspectives gathered in citizen surveys from approximately 500 jurisdictions whose residents evaluated local government services and gave their opinion about the quality of community life. The comparison evaluations are from the most recent survey completed in each jurisdiction; most communities conduct surveys every year or in alternating years. NRC adds the latest results quickly upon survey completion, keeping the benchmark data fresh and relevant.

The City and County of Honolulu chose to have comparisons made to the entire database and a subset of similar jurisdictions from the database (populations over 300,000). A benchmark comparison (the average rating from all the comparison jurisdictions where a similar question was asked) has been provided when a similar question on the City and County of Honolulu survey was included in NRC's database and there were at least five jurisdictions in which the question was asked. For most questions compared to the entire dataset, there were more than 100 jurisdictions included in the benchmark comparison.

Where comparisons for quality ratings were available, the City and County of Honolulu results were generally noted as being "above" the benchmark, "below" the benchmark or "similar" to the benchmark. For some questions – those related to resident behavior, circumstance or to a local problem – the comparison to the benchmark is designated as "more," "similar" or "less" (for example, the percent of crime victims, residents visiting a park or residents identifying code enforcement as a problem.) In instances where ratings are considerably higher or lower than the benchmark, these ratings have been further demarcated by the attribute of "much," (for example, "much less" or "much above"). These labels come from a statistical comparison of the City and County of Honolulu's rating to the benchmark.

"Don't Know" Responses and Rounding

On many of the questions in the survey respondents may answer "don't know." The proportion of respondents giving this reply is shown in the full set of responses included in Appendix A. However, these responses have been removed from the analyses presented in the body of the report. In other words, the tables and graphs display the responses from respondents who had an opinion about a specific item.

For some questions, respondents were permitted to select more than one answer. When the total exceeds 100% in a table for a multiple response question, it is because some respondents did select more than one response. When a table for a question that only permitted a single response does not total to exactly 100%, it is due to the customary practice of percentages being rounded to the nearest whole number.

For more information on understanding The NCS report, please see Appendix B: Survey Methodology.

EXECUTIVE SUMMARY

This report of the City and County of Honolulu survey provides the opinions of a representative sample of residents about community quality of life, service delivery, civic participation and unique issues of local interest. A periodic sounding of resident opinion offers staff, elected officials and other stakeholders an opportunity to identify challenges and to plan for and evaluate improvements and to sustain services and amenities for long-term success.

Most residents experienced a good quality of life in the City and County of Honolulu and believed the City and County was a good place to live. The overall quality of life in the City and County of Honolulu was rated as "excellent" or "good" by 70% of respondents. A majority reported they plan on staying in the City and County of Honolulu for the next five years.

A variety of characteristics of the community was evaluated by those participating in the study. Among the characteristics receiving the most favorable ratings were shopping opportunities, opportunities to attend cultural activities, air quality and opportunities to volunteer. Among the characteristics receiving the least positive ratings were the availability of affordable quality housing, traffic flow on major streets and the amount of public parking.

Ratings of community characteristics were compared to the benchmark database. Of the 31 characteristics for which comparisons were available, five were above the national benchmark comparison, seven were similar to the national benchmark comparison and 19 were below.

Residents in the City and County of Honolulu were civically engaged. While only 21% had attended a meeting of local elected public officials or other local public meeting in the previous 12 months, 93% had provided help to a friend or neighbor. About half had volunteered their time to some group or activity in the City and County of Honolulu, which was much higher than the benchmark.

In general, survey respondents demonstrated mild trust in local government. Less than half rated the overall direction being taken by the City and County of Honolulu as "good" or "excellent." This was lower than the national benchmark. Those residents who had interacted with an employee of the City and County of Honolulu in the previous 12 months gave high marks to those employees. Most rated their overall impression of employees as "excellent" or "good."

City and County services rated were able to be compared to the benchmark database. Of the 31 services for which comparisons were available, three were above the benchmark comparison, three were similar to the benchmark comparison and 25 were below.

A Key Driver Analysis was conducted for the City and County of Honolulu which examined the relationships between ratings of each service and ratings of the City and County of Honolulu's services overall. Those key driver services that correlated most strongly with residents' perceptions about overall City and County service quality have been identified. By targeting improvements in key services, the City and County of Honolulu can focus on the services that have the greatest likelihood of influencing residents' opinions about overall service quality. Services found to be influential in ratings of overall service quality from the Key Driver Analysis were:

- Police services
- Code enforcement
- Recycling
- Emergency preparedness

Of these services, those deserving the most attention may be those that were below the benchmark comparisons: police services, code enforcement and recycling. For emergency preparedness, the City and County of Honolulu was above the benchmark and should continue to ensure high quality performance.

COMMUNITY RATINGS
OVERALL COMMUNITY QUALITY

Overall quality of community life may be the single best indicator of success in providing the natural ambience, services and amenities that make for an attractive community. The National Citizen Survey™ contained many questions related to quality of community life in the City and County of Honolulu – not only direct questions about quality of life overall and in neighborhoods, but questions to measure residents’ commitment to the City and County of Honolulu. Residents were asked whether they planned to move soon or if they would recommend the City and County of Honolulu to others. Intentions to stay and willingness to make recommendations provide evidence that the City and County of Honolulu offers services and amenities that work.

Most of the City and County of Honolulu’s residents gave favorable ratings to their neighborhoods and the community as a place to live. Further, most reported they would recommend the community to others and plan to stay for the next five years.

FIGURE 3: RATINGS OF OVERALL COMMUNITY QUALITY BY YEAR

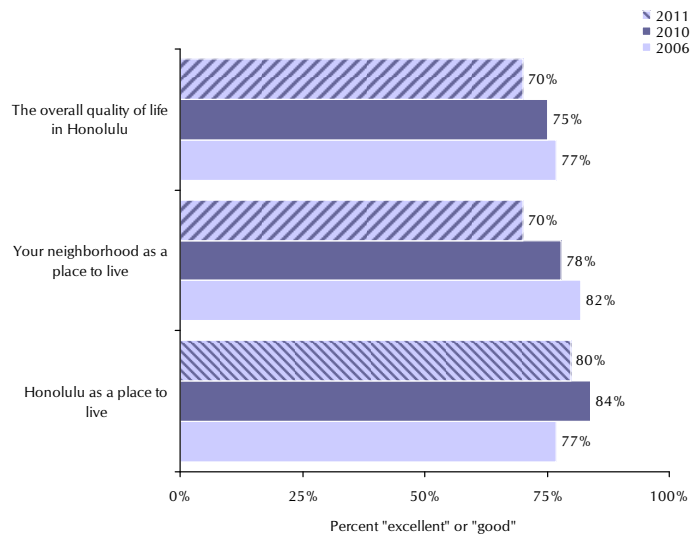


FIGURE 4: LIKELIHOOD OF REMAINING IN COMMUNITY AND RECOMMENDING COMMUNITY BY YEAR

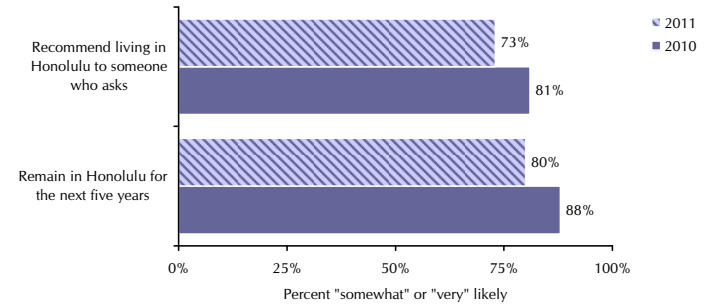


FIGURE 5: OVERALL COMMUNITY QUALITY BENCHMARKS

	National comparison	Populations over 300,000 comparison
Overall quality of life in Honolulu	Below	Similar
Your neighborhood as place to live	Much below	Similar
Honolulu as a place to live	Similar	Similar
Recommend living in Honolulu to someone who asks	Much below	Much below
Remain in Honolulu for the next five years	Below	Similar

COMMUNITY DESIGN Transportation

The ability to move easily throughout a community can greatly affect the quality of life of residents by diminishing time wasted in traffic congestion and by providing opportunities to travel quickly and safely by modes other than the automobile. High quality options for resident mobility not only require local government to remove barriers to flow but they require government programs and policies that create quality opportunities for all modes of travel.

Residents responding to the survey were given a list of six aspects of mobility to rate on a scale of "excellent," "good," "fair" and "poor." Ease of bus travel and ease of walking were given the most positive ratings, followed by the availability of paths and walking trails. These ratings tended to be similar to the past survey year.

FIGURE 6: RATINGS OF TRANSPORTATION IN COMMUNITY BY YEAR

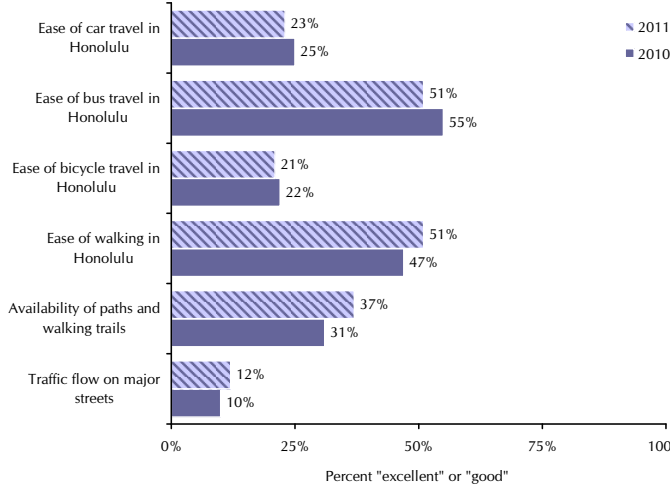


FIGURE 7: COMMUNITY TRANSPORTATION BENCHMARKS

	National comparison	Populations over 300,000 comparison
Ease of car travel in Honolulu	Much below	Much below
Ease of bus travel in Honolulu	Much above	Much above
Ease of bicycle travel in Honolulu	Much below	Much below
Ease of walking in Honolulu	Below	Above
Availability of paths and walking trails	Much below	Similar
Traffic flow on major streets	Much below	Much below

Eight transportation services were rated in Honolulu. As compared to most communities across America, ratings tended to be negative. Bus or transit services was much above both benchmarks, while the rest of the transportation services were below the benchmarks.

FIGURE 8: RATINGS OF TRANSPORTATION AND PARKING SERVICES BY YEAR

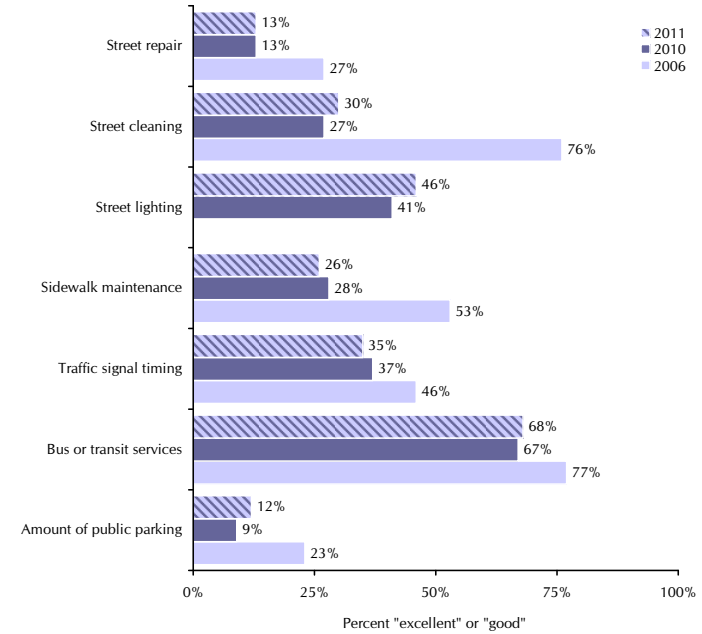


FIGURE 9: TRANSPORTATION AND PARKING SERVICES BENCHMARKS

	National comparison	Populations over 300,000 comparison
Street repair	Much below	Much below
Street cleaning	Much below	Much below
Street lighting	Much below	Below
Sidewalk maintenance	Much below	Much below
Traffic signal timing	Much below	Below
Bus or transit services	Much above	Much above
Amount of public parking	Much below	Much below

By measuring choice of travel mode over time, communities can monitor their success in providing attractive alternatives to the traditional mode of travel, the single-occupied automobile. When asked how they typically traveled to work, single-occupancy (SOV) travel was the main mode of use. However, 9% of work commute trips were made by transit, 2% by bicycle and 6% by foot.

FIGURE 10: FREQUENCY OF BUS USE IN LAST 12 MONTHS BY YEAR

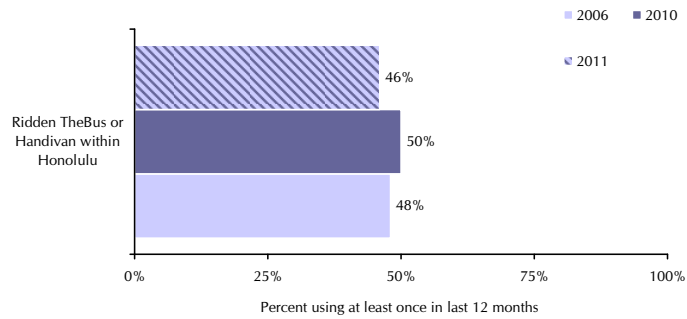


FIGURE 11: FREQUENCY OF BUS USE BENCHMARKS

	National comparison	Populations over 300,000 comparison
Ridden TheBus or Handivan within Honolulu	Much more	Much more

FIGURE 12: MODE OF TRAVEL USED FOR WORK COMMUTE BY YEAR

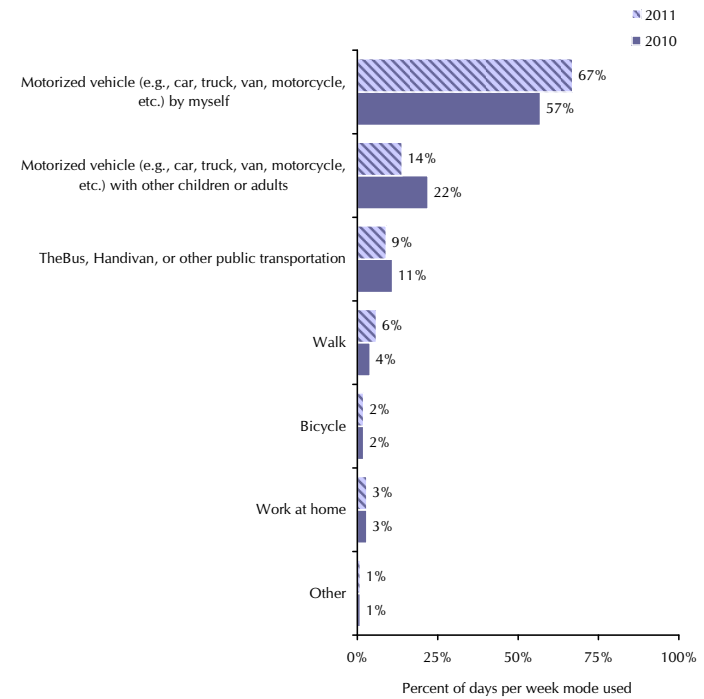


FIGURE 13: DRIVE ALONE BENCHMARKS

	National comparison	Populations over 300,000 comparison
Average percent of work commute trips made by driving alone	Much less	Much less

Housing

Housing variety and affordability are not luxuries for any community. When there are too few options for housing style and affordability, the characteristics of a community tilt toward a single group, often of well-off residents. While this may seem attractive to a community, the absence of affordable townhomes, condominiums, single family detached homes and apartments means that in addition to losing the vibrancy of diverse thoughts and lifestyles, the community loses the service workers that sustain all communities – police officers, school teachers, house painters and electricians. These workers must live elsewhere and commute in at great personal cost and to the detriment of traffic flow and air quality. Furthermore lower income residents pay so much of their income to rent or mortgage that little remains to bolster their own quality of life or local business.

The survey of the City and County of Honolulu residents asked respondents to reflect on the availability of affordable housing as well as the variety of housing options. The availability of affordable housing was rated as “excellent” or “good” by 9% of respondents, while the variety of housing options was rated as “excellent” or “good” by 25% of respondents. The rating of perceived affordable housing availability was worse in the City and County of Honolulu than the ratings, on average, in comparison jurisdictions.

FIGURE 14: RATINGS OF HOUSING IN COMMUNITY BY YEAR

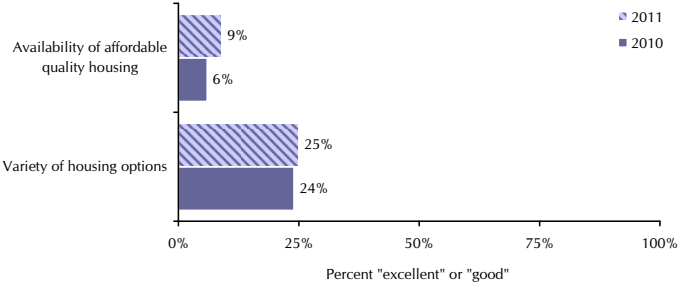


FIGURE 15: HOUSING CHARACTERISTICS BENCHMARKS

	National comparison	Populations over 300,000 comparison
Availability of affordable quality housing	Much below	Much below
Variety of housing options	Much below	Much below

To augment the perceptions of affordable housing in Honolulu, the cost of housing as reported in the survey was compared to residents’ reported monthly income to create a rough estimate of the proportion of residents of the City and County of Honolulu experiencing housing cost stress. About 61% of survey participants were found to pay housing costs of more than 30% of their monthly household income. Many more residents in Honolulu experience housing cost stress than in comparison communities.

FIGURE 16: PROPORTION OF RESPONDENTS EXPERIENCING HOUSING COST STRESS BY YEAR

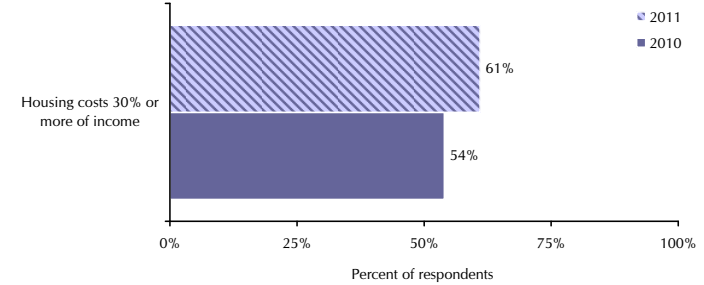


FIGURE 17: HOUSING COSTS BENCHMARKS

	National comparison	Populations over 300,000 comparison
Experiencing housing costs stress (housing costs 30% or MORE of income)	Much more	Much more

Land Use and Zoning

Community development contributes to a feeling among residents and even visitors of the attention given to the speed of growth, the location of residences and businesses, the kind of housing that is appropriate for the community and the ease of access to commerce, green space and residences. Even the community's overall appearance often is attributed to the planning and enforcement functions of the local jurisdiction. Residents will appreciate an attractive, well-planned community. The NCS questionnaire asked residents to evaluate the quality of new development, the appearance of the City and County of Honolulu and the speed of population growth. Problems with the appearance of property were rated, and the quality of land use planning, zoning and code enforcement services were evaluated.

The overall quality of new development in the City and County of Honolulu was rated as "excellent" by 7% of respondents and as "good" by an additional 32%. The overall appearance of Honolulu was rated as "excellent" or "good" by 53% of respondents and was lower than the national benchmark. When rating to what extent run down buildings, weed lots or junk vehicles were a problem in the City and County of Honolulu, 25% thought they were a "major" problem. The rating for land use, planning and zoning increased from 2010 to 2011.

FIGURE 18: RATINGS OF THE COMMUNITY'S "BUILT ENVIRONMENT" BY YEAR

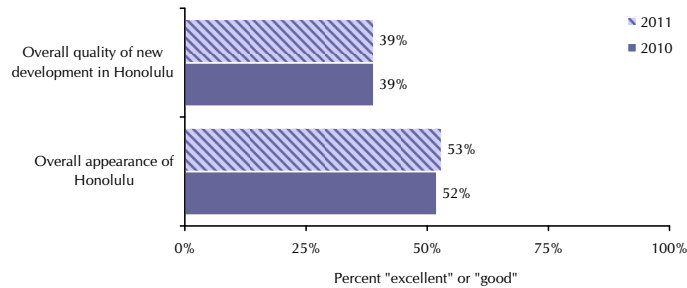


FIGURE 19: BUILT ENVIRONMENT BENCHMARKS

	National comparison	Populations over 300,000 comparison
Quality of new development in Honolulu	Much below	Much below
Overall appearance of Honolulu	Much below	Similar

FIGURE 20: RATINGS OF POPULATION GROWTH BY YEAR

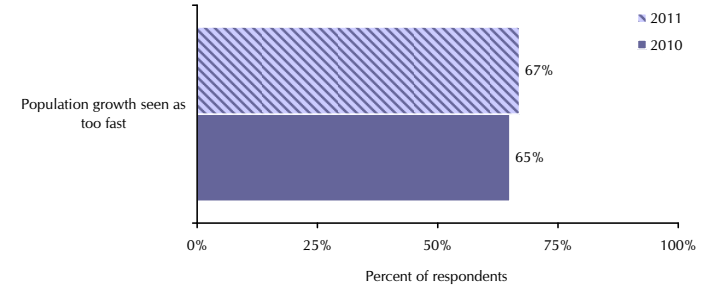


FIGURE 21: POPULATION GROWTH BENCHMARKS

	National comparison	Populations over 300,000 comparison
Population growth seen as too fast	Much more	Much more

FIGURE 22: RATINGS OF NUISANCE PROBLEMS BY YEAR

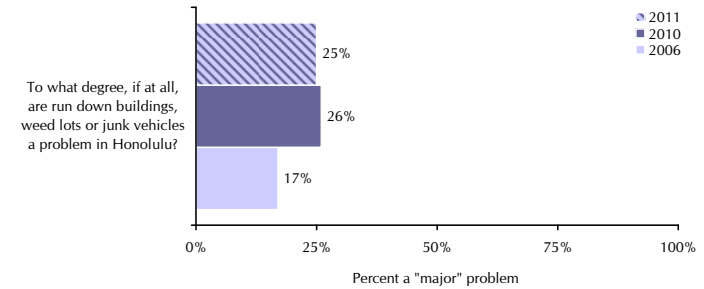


FIGURE 23: NUISANCE PROBLEMS BENCHMARKS

	National comparison	Populations over 300,000 comparison
Run down buildings, weed lots and junk vehicles seen as a "major" problem	Much more	Much more

FIGURE 24: RATINGS OF PLANNING AND COMMUNITY CODE ENFORCEMENT SERVICES BY YEAR

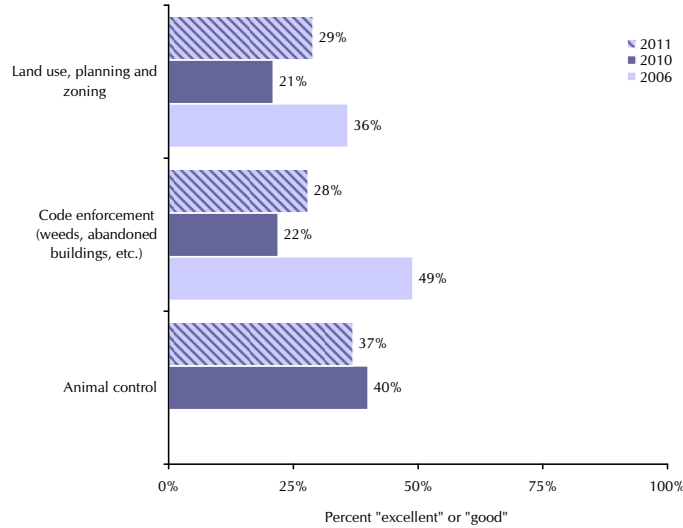


FIGURE 25: PLANNING AND COMMUNITY CODE ENFORCEMENT SERVICES BENCHMARKS

	National comparison	Populations over 300,000 comparison
Land use, planning and zoning	Much below	Similar
Code enforcement (weeds, abandoned buildings, etc.)	Much below	Below
Animal control	Much below	Much below

ECONOMIC SUSTAINABILITY

The United States has been in recession since late 2007 with an accelerated downturn occurring in the fourth quarter of 2008. Officially we emerged from recession in the third quarter of 2009, but high unemployment lingers, keeping a lid on a strong recovery. Many readers worry that the ill health of the economy will color how residents perceive their environment and the services that local government delivers. NRC researchers have found that the economic downturn has chastened Americans' view of their own economic futures but has not colored their perspectives about community services or quality of life.

Survey respondents were asked to rate a number of community features related to economic opportunity and growth. The most positively rated features were shopping opportunities and Honolulu as a place to work. Receiving the lowest rating was employment opportunities. The rating for the overall quality of business and service establishments in Honolulu increased from 2010 to 2011.

FIGURE 26: RATINGS OF ECONOMIC SUSTAINABILITY AND OPPORTUNITIES BY YEAR

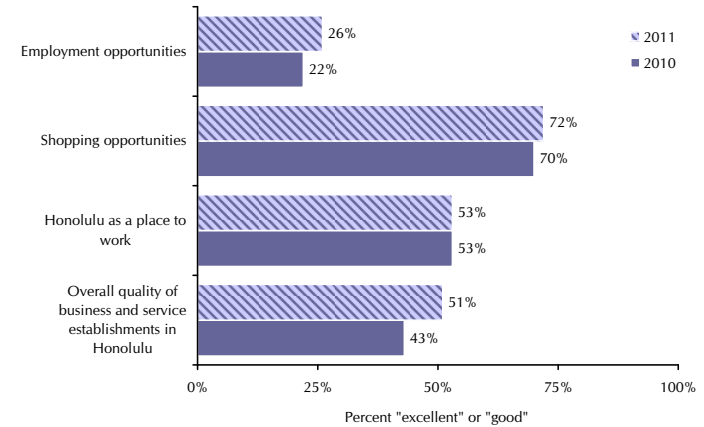


FIGURE 27: ECONOMIC SUSTAINABILITY AND OPPORTUNITIES BENCHMARKS

	National comparison	Populations over 300,000 comparison
Employment opportunities	Similar	Below
Shopping opportunities	Much above	Similar
Honolulu as a place to work	Similar	Below
Overall quality of business and service establishments in Honolulu	Below	Below

Residents were asked to evaluate the speed of jobs growth and retail growth on a scale from “much too slow” to “much too fast.” When asked about the rate of jobs growth in Honolulu, 82% responded that it was “too slow,” while 16% reported retail growth as “too slow.” Fewer residents in Honolulu compared to other jurisdictions believed that retail growth was too slow and more residents believed that jobs growth was too slow.

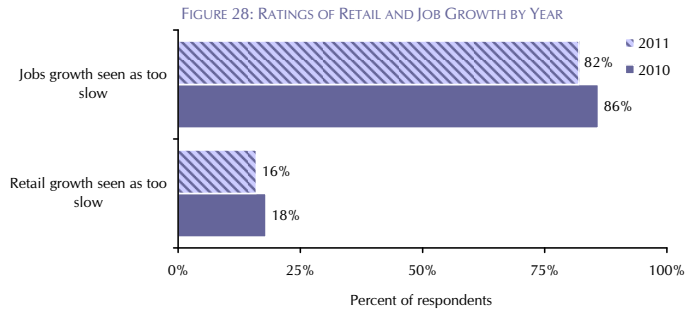


FIGURE 29: RETAIL AND JOB GROWTH BENCHMARKS

	National comparison	Populations over 300,000 comparison
Retail growth seen as too slow	Much less	Much less
Jobs growth seen as too slow	Much more	More

FIGURE 30: RATINGS OF ECONOMIC DEVELOPMENT SERVICES BY YEAR

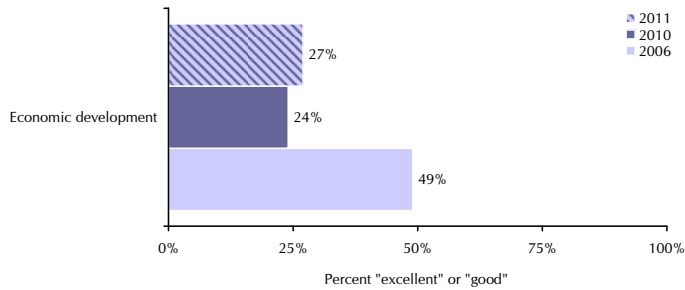


FIGURE 31: ECONOMIC DEVELOPMENT SERVICES BENCHMARKS

	National comparison	Populations over 300,000 comparison
Economic development	Much below	Below

Residents were asked to reflect on their economic prospects in the near term. Eighteen percent of the City and County of Honolulu residents expected that the coming six months would have a “somewhat” or “very” positive impact on their family. The percent of residents with an optimistic outlook on their household income was the same as in comparison jurisdictions.

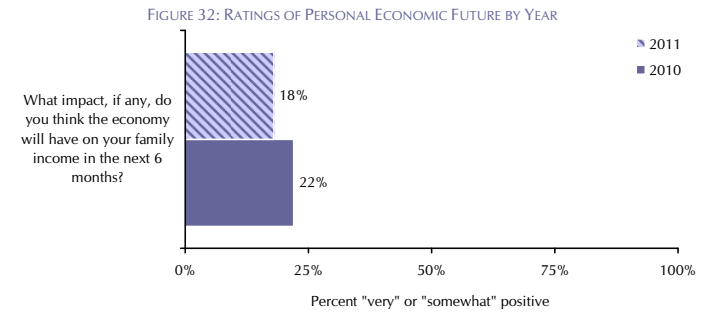


FIGURE 33: PERSONAL ECONOMIC FUTURE BENCHMARKS

	National comparison	Populations over 300,000 comparison
Positive impact of economy on household income	Similar	Similar

PUBLIC SAFETY

Safety from violent or property crimes creates the cornerstone of an attractive community. No one wants to live in fear of crime, fire or natural hazards, and communities in which residents feel protected or unthreatened are communities that are more likely to show growth in population, commerce and property value.

Residents were asked to rate their feelings of safety from violent crimes, property crimes, fire and environmental dangers and to evaluate the local agencies whose main charge is to provide protection from these dangers. Many gave positive ratings of safety in the City and County of Honolulu. About half of those completing the questionnaire said they felt “very” or “somewhat” safe from violent crimes and 57% felt “very” or “somewhat” safe from environmental hazards. Daytime sense of safety was better than nighttime safety and neighborhoods felt safer than downtown. Ratings of safety remained stable from 2010 to 2011.

FIGURE 34: RATINGS OF COMMUNITY AND PERSONAL PUBLIC SAFETY BY YEAR

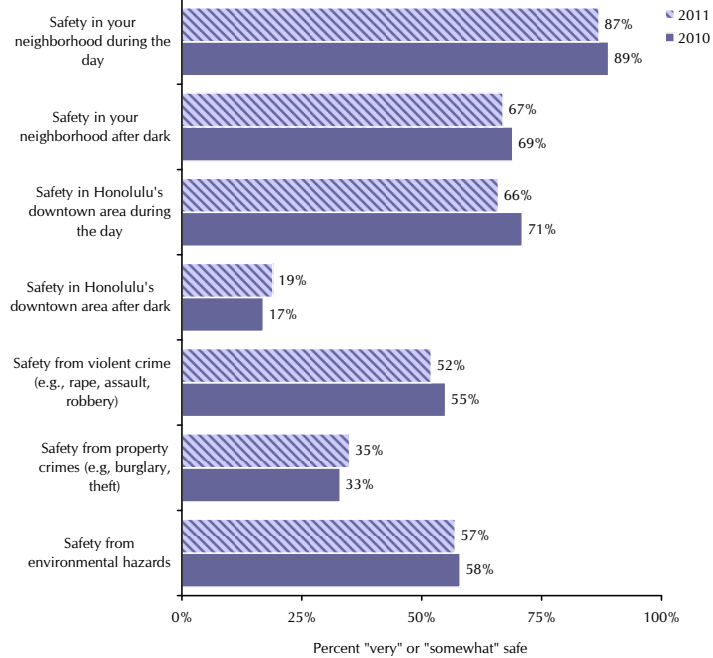


FIGURE 35: COMMUNITY AND PERSONAL PUBLIC SAFETY BENCHMARKS

	National comparison	Populations over 300,000 comparison
In your neighborhood during the day	Below	Above
In your neighborhood after dark	Below	Similar
In Honolulu's downtown area during the day	Much below	Below
In Honolulu's downtown area after dark	Much below	Much below
Violent crime (e.g., rape, assault, robbery)	Much below	Below
Property crimes (e.g., burglary, theft)	Much below	Much below
Environmental hazards, including toxic waste	Much below	Much below

As assessed by the survey, 16% of respondents reported that someone in the household had been the victim of one or more crimes in the past year. Of those who had been the victim of a crime, 79% had reported it to police. Compared to other jurisdictions with populations over 300,000 fewer Honolulu residents had been victims of crime in the 12 months preceding the survey and more Honolulu residents had reported their most recent crime victimization to the police.

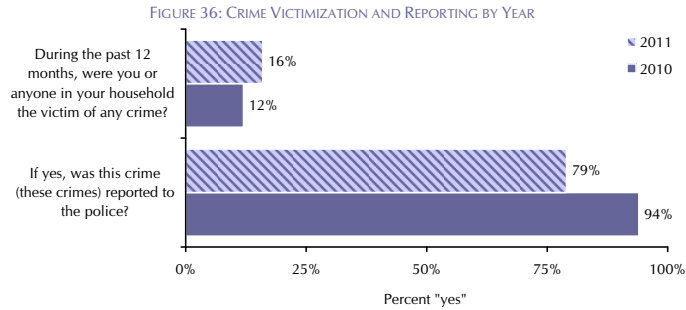
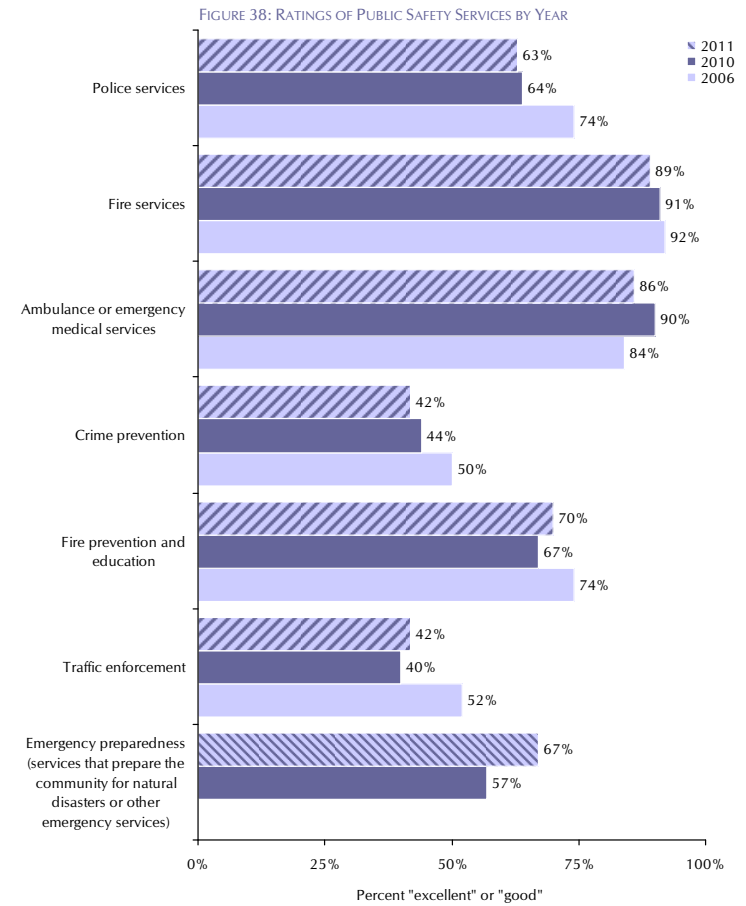


FIGURE 37: CRIME VICTIMIZATION AND REPORTING BENCHMARKS

	National comparison	Populations over 300,000 comparison
Victim of crime	More	Less
Reported crimes	Similar	More

Residents rated eight City and County public safety services. Fire services and ambulance or emergency medical services received the highest ratings, while crime prevention and traffic enforcement received the lowest ratings. Most were rated similar when compared to previous years.



City and County of Honolulu | 2011

FIGURE 39: PUBLIC SAFETY SERVICES BENCHMARKS

	National comparison	Populations over 300,000 comparison
Police services	Much below	Below
Fire services	Similar	Similar
Ambulance or emergency medical services	Similar	Above
Crime prevention	Much below	Similar
Fire prevention and education	Below	Above
Traffic enforcement	Much below	Much below
Emergency preparedness (services that prepare the community for natural disasters or other emergency situations)	Above	Much above

City and County of Honolulu | 2011

FIGURE 40: CONTACT WITH POLICE AND FIRE DEPARTMENTS BY YEAR

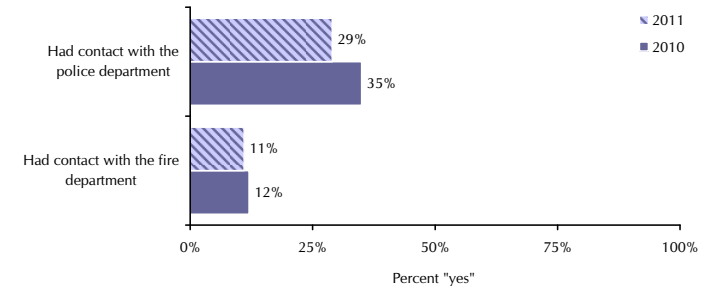


FIGURE 41: RATINGS OF POLICE AND FIRE EMPLOYEES BY YEAR

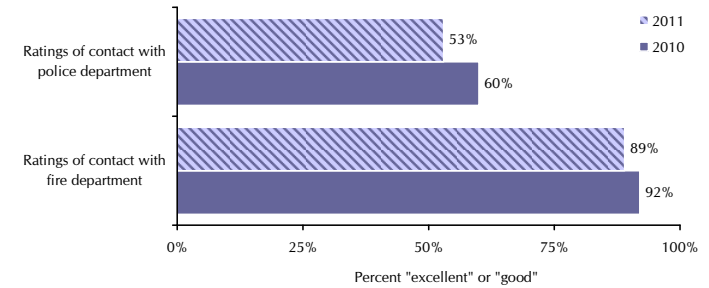


FIGURE 42: CONTACT WITH POLICE AND FIRE DEPARTMENTS BENCHMARKS

	National comparison	Populations over 300,000 comparison
Had contact with the Honolulu Police Department	Much less	Not available
Overall impression of most recent contact with the Honolulu Police Department	Much below	Below
Had contact with the Honolulu Fire Department	Less	Not available
Overall impression of most recent contact with the Honolulu Fire Department	Above	Not available

ENVIRONMENTAL SUSTAINABILITY

Residents value the aesthetic qualities of their hometowns and appreciate features such as overall cleanliness and landscaping. In addition, the appearance and smell or taste of the air and water do not go unnoticed. These days, increasing attention is paid to proper treatment of the environment. At the same time that they are attending to community appearance and cleanliness, cities, counties, states and the nation are going “Green”. These strengthening environmental concerns extend to trash haul, recycling, sewer services, the delivery of power and water and preservation of open spaces. Treatment of the environment affects air and water quality and, generally, how habitable and inviting a place appears.

Residents of the City and County of Honolulu were asked to evaluate their local environment and the services provided to ensure its quality. The overall quality of the natural environment was rated as “excellent” or “good” by 67% of survey respondents. Air quality received the highest rating, and it was above the benchmarks. The rating for the preservation of natural areas increased from 2010 to 2011.

FIGURE 43: RATINGS OF THE COMMUNITY’S NATURAL ENVIRONMENT BY YEAR

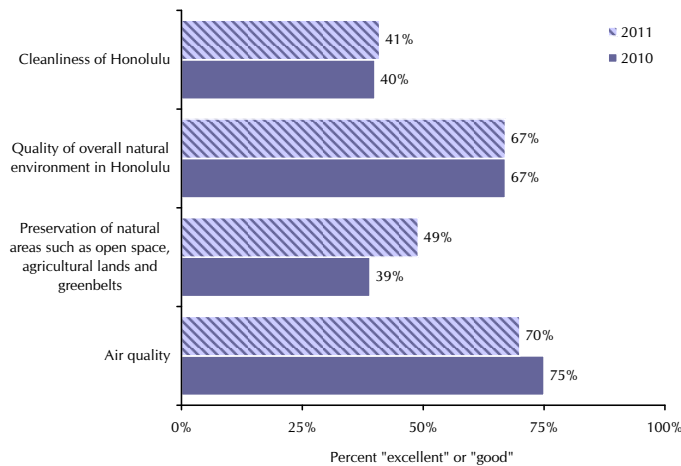


FIGURE 44: COMMUNITY ENVIRONMENT BENCHMARKS

	National comparison	Populations over 300,000 comparison
Cleanliness of Honolulu	Much below	Much below
Quality of overall natural environment in Honolulu	Similar	Above
Preservation of natural areas such as open space, agricultural lands and greenbelts	Below	Similar
Air quality	Above	Much above

Resident recycling was much greater than recycling reported in comparison communities.

FIGURE 45: FREQUENCY OF RECYCLING IN LAST 12 MONTHS BY YEAR

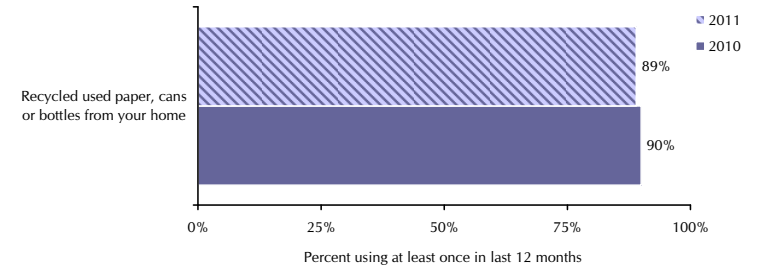


FIGURE 46: FREQUENCY OF RECYCLING BENCHMARKS

	National comparison	Populations over 300,000 comparison
Recycled used paper, cans or bottles from your home	Much more	Much more

Of the six utility services rated by those completing the questionnaire, one was higher than the custom benchmark comparison, five were similar to the custom comparison and none were below the custom benchmark comparison.

FIGURE 47: RATINGS OF UTILITY SERVICES BY YEAR

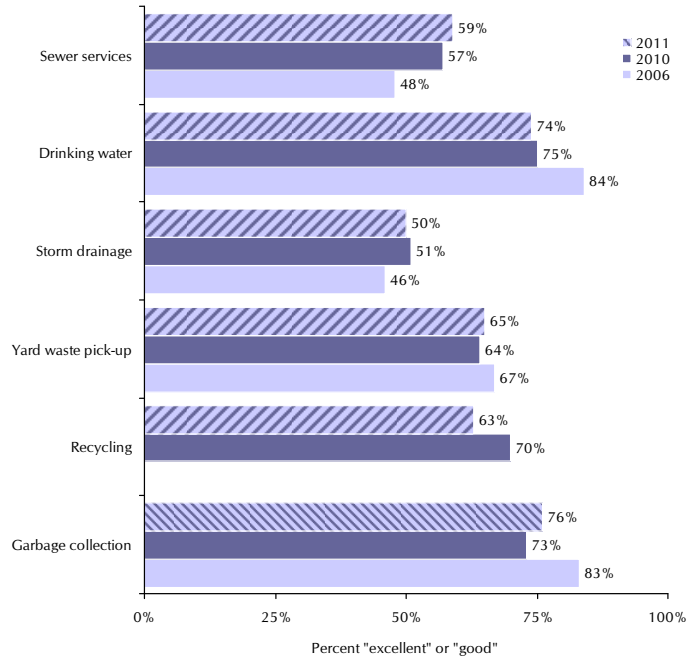


FIGURE 48: UTILITY SERVICES BENCHMARKS

	National comparison	Populations over 300,000 comparison
Sewer services	Much below	Similar
Drinking water	Much above	Much above
Storm drainage	Below	Similar
Yard waste pick-up	Below	Similar
Recycling	Below	Similar
Garbage collection	Below	Similar

RECREATION AND WELLNESS

Parks and Recreation

Quality parks and recreation opportunities help to define a community as more than the grind of its business, traffic and hard work. Leisure activities vastly can improve the quality of life of residents, serving both to entertain and mobilize good health. The survey contained questions seeking residents' perspectives about opportunities and services related to the community's parks and recreation services.

Recreation opportunities in the City and County of Honolulu were rated positively as were services related to parks and recreation. Recreational opportunities were rated much above the benchmarks.

Resident use of Honolulu parks and recreation facilities tells its own story about the attractiveness and accessibility of those services. The percent of residents that used Honolulu recreation centers was less than the percent of users in comparison jurisdictions. Similarly, recreation program use in Honolulu was lower than use in comparison jurisdictions.

FIGURE 49: RATINGS OF COMMUNITY RECREATIONAL OPPORTUNITIES BY YEAR

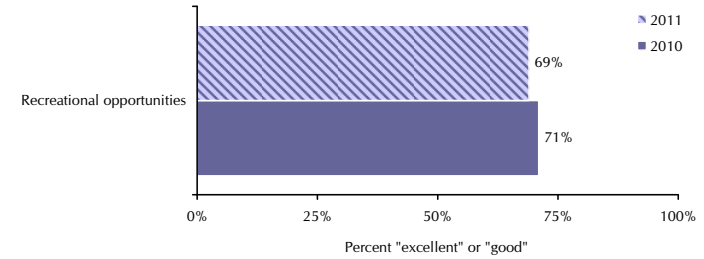


FIGURE 50: COMMUNITY RECREATIONAL OPPORTUNITIES BENCHMARKS

	National comparison	Populations over 300,000 comparison
Recreation opportunities	Much above	Much above

City and County of Honolulu | 2011

FIGURE 51: PARTICIPATION IN PARKS AND RECREATION OPPORTUNITIES BY YEAR

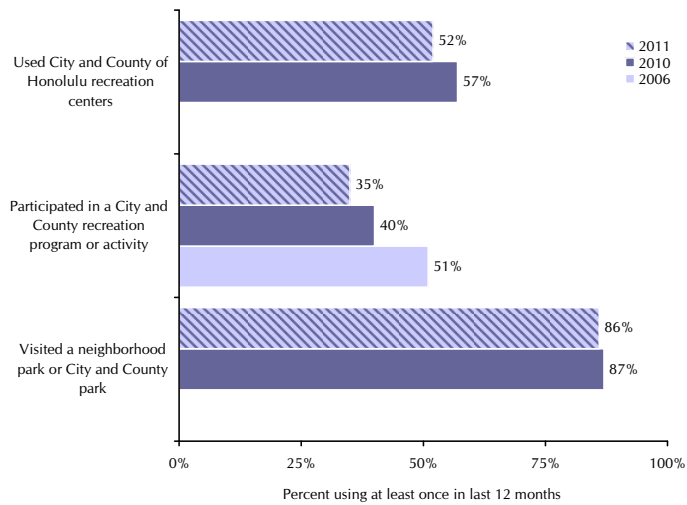


FIGURE 52: PARTICIPATION IN PARKS AND RECREATION OPPORTUNITIES BENCHMARKS

	National comparison	Populations over 300,000 comparison
Used Honolulu recreation centers	Less	Less
Participated in a recreation program or activity	Much less	Much less
Visited a neighborhood park or City and County park	Similar	Similar

The National Citizen Survey™ by National Research Center, Inc.

City and County of Honolulu | 2011

FIGURE 53: RATINGS OF PARKS AND RECREATION SERVICES BY YEAR

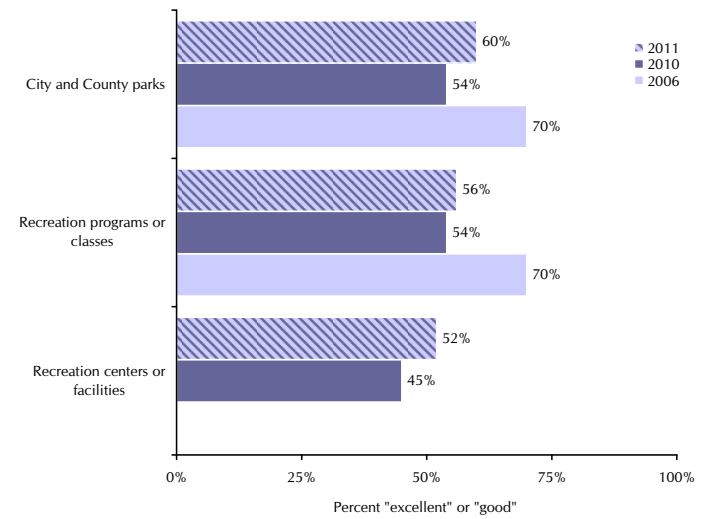


FIGURE 54: PARKS AND RECREATION SERVICES BENCHMARKS

	National comparison	Populations over 300,000 comparison
City and County parks	Much below	Much below
Recreation programs or classes	Much below	Below
Recreation centers or facilities	Much below	Below

The National Citizen Survey™ by National Research Center, Inc.

Culture, Arts and Education

A full service community does not address only the life and safety of its residents. Like individuals who simply go to the office and return home, a community that pays attention only to the life sustaining basics becomes insular, dreary and uninspiring. In the case of communities without thriving culture, arts and education opportunities, the magnet that attracts those who might consider relocating there is vastly weakened. Cultural, artistic, social and educational services elevate the opportunities for personal growth among residents. In the survey, residents were asked about the quality of opportunities to participate in cultural and educational activities.

Opportunities to attend cultural activities was rated as "excellent" or "good" by 71% of respondents. Educational opportunities were rated as "excellent" or "good" by 45% of respondents. Compared to the benchmark data, educational opportunities were much below the average of comparison jurisdictions, while cultural activity opportunities were rated much above the benchmark comparisons.

FIGURE 55: RATINGS OF CULTURAL AND EDUCATIONAL OPPORTUNITIES BY YEAR

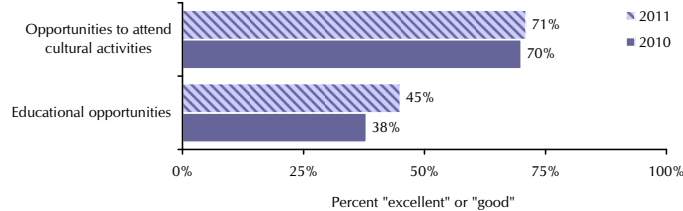


FIGURE 56: CULTURAL AND EDUCATIONAL OPPORTUNITIES BENCHMARKS

	National comparison	Populations over 300,000 comparison
Opportunities to attend cultural activities	Much above	Much above
Educational opportunities	Much below	Much below

FIGURE 57: PARTICIPATION IN CULTURAL AND EDUCATIONAL OPPORTUNITIES BY YEAR

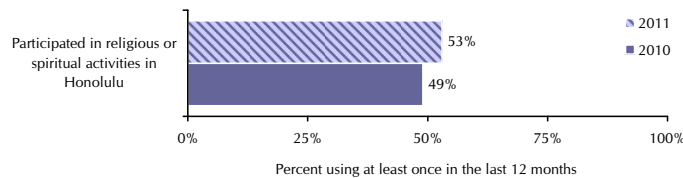


FIGURE 58: PARTICIPATION IN CULTURAL AND EDUCATIONAL OPPORTUNITIES BENCHMARKS

	National comparison	Populations over 300,000 comparison
Participated in religious or spiritual activities in Honolulu	Similar	Similar

Health and Wellness

Healthy residents have the wherewithal to contribute to the economy as volunteers or employees and they do not present a burden in cost and time to others. Although residents bear the primary responsibility for their good health, local government provides services that can foster that well being and that provide care when residents are ill.

Residents of the City and County of Honolulu were asked to rate the community's health services as well as the availability of health care, high quality affordable food and preventive health care services. The availability of preventive health services and affordable quality food were rated most positively for the City and County of Honolulu, while the availability of affordable quality health care was rated less favorably by residents.

Among Honolulu residents, 34% rated affordable quality health care as "excellent" or "good." Those ratings were below the ratings of comparison communities.

FIGURE 59: RATINGS OF COMMUNITY HEALTH AND WELLNESS ACCESS AND OPPORTUNITIES BY YEAR

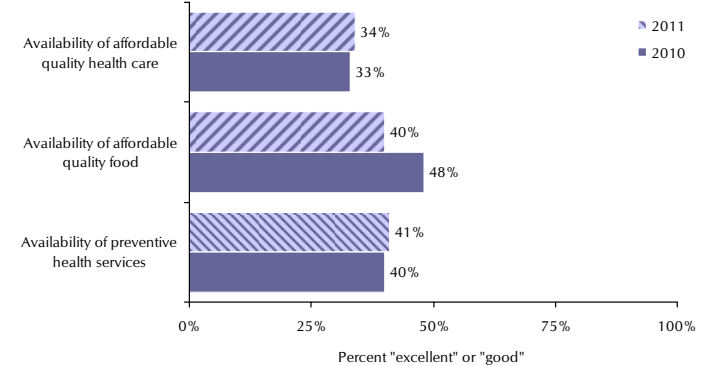


FIGURE 60: COMMUNITY HEALTH AND WELLNESS ACCESS AND OPPORTUNITIES BENCHMARKS

	National comparison	Populations over 300,000 comparison
Availability of affordable quality health care	Much below	Below
Availability of affordable quality food	Much below	Much below
Availability of preventive health services	Much below	Below

COMMUNITY INCLUSIVENESS

Diverse communities that include among their residents a mix of races, ages, wealth, ideas and beliefs have the raw material for the most vibrant and creative society. However, the presence of these features alone does not ensure a high quality or desirable space. Surveyed residents were asked about the success of the mix: the sense of community, the openness of residents to people of diverse backgrounds and the attractiveness of the City and County of Honolulu as a place to raise children or to retire. They were also questioned about the quality of services delivered to various population subgroups, including older adults, youth and residents with few resources. A community that succeeds in creating an inclusive environment for a variety of residents is a community that offers more to many.

A majority of residents rated the City and County of Honolulu as an “excellent” or “good” place to raise kids and a majority rated it as an excellent or good place to retire. About half of residents felt that the local sense of community was “excellent” or “good.” More survey respondents felt the City and County of Honolulu was open and accepting towards people of diverse backgrounds. The availability of affordable quality child care was rated the lowest by residents and was much below the benchmarks. The rating for Honolulu as a place to retire declined from 2010 to 2011.

FIGURE 61: RATINGS OF COMMUNITY QUALITY AND INCLUSIVENESS BY YEAR

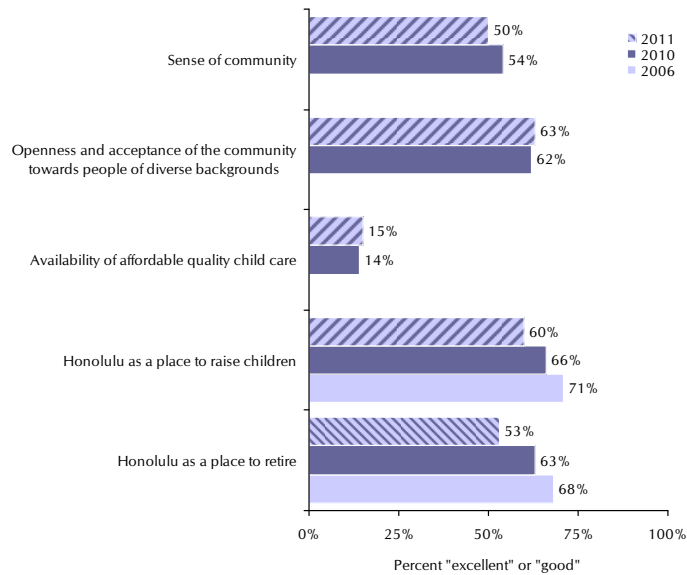


FIGURE 62: COMMUNITY QUALITY AND INCLUSIVENESS BENCHMARKS

	National comparison	Populations over 300,000 comparison
Sense of community	Below	Similar
Openness and acceptance of the community toward people of diverse backgrounds	Similar	Above
Availability of affordable quality child care	Much below	Much below
Honolulu as a place to raise kids	Much below	Below
Honolulu as a place to retire	Much below	Similar

Services to more vulnerable populations (e.g. seniors, youth or low-income residents) ranged from 45% to 49% with ratings of “excellent” or “good.” The ratings for services to youth and services to low-income people improved from 2010 to 2011.

FIGURE 63: RATINGS OF QUALITY OF SERVICES PROVIDED FOR POPULATION SUBGROUPS BY YEAR

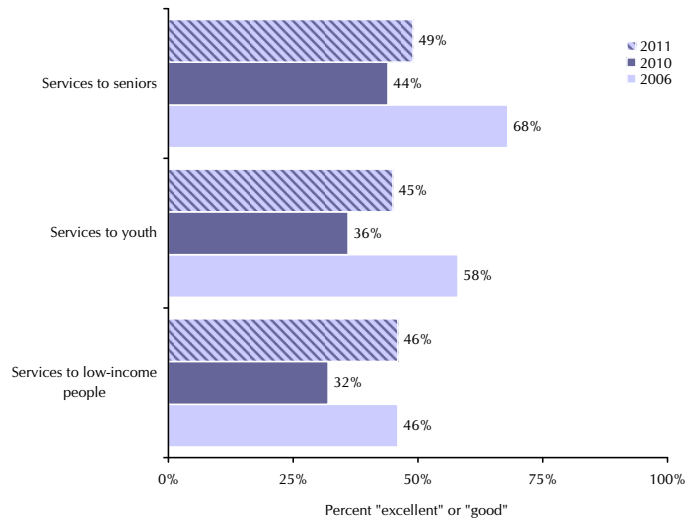


FIGURE 64: SERVICES PROVIDED FOR POPULATION SUBGROUPS BENCHMARKS

	National comparison	Populations over 300,000 comparison
Services to seniors	Much below	Similar
Services to youth	Below	Similar
Services to low income people	Similar	Above

CIVIC ENGAGEMENT

Community leaders cannot run a jurisdiction alone and a jurisdiction cannot run effectively if residents remain strangers with little to connect them. Elected officials and staff require the assistance of local residents whether that assistance comes in tacit approval or eager help; and commonality of purpose among the electorate facilitates policies and programs that appeal to most and causes discord among few. Furthermore, when neighbors help neighbors, the cost to the community to provide services to residents in need declines. When residents are civically engaged, they have taken the opportunity to participate in making the community more livable for all. The extent to which local government provides opportunities to become informed and engaged and the extent to which residents take those opportunities is an indicator of the connection between government and populace. By understanding your residents' level of connection to, knowledge of and participation in local government, the City and County can find better opportunities to communicate and educate citizens about its mission, services, accomplishments and plans. Communities with strong civic engagement may be more likely to see the benefits of programs intended to improve the quality of life of all residents and therefore would be more likely to support those new policies or programs.

Civic Activity

Respondents were asked about the perceived community volunteering opportunities and their participation as citizens of the City and County of Honolulu. Survey participants rated the volunteer opportunities in the City and County of Honolulu favorably. Opportunities to attend or participate in community matters were rated somewhat less favorably.

Ratings of civic engagement opportunities were similar or above ratings from comparison jurisdictions where these questions were asked. These ratings had remained stable from 2010 to 2011.

FIGURE 65: RATINGS OF CIVIC ENGAGEMENT OPPORTUNITIES BY YEAR

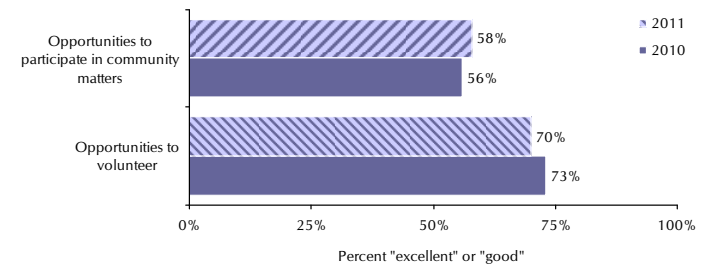


FIGURE 66: CIVIC ENGAGEMENT OPPORTUNITIES BENCHMARKS

	National comparison	Populations over 300,000 comparison
Opportunities to participate in community matters	Similar	Above
Opportunities to volunteer	Similar	Above

Most of the participants in this survey had not attended a public meeting or participated in a club in the 12 months prior to the survey, but the vast majority had helped a friend. The participation rates of these civic behaviors were compared to the rates in other jurisdictions.

FIGURE 67: PARTICIPATION IN CIVIC ENGAGEMENT OPPORTUNITIES BY YEAR

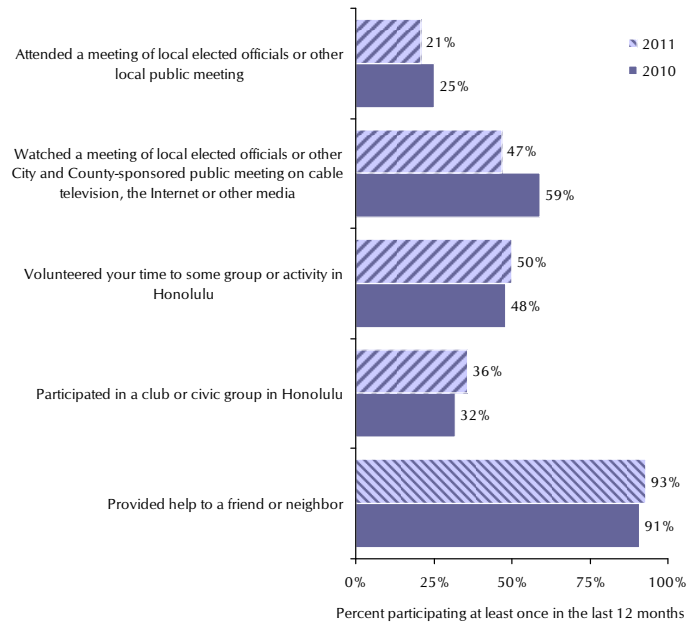
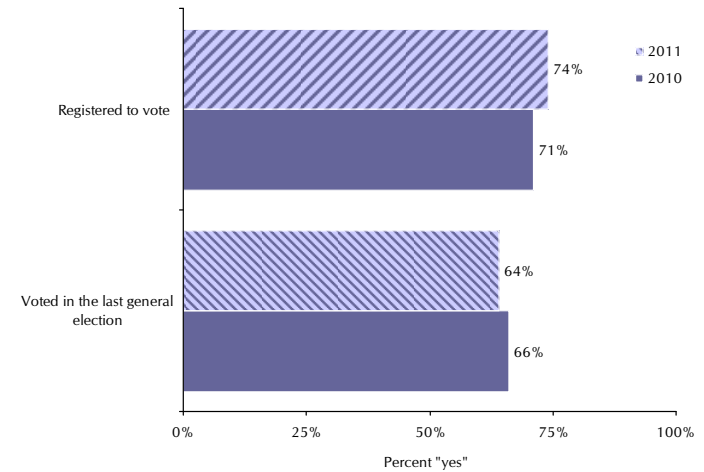


FIGURE 68: PARTICIPATION IN CIVIC ENGAGEMENT OPPORTUNITIES BENCHMARKS

	National comparison	Populations over 300,000 comparison
Attended a meeting of local elected officials or other local public meeting	Much less	Less
Watched a meeting of local elected officials or other public meeting on cable television, the Internet or other media	Much more	Much more
Volunteered your time to some group or activity in Honolulu	Much more	More
Participated in a club or civic group in Honolulu	More	Much more
Provided help to a friend or neighbor	Similar	Similar

Seventy-four percent of City and County residents reported they were registered to vote and 64% indicated they had voted in the last general election. This rate of self-reported voting was lower than that of comparison communities.

FIGURE 69: REPORTED VOTING BEHAVIOR BY YEAR



Note: In addition to the removal of "don't know" responses, those who said "ineligible to vote" also have been omitted from this calculation. The full frequencies appear in Appendix A.

FIGURE 70: VOTING BEHAVIOR BENCHMARKS

	National comparison	Populations over 300,000 comparison
Registered to vote	Much less	Much less
Voted in last general election	Much less	Much less

Information and Awareness

Those completing the survey were asked about their use and perceptions of various information sources and local government media services. When asked whether they had visited the City and County of Honolulu Web site in the previous 12 months, 60% reported they had done so at least once. Public information services were rated similarly compared to the custom benchmark data.

FIGURE 71: USE OF INFORMATION SOURCES BY YEAR

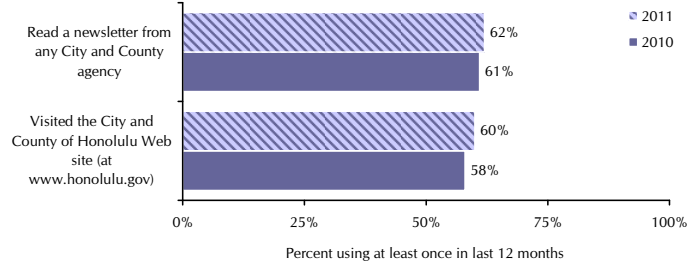


FIGURE 72: USE OF INFORMATION SOURCES BENCHMARKS

	National comparison	Populations over 300,000 comparison
Read a newsletter from any City and County agency	Much less	Much more
Visited the City and County of Honolulu Web site	Similar	Similar

FIGURE 73: RATINGS OF LOCAL GOVERNMENT MEDIA SERVICES AND INFORMATION DISSEMINATION BY YEAR

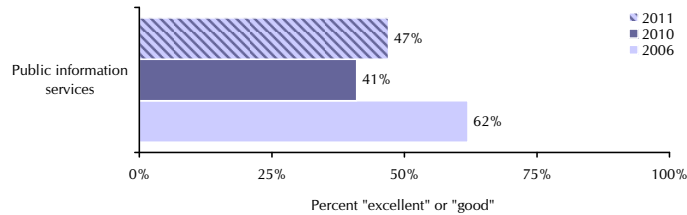


FIGURE 74: LOCAL GOVERNMENT MEDIA SERVICES AND INFORMATION DISSEMINATION BENCHMARKS

	National comparison	Populations over 300,000 comparison
Public information services	Much below	Similar

Social Engagement

Opportunities to participate in social events and activities were rated as “excellent” or “good” by 60% of respondents, while even more rated opportunities to participate in religious or spiritual events and activities as “excellent” or “good.” These ratings had remained stable over time.

FIGURE 75: RATINGS OF SOCIAL ENGAGEMENT OPPORTUNITIES BY YEAR

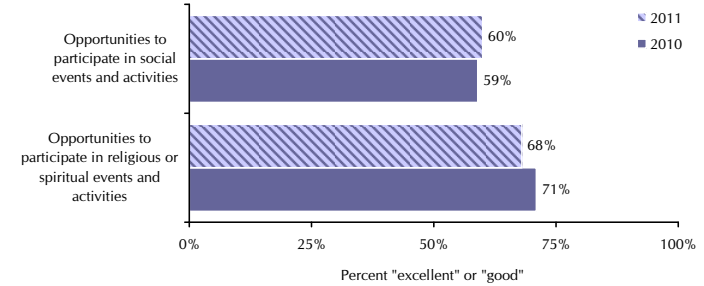


FIGURE 76: SOCIAL ENGAGEMENT OPPORTUNITIES BENCHMARKS

	National comparison	Populations over 300,000 comparison
Opportunities to participate in social events and activities	Similar	Much above
Opportunities to participate in religious or spiritual events and activities	Below	Similar

Residents in Honolulu reported a fair amount of neighborliness. About half indicated talking or visiting with their neighbors at least several times a week. This amount of contact with neighbors was about the same as the amount of contact reported in other communities.

FIGURE 77: CONTACT WITH IMMEDIATE NEIGHBORS BY YEAR

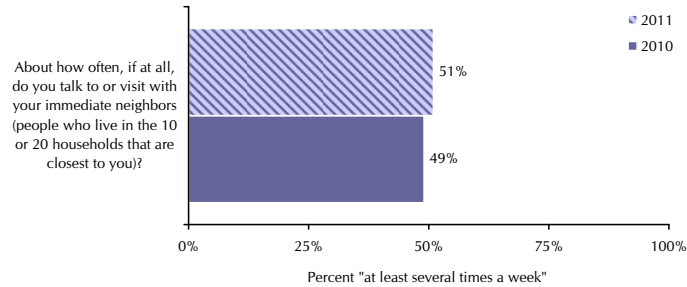


FIGURE 78: CONTACT WITH IMMEDIATE NEIGHBORS BENCHMARKS

	National comparison	Populations over 300,000 comparison
Has contact with neighbors at least several times per week	Similar	Similar

PUBLIC TRUST

When local government leaders are trusted, an environment of cooperation is more likely to surround all decisions they make. Cooperation leads to easier communication between leaders and residents and increases the likelihood that high value policies and programs will be implemented to improve the quality of life of the entire community. Trust can be measured in residents' opinions about the overall direction the City and County of Honolulu is taking, their perspectives about the service value their taxes purchase and the openness of government to citizen participation. In addition, resident opinion about services provided by the City and County of Honolulu could be compared to their opinion about services provided by the state and federal governments. If residents find nothing to admire in the services delivered by any level of government, their opinions about the City and County of Honolulu may be colored by their dislike of what all levels of government provide.

Less than half of respondents felt that the value of services for taxes paid was "excellent" or "good." When asked to rate the job the City and County of Honolulu does at welcoming citizen involvement, 37% rated it as "excellent" or "good."

FIGURE 79: PUBLIC TRUST RATINGS BY YEAR

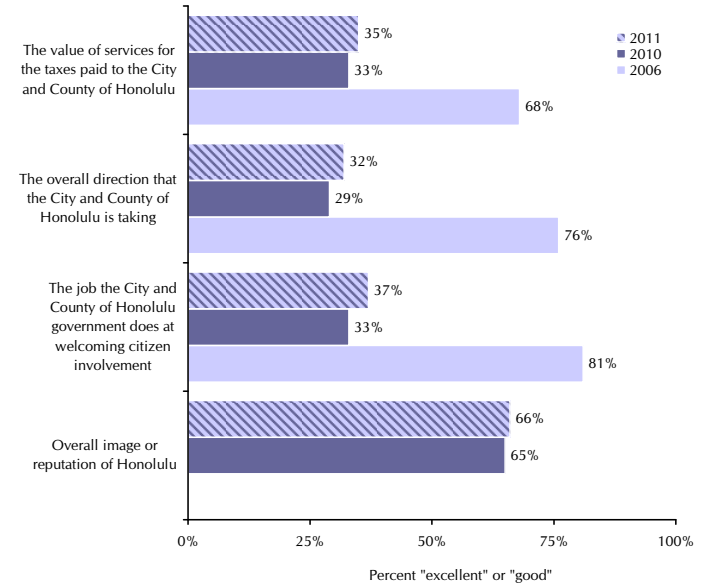


FIGURE 80: PUBLIC TRUST BENCHMARKS

	National comparison	Populations over 300,000 comparison
Value of services for the taxes paid to the City and County of Honolulu	Much below	Below
The overall direction that the City and County of Honolulu is taking	Much below	Much below
Job the City and County of Honolulu government does at welcoming citizen involvement	Much below	Similar
Overall image or reputation of Honolulu	Similar	Above

On average, residents of the City and County of Honolulu gave the highest evaluations to their own local government and the lowest average rating to the State Government. The overall quality of services delivered by the City and County of Honolulu was rated as “excellent” or “good” by 53% of survey participants. The City and County of Honolulu’s rating was below the benchmarks. Ratings of overall City and County services had increased from 2010 to 2011.

FIGURE 81: RATINGS OF SERVICES PROVIDED BY LOCAL, STATE AND FEDERAL GOVERNMENTS BY YEAR

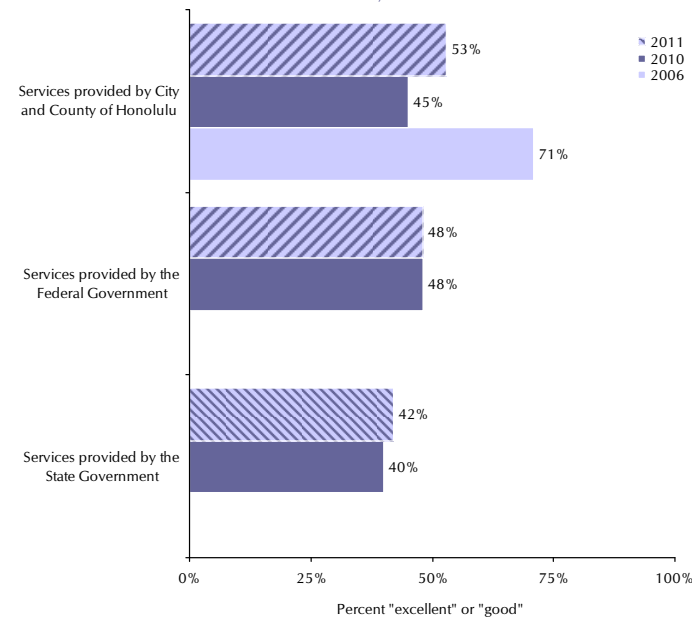


FIGURE 82: SERVICES PROVIDED BY LOCAL, STATE AND FEDERAL GOVERNMENTS BENCHMARKS

	National comparison	Populations over 300,000 comparison
Services provided by the City and County of Honolulu	Much below	Below
Services provided by the Federal Government	Much above	Much above
Services provided by the State Government	Similar	Similar

City and County of Honolulu Employees

The employees of the City and County of Honolulu who interact with the public create the first impression that most residents have of the City and County of Honolulu. Front line staff who provide information, assist with bill paying, collect trash, create service schedules, fight fires and crime and even give traffic tickets are the collective face of the City and County of Honolulu. As such, it is important to know about residents' experience talking with that "face." When employees appear to be knowledgeable, responsive and courteous, residents are more likely to feel that any needs or problems may be solved through positive and productive interactions with the City and County of Honolulu staff.

Those completing the survey were asked if they had been in contact with a City and County employee either in-person, over the phone or via email in the last 12 months; the 41% who reported that they had been in contact (a percent that is much lower than the benchmark comparisons) were then asked to indicate overall how satisfied they were with the employee in their most recent contact. City and County employees were rated highly; 60% of respondents rated their overall impression as "excellent" or "good." Employees' ratings were lower than the benchmarks and were similar to the most recent past survey year.

FIGURE 83: PROPORTION OF RESPONDENTS WHO HAD CONTACT WITH CITY AND COUNTY EMPLOYEES IN PREVIOUS 12 MONTHS BY YEAR

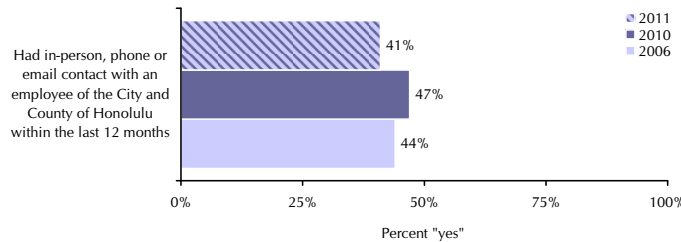


FIGURE 84: CONTACT WITH CITY AND COUNTY EMPLOYEES BENCHMARKS

	National comparison	Populations over 300,000 comparison
Had contact with City and County employee(s) in last 12 months	Much less	Much less

FIGURE 85: RATINGS OF CITY AND COUNTY EMPLOYEES (AMONG THOSE WHO HAD CONTACT) BY YEAR

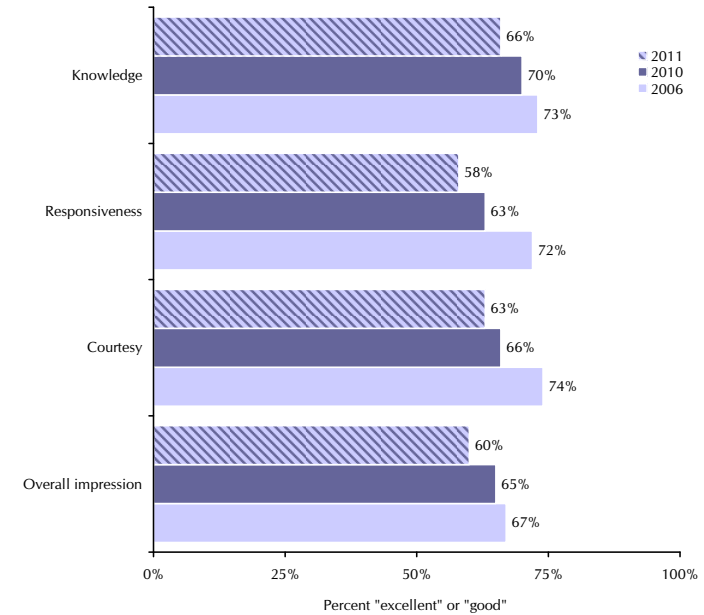


FIGURE 86: RATINGS OF CITY AND COUNTY EMPLOYEES (AMONG THOSE WHO HAD CONTACT) BENCHMARKS

	National comparison	Populations over 300,000 comparison
Knowledge	Much below	Below
Responsiveness	Much below	Much below
Courteousness	Much below	Much below
Overall impression	Much below	Much below

FROM DATA TO ACTION

RESIDENT PRIORITIES

Knowing where to focus limited resources to improve residents’ opinions of local government requires information that targets the services that are most important to residents. However, when residents are asked what services are most important, they rarely stray beyond core services – those directed to save lives and improve safety.

In market research, identifying the most important characteristics of a transaction or product is called Key Driver Analysis (KDA). The key drivers that are identified from that analysis do not come from asking customers to self-report which service or product characteristic most influenced their decision to buy or return, but rather from statistical analyses of the predictors of their behavior. When customers are asked to name the most important characteristics of a good or service, responses often are expected or misleading – just as they can be in the context of a citizen survey. For example, air travelers often claim that safety is the primary consideration in their choice of an airline, yet key driver analysis reveals that frequent flier perks or in-flight entertainment predicts their buying decisions.

In local government core services – like fire protection – invariably land at the top of the list created when residents are asked about the most important local government services. And core services are important. But by using KDA, our approach digs deeper to identify the less obvious, but more influential services that are most related to residents’ ratings of overall quality of local government services. Because services focused directly on life and safety remain essential to quality government, it is suggested that core services should remain the focus of continuous monitoring and improvement where necessary – but monitoring core services or asking residents to identify important services is not enough.

A KDA was conducted for the City and County of Honolulu by examining the relationships between ratings of each service and ratings of the City and County of Honolulu’s overall services. Those Key Driver services that correlated most highly with residents’ perceptions about overall City and County service quality have been identified. By targeting improvements in key services, the City and County of Honolulu can focus on the services that have the greatest likelihood of influencing residents’ opinions about overall service quality. Because a strong correlation is not the same as a cause, there is no guarantee that improving ratings on key drivers necessarily will improve ratings. What is certain from these analyses is that key drivers are good predictors of overall resident opinion and that the key drivers presented may be useful focus areas to consider for enhancement of overall service ratings.

Services found to be most strongly correlated with ratings of overall service quality from the Honolulu Key Driver Analysis were:

- Police services
- Code enforcement
- Recycling
- Emergency preparedness

CITY AND COUNTY OF HONOLULU ACTION CHART

The 2011 City and County of Honolulu Action Chart™ on the following page combines three dimensions of performance:

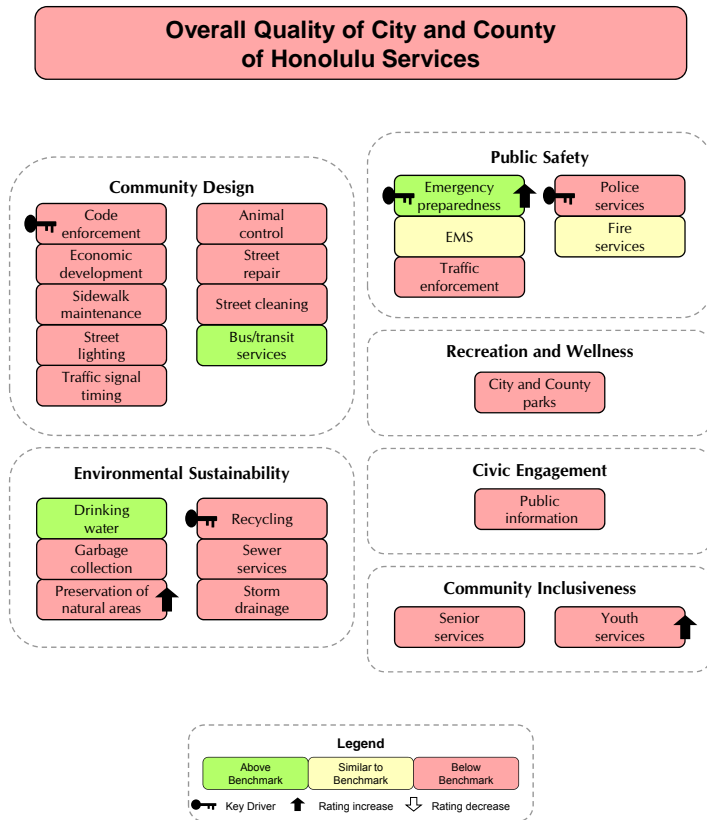
- Comparison to resident evaluations from other communities. When a comparison is available, the background color of each service box indicates whether the service is above the national benchmark (green), similar to the benchmark (yellow) or below the benchmark (red).
- Identification of key services. A black key icon (🔑) next to a service box indicates it as a key driver for the City and County.
- Trendline icons (up and down arrows), indicating whether the current ratings are higher or lower than the previous survey.

Twenty-four services were included in the KDA for the City and County of Honolulu. Of these, three were above the benchmark, 19 were below the benchmark and two were similar to the benchmark.

Considering all performance data included in the Action Chart, a jurisdiction typically will want to consider improvements to any key driver services that are not at least similar to the benchmark. In Honolulu, code enforcement, recycling and police were below the benchmark. More detail about interpreting results can be found in the next section.

Services with a high percent of respondents answering “don’t know” were excluded from the analysis and were considered services that would be less influential. See Appendix A: Complete Survey Frequencies, Frequencies Including “Don’t Know” Responses for the percent “don’t know” for each service.

FIGURE 87: CITY AND COUNTY OF HONOLULU ACTION CHART™



Using Your Action Chart™

The key drivers derived for the City and County of Honolulu provide a list of those services that are uniquely related to overall service quality. Those key drivers are marked with the symbol of a key in the action chart. Because key driver results are based on a relatively small number of responses, the relationships or correlations that define the key drivers are subject to more variability than is seen when key drivers are derived from a large national dataset of resident responses. To benefit the City and County of Honolulu, NRC lists the key drivers derived from tens of thousands of resident responses from across the country. This national list is updated periodically so that you can compare your key drivers to the key drivers from the entire NRC dataset. Where your locally derived key drivers overlap national key drivers, it makes sense to focus even more strongly on your keys. Similarly, when your local key drivers overlap your core services, there is stronger argument to make for attending to your key drivers that overlap with core services.

As staff review key drivers, not all drivers may resonate as likely links to residents' perspectives about overall service quality. For example, in Honolulu, planning and zoning and police services may be obvious links to overall service delivery (and each is a key driver from our national database), since it could be easy for staff to see how residents' view of overall service delivery could be colored by how well they perceive police and land use planning to be delivered. But animal control could be a surprise. Before rejecting a key driver that does not pass the first test of conventional wisdom, consider whether residents' opinions about overall service quality could reasonably be influenced by this unexpected driver. For example, in the case of animal control, was there a visible case of violation prior to the survey data collection? Do Honolulu residents have different expectations for animal control than what current policy provides? Are the rare instances of violation serious enough to cause a word of mouth campaign about service delivery?

If, after deeper review, the "suspect" driver still does not square with your understanding of the services that could influence residents' perspectives about overall service quality (and if that driver is not a core service or a key driver from NRC's national research), put action in that area on hold and wait to see if it appears as a key driver the next time the survey is conducted.

In the following table, we have listed your key drivers, core services and the national key drivers and we have indicated (in bold typeface and with the symbol *•*), the City and County of Honolulu key drivers that overlap core services or the nationally derived keys. In general, key drivers below the benchmark may be targeted for improvement. Additionally, we have indicated (with the symbol "o") those services that neither are local nor national key drivers nor are they core services. It is these services that could be considered first for resource reductions.

FIGURE 88: KEY DRIVERS COMPARED

Service	City and County of Honolulu Key Drivers	National Key Drivers	Core Services
• Police services	✓	✓	✓
Fire services			✓
Ambulance and emergency medical services			✓
◦ Traffic enforcement			
Street repair			✓
◦ Street cleaning			
◦ Street lighting			
◦ Sidewalk maintenance			
◦ Traffic signal timing			
◦ Bus or transit services			
Garbage collection			✓
Recycling	✓		
Storm drainage			✓
Drinking water			✓
Sewer services			✓
◦ City and County parks			
• Code enforcement	✓		✓
◦ Animal control			
Economic development		✓	
◦ Services to seniors			
◦ Services to youth			
Public information services		✓	
Emergency preparedness	✓		
◦ Preservation of natural areas			

- Key driver overlaps with national and or core services
- Service may be targeted for reductions it is not a key driver or core service

CUSTOM QUESTIONS

“Don’t know” responses have been removed from the following questions.

Custom Question 1					
Please indicate to what degree you would support or oppose the City and County continuing to fund each of the following items even if it involves raising taxes:	Strongly support	Somewhat support	Somewhat oppose	Strongly oppose	Total
Creating more recreation programs for children/youth	30%	58%	8%	4%	100%
Preserving open space and agricultural land	42%	45%	10%	3%	100%
Upgrading the City and County's emergency services facilities	40%	47%	8%	4%	100%
Creating more recreation programs for seniors	33%	51%	11%	5%	100%
Creating new park facilities	28%	45%	20%	6%	100%
Creating mass transit options such as bus or rail systems	35%	30%	16%	20%	100%

Custom Question 2					
To what degree, if at all, are the following problems in the City and County of Honolulu?	Not a problem	Minor problem	Moderate problem	Major problem	Total
Homeless and/or homelessness	0%	4%	16%	80%	100%
Crime	1%	18%	50%	31%	100%
Lack of parking	3%	20%	39%	39%	100%
Drugs	1%	11%	26%	61%	100%
Unemployment	4%	9%	35%	53%	100%
Condition of Honolulu's roads and streets	4%	16%	26%	54%	100%
Prostitution	5%	27%	34%	34%	100%
Pedestrian safety	6%	24%	35%	34%	100%
Condition of sidewalks, crosswalks, and bike lanes	9%	22%	37%	32%	100%
Enforcing traffic laws	15%	26%	31%	28%	100%
Noise	15%	36%	32%	16%	100%
Enforcing pedestrian laws	18%	24%	29%	29%	100%
Waste disposal	23%	24%	25%	28%	100%

Custom Question 3					
How important, if at all, are the following issues for the City to address in the next two years?	Essential	Very important	Somewhat important	Not at all important	Total
Homeless and/or homelessness	44%	41%	13%	2%	100%
More affordable housing	39%	39%	20%	3%	100%
More job creation activities	35%	42%	19%	5%	100%
Support of local farming and local products	30%	44%	23%	2%	100%
More economic development activities	28%	39%	26%	7%	100%
Expand job training and development programs	25%	40%	27%	8%	100%

**APPENDIX A: COMPLETE SURVEY
FREQUENCIES**

FREQUENCIES EXCLUDING "DON'T KNOW" RESPONSES

Question 1: Quality of Life					
Please rate each of the following aspects of quality of life in Honolulu:	Excellent	Good	Fair	Poor	Total
Honolulu as a place to live	29%	51%	19%	1%	100%
Your neighborhood as a place to live	26%	44%	24%	6%	100%
Honolulu as a place to raise children	18%	42%	32%	8%	100%
Honolulu as a place to work	11%	43%	34%	12%	100%
Honolulu as a place to retire	19%	34%	31%	15%	100%
The overall quality of life in Honolulu	18%	52%	28%	3%	100%

Question 2: Community Characteristics					
Please rate each of the following characteristics as they relate to Honolulu as a whole:	Excellent	Good	Fair	Poor	Total
Sense of community	11%	40%	45%	5%	100%
Openness and acceptance of the community towards people of diverse backgrounds	18%	45%	28%	9%	100%
Overall appearance of Honolulu	9%	43%	40%	7%	100%
Cleanliness of Honolulu	5%	36%	44%	15%	100%
Overall quality of new development in Honolulu	7%	32%	45%	15%	100%
Variety of housing options	4%	21%	46%	29%	100%
Overall quality of business and service establishments in Honolulu	8%	42%	41%	8%	100%
Shopping opportunities	22%	49%	25%	3%	100%
Opportunities to attend cultural activities	21%	49%	25%	4%	100%
Recreational opportunities	28%	41%	27%	4%	100%
Employment opportunities	4%	22%	48%	27%	100%
Educational opportunities	8%	38%	39%	15%	100%
Opportunities to participate in social events and activities	12%	48%	37%	3%	100%
Opportunities to participate in religious or spiritual events and activities	22%	46%	31%	2%	100%
Opportunities to volunteer	22%	49%	28%	2%	100%
Opportunities to participate in community matters	13%	45%	36%	6%	100%
Ease of car travel in Honolulu	5%	18%	35%	41%	100%
Ease of bus travel in Honolulu	13%	37%	40%	10%	100%
Ease of bicycle travel in Honolulu	4%	17%	47%	32%	100%
Ease of walking in Honolulu	12%	40%	36%	12%	100%
Availability of paths and walking trails	8%	29%	43%	20%	100%
Traffic flow on major streets	1%	12%	36%	52%	100%

Question 2: Community Characteristics					
Please rate each of the following characteristics as they relate to Honolulu as a whole:	Excellent	Good	Fair	Poor	Total
Amount of public parking	1%	11%	40%	48%	100%
Availability of affordable quality housing	1%	8%	38%	53%	100%
Availability of affordable quality child care	2%	14%	47%	38%	100%
Availability of affordable quality health care	5%	29%	39%	27%	100%
Availability of affordable quality food	9%	31%	42%	17%	100%
Availability of preventive health services	6%	35%	45%	14%	100%
Air quality	29%	42%	25%	5%	100%
Quality of overall natural environment in Honolulu	21%	46%	26%	7%	100%
Overall image or reputation of Honolulu	12%	53%	29%	5%	100%

Question 3: Growth						
Please rate the speed of growth in the following categories in Honolulu over the past 2 years:	Much too slow	Somewhat too slow	Right amount	Somewhat too fast	Much too fast	Total
Population growth	0%	1%	31%	45%	22%	100%
Retail growth (stores, restaurants, etc.)	3%	13%	59%	16%	9%	100%
Jobs growth	23%	59%	16%	2%	1%	100%

Question 4: Code Enforcement	
To what degree, if at all, are run down buildings, weed lots or junk vehicles a problem in Honolulu?	Percent of respondents
Not a problem	6%
Minor problem	25%
Moderate problem	44%
Major problem	25%
Total	100%

Question 5: Community Safety						
Please rate how safe or unsafe you feel from the following in Honolulu:	Very safe	Somewhat safe	Neither safe nor unsafe	Somewhat unsafe	Very unsafe	Total
Violent crime (e.g., rape, assault, robbery)	11%	41%	22%	20%	6%	100%
Property crimes (e.g., burglary, theft)	7%	28%	20%	28%	16%	100%
Environmental hazards, including toxic waste	16%	41%	28%	10%	5%	100%

Question 6: Personal Safety						
Please rate how safe or unsafe you feel:	Very safe	Somewhat safe	Neither safe nor unsafe	Somewhat unsafe	Very unsafe	Total
In your neighborhood during the day	52%	36%	8%	3%	1%	100%
In your neighborhood after dark	23%	44%	18%	11%	4%	100%
In Honolulu's downtown area during the day	24%	42%	20%	10%	3%	100%
In Honolulu's downtown area after dark	1%	18%	19%	40%	22%	100%

Question 7: Contact with Police Department			
Have you had any in-person or phone contact with an employee of the Honolulu Police Department within the last 12 months?	No	Yes	Total
Have you had any in-person or phone contact with an employee of the Honolulu Police Department within the last 12 months?	71%	29%	100%

Question 8: Ratings of Contact with Police Department					
What was your overall impression of your most recent contact with the Honolulu Police Department?	Excellent	Good	Fair	Poor	Total
What was your overall impression of your most recent contact with the Honolulu Police Department?	20%	33%	35%	12%	100%

Question 9: Crime Victim	
During the past 12 months, were you or anyone in your household the victim of any crime?	Percent of respondents
No	84%
Yes	16%
Total	100%

Question 10: Crime Reporting	
If yes, was this crime (these crimes) reported to the police?	Percent of respondents
No	21%
Yes	79%
Total	100%

Question 11: Resident Behaviors						
In the last 12 months, about how many times, if ever, have you or other household members participated in the following activities in Honolulu?	Never	Once or twice	3 to 12 times	13 to 26 times	More than 26 times	Total
Used City and County of Honolulu recreation centers	48%	26%	18%	3%	5%	100%
Participated in a City and County recreation program or activity	65%	24%	8%	1%	2%	100%
Visited a neighborhood park or City and County park	14%	31%	33%	8%	14%	100%
Ridden TheBus or Handivan within Honolulu	54%	14%	10%	3%	18%	100%
Attended a meeting of local elected officials or other local public meeting	79%	16%	3%	1%	1%	100%
Watched a meeting of local elected officials or other City and County-sponsored public meeting on cable television, the Internet or other media	53%	25%	16%	3%	2%	100%
Read a newsletter from any City and County agency	38%	36%	18%	4%	4%	100%
Visited the City and County of Honolulu Web site (at www.honolulu.gov)	40%	26%	26%	3%	5%	100%
Recycled used paper, cans or bottles from your home	11%	6%	21%	16%	47%	100%
Volunteered your time to some group or activity in Honolulu	50%	26%	11%	5%	8%	100%
Participated in religious or spiritual activities in Honolulu	47%	19%	15%	3%	15%	100%
Participated in a club or civic group in Honolulu	64%	18%	9%	3%	5%	100%
Provided help to a friend or neighbor	7%	23%	36%	17%	17%	100%

Question 12: Neighborliness	
About how often, if at all, do you talk to or visit with your immediate neighbors (people who live in the 10 or 20 households that are closest to you)?	Percent of respondents
Just about everyday	20%
Several times a week	31%
Several times a month	17%
Less than several times a month	32%
Total	100%

Question 13: Service Quality					
Please rate the quality of each of the following services in Honolulu:	Excellent	Good	Fair	Poor	Total
Police services	16%	46%	28%	10%	100%
Fire services	38%	51%	10%	1%	100%
Ambulance or emergency medical services	37%	50%	13%	1%	100%
Crime prevention	7%	35%	46%	12%	100%
Fire prevention and education	17%	53%	25%	4%	100%
Traffic enforcement	9%	32%	37%	21%	100%
Street repair	1%	12%	28%	58%	100%
Street cleaning	5%	24%	47%	24%	100%
Street lighting	6%	40%	35%	19%	100%
Sidewalk maintenance	2%	23%	44%	31%	100%
Traffic signal timing	4%	31%	42%	23%	100%
Bus or transit services	23%	45%	28%	4%	100%
Garbage collection	25%	51%	18%	6%	100%
Recycling	21%	42%	30%	7%	100%
Yard waste pick-up	21%	44%	29%	6%	100%
Storm drainage	12%	39%	36%	14%	100%
Drinking water	24%	49%	22%	4%	100%
Sewer services	13%	46%	29%	12%	100%
City and County parks	15%	44%	33%	7%	100%
Recreation programs or classes	9%	48%	37%	6%	100%
Recreation centers or facilities	10%	41%	41%	7%	100%
Land use, planning and zoning	4%	25%	52%	19%	100%
Code enforcement (weeds, abandoned buildings, etc.)	3%	25%	45%	27%	100%
Animal control	6%	31%	39%	24%	100%
Economic development	2%	24%	52%	22%	100%
Services to seniors	8%	41%	38%	13%	100%
Services to youth	6%	39%	45%	10%	100%
Services to low-income people	7%	39%	40%	14%	100%
Public information services	7%	40%	45%	8%	100%
Emergency preparedness (services that prepare the community for natural disasters or other emergency situations)	18%	49%	28%	5%	100%
Preservation of natural areas such as open space, agricultural lands and greenbelts	12%	37%	37%	14%	100%
Satellite City Halls	12%	49%	32%	7%	100%
Neighborhood Boards	11%	41%	38%	11%	100%
City special events (City Lights, Lei Contest, etc.)	24%	44%	30%	2%	100%

Question 14: Government Services Overall					
Overall, how would you rate the quality of the services provided by each of the following?	Excellent	Good	Fair	Poor	Total
The City and County of Honolulu	7%	46%	39%	8%	100%
The Federal Government	7%	41%	41%	11%	100%
The State Government	5%	37%	42%	16%	100%

Question 15: Recommendation and Longevity					
Please indicate how likely or unlikely you are to do each of the following:	Very likely	Somewhat likely	Somewhat unlikely	Very unlikely	Total
Recommend living in Honolulu to someone who asks	25%	48%	16%	11%	100%
Remain in Honolulu for the next five years	52%	27%	8%	12%	100%

Question 16: Impact of the Economy	
What impact, if any, do you think the economy will have on your family income in the next 6 months? Do you think the impact will be:	Percent of respondents
Very positive	1%
Somewhat positive	15%
Neutral	42%
Somewhat negative	33%
Very negative	8%
Total	100%

Question 17: Contact with Fire Department			
Have you had any in-person or phone contact with an employee of the Honolulu Fire Department within the last 12 months?	No	Yes	Total
Have you had any in-person or phone contact with an employee of the Honolulu Fire Department within the last 12 months?	89%	11%	100%

Question 18: Ratings of Contact with Fire Department					
What was your overall impression of your most recent contact with the Honolulu Fire Department?	Excellent	Good	Fair	Poor	Total
What was your overall impression of your most recent contact with the Honolulu Fire Department?	75%	14%	7%	4%	100%

Question 19: Contact with City and County Employees	
Have you had any in-person, phone or email with an employee of the City and County of Honolulu within the last 12 months (including police, receptionists, planners or any others)?	Percent of respondents
No	59%
Yes	41%
Total	100%

Question 20: City and County Employees					
What was your impression of the employee(s) of the City and County of Honolulu in your most recent contact?	Excellent	Good	Fair	Poor	Total
Knowledge	24%	42%	26%	8%	100%
Responsiveness	22%	35%	24%	18%	100%
Courtesy	25%	38%	20%	17%	100%
Overall impression	20%	40%	26%	14%	100%

Question 21: Government Performance					
Please rate the following categories of Honolulu government performance:	Excellent	Good	Fair	Poor	Total
The value of services for the taxes paid to the City and County of Honolulu	6%	29%	45%	20%	100%
The overall direction that the City and County of Honolulu is taking	4%	29%	42%	26%	100%
The job the City and County of Honolulu government does at welcoming citizen involvement	5%	32%	46%	17%	100%

Question 22a: Custom Question 1					
Please indicate to what degree you would support or oppose the City and County continuing to fund each of the following items even if it involves raising taxes:	Strongly support	Somewhat support	Somewhat oppose	Strongly oppose	Total
Preserving open space and agricultural land	42%	45%	10%	3%	100%
Creating new park facilities	28%	45%	20%	6%	100%
Creating more recreation programs for children/youth	30%	58%	8%	4%	100%
Creating more recreation programs for seniors	33%	51%	11%	5%	100%
Creating mass transit options such as bus or rail systems	35%	30%	16%	20%	100%
Upgrading the City and County's emergency services facilities	40%	47%	8%	4%	100%

Question 22b: Custom Question 2					
To what degree, if at all, are the following problems in the City and County of Honolulu?	Not a problem	Minor problem	Moderate problem	Major problem	Total
Waste disposal	23%	24%	25%	28%	100%
Lack of parking	3%	20%	39%	39%	100%
Pedestrian safety	6%	24%	35%	34%	100%
Enforcing traffic laws	15%	26%	31%	28%	100%
Enforcing pedestrian laws	18%	24%	29%	29%	100%
Unemployment	4%	9%	35%	53%	100%
Homeless and/or homelessness	0%	4%	16%	80%	100%
Noise	15%	36%	32%	16%	100%
Crime	1%	18%	50%	31%	100%
Drugs	1%	11%	26%	61%	100%
Prostitution	5%	27%	34%	34%	100%
Condition of sidewalks, crosswalks, and bike lanes	9%	22%	37%	32%	100%
Condition of Honolulu's roads and streets	4%	16%	26%	54%	100%

Question 22c: Custom Question 3					
How important, if at all, are the following issues for the City to address in the next two years?	Essential	Very important	Somewhat important	Not at all important	Total
More economic development activities	28%	39%	26%	7%	100%
More job creation activities	35%	42%	19%	5%	100%
Expand job training and development programs	25%	40%	27%	8%	100%
Support of local farming and local products	30%	44%	23%	2%	100%
More affordable housing	39%	39%	20%	3%	100%
Homeless and/or homelessness	44%	41%	13%	2%	100%

Question D1: Employment Status	
Are you currently employed for pay?	Percent of respondents
No	34%
Yes, full-time	58%
Yes, part-time	8%
Total	100%

Question D2: Mode of Transportation Used for Commute	
During a typical week, how many days do you commute to work (for the longest distance of your commute) in each of the ways listed below?	Percent of days mode used
Motorized vehicle (e.g., car, truck, van, motorcycle, etc.) by myself	67%
Motorized vehicle (e.g., car, truck, van, motorcycle, etc.) with other children or adults	14%
TheBus, Handivan, or other public transportation	9%
Walk	6%
Bicycle	2%
Work at home	3%
Other	1%

Question D3: Length of Residency	
How many years have you lived in Honolulu?	Percent of respondents
Less than 2 years	9%
2 to 5 years	10%
6 to 10 years	5%
11 to 20 years	14%
More than 20 years	62%
Total	100%

Question D4: Housing Unit Type	
Which best describes the building you live in?	Percent of respondents
One family house detached from any other houses	47%
House attached to one or more houses (e.g., a duplex or townhome)	11%
Building with two or more apartments or condominiums	39%
Other	3%
Total	100%

Question D5: Housing Tenure (Rent/Own)	
Is this house or apartment...	Percent of respondents
Rented for cash or occupied without cash payment	43%
Owned by you or someone in this house with a mortgage or free and clear	57%
Total	100%

Question D6: Monthly Housing Cost	
About how much is the total monthly housing cost for the place you live (including rent, mortgage payment, property tax, property insurance and homeowners' association (HOA) fees)?	Percent of respondents
Less than \$300 per month	7%
\$300 to \$599 per month	7%
\$600 to \$999 per month	15%
\$1,000 to \$1,499 per month	18%
\$1,500 to \$2,499 per month	33%
\$2,500 or more per month	20%
Total	100%

Question D7: Presence of Children in Household	
Do any children 17 or under live in your household?	Percent of respondents
No	69%
Yes	31%
Total	100%

Question D8: Presence of Older Adults in Household	
Are you or any other members of your household aged 65 or older?	Percent of respondents
No	69%
Yes	31%
Total	100%

Question D9: Household Income	
How much do you anticipate your household's total income before taxes will be for the current year? (Please include in your total income money from all sources for all persons living in your household.)	Percent of respondents
Less than \$24,999	14%
\$25,000 to \$49,999	26%
\$50,000 to \$99,999	41%
\$100,000 to \$149,000	13%
\$150,000 or more	5%
Total	100%

Question D10: Ethnicity	
Are you Spanish, Hispanic or Latino?	Percent of respondents
No, not Spanish, Hispanic or Latino	95%
Yes, I consider myself to be Spanish, Hispanic or Latino	5%
Total	100%

Question D11: Race	
What is your race? (Mark one or more races to indicate what race(s) you consider yourself to be.)	Percent of respondents
American Indian or Alaskan Native	3%
Black or African American	0%
White	37%
Other	8%
Native Hawaiian or other Pacific Islander	19%
Asian	55%
Total may exceed 100% as respondents could select more than one option	

Question D12: Age	
In which category is your age?	Percent of respondents
18 to 24 years	10%
25 to 34 years	20%
35 to 44 years	10%
45 to 54 years	24%
55 to 64 years	14%
65 to 74 years	11%
75 years or older	11%
Total	100%

Question D13: Gender	
What is your sex?	Percent of respondents
Female	51%
Male	49%
Total	100%

Question D14: Registered to Vote	
Are you registered to vote in your jurisdiction?	Percent of respondents
No	26%
Yes	73%
Ineligible to vote	1%
Total	100%

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Question D15: Voted in Last General Election	
Many people don't have time to vote in elections. Did you vote in the last general election?	Percent of respondents
No	36%
Yes	63%
Ineligible to vote	1%
Total	100%

Question D16: Has Cell Phone	
Do you have a cell phone?	Percent of respondents
No	9%
Yes	91%
Total	100%

Question D17: Has Land Line	
Do you have a land line at home?	Percent of respondents
No	42%
Yes	58%
Total	100%

Question D18: Primary Phone	
If you have both a cell phone and a land line, which do you consider your primary telephone number?	Percent of respondents
Cell	33%
Land line	47%
Both	20%
Total	100%

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FREQUENCIES INCLUDING "DON'T KNOW" RESPONSES

These tables contain the percentage of respondents for each response category as well as the "n" or total number of respondents for each category, next to the percentage.

Question 1: Quality of Life												
Please rate each of the following aspects of quality of life in Honolulu:	Excellent		Good		Fair		Poor		Don't know		Total	
	Honolulu as a place to live	29%	120	51%	215	19%	81	1%	5	0%		0
Your neighborhood as a place to live	26%	110	44%	184	24%	101	6%	25	0%	0	100%	420
Honolulu as a place to raise children	17%	71	40%	168	31%	127	8%	32	4%	18	100%	416
Honolulu as a place to work	10%	43	40%	168	33%	135	12%	48	5%	21	100%	415
Honolulu as a place to retire	18%	76	32%	134	29%	123	14%	61	6%	25	100%	419
The overall quality of life in Honolulu	18%	76	51%	214	27%	114	3%	11	1%	5	100%	420

Question 2: Community Characteristics												
Please rate each of the following characteristics as they relate to Honolulu as a whole:	Excellent		Good		Fair		Poor		Don't know		Total	
	Sense of community	10%	41	38%	157	42%	175	5%	20	5%		19
Openness and acceptance of the community towards people of diverse backgrounds	17%	74	44%	186	28%	117	9%	36	2%	9	100%	422
Overall appearance of Honolulu	9%	39	43%	181	40%	168	7%	30	1%	4	100%	421
Cleanliness of Honolulu	5%	22	36%	151	44%	183	15%	61	1%	3	100%	420
Overall quality of new development in Honolulu	6%	27	30%	127	43%	178	14%	60	6%	26	100%	418
Variety of housing options	4%	16	19%	81	44%	183	27%	115	6%	23	100%	419
Overall quality of business and service establishments in Honolulu	8%	34	42%	174	41%	170	8%	33	2%	8	100%	419
Shopping opportunities	22%	92	49%	206	25%	104	3%	14	1%	4	100%	420
Opportunities to attend cultural activities	21%	86	48%	201	25%	103	4%	16	3%	11	100%	417
Recreational opportunities	27%	115	40%	166	26%	110	4%	15	3%	14	100%	420
Employment opportunities	3%	14	20%	85	45%	187	25%	104	7%	28	100%	418
Educational opportunities	7%	30	36%	152	38%	158	15%	61	4%	16	100%	418

Question 2: Community Characteristics												
Please rate each of the following characteristics as they relate to Honolulu as a whole:												
	Excellent		Good		Fair		Poor		Don't know		Total	
Opportunities to participate in social events and activities	12%	51	46%	195	36%	150	3%	13	3%	11	100%	420
Opportunities to participate in religious or spiritual events and activities	20%	82	41%	173	27%	115	1%	6	11%	44	100%	421
Opportunities to volunteer	20%	84	45%	189	26%	107	2%	7	7%	31	100%	418
Opportunities to participate in community matters	12%	49	40%	168	32%	134	5%	22	11%	44	100%	416
Ease of car travel in Honolulu	5%	22	18%	74	34%	144	40%	170	3%	12	100%	422
Ease of bus travel in Honolulu	11%	48	32%	134	34%	143	8%	35	14%	61	100%	420
Ease of bicycle travel in Honolulu	3%	12	14%	57	37%	154	25%	103	22%	91	100%	417
Ease of walking in Honolulu	11%	46	38%	158	35%	145	12%	49	3%	13	100%	412
Availability of paths and walking trails	7%	31	26%	110	39%	165	18%	77	9%	37	100%	420
Traffic flow on major streets	1%	2	11%	48	35%	146	50%	210	3%	15	100%	420
Amount of public parking	1%	4	10%	44	39%	163	46%	194	4%	15	100%	421
Availability of affordable quality housing	1%	3	7%	31	34%	143	48%	202	10%	41	100%	420
Availability of affordable quality child care	1%	5	10%	40	33%	137	26%	111	30%	127	100%	421
Availability of affordable quality health care	5%	20	25%	105	34%	143	23%	97	13%	54	100%	419
Availability of affordable quality food	9%	38	30%	128	42%	175	17%	72	2%	9	100%	421
Availability of preventive health services	5%	22	29%	122	38%	158	12%	48	16%	69	100%	419
Air quality	28%	118	41%	171	24%	101	5%	21	2%	8	100%	418
Quality of overall natural environment in Honolulu	21%	88	45%	190	26%	108	7%	28	2%	7	100%	421
Overall image or reputation of Honolulu	12%	51	53%	221	29%	121	5%	21	1%	6	100%	421

Question 3: Growth														
Please rate the speed of growth in the following categories in Honolulu over the past 2 years:														
	Much too slow		Somewhat too slow		Right amount		Somewhat too fast		Much too fast		Don't know		Total	
Population growth	0%	0	1%	4	26%	108	37%	155	18%	77	18%	75	100%	419
Retail growth (stores, restaurants, etc.)	2%	10	12%	48	53%	222	15%	61	8%	33	10%	42	100%	416
Jobs growth	19%	80	50%	208	13%	56	2%	7	0%	2	15%	64	100%	417

Question 4: Code Enforcement		
To what degree, if at all, are run down buildings, weed lots or junk vehicles a problem in Honolulu?	Percent of respondents	Count
Not a problem	6%	24
Minor problem	24%	98
Moderate problem	42%	174
Major problem	24%	99
Don't know	5%	20
Total	100%	415

Question 5: Community Safety														
Please rate how safe or unsafe you feel from the following in Honolulu:														
	Very safe		Somewhat safe		Neither safe nor unsafe		Somewhat unsafe		Very unsafe		Don't know		Total	
Violent crime (e.g., rape, assault, robbery)	11%	47	40%	169	21%	90	20%	83	6%	25	1%	5	100%	419
Property crimes (e.g., burglary, theft)	7%	29	28%	115	20%	84	28%	117	16%	66	2%	7	100%	418
Environmental hazards, including toxic waste	15%	64	39%	161	27%	111	9%	40	5%	19	5%	22	100%	418

Question 6: Personal Safety													
Please rate how safe or unsafe you feel:	Very safe		Somewhat safe		Neither safe nor unsafe		Somewhat unsafe		Very unsafe		Don't know		Total
	%	Count	%	Count	%	Count	%	Count	%	Count	%	Count	
In your neighborhood during the day	51%	213	35%	148	8%	35	3%	12	1%	6	1%	5	100% 419
In your neighborhood after dark	23%	96	43%	181	17%	72	11%	47	4%	18	1%	5	100% 419
In Honolulu's downtown area during the day	23%	96	40%	168	19%	81	9%	40	3%	13	5%	21	100% 419
In Honolulu's downtown area after dark	1%	4	17%	70	18%	74	37%	153	21%	87	7%	31	100% 418

Question 7: Contact with Police Department							
Have you had any in-person or phone contact with an employee of the Honolulu Police Department within the last 12 months?	No			Yes		Don't know	Total
	%	Count	%	Count			
Have you had any in-person or phone contact with an employee of the Honolulu Police Department within the last 12 months?	70%	293	29%	121	1%	3	100% 417

Question 8: Ratings of Contact with Police Department											
What was your overall impression of your most recent contact with the Honolulu Police Department?	Excellent		Good		Fair		Poor		Don't know	Total	
	%	Count	%	Count	%	Count	%	Count			
What was your overall impression of your most recent contact with the Honolulu Police Department?	20%	24	33%	39	35%	42	12%	14	0%	0	100% 118

Question 9: Crime Victim		
During the past 12 months, were you or anyone in your household the victim of any crime?	Percent of respondents	Count
No	83%	343
Yes	16%	67
Don't know	1%	4
Total	100%	413

Question 10: Crime Reporting		
If yes, was this crime (these crimes) reported to the police?	Percent of respondents	Count
No	21%	14
Yes	79%	53
Don't know	0%	0
Total	100%	67

Question 11: Resident Behaviors											
In the last 12 months, about how many times, if ever, have you or other household members participated in the following activities in Honolulu?	Never		Once or twice		3 to 12 times		13 to 26 times		More than 26 times		Total
	%	Count	%	Count	%	Count	%	Count	%	Count	
Used City and County of Honolulu recreation centers	48%	197	26%	109	18%	74	3%	12	5%	22	100% 414
Participated in a City and County recreation program or activity	65%	266	24%	101	8%	32	1%	6	2%	8	100% 412
Visited a neighborhood park or City and County park	14%	58	31%	129	33%	136	8%	33	14%	57	100% 413
Ridden TheBus or Handivan within Honolulu	54%	220	14%	59	10%	42	3%	14	18%	72	100% 407
Attended a meeting of local elected officials or other local public meeting	79%	329	16%	66	3%	13	1%	4	1%	3	100% 414
Watched a meeting of local elected officials or other City and County-sponsored public meeting on cable television, the Internet or other media	53%	221	25%	106	16%	66	3%	13	2%	9	100% 415
Read a newsletter from any City and County agency	38%	157	36%	148	18%	74	4%	15	4%	17	100% 411
Visited the City and County of Honolulu Web site (at www.honolulu.gov)	40%	161	26%	103	26%	106	3%	13	5%	20	100% 403
Recycled used paper, cans or bottles from your home	11%	44	6%	25	21%	85	16%	65	47%	190	100% 409
Volunteered your time to some group or activity in Honolulu	50%	202	26%	104	11%	45	5%	22	8%	34	100% 407
Participated in religious or spiritual activities in Honolulu	47%	193	19%	77	15%	63	3%	13	15%	62	100% 409
Participated in a club or civic group in Honolulu	64%	264	18%	76	9%	36	3%	14	5%	22	100% 412
Provided help to a friend or neighbor	7%	28	23%	94	36%	149	17%	69	17%	71	100% 412

Question 12: Neighborliness		
About how often, if at all, do you talk to or visit with your immediate neighbors (people who live in the 10 or 20 households that are closest to you)?	Percent of respondents	Count
Just about everyday	20%	82
Several times a week	31%	128
Several times a month	17%	69
Less than several times a month	32%	133
Total	100%	413

Question 13: Service Quality												
Please rate the quality of each of the following services in Honolulu:												
	Excellent	Good	Fair	Poor	Don't know	Total						
Police services	15%	64%	44%	182	26%	108	9%	39	6%	25	100%	417
Fire services	32%	133	42%	176	9%	36	1%	3	17%	71	100%	418
Ambulance or emergency medical services	30%	125	41%	171	11%	44	1%	3	18%	75	100%	418
Crime prevention	6%	26	30%	124	40%	165	11%	44	14%	56	100%	416
Fire prevention and education	14%	59	43%	180	21%	86	4%	15	18%	74	100%	413
Traffic enforcement	9%	36	30%	125	35%	143	20%	82	7%	27	100%	413
Street repair	1%	3	12%	50	28%	116	57%	237	2%	10	100%	417
Street cleaning	5%	21	23%	97	45%	186	23%	95	4%	18	100%	417
Street lighting	5%	23	40%	166	35%	146	18%	77	2%	7	100%	418
Sidewalk maintenance	2%	9	23%	95	43%	178	30%	124	2%	10	100%	416
Traffic signal timing	4%	16	30%	125	41%	168	23%	94	2%	10	100%	413
Bus or transit services	19%	80	37%	155	23%	96	4%	15	16%	68	100%	413
Garbage collection	24%	100	48%	201	17%	72	6%	24	5%	20	100%	418
Recycling	20%	83	39%	163	28%	117	7%	28	6%	26	100%	417
Yard waste pick-up	17%	72	36%	148	24%	99	5%	21	18%	76	100%	415
Storm drainage	10%	41	33%	135	30%	126	12%	49	16%	65	100%	416
Drinking water	24%	100	48%	200	22%	91	4%	16	2%	9	100%	417
Sewer services	11%	47	39%	164	25%	106	10%	43	14%	57	100%	417

Question 13: Service Quality												
Please rate the quality of each of the following services in Honolulu:												
	Excellent	Good	Fair	Poor	Don't know	Total						
City and County parks	15%	60	42%	174	31%	131	7%	29	6%	24	100%	417
Recreation programs or classes	5%	22	29%	122	23%	95	4%	16	39%	161	100%	416
Recreation centers or facilities	7%	28	27%	114	27%	113	5%	20	34%	141	100%	416
Land use, planning and zoning	2%	10	18%	75	36%	151	14%	57	30%	124	100%	417
Code enforcement (weeds, abandoned buildings, etc.)	2%	10	18%	75	32%	133	19%	80	28%	115	100%	412
Animal control	5%	20	24%	99	30%	124	19%	78	23%	96	100%	416
Economic development	2%	8	20%	81	42%	174	17%	72	19%	78	100%	415
Services to seniors	5%	23	30%	126	28%	116	9%	39	27%	114	100%	417
Services to youth	4%	17	28%	116	32%	132	7%	29	29%	122	100%	417
Services to low-income people	5%	21	27%	113	27%	114	9%	39	31%	129	100%	415
Public information services	6%	25	33%	138	37%	153	7%	27	17%	71	100%	413
Emergency preparedness (services that prepare the community for natural disasters or other emergency situations)	16%	66	44%	182	25%	103	5%	19	11%	46	100%	417
Preservation of natural areas such as open space, agricultural lands and greenbelts	10%	41	31%	128	30%	126	12%	48	17%	71	100%	415
Satellite City Halls	11%	46	44%	182	28%	118	7%	28	10%	42	100%	417
Neighborhood Boards	7%	30	27%	114	25%	105	7%	30	33%	139	100%	418
City special events (City Lights, Lei Contest, etc.)	20%	83	37%	154	25%	105	1%	6	16%	69	100%	416

Question 14: Government Services Overall												
Overall, how would you rate the quality of the services provided by each of the following?												
	Excellent	Good	Fair	Poor	Don't know	Total						
The City and County of Honolulu	6%	27	43%	179	37%	154	7%	31	6%	24	100%	415
The Federal Government	6%	27	38%	156	37%	154	10%	41	9%	37	100%	415
The State Government	5%	20	34%	140	38%	159	15%	63	8%	33	100%	415

Question 15: Recommendation and Longevity												
Please indicate how likely or unlikely you are to do each of the following:	Very likely		Somewhat likely		Somewhat unlikely		Very unlikely		Don't know	Total		
Recommend living in Honolulu to someone who asks	24%	100	47%	195	16%	65	10%	42	3%	11	100%	414
Remain in Honolulu for the next five years	50%	206	26%	109	8%	33	11%	47	4%	17	100%	412

Question 16: Impact of the Economy		
What impact, if any, do you think the economy will have on your family income in the next 6 months? Do you think the impact will be:	Percent of respondents	Count
Very positive	1%	6
Somewhat positive	15%	61
Neutral	42%	176
Somewhat negative	33%	139
Very negative	8%	35
Total	100%	417

Question 17: Contact with Fire Department								
Have you had any in-person or phone contact with an employee of the Honolulu Fire Department within the last 12 months?	No	Yes	Don't know	Total				
Have you had any in-person or phone contact with an employee of the Honolulu Fire Department within the last 12 months?	88%	367	11%	46	1%	5	100%	418

Question 18: Ratings of Contact with Fire Department												
What was your overall impression of your most recent contact with the Honolulu Fire Department?	Excellent		Good		Fair		Poor		Don't know	Total		
What was your overall impression of your most recent contact with the Honolulu Fire Department?	75%	34	14%	6	7%	3	4%	2	0%	0	100%	46

Question 19: Contact with City and County Employees		
Have you had any in-person, phone or email with an employee of the City and County of Honolulu within the last 12 months (including police, receptionists, planners or any others)?	Percent of respondents	Count
No	58%	247
Yes	40%	171
Don't know	1%	5
Total	100%	422

Question 20: City and County Employees												
What was your impression of the employee(s) of the City and County of Honolulu in your most recent contact?	Excellent		Good		Fair		Poor		Don't know	Total		
Knowledge	24%	40	41%	70	26%	44	8%	14	0%	1	100%	169
Responsiveness	22%	37	35%	60	24%	41	18%	31	0%	0	100%	169
Courtesy	25%	43	38%	64	20%	33	17%	29	0%	1	100%	169
Overall impression	20%	33	40%	68	26%	44	14%	24	0%	0	100%	169

Question 21: Government Performance												
Please rate the following categories of Honolulu government performance:	Excellent		Good		Fair		Poor		Don't know	Total		
The value of services for the taxes paid to the City and County of Honolulu	5%	20	24%	102	38%	160	17%	72	16%	67	100%	422
The overall direction that the City and County of Honolulu is taking	3%	14	23%	99	34%	143	21%	90	18%	75	100%	420
The job the City and County of Honolulu government does at welcoming citizen involvement	4%	16	23%	97	34%	143	12%	52	26%	111	100%	419

Question 22a: Custom Question 1											
Please indicate to what degree you would support or oppose the City and County continuing to fund each of the following items even if it involves raising taxes:	Strongly support		Somewhat support		Somewhat oppose		Strongly oppose		Don't know		Total
	%	Count	%	Count	%	Count	%	Count	%	Count	
Preserving open space and agricultural land	37%	155	40%	168	9%	36	3%	11	12%	48	100% 420
Creating new park facilities	25%	104	39%	166	18%	74	5%	21	13%	56	100% 420
Creating more recreation programs for children/youth	27%	115	52%	219	7%	30	4%	17	10%	41	100% 421
Creating more recreation programs for seniors	30%	124	45%	191	10%	41	4%	18	11%	46	100% 420
Creating mass transit options such as bus or rail systems	32%	137	27%	116	14%	61	18%	77	7%	31	100% 422
Upgrading the City and County's emergency services facilities	36%	151	42%	176	8%	32	4%	15	11%	47	100% 421

Question 22b: Custom Question 2											
To what degree, if at all, are the following problems in the City and County of Honolulu?	Not a problem		Minor problem		Moderate problem		Major problem		Don't know		Total
	%	Count	%	Count	%	Count	%	Count	%	Count	
Waste disposal	21%	88	22%	90	23%	94	25%	105	9%	38	100% 415
Lack of parking	3%	11	19%	81	38%	158	38%	158	3%	12	100% 420
Pedestrian safety	6%	27	23%	99	34%	145	33%	139	3%	12	100% 421
Enforcing traffic laws	14%	60	24%	102	30%	124	26%	110	6%	23	100% 419
Enforcing pedestrian laws	17%	73	22%	94	28%	116	28%	116	5%	20	100% 418
Unemployment	4%	15	8%	35	33%	138	50%	211	5%	19	100% 419
Homeless and/or homelessness	0%	2	4%	16	16%	66	78%	328	2%	9	100% 422
Noise	15%	62	35%	147	31%	131	16%	67	3%	14	100% 421
Crime	1%	4	17%	72	47%	197	29%	123	6%	27	100% 423
Drugs	1%	3	10%	43	24%	101	56%	235	9%	39	100% 422
Prostitution	4%	19	22%	93	28%	118	28%	119	17%	73	100% 421
Condition of sidewalks, crosswalks, and bike lanes	9%	37	21%	89	36%	150	31%	130	3%	13	100% 420
Condition of Honolulu's roads and streets	4%	17	16%	66	25%	107	53%	223	2%	9	100% 422

Question 22c: Custom Question 3											
How important, if at all, are the following issues for the City to address in the next two years?	Essential		Very important		Somewhat important		Not at all important		Don't know		Total
	%	Count	%	Count	%	Count	%	Count	%	Count	
More economic development activities	25%	107	36%	150	24%	102	7%	28	8%	32	100% 419
More job creation activities	33%	140	40%	168	18%	77	5%	20	4%	18	100% 423
Expand job training and development programs	23%	98	38%	161	26%	109	7%	31	5%	22	100% 421
Support of local farming and local products	29%	124	43%	180	22%	93	2%	10	4%	15	100% 420
More affordable housing	38%	159	37%	158	19%	82	2%	10	3%	14	100% 423
Homeless and/or homelessness	43%	182	40%	168	13%	53	2%	9	3%	12	100% 424

Question D1: Employment Status		
Are you currently employed for pay?	Percent of respondents	Count
No	34%	143
Yes, full-time	58%	240
Yes, part-time	8%	34
Total	100%	417

Question D2: Mode of Transportation Used for Commute	
During a typical week, how many days do you commute to work (for the longest distance of your commute) in each of the ways listed below?	Percent of days mode used
Motorized vehicle (e.g., car, truck, van, motorcycle, etc.) by myself	67%
Motorized vehicle (e.g., car, truck, van, motorcycle, etc.) with other children or adults	14%
TheBus, Handivan, or other public transportation	9%
Walk	6%
Bicycle	2%
Work at home	3%
Other	1%

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Question D3: Length of Residency		
How many years have you lived in Honolulu?	Percent of respondents	Count
Less than 2 years	9%	37
2 to 5 years	10%	40
6 to 10 years	5%	23
11 to 20 years	14%	58
More than 20 years	62%	262
Total	100%	420

Question D4: Housing Unit Type		
Which best describes the building you live in?	Percent of respondents	Count
One family house detached from any other houses	47%	195
House attached to one or more houses (e.g., a duplex or townhome)	11%	47
Building with two or more apartments or condominiums	39%	163
Other	3%	12
5	0%	1
Total	100%	418

Question D5: Housing Tenure (Rent/Own)		
Is this house or apartment...	Percent of respondents	Count
Rented for cash or occupied without cash payment	43%	178
Owned by you or someone in this house with a mortgage or free and clear	57%	235
Total	100%	413

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Question D6: Monthly Housing Cost		
About how much is the total monthly housing cost for the place you live (including rent, mortgage payment, property tax, property insurance and homeowners' association (HOA) fees)?	Percent of respondents	Count
Less than \$300 per month	7%	27
\$300 to \$599 per month	7%	30
\$600 to \$999 per month	15%	62
\$1,000 to \$1,499 per month	18%	74
\$1,500 to \$2,499 per month	33%	138
\$2,500 or more per month	20%	82
Total	100%	413

Question D7: Presence of Children in Household		
Do any children 17 or under live in your household?	Percent of respondents	Count
No	69%	289
Yes	31%	129
Total	100%	418

Question D8: Presence of Older Adults in Household		
Are you or any other members of your household aged 65 or older?	Percent of respondents	Count
No	69%	291
Yes	31%	128
Total	100%	420

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Question D9: Household Income		
How much do you anticipate your household's total income before taxes will be for the current year? (Please include in your total income money from all sources for all persons living in your household.)	Percent of respondents	Count
Less than \$24,999	14%	58
\$25,000 to \$49,999	26%	105
\$50,000 to \$99,999	41%	165
\$100,000 to \$149,000	13%	52
\$150,000 or more	5%	22
Total	100%	403

Question D10: Ethnicity		
Are you Spanish, Hispanic or Latino?	Percent of respondents	Count
No, not Spanish, Hispanic or Latino	95%	387
Yes, I consider myself to be Spanish, Hispanic or Latino	5%	22
Total	100%	409

Question D11: Race		
What is your race? (Mark one or more races to indicate what race(s) you consider yourself to be.)	Percent of respondents	Count
American Indian or Alaskan Native	3%	11
Black or African American	0%	2
White	37%	155
Other	8%	35
Native Hawaiian or other Pacific Islander	19%	80
Asian	55%	229
Total may exceed 100% as respondents could select more than one option		

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Question D12: Age		
In which category is your age?	Percent of respondents	Count
18 to 24 years	10%	41
25 to 34 years	20%	84
35 to 44 years	10%	43
45 to 54 years	24%	101
55 to 64 years	14%	58
65 to 74 years	11%	46
75 years or older	11%	46
Total	100%	419

Question D13: Gender		
What is your sex?	Percent of respondents	Count
Female	51%	211
Male	49%	201
Total	100%	412

Question D14: Registered to Vote		
Are you registered to vote in your jurisdiction?	Percent of respondents	Count
No	24%	101
Yes	69%	288
Ineligible to vote	1%	5
Don't know	6%	24
Total	100%	418

Question D15: Voted in Last General Election		
Many people don't have time to vote in elections. Did you vote in the last general election?	Percent of respondents	Count
No	35%	147
Yes	62%	262
Ineligible to vote	1%	5
Don't know	1%	5
Total	100%	419

Question D16: Has Cell Phone		
Do you have a cell phone?	Percent of respondents	Count
No	9%	40
Yes	91%	380
Total	100%	420

Question D17: Has Land Line		
Do you have a land line at home?	Percent of respondents	Count
No	42%	174
Yes	58%	244
Total	100%	418

Question D18: Primary Phone		
If you have both a cell phone and a land line, which do you consider your primary telephone number?	Percent of respondents	Count
Cell	33%	70
Land line	47%	99
Both	20%	43
Total	100%	212

APPENDIX B: SURVEY METHODOLOGY

The National Citizen Survey™ (The NCS) was developed to provide local jurisdictions an accurate, affordable and easy way to assess and interpret resident opinion about important community issues. While standardization of question wording and survey methods provide the rigor to assure valid results, each jurisdiction has enough flexibility to construct a customized version of The NCS that asks residents about key local services and important local issues.

Results offer insight into residents' perspectives about local government performance and as such provide important benchmarks for jurisdictions working on performance measurement. The NCS is designed to help with budget, land use and strategic planning as well as to communicate with local residents. The NCS permits questions to test support for local policies and answers to its questions also speak to community trust and involvement in community-building activities as well as to resident demographic characteristics.

SURVEY VALIDITY

The question of survey validity has two parts: 1) how can a jurisdiction be confident that the results from those who completed the questionnaire are representative of the results that would have been obtained had the survey been administered to the entire population? and 2) how closely do the perspectives recorded on the survey reflect what residents really believe or do?

To answer the first question, the best survey research practices were used for the resources spent to ensure that the results from the survey respondents reflect the opinions of residents in the entire jurisdiction. These practices include:

- Using a mail-out/mail-back methodology, which typically gets a higher response rate than phone for the same dollars spent. A higher response rate lessens the worry that those who did not respond are different than those who did respond.
- Selecting households at random within the jurisdiction to receive the survey. A random selection ensures that the households selected to receive the survey are similar to the entire population. A non-random sample may only include households from one geographic area, or from households of only one type.
- Over-sampling multi-family housing units to improve response from hard-to-reach, lower income, or younger apartment dwellers.
- Selecting the respondent within the household using an unbiased sampling procedure; in this case, the "birthday method." The cover letter included an instruction requesting that the respondent in the household be the adult (18 years old or older) who most recently had a birthday, irrespective of year of birth.
- Contacting potential respondents three times to encourage response from people who may have different opinions or habits than those who would respond with only a single prompt.
- Soliciting response on jurisdiction letterhead signed by the highest ranking elected official or staff member, thus appealing to the recipients' sense of civic responsibility.
- Providing a self-addressed, postage-paid return envelope.
- Offering the survey in Spanish when appropriate and requested by local officials.
- Using the most recent available information about the characteristics of jurisdiction residents to weight the data to reflect the demographics of the population.

The answer to the second question about how closely the perspectives recorded on the survey reflect what residents really believe or do is more complex. Resident responses to surveys are influenced by a variety of factors. For questions about service quality, residents' expectations for

service quality play a role as well as the “objective” quality of the service provided, the way the resident perceives the entire community (that is, the context in which the service is provided), the scale on which the resident is asked to record his or her opinion and, of course, the opinion, itself, that a resident holds about the service. Similarly a resident’s report of certain behaviors is colored by what he or she believes is the socially desirable response (e.g., reporting tolerant behaviors toward “oppressed groups,” likelihood of voting a tax increase for services to poor people, use of alternative modes of travel to work besides the single occupancy vehicle), his or her memory of the actual behavior (if it is not a question speculating about future actions, like a vote), his or her confidence that he or she can be honest without suffering any negative consequences (thus the need for anonymity) as well as the actual behavior itself.

How closely survey results come to recording the way a person really feels or behaves often is measured by the coincidence of reported behavior with observed current behavior (e.g., driving habits), reported intentions to behave with observed future behavior (e.g., voting choices) or reported opinions about current community quality with objective characteristics of the community (e.g., feelings of safety correlated with rates of crime). There is a body of scientific literature that has investigated the relationship between reported behaviors and actual behaviors. Well-conducted surveys, by and large, do capture true respondent behaviors or intentions to act with great accuracy. Predictions of voting outcomes tend to be quite accurate using survey research, as do reported behaviors that are not about highly sensitive issues (e.g., family abuse or other illegal or morally sanctioned activities). For self-reports about highly sensitive issues, statistical adjustments can be made to correct for the respondents’ tendency to report what they think the “correct” response should be.

Research on the correlation of resident opinion about service quality and “objective” ratings of service quality tend to be ambiguous, some showing stronger relationships than others. NRC’s own research has demonstrated that residents who report the lowest ratings of street repair live in communities with objectively worse street conditions than those who report high ratings of street repair (based on road quality, delay in street repair, number of road repair employees). Similarly, the lowest rated fire services appear to be “objectively” worse than the highest rated fire services (expenditures per capita, response time, “professional” status of firefighters, breadth of services and training provided). Whether or not some research confirms the relationship between what residents think about a community and what can be seen “objectively” in a community, NRC has argued that resident opinion is a perspective that cannot be ignored by government administrators. NRC principals have written, “If you collect trash three times a day but residents think that your trash haul is lousy, you still have a problem.”

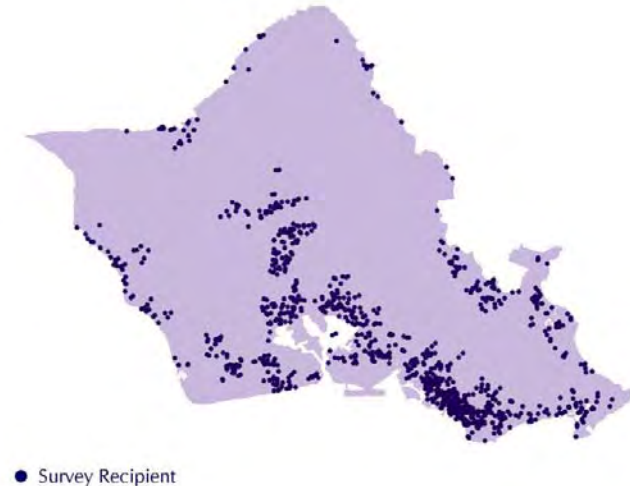
SURVEY SAMPLING

“Sampling” refers to the method by which survey recipients were chosen. All households within the City and County of Honolulu were eligible to participate in the survey; 1,200 were selected to receive the survey. These 1,200 households were randomly selected from a comprehensive list of all housing units within the City and County of Honolulu boundaries. The basis of the list of all housing units was a United States Postal Service listing of housing units within zip codes. Since some of the zip codes that serve the City and County of Honolulu households may also serve addresses that lie outside of the jurisdiction, the exact geographic location of each housing unit was compared to jurisdiction boundaries, using the most current municipal boundary file (updated on a quarterly basis), and addresses located outside of the City and County of Honolulu boundaries were removed from consideration.

To choose the 1,200 survey recipients, a systematic sampling method was applied to the list of households known to be within the City and County of Honolulu. Systematic sampling is a procedure whereby a complete list of all possible items is culled, selecting every Nth one until the appropriate amount of items is selected. Multi-family housing units were over sampled as residents of this type of housing typically respond at lower rates to surveys than do those in single-family housing units.

FIGURE 89: LOCATION OF SURVEY RECIPIENTS

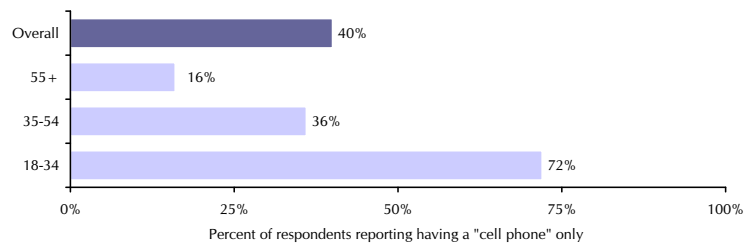
The National Citizen Survey™ Honolulu, HI 2011



An individual within each household was selected using the birthday method. The birthday method selects a person within the household by asking the “person whose birthday has most recently passed” to complete the questionnaire. The underlying assumption in this method is that day of birth has no relationship to the way people respond to surveys. This instruction was contained in the cover letter accompanying the questionnaire.

In response to the growing number of the cell-phone population (so-called “cord cutters”), which includes a large proportion of young adults, questions about cell phones and land lines are included on The NCS™ questionnaire. As of the middle of 2010 (the most recent estimates available as of the end of 2010), 26.6% of U.S. households had a cell phone but no landline.¹ Among younger adults (age 18-34), 53.7% of households were “cell-only.” Based on survey results, Honolulu has a “cord cutter” population greater than the nationwide 2010 estimates.

FIGURE 90: PREVALENCE OF CELL-PHONE ONLY RESPONDENTS IN HONOLULU



SURVEY ADMINISTRATION

Selected households received three mailings, one week apart, beginning December 5, 2011. The first mailing was a prenotification postcard announcing the upcoming survey. The next mailing contained a letter from the City Auditor inviting the household to participate, a questionnaire and a postage-paid return envelope. The final mailing contained a reminder letter, another survey and a postage-paid return envelope. The second cover letter asked those who had not completed the survey to do so and those who have already done so to refrain from turning in another survey. Completed surveys were collected over the following seven weeks.

Survey recipients had the option of filling out the mailed survey or completing the survey online.

SURVEY RESPONSE RATE AND CONFIDENCE INTERVALS

It is customary to describe the precision of estimates made from surveys by a “level of confidence” and accompanying “confidence interval” (or margin of error). A traditional level of confidence, and the one used here, is 95%. The 95% confidence interval can be any size and quantifies the sampling error or imprecision of the survey results because some residents’ opinions are relied on to estimate all residents’ opinions. The confidence interval for the City and County of Honolulu survey is no greater than plus or minus five percentage points around any given percent reported for the entire sample (431 completed surveys).

A 95% confidence interval indicates that for every 100 random samples of this many residents, 95 of the confidence intervals created will include the “true” population response. This theory is applied in practice to mean that the “true” perspective of the target population lies within the confidence interval created for a single survey. For example, if 75% of residents rate a service as “excellent” or “good,” then the 4% margin of error (for the 95% confidence interval) indicates that

¹ <http://www.cdc.gov/nchs/data/nhis/earlyrelease/wireless201012.pdf>

the range of likely responses for the entire jurisdiction is between 71% and 79%. This source of error is called sampling error. In addition to sampling error, other sources of error may affect any survey, including the non-response of residents with opinions different from survey responders. Though standardized on The NCS, on other surveys, differences in question wording, order, translation and data entry, as examples, can lead to somewhat varying results.

For subgroups of responses, the margin of error increases because the sample size for the subgroup is smaller. For subgroups of approximately 100 respondents, the margin of error is plus or minus 10 percentage points

SURVEY PROCESSING (DATA ENTRY)

Completed surveys received by NRC were assigned a unique identification number. Additionally, each survey was reviewed and “cleaned” as necessary. For example, a question may have asked a respondent to pick two items out of a list of five, but the respondent checked three; NRC staff would choose randomly two of the three selected items to be coded in the dataset.

Once all surveys were assigned a unique identification number, they were entered into an electronic dataset. This dataset was subject to a data entry protocol of “key and verify,” in which survey data were entered twice into an electronic dataset and then compared. Discrepancies were evaluated against the original survey form and corrected. Range checks as well as other forms of quality control were also performed.

SURVEY DATA WEIGHTING

The demographic characteristics of the survey sample were compared to those found in the 2010 Census and 2005-2009 American Community Survey estimates for adults in the City and County of Honolulu. Sample results were weighted using the population norms to reflect the appropriate percent of those residents. Other discrepancies between the whole population and the sample were also aided by the weighting due to the intercorrelation of many socioeconomic characteristics.

The variables used for weighting were housing tenure, housing unit type, race, and sex and age. This decision was based on:

- The disparity between the survey respondent characteristics and the population norms for these variables
- The saliency of these variables in detecting differences of opinion among subgroups
- The importance to the community of racial and/or ethnic representation
- The historical use of the variables and the desirability of consistently representing different groups over the years

The primary objective of weighting survey data is to make the survey sample reflective of the larger population of the community. This is done by: 1) reviewing the sample demographics and comparing them to the population norms from the most recent Census or other sources and 2) comparing the responses to different questions for demographic subgroups. The demographic characteristics that are least similar to the Census and yield the most different results are the best candidates for data weighting. A third criterion sometimes used is the importance that the community places on a specific variable. For example, if a jurisdiction feels that accurate race representation is key to staff and public acceptance of the study results, additional consideration will be given in the weighting process to adjusting the race variable.

A special software program using mathematical algorithms is used to calculate the appropriate weights. Data weighting can adjust up to 5 demographic variables. Several different weighting "schemes" may be tested to ensure the best fit for the data.

The process actually begins at the point of sampling. Knowing that residents in single family dwellings are more likely to respond to a mail survey, NRC oversamples residents of multi-family dwellings to ensure their proper representation in the sample data. Rather than giving all residents an equal chance of receiving the survey, this is systematic, stratified sampling, which gives each resident of the jurisdiction a known chance of receiving the survey (and apartment dwellers, for example, a greater chance than single family home dwellers). As a consequence, results must be weighted to recapture the proper representation of apartment dwellers.

The results of the weighting scheme are presented in the table on the following page.

Honolulu Citizen Survey Weighting Table			
Characteristic	Population Norm ²	Unweighted Data	Weighted Data
Housing			
Rent home	44%	28%	43%
Own home	56%	72%	57%
Detached unit	48%	47%	47%
Attached unit	52%	53%	53%
Race and Ethnicity			
Asian	48%	48%	47%
Native Hawaiian or other PI	8%	11%	9%
Not Asian/PI	44%	41%	45%
White	23%	24%	25%
Not white	77%	76%	75%
Not Hispanic	93%	95%	95%
Hispanic	7%	5%	5%
White alone, not Hispanic	21%	23%	25%
Hispanic and/or other race	79%	77%	75%
Sex and Age			
Female	50%	50%	51%
Male	50%	50%	49%
18-34 years of age	31%	9%	30%
35-54 years of age	35%	30%	34%
55+ years of age	34%	60%	36%
Females 18-34	15%	6%	15%
Females 35-54	17%	15%	17%
Females 55+	18%	29%	19%
Males 18-34	17%	4%	15%
Males 35-54	17%	16%	17%
Males 55+	16%	31%	17%

² Source: 2010 Census/2005-2009 ACS

SURVEY DATA ANALYSIS AND REPORTING

The survey dataset was analyzed using the Statistical Package for the Social Sciences (SPSS). Frequency distributions were presented in the body of the report.

Use of the “Excellent, Good, Fair, Poor” Response Scale

The scale on which respondents are asked to record their opinions about service and community quality is “excellent,” “good,” “fair” or “poor” (EGFP). This scale has important advantages over other scale possibilities (very good to very bad; very satisfied to very dissatisfied; strongly agree to strongly disagree, as examples). EGFP is used by the plurality of jurisdictions conducting citizen surveys across the U.S. The advantage of familiarity was one that NRC did not want to dismiss when crafting The National Citizen Survey™ questionnaire, because elected officials, staff and residents already are acquainted with opinion surveys measured this way. EGFP also has the advantage of offering three positive options, rather than only two, over which a resident can offer an opinion. While symmetrical scales often are the right choice in other measurement tasks, NRC has found that ratings of almost every local government service in almost every jurisdiction tend, on average, to be positive (that is, above the scale midpoint). Therefore, to permit finer distinctions among positively rated services, EGFP offers three options across which to spread those ratings. EGFP is more neutral because it requires no positive statement of service quality to judge (as agree-disagree scales require) and, finally, EGFP intends to measure absolute quality of service delivery or community quality (unlike satisfaction scales which ignore residents’ perceptions of quality in favor of their report on the acceptability of the level of service offered).

“Don’t Know” Responses

On many of the questions in the survey respondents may answer “don’t know.” The proportion of respondents giving this reply is shown in the full set of responses included in Appendix A. However, these responses have been removed from the analyses presented in the body of the report. In other words, the tables and graphs display the responses from respondents who had an opinion about a specific item.

Benchmark Comparisons

NRC has been leading the strategic use of surveys for local governments since 1991, when the principals of the company wrote the first edition of what became the classic text on citizen surveying. In *Citizen Surveys: how to do them, how to use them, what they mean*, published by ICMA, not only were the principles for quality survey methods articulated, but both the idea of benchmark data for citizen opinion and the method for gathering benchmark data were pioneered. The argument for benchmarks was called “In Search of Standards.” “What has been missing from a local government’s analysis of its survey results is the context that school administrators can supply when they tell parents how an 80 percent score on the social studies test compares to test results from other school systems...”

NRC’s database of comparative resident opinion is comprised of resident perspectives gathered in citizen surveys from approximately 500 jurisdictions whose residents evaluated local government services. Conducted with typically no fewer than 400 residents in each jurisdiction, opinions are intended to represent over 30 million Americans. NRC has innovated a method for quantitatively integrating the results of surveys that are conducted by NRC with those that others have conducted. The integration methods have been thoroughly described not only in the Citizen Surveys book, but also in *Public Administration Review*, *Journal of Policy Analysis and Management*. Scholars who specialize in the analysis of citizen surveys regularly have relied on this work (e.g., Kelly, J. &

Swindell, D. (2002). Service quality variation across urban space: First steps towards a model of citizen satisfaction. *Journal of Urban Affairs*, 24, 271-288.; Van Ryzin, G., Muzzio, D., Immerwahr, S., Gulick, L. & Martinez, E. (2004). Drivers and consequences of citizen satisfaction: An application of the American Customer Satisfaction Index Model to New York City, *Public Administration Review*, 64, 331- 341). The method described in those publications is refined regularly and statistically tested on a growing number of citizen surveys in NRC’s proprietary databases. NRC’s work on calculating national benchmarks for resident opinions about service delivery and quality of life won the Samuel C. May award for research excellence from the Western Governmental Research Association.

The comparison evaluations are from the most recent survey completed in each jurisdiction; most communities conduct surveys every year or in alternating years. NRC adds the latest results quickly upon survey completion, keeping the benchmark data fresh and relevant.

The Role of Comparisons

Benchmark comparisons are used for performance measurement. Jurisdictions use the comparative information to help interpret their own citizen survey results, to create or revise community plans, to evaluate the success of policy or budget decisions and to measure local government performance. Taking the pulse of the community has little meaning without knowing what pulse rate is too high and what is too low. When surveys of service satisfaction turn up “good” citizen evaluations, jurisdictions need to know how others rate their services to understand if “good” is good enough. Furthermore, in the absence of national or peer community comparisons, a jurisdiction is left with comparing its fire protection rating to its street maintenance rating. That comparison is unfair. Streets always lose to fire. More important and harder questions need to be asked; for example, how do residents’ ratings of fire service compare to opinions about fire service in other communities?

A police department that provides the fastest and most efficient service – one that closes most of its cases, solves most of its crimes and keeps the crime rate low – still has a problem to fix if the residents in the community it intends to protect believe services are not very good compared to ratings given by residents to their own objectively “worse” departments. The benchmark data can help that police department – or any department – to understand how well citizens think it is doing. Without the comparative data, it would be like bowling in a tournament without knowing what the other teams are scoring. NRC recommends that citizen opinion be used in conjunction with other sources of data about budget, personnel and politics to help managers know how to respond to comparative results.

Jurisdictions in the benchmark database are distributed geographically across the country and range from small to large in population size. Most commonly, comparisons are made to the entire database. Comparisons may also be made to subsets of jurisdictions (for example, within a given region or population category). Despite the differences in jurisdiction characteristics, all are in the business of providing local government services to residents. Though individual jurisdiction circumstances, resources and practices vary, the objective in every community is to provide services that are so timely, tailored and effective that residents conclude the services are of the highest quality. High ratings in any jurisdiction, like SAT scores in any teen household, bring pride and a sense of accomplishment.

Comparison of Honolulu to the Benchmark Database

The City and County of Honolulu chose to have comparisons made to the entire database and a subset of similar jurisdictions from the database (populations over 300,000). A benchmark comparison (the average rating from all the comparison jurisdictions where a similar question was asked) has been provided when a similar question on the City and County of Honolulu Survey was included in NRC's database and there were at least five jurisdictions in which the question was asked. For most questions compared to the entire dataset, there were more than 100 jurisdictions included in the benchmark comparison.

Where comparisons for quality ratings were available, the City and County of Honolulu results were generally noted as being "above" the benchmark, "below" the benchmark or "similar" to the benchmark. For some questions – those related to resident behavior, circumstance or to a local problem – the comparison to the benchmark is designated as "more," "similar" or "less" (for example, the percent of crime victims, residents visiting a park or residents identifying code enforcement as a problem.) In instances where ratings are considerably higher or lower than the benchmark, these ratings have been further demarcated by the attribute of "much," (for example, "much less" or "much above"). These labels come from a statistical comparison of the City and County of Honolulu's rating to the benchmark where a rating is considered "similar" if it is within the margin of error; "above," "below," "more" or "less" if the difference between your jurisdiction's rating and the benchmark is greater the margin of error; and "much above," "much below," "much more" or "much less" if the difference between your jurisdiction's rating and the benchmark is more than twice the margin of error.

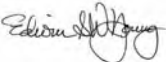
APPENDIX C: SURVEY MATERIALS

The following pages contain copies of the survey materials sent to randomly selected households within the City and County of Honolulu.

Dear Honolulu Resident,

Your household has been selected at random to participate in an anonymous citizen survey about the City and County of Honolulu. You will receive a copy of the survey next week in the mail with instructions for completing and returning it. Thank you in advance for helping us with this important project!

Sincerely,

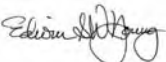


Edwin S. W. Young
City Auditor

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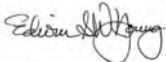


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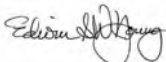


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Sincerely,



Edwin S. W. Young
City Auditor



OFFICE OF THE CITY AUDITOR
CITY AND COUNTY OF HONOLULU
1001 KAMOKILA BOULEVARD, SUITE 216
KAPOLEI, HAWAII 96707

Presorted
First Class Mail
US Postage
PAID
Boulder, CO
Permit NO. 94



OFFICE OF THE CITY AUDITOR
CITY AND COUNTY OF HONOLULU
1001 KAMOKILA BOULEVARD, SUITE 216
KAPOLEI, HAWAII 96707

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EDWIN S.W. YOUNG
CITY AUDITOR

OFFICE OF THE CITY AUDITOR
CITY AND COUNTY OF HONOLULU
1001 KAMOKILA BOULEVARD, SUITE 216, KAPOLEI, HAWAII 96707 / PHONE: (808) 768-3134 / FAX: (808) 768-3135

December 2011

Dear City and County of Honolulu Resident:

The City and County of Honolulu wants to know what you think about our community and municipal government. You have been randomly selected to participate in Honolulu's 2011 Citizen Survey. **Please note that when we refer to "Honolulu" in this questionnaire, this means the entire City and County of Honolulu on the island of Oahu.**

Please take a few minutes to fill out the enclosed Citizen Survey. Your feedback will help the City and County set benchmarks for tracking the quality of services provided to residents. Your answers will help the City and County make decisions that affect our community. You should find the questions interesting and we will definitely find your answers useful. Please participate!

To get a representative sample of Honolulu residents, the adult (anyone 18 years or older) in your household who most recently had a birthday should complete this survey. Year of birth of the adult does not matter.

Please have the appropriate member of the household spend a few minutes to answer all the questions and return the survey in the enclosed postage-paid envelope. **Your responses will remain completely anonymous.**

You may complete the survey online if you would prefer, at:
<http://www.n-r-c.com/survey/honolulu.htm>

Your participation in this survey is very important – especially since your household is one of only a small number of households being surveyed. If you have any questions about the Citizen Survey please call (808) 768-3134.

Please help us shape the future of Honolulu. Thank you for your time and participation.

Sincerely,

Edwin S. W. Young
City Auditor



EDWIN S.W. YOUNG
CITY AUDITOR

OFFICE OF THE CITY AUDITOR
CITY AND COUNTY OF HONOLULU
1001 KAMOKILA BOULEVARD, SUITE 216, KAPOLEI, HAWAII 96707 / PHONE: (808) 768-3134 / FAX: (808) 768-3135

December 2011

Dear City and County of Honolulu Resident:

About one week ago, you should have received a copy of the enclosed survey. **If you completed it and sent it back, we thank you for your time and ask you to discard this survey. Please do not respond twice.** If you have not had a chance to complete the survey, we would appreciate your response. The City and County of Honolulu wants to know what you think about our community and municipal government. You have been randomly selected to participate in the City and County of Honolulu's 2011 Citizen Survey. **Please note that when we refer to "Honolulu" in this questionnaire, this means the entire City and County of Honolulu on the island of Oahu.**

Please take a few minutes to fill out the enclosed Citizen Survey. Your feedback will help the City and County set benchmarks for tracking the quality of services provided to residents. Your answers will help the City and County make decisions that affect our community. You should find the questions interesting and we will definitely find your answers useful. Please participate!

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Your participation in this survey is very important – especially since your household is one of only a small number of households being surveyed. If you have any questions about the Citizen Survey please call (808) 768-3134.

Please help us shape the future of Honolulu. Thank you for your time and participation.

Sincerely,

Edwin S. W. Young
City Auditor

The City and County of Honolulu 2011 Citizen Survey

Please complete this questionnaire if you are the adult (age 18 or older) in the household who most recently had a birthday. The adult's year of birth does not matter. Please select the response (by circling the number or checking the box) that most closely represents your opinion for each question. Your responses are anonymous and will be reported in group form only.

1. Please rate each of the following aspects of quality of life in Honolulu:

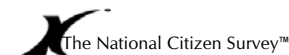
	Excellent	Good	Fair	Poor	Don't know
Honolulu as a place to live	1	2	3	4	5
Your neighborhood as a place to live	1	2	3	4	5
Honolulu as a place to raise children	1	2	3	4	5
Honolulu as a place to work	1	2	3	4	5
Honolulu as a place to retire	1	2	3	4	5
The overall quality of life in Honolulu	1	2	3	4	5

2. Please rate each of the following characteristics as they relate to the City and County of Honolulu as a whole:

	Excellent	Good	Fair	Poor	Don't know
Sense of community	1	2	3	4	5
Openness and acceptance of the community toward people of diverse backgrounds	1	2	3	4	5
Overall appearance of Honolulu	1	2	3	4	5
Cleanliness of Honolulu	1	2	3	4	5
Overall quality of new development in Honolulu	1	2	3	4	5
Variety of housing options	1	2	3	4	5
Overall quality of business and service establishments in Honolulu	1	2	3	4	5
Shopping opportunities	1	2	3	4	5
Opportunities to attend cultural activities	1	2	3	4	5
Recreational opportunities	1	2	3	4	5
Employment opportunities	1	2	3	4	5
Educational opportunities	1	2	3	4	5
Opportunities to participate in social events and activities	1	2	3	4	5
Opportunities to participate in religious or spiritual events and activities	1	2	3	4	5
Opportunities to volunteer	1	2	3	4	5
Opportunities to participate in community matters	1	2	3	4	5
Ease of car travel in Honolulu	1	2	3	4	5
Ease of bus travel in Honolulu	1	2	3	4	5
Ease of bicycle travel in Honolulu	1	2	3	4	5
Ease of walking in Honolulu	1	2	3	4	5
Availability of paths and walking trails	1	2	3	4	5
Traffic flow on major streets	1	2	3	4	5
Amount of public parking	1	2	3	4	5
Availability of affordable quality housing	1	2	3	4	5
Availability of affordable quality child care	1	2	3	4	5
Availability of affordable quality health care	1	2	3	4	5
Availability of affordable quality food	1	2	3	4	5
Availability of preventative health services	1	2	3	4	5
Air quality	1	2	3	4	5
Quality of overall natural environment in Honolulu	1	2	3	4	5
Overall image or reputation of Honolulu	1	2	3	4	5

3. Please rate the speed of growth in the following categories in Honolulu over the past 2 years:

	Much too slow	Somewhat too slow	Right amount	Somewhat too fast	Much too fast	Don't know
Population growth	1	2	3	4	5	6
Retail growth (stores, restaurants, etc.)	1	2	3	4	5	6
Jobs growth	1	2	3	4	5	6



4. To what degree, if at all, are run down buildings, weed lots or junk vehicles a problem in Honolulu?
 Not a problem Minor problem Moderate problem Major problem Don't know

5. Please rate how safe or unsafe you feel from the following in Honolulu:

	Very safe	Somewhat safe	Neither safe nor unsafe	Somewhat unsafe	Very unsafe	Don't know
Violent crime (e.g., rape, assault, robbery)	1	2	3	4	5	6
Property crimes (e.g., burglary, theft)	1	2	3	4	5	6
Environmental hazards, including toxic waste	1	2	3	4	5	6

6. Please rate how safe or unsafe you feel:

	Very safe	Somewhat safe	Neither safe nor unsafe	Somewhat unsafe	Very unsafe	Don't know
In your neighborhood during the day	1	2	3	4	5	6
In your neighborhood after dark	1	2	3	4	5	6
In Honolulu's downtown area during the day	1	2	3	4	5	6
In Honolulu's downtown area after dark	1	2	3	4	5	6

7. Have you had any in-person or phone contact with an employee of the Honolulu Police Department within the last 12 months?

- No → Go to Question 9
- Yes → Go to Question 8
- Don't know → Go to Question 9

8. What was your overall impression of your most recent contact with the Honolulu Police Department?

- Excellent
- Good
- Fair
- Poor
- Don't know

9. During the past 12 months, were you or anyone in your household the victim of any crime?

- No → Go to Question 11
- Yes → Go to Question 10
- Don't know → Go to Question 11

10. If yes, was this crime (these crimes) reported to the police?

- No
- Yes
- Don't know

11. In the last 12 months, about how many times, if ever, have you or other household members participated in the following activities in Honolulu?

	Never	Once or twice	3 to 12 times	13 to 26 times	More than 26 times
Used City and County of Honolulu recreation centers	1	2	3	4	5
Participated in a City and County recreation program or activity	1	2	3	4	5
Visited a neighborhood park or City and County park	1	2	3	4	5
Ridden TheBus or Handivan within Honolulu	1	2	3	4	5
Attended a meeting of local elected officials or other local public meeting	1	2	3	4	5
Watched a meeting of local elected officials or other City and County-sponsored public meeting on cable television, the Internet or other media	1	2	3	4	5
Read a newsletter from any City and County agency	1	2	3	4	5
Visited the City and County of Honolulu Web site (at www.honolulu.gov)	1	2	3	4	5
Recycled used paper, cans or bottles from your home	1	2	3	4	5
Volunteered your time to some group or activity in Honolulu	1	2	3	4	5
Participated in religious or spiritual activities in Honolulu	1	2	3	4	5
Participated in a club or civic group in Honolulu	1	2	3	4	5
Provided help to a friend or neighbor	1	2	3	4	5

12. About how often, if at all, do you talk to or visit with your immediate neighbors (people who live in the 10 or 20 households that are closest to you)?

- Just about every day
- Several times a week
- Several times a month
- Less than several times a month

The City and County of Honolulu 2011 Citizen Survey

13. Please rate the quality of each of the following services in Honolulu:

	Excellent	Good	Fair	Poor	Don't know
Police services	1	2	3	4	5
Fire services	1	2	3	4	5
Ambulance or emergency medical services	1	2	3	4	5
Crime prevention	1	2	3	4	5
Fire prevention and education	1	2	3	4	5
Traffic enforcement	1	2	3	4	5
Street repair	1	2	3	4	5
Street cleaning	1	2	3	4	5
Street lighting	1	2	3	4	5
Sidewalk maintenance	1	2	3	4	5
Traffic signal timing	1	2	3	4	5
Bus or transit services	1	2	3	4	5
Garbage collection	1	2	3	4	5
Recycling	1	2	3	4	5
Yard waste pick-up	1	2	3	4	5
Storm drainage	1	2	3	4	5
Drinking water	1	2	3	4	5
Sewer services	1	2	3	4	5
City and County parks	1	2	3	4	5
Recreation programs or classes	1	2	3	4	5
Recreation centers or facilities	1	2	3	4	5
Land use, planning and zoning	1	2	3	4	5
Code enforcement (weeds, abandoned buildings, etc.)	1	2	3	4	5
Animal control	1	2	3	4	5
Economic development	1	2	3	4	5
Services to seniors	1	2	3	4	5
Services to youth	1	2	3	4	5
Services to low-income people	1	2	3	4	5
Public information services	1	2	3	4	5
Emergency preparedness (services that prepare the community for natural disasters or other emergency situations)	1	2	3	4	5
Preservation of natural areas such as open space, agricultural lands and greenbelts	1	2	3	4	5
Satellite City Halls	1	2	3	4	5
Neighborhood Boards	1	2	3	4	5
City special events (City Lights, Lei Contest, etc.)	1	2	3	4	5

14. Overall, how would you rate the quality of the services provided by each of the following?

	Excellent	Good	Fair	Poor	Don't know
The City and County of Honolulu	1	2	3	4	5
The Federal Government	1	2	3	4	5
The State Government	1	2	3	4	5

15. Please indicate how likely or unlikely you are to do each of the following:

	Very likely	Somewhat likely	Somewhat unlikely	Very unlikely	Don't know
Recommend living in Honolulu to someone who asks	1	2	3	4	5
Remain in Honolulu for the next five years	1	2	3	4	5

16. What impact, if any, do you think the economy will have on your family income in the next 6 months? Do you think the impact will be:

- Very positive Somewhat positive Neutral Somewhat negative Very negative

17. Have you had any in-person or phone contact with an employee of the Honolulu Fire Department within the last 12 months?

- No → Go to Question 19 Yes → Go to Question 18 Don't know → Go to Question 19



18. What was your overall impression of your most recent contact with the Honolulu Fire Department?

- Excellent Good Fair Poor Don't know

19. Have you had any in-person or phone contact with an employee of the City and County of Honolulu within the last 12 months (including police, receptionists, planners or any others)?

- No → Go to Question 21 Yes → Go to Question 20 Don't know → Go to Question 21

20. What was your overall impression of the employee(s) of the City and County of Honolulu in your most recent contact (Rate each characteristic below.)?

	Excellent	Good	Fair	Poor	Don't know
Knowledge	1	2	3	4	5
Responsiveness	1	2	3	4	5
Courtesy	1	2	3	4	5
Overall impression	1	2	3	4	5

21. Please rate the following categories of the City and County of Honolulu government performance:

	Excellent	Good	Fair	Poor	Don't know
The value of services for the taxes paid to the City and County of Honolulu	1	2	3	4	5
The overall direction that the City and County of Honolulu is taking	1	2	3	4	5
The job the City and County of Honolulu government does at welcoming citizen involvement	1	2	3	4	5

22. a. Please indicate to what degree you would support or oppose the City and County continuing to fund each of the following items even if it involves raising taxes:

	Strongly support	Somewhat support	Somewhat oppose	Strongly oppose	Don't know
Preserving open space and agricultural land	1	2	3	4	5
Creating new park facilities	1	2	3	4	5
Creating more recreation programs for children/youth	1	2	3	4	5
Creating more recreation programs for seniors	1	2	3	4	5
Creating mass transit options such as bus or rail systems	1	2	3	4	5
Upgrading the City and County's emergency services facilities	1	2	3	4	5

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

	Not a problem	Minor problem	Moderate problem	Major problem	Don't know
Waste disposal	1	2	3	4	5
Lack of parking	1	2	3	4	5
Pedestrian safety	1	2	3	4	5
Enforcing traffic laws	1	2	3	4	5
Enforcing pedestrian laws	1	2	3	4	5
Unemployment	1	2	3	4	5
Homeless and/or homelessness	1	2	3	4	5
Noise	1	2	3	4	5
Crime	1	2	3	4	5
Drugs	1	2	3	4	5
Prostitution	1	2	3	4	5
Condition of sidewalks, crosswalks, and bike lanes	1	2	3	4	5
Condition of Honolulu's roads and streets	1	2	3	4	5

c. How important, if at all, are the following issues for the City to address in the next two years?

	Essential	Very important	Somewhat important	Not at all important	Don't know
More economic development activities	1	2	3	4	5
More job creation activities	1	2	3	4	5
Expand job training and development programs	1	2	3	4	5
Support of local farming and local products	1	2	3	4	5
More affordable housing	1	2	3	4	5
Homeless and/or homelessness	1	2	3	4	5

The City and County of Honolulu 2011 Citizen Survey

Our last questions are about you and your household. Again, all of your responses to this survey are completely anonymous and will be reported in group form only.

D1. Are you currently employed for pay?

- No → Go to Question D3
- Yes, full time → Go to Question D2
- Yes, part time → Go to Question D2

D2. During a typical week, how many days do you commute to work (for the longest distance of your commute) in each of the ways listed below? (Enter the total number of days, using whole numbers.)

- Motorized vehicle (e.g., car, truck, van, motorcycle, etc...) by myself days
- Motorized vehicle (e.g., car, truck, van, motorcycle, etc...) with other adults or children days
- TheBus, Handivan, or other public transportation days
- Walk days
- Bicycle days
- Work at home days
- Other days

D3. How many years have you lived in Honolulu?

- Less than 2 years
- 2-5 years
- 6-10 years
- 11-20 years
- More than 20 years

D4. Which best describes the building you live in?

- One family house detached from any other houses
- House attached to one or more houses (e.g., a duplex or townhome)
- Building with two or more apartments or condominiums
- Other

D5. Is this house or apartment...

- Rented for cash or occupied without cash payment?
- Owned by you or someone in this house with a mortgage or free and clear?

D6. About how much is your monthly housing cost for the place you live (including rent, mortgage payment, property tax, property insurance and homeowners' association (HOA) fees)?

- Less than \$300 per month
- \$300 to \$599 per month
- \$600 to \$999 per month
- \$1,000 to \$1,499 per month
- \$1,500 to \$2,499 per month
- \$2,500 or more per month

D7. Do any children 17 or under live in your household?

- No
- Yes

D8. Are you or any other members of your household aged 65 or older?

- No
- Yes

D9. How much do you anticipate your household's total income before taxes will be for the current year? (Please include in your total income money from all sources for all persons living in your household.)

- Less than \$24,999
- \$25,000 to \$49,999
- \$50,000 to \$99,999
- \$100,000 to \$149,999
- \$150,000 or more

Please respond to both questions D10 and D11:

D10. Are you Spanish, Hispanic or Latino?

- No, not Spanish, Hispanic or Latino
- Yes, I consider myself to be Spanish, Hispanic or Latino

D11. What is your race? (Mark one or more races to indicate what race you consider yourself to be)

- American Indian or Alaskan Native
- Native Hawaiian or other Pacific Islander
- Asian
- Black or African American
- White
- Other

D12. In which category is your age?

- 18-24 years
- 25-34 years
- 35-44 years
- 45-54 years
- 55-64 years
- 65-74 years
- 75 years or older

D13. What is your sex?

- Female
- Male

D14. Are you registered to vote in your jurisdiction?

- No
- Yes
- Ineligible to vote
- Don't know

D15. Many people don't have time to vote in elections. Did you vote in the last general election?

- No
- Yes
- Ineligible to vote
- Don't know

D16. Do you have a cell phone?

- No
- Yes

D17. Do you have a land line at home?

- No
- Yes

D18. If you have both a cell phone and a land line, which do you consider your primary telephone number?

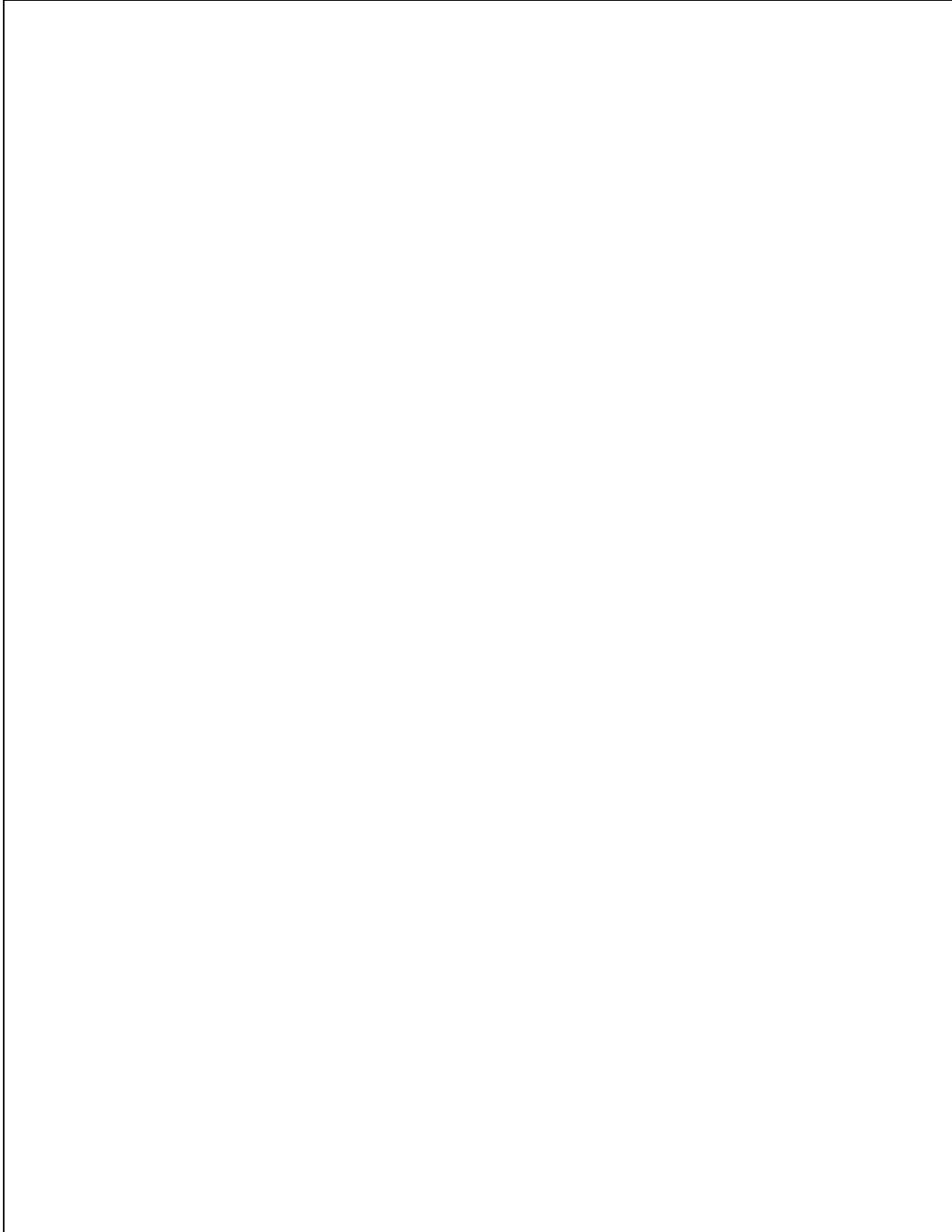
- Cell
- Land line
- Both

Thank you for completing this survey. Please return the completed survey in the postage paid envelope to: National Research Center, Inc., PO Box 549, Belle Mead, NJ 08502



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CITY AND COUNTY OF HONOLULU, HI 2011

Benchmark Report

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The National Citizen Survey™ by National Research Center, Inc.

The National Citizen Survey™

**UNDERSTANDING THE BENCHMARK
COMPARISONS**
COMPARISON DATA

NRC's database of comparative resident opinion is comprised of resident perspectives gathered in citizen surveys from approximately 500 jurisdictions whose residents evaluated local government services and gave their opinion about the quality of community life. The comparison evaluations are from the most recent survey completed in each jurisdiction; most communities conduct surveys every year or in alternating years. NRC adds the latest results quickly upon survey completion, keeping the benchmark data fresh and relevant.

The City and County of Honolulu chose to have comparisons made to the entire database and a subset of similar jurisdictions from the database (populations over 300,000). A benchmark comparison (the average rating from all the comparison jurisdictions where a similar question was asked) has been provided when a similar question on the City and County of Honolulu Survey was included in NRC's database and there were at least five jurisdictions in which the question was asked. For most questions compared to the entire dataset, there were more than 100 jurisdictions included in the benchmark comparison.

The jurisdictions in the database represent a wide geographic and population range as shown in the table below.

Jurisdiction Characteristic	Percent of Jurisdictions
Region	
West Coast ¹	17%
West ²	20%
North Central West ³	11%
North Central East ⁴	13%
South Central ⁵	7%
South ⁶	26%
Northeast West ⁷	2%
Northeast East ⁸	4%
Population	
Less than 40,000	46%
40,000 to 74,999	19%
75,000 to 149,000	17%
150,000 or more	18%

¹ Alaska, Washington, Oregon, California, Hawaii
² Montana, Idaho, Wyoming, Colorado, Utah, Nevada, Arizona, New Mexico
³ North Dakota, South Dakota, Nebraska, Kansas, Iowa, Missouri, Minnesota
⁴ Illinois, Indiana, Ohio, Michigan, Wisconsin
⁵ Oklahoma, Texas, Louisiana, Arkansas
⁶ West Virginia, Virginia, Kentucky, Tennessee, Mississippi, Alabama, Georgia, Florida, South Carolina, North Carolina, Maryland, Delaware, Washington DC
⁷ New York, Pennsylvania, New Jersey
⁸ Connecticut, Rhode Island, Massachusetts, New Hampshire, Vermont, Maine

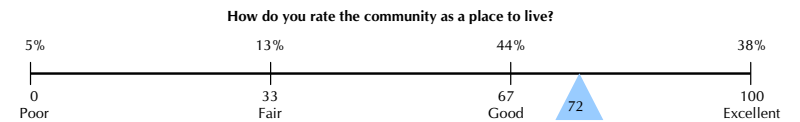
PUTTING EVALUATIONS ONTO THE 100-POINT SCALE

Although responses to many of the evaluative questions were made on a four point scale with 1 representing the best rating and 4 the worst, the benchmarks are reported on a common scale where 0 is the worst possible rating and 100 is the best possible rating. The 95 percent confidence interval around an average score on the 100-point scale is no greater than plus or minus three points based on all respondents.

The 100-point scale is not a percent. It is a conversion of responses to an average rating. Each response option is assigned a value that is used in calculating the average score. For example, "excellent" = 100, "good" = 67, "fair" = 33 and "poor" = 0. If everyone reported "excellent," then the average rating would be 100 on the 100-point scale. Likewise, if all respondents gave a "poor," the result would be 0 on the 100-point scale. If half the respondents gave a "excellent" and half gave a score of "poor," the average would be in the middle of the scale (like the center post of a teeter totter) between "fair" and "good." An example of how to convert survey frequencies into an average rating appears below.

Example of Converting Responses to the 100-point Scale

How do you rate the community as a place to live?						
Response option	Total with "don't know"	Step 1: Remove the percent of "don't know" responses	Total without "don't know"	Step 2: Assign scale values	Step 3: Multiply the percent by the scale value	Step 4: Sum to calculate the average rating
Excellent	36%	= 36 ÷ (100-5) =	38%	100	= 38% x 100 =	38
Good	42%	= 42 ÷ (100-5) =	44%	67	= 44% x 67 =	30
Fair	12%	= 12 ÷ (100-5) =	13%	33	= 13% x 33 =	4
Poor	5%	= 5 ÷ (100-5) =	5%	0	= 5% x 0 =	0
Don't know	5%		--			
Total	100%		100%			72



INTERPRETING THE RESULTS

Average ratings are compared when similar questions are included in NRC’s database, and there are at least five jurisdictions in which the question was asked. Where comparisons are available, three numbers are provided in the table. The first column is your jurisdiction’s rating on the 100-point scale. The second column is the rank assigned to your jurisdiction’s rating among jurisdictions where a similar question was asked. The third column is the number of jurisdictions that asked a similar question. The fourth column is shows Honolulu’s percentile. The final column shows the comparison of your jurisdiction’s average rating to the benchmark.

Where comparisons for quality ratings were available, the City and County of Honolulu’s results were generally noted as being “above” the benchmark, “below” the benchmark or “similar” to the benchmark. For some questions – those related to resident behavior, circumstance or to a local problem – the comparison to the benchmark is designated as “more,” “similar” or “less” (for example, the percent of crime victims, residents visiting a park or residents identifying code enforcement as a problem.) In instances where ratings are considerably higher or lower than the benchmark, these ratings have been further demarcated by the attribute of “much,” (for example, “much less” or “much above”). These labels come from a statistical comparison of the City and County of Honolulu’s rating to the benchmark where a rating is considered “similar” if it is within the margin of error; “above,” “below,” “more” or “less” if the difference between your jurisdiction’s rating and the benchmark is greater the margin of error; and “much above,” “much below,” “much more” or “much less” if the difference between your jurisdiction’s rating and the benchmark is more than twice the margin of error.

This report contains benchmarks at the national level, as well as for populations over 300,000.

NATIONAL BENCHMARK COMPARISONS

Overall Community Quality Benchmarks					
	Honolulu average rating	Rank	Number of Jurisdictions for Comparison	City and County of Honolulu Percentile	Comparison to benchmark
Overall quality of life in Honolulu	62	282	408	31%	Below
Your neighborhood as place to live	63	208	269	23%	Much below
Honolulu as a place to live	69	198	340	42%	Similar
Recommend living in Honolulu to someone who asks	63	162	179	10%	Much below
Remain in Honolulu for the next five years	73	136	178	24%	Below

Community Transportation Benchmarks					
	Honolulu average rating	Rank	Number of Jurisdictions for Comparison	City and County of Honolulu Percentile	Comparison to benchmark
Ease of car travel in Honolulu	29	262	266	2%	Much below
Ease of bus travel in Honolulu	51	54	186	71%	Much above
Ease of bicycle travel in Honolulu	31	238	257	7%	Much below
Ease of walking in Honolulu	50	166	259	36%	Below
Availability of paths and walking trails	42	140	175	20%	Much below
Traffic flow on major streets	20	241	243	1%	Much below

Frequency of Bus Use Benchmarks					
	Honolulu average rating	Rank	Number of Jurisdictions for Comparison	City and County of Honolulu Percentile	Comparison to benchmark
Ridden TheBus or Handivan within Honolulu	46	19	159	89%	Much more

Drive Alone Benchmarks					
	Honolulu average rating	Rank	Number of Jurisdictions for Comparison	City and County of Honolulu Percentile	Comparison to benchmark
Average percent of work commute trips made by driving alone	67	137	169	19%	Much less

Transportation and Parking Services Benchmarks					
	Honolulu average rating	Rank	Number of Jurisdictions for Comparison	City and County of Honolulu Percentile	Comparison to benchmark
Street repair	19	387	393	2%	Much below
Street cleaning	37	261	272	4%	Much below
Street lighting	44	261	300	13%	Much below
Sidewalk maintenance	32	241	255	6%	Much below
Traffic signal timing	39	198	210	6%	Much below
Bus or transit services	62	28	198	86%	Much above
Amount of public parking	22	201	203	1%	Much below

Housing Characteristics Benchmarks					
	Honolulu average rating	Rank	Number of Jurisdictions for Comparison	City and County of Honolulu Percentile	Comparison to benchmark
Availability of affordable quality housing	19	270	279	3%	Much below
Variety of housing options	33	165	168	2%	Much below

Housing Costs Benchmarks					
	Honolulu average rating	Rank	Number of Jurisdictions for Comparison	City and County of Honolulu Percentile	Comparison to benchmark
Experiencing housing costs stress (housing costs 30% or MORE of income)	61	1	173	100%	Much more

Built Environment Benchmarks					
	Honolulu average rating	Rank	Number of Jurisdictions for Comparison	City and County of Honolulu Percentile	Comparison to benchmark
Quality of new development in Honolulu	44	213	244	13%	Much below
Overall appearance of Honolulu	52	233	313	26%	Much below

Population Growth Benchmarks					
	Honolulu average rating	Rank	Number of Jurisdictions for Comparison	City and County of Honolulu Percentile	Comparison to benchmark
Population growth seen as too fast	67	20	226	92%	Much more

Nuisance Problems Benchmarks					
	Honolulu average rating	Rank	Number of Jurisdictions for Comparison	City and County of Honolulu Percentile	Comparison to benchmark
Run down buildings, weed lots and junk vehicles seen as a "major" problem	25	28	228	88%	Much more

Planning and Community Code Enforcement Services Benchmarks					
	Honolulu average rating	Rank	Number of Jurisdictions for Comparison	City and County of Honolulu Percentile	Comparison to benchmark
Land use, planning and zoning	38	210	273	23%	Much below
Code enforcement (weeds, abandoned buildings, etc.)	35	282	336	16%	Much below
Animal control	40	279	297	6%	Much below

Economic Sustainability and Opportunities Benchmarks					
	Honolulu average rating	Rank	Number of Jurisdictions for Comparison	City and County of Honolulu Percentile	Comparison to benchmark
Employment opportunities	34	152	276	45%	Similar
Shopping opportunities	63	50	261	81%	Much above
Honolulu as a place to work	51	173	298	42%	Similar
Overall quality of business and service establishments in Honolulu	50	125	163	23%	Below

Economic Development Services Benchmarks					
	Honolulu average rating	Rank	Number of Jurisdictions for Comparison	City and County of Honolulu Percentile	Comparison to benchmark
Economic development	36	216	260	17%	Much below

Job and Retail Growth Benchmarks					
	Honolulu average rating	Rank	Number of Jurisdictions for Comparison	City and County of Honolulu Percentile	Comparison to benchmark
Retail growth seen as too slow	16	210	225	7%	Much less
Jobs growth seen as too slow	82	82	228	64%	Much more

Personal Economic Future Benchmarks					
	Honolulu average rating	Rank	Number of Jurisdictions for Comparison	City and County of Honolulu Percentile	Comparison to benchmark
Positive impact of economy on household income	16	116	221	48%	Similar

Community and Personal Public Safety Benchmarks					
	Honolulu average rating	Rank	Number of Jurisdictions for Comparison	City and County of Honolulu Percentile	Comparison to benchmark
In your neighborhood during the day	83	236	310	24%	Below
In your neighborhood after dark	68	210	302	31%	Below
In Honolulu's downtown area during the day	69	247	261	5%	Much below
In Honolulu's downtown area after dark	34	261	271	4%	Much below
Violent crime (e.g., rape, assault, robbery)	58	231	263	12%	Much below
Property crimes (e.g., burglary, theft)	45	244	263	7%	Much below
Environmental hazards, including toxic waste	63	164	175	6%	Much below

Crime Victimization and Reporting Benchmarks					
	Honolulu average rating	Rank	Number of Jurisdictions for Comparison	City and County of Honolulu Percentile	Comparison to benchmark
Victim of crime	16	53	231	77%	More
Reported crimes	79	112	229	51%	Similar

Public Safety Services Benchmarks					
	Honolulu average rating	Rank	Number of Jurisdictions for Comparison	City and County of Honolulu Percentile	Comparison to benchmark
Police services	56	349	388	10%	Much below
Fire services	75	191	313	39%	Similar
Ambulance or emergency medical services	74	176	312	44%	Similar
Crime prevention	46	274	317	14%	Much below
Fire prevention and education	61	193	249	23%	Below
Traffic enforcement	43	325	334	3%	Much below
Emergency preparedness (services that prepare the community for natural disasters or other emergency situations)	60	71	196	64%	Above

Contact with Police and Fire Departments Benchmarks					
	Honolulu average rating	Rank	Number of Jurisdictions for Comparison	City and County of Honolulu Percentile	Comparison to benchmark
Had contact with the Honolulu Police Department	29	63	71	11%	Much less
Overall impression of most recent contact with the Honolulu Police Department	54	75	79	5%	Much below
Had contact with the Honolulu Fire Department	11	43	52	18%	Less
Overall impression of most recent contact with the Honolulu Fire Department	87	18	57	70%	Above

Community Environment Benchmarks					
	Honolulu average rating	Rank	Number of Jurisdictions for Comparison	City and County of Honolulu Percentile	Comparison to benchmark
Cleanliness of Honolulu	44	163	178	8%	Much below
Quality of overall natural environment in Honolulu	61	95	179	47%	Similar
Preservation of natural areas such as open space, agricultural lands and greenbelts	49	119	179	34%	Below
Air quality	65	83	215	62%	Above

Frequency of Recycling Benchmarks					
	Honolulu average rating	Rank	Number of Jurisdictions for Comparison	City and County of Honolulu Percentile	Comparison to benchmark
Recycled used paper, cans or bottles from your home	89	75	214	65%	Much more

Utility Services Benchmarks					
	Honolulu average rating	Rank	Number of Jurisdictions for Comparison	City and County of Honolulu Percentile	Comparison to benchmark
Sewer services	53	240	268	10%	Much below
Drinking water	65	96	278	66%	Much above
Storm drainage	49	226	323	30%	Below
Yard waste pick-up	60	155	229	32%	Below
Recycling	59	231	312	26%	Below
Garbage collection	65	262	333	21%	Below

Community Recreational Opportunities Benchmarks					
	Honolulu average rating	Rank	Number of Jurisdictions for Comparison	City and County of Honolulu Percentile	Comparison to benchmark
Recreation opportunities	65	85	272	69%	Much above

Participation in Parks and Recreation Opportunities Benchmarks					
	Honolulu average rating	Rank	Number of Jurisdictions for Comparison	City and County of Honolulu Percentile	Comparison to benchmark
Used City and County of Honolulu recreation centers	52	125	184	32%	Less
Participated in a City and County recreation program or activity	35	195	215	9%	Much less
Visited a neighborhood park or City and County park	86	112	222	50%	Similar

Parks and Recreation Services Benchmarks					
	Honolulu average rating	Rank	Number of Jurisdictions for Comparison	City and County of Honolulu Percentile	Comparison to benchmark
City and County parks	56	270	292	8%	Much below
Recreation programs or classes	53	261	301	13%	Much below
Recreation centers or facilities	52	200	243	18%	Much below

Cultural and Educational Opportunities Benchmarks					
	Honolulu average rating	Rank	Number of Jurisdictions for Comparison	City and County of Honolulu Percentile	Comparison to benchmark
Opportunities to attend cultural activities	63	50	277	82%	Much above
Educational opportunities	46	187	228	18%	Much below

Participation in Cultural and Educational Opportunities Benchmarks					
	Honolulu average rating	Rank	Number of Jurisdictions for Comparison	City and County of Honolulu Percentile	Comparison to benchmark
Participated in religious or spiritual activities in Honolulu	53	58	120	52%	Similar

Community Health and Wellness Access and Opportunities Benchmarks					
	Honolulu average rating	Rank	Number of Jurisdictions for Comparison	City and County of Honolulu Percentile	Comparison to benchmark
Availability of affordable quality health care	38	190	219	13%	Much below
Availability of affordable quality food	44	153	164	7%	Much below
Availability of preventive health services	45	118	136	13%	Much below

Community Quality and Inclusiveness Benchmarks					
	Honolulu average rating	Rank	Number of Jurisdictions for Comparison	City and County of Honolulu Percentile	Comparison to benchmark
Sense of community	52	199	278	29%	Below
Openness and acceptance of the community toward people of diverse backgrounds	57	112	247	55%	Similar
Availability of affordable quality child care	26	209	215	3%	Much below
Honolulu as a place to raise kids	57	269	337	20%	Much below
Honolulu as a place to retire	52	237	322	26%	Much below

Services Provided for Population Subgroups Benchmarks					
	Honolulu average rating	Rank	Number of Jurisdictions for Comparison	City and County of Honolulu Percentile	Comparison to benchmark
Services to seniors	48	234	274	15%	Much below
Services to youth	47	161	250	36%	Below
Services to low income people	47	97	219	56%	Similar

Civic Engagement Opportunities Benchmarks					
	Honolulu average rating	Rank	Number of Jurisdictions for Comparison	City and County of Honolulu Percentile	Comparison to benchmark
Opportunities to participate in community matters	55	95	170	44%	Similar
Opportunities to volunteer	63	89	169	48%	Similar

Participation in Civic Engagement Opportunities Benchmarks					
	Honolulu average rating	Rank	Number of Jurisdictions for Comparison	City and County of Honolulu Percentile	Comparison to benchmark
Attended a meeting of local elected officials or other local public meeting	21	175	225	22%	Much less
Watched a meeting of local elected officials or other City and County-sponsored meeting on cable television, the Internet or other media	47	57	182	69%	Much more
Volunteered your time to some group or activity in Honolulu	50	75	225	67%	Much more
Participated in a club or civic group in Honolulu	36	43	143	70%	More

Participation in Civic Engagement Opportunities Benchmarks					
	Honolulu average rating	Rank	Number of Jurisdictions for Comparison	City and County of Honolulu Percentile	Comparison to benchmark
Provided help to a friend or neighbor	93	99	141	30%	Similar

Voter Behavior Benchmarks					
	Honolulu average rating	Rank	Number of Jurisdictions for Comparison	City and County of Honolulu Percentile	Comparison to benchmark
Registered to vote	73	212	230	8%	Much less
Voted in last general election	63	203	229	11%	Much less

Use of Information Sources Benchmarks					
	Honolulu average rating	Rank	Number of Jurisdictions for Comparison	City and County of Honolulu Percentile	Comparison to benchmark
Read a newsletter from any City and County agency	62	140	165	15%	Much less
Visited the City and County of Honolulu Web site	60	86	166	48%	Similar

Local Government Media Services and Information Dissemination Benchmarks					
	Honolulu average rating	Rank	Number of Jurisdictions for Comparison	City and County of Honolulu Percentile	Comparison to benchmark
Public information services	49	225	260	14%	Much below

Social Engagement Opportunities Benchmarks					
	Honolulu average rating	Rank	Number of Jurisdictions for Comparison	City and County of Honolulu Percentile	Comparison to benchmark
Opportunities to participate in social events and activities	56	81	167	52%	Similar
Opportunities to participate in religious or spiritual events and activities	63	95	132	28%	Below

Contact with Immediate Neighbors Benchmarks					
	Honolulu average rating	Rank	Number of Jurisdictions for Comparison	City and County of Honolulu Percentile	Comparison to benchmark
Has contact with neighbors at least several times per week	51	61	161	63%	Similar

Public Trust Benchmarks					
	Honolulu average rating	Rank	Number of Jurisdictions for Comparison	City and County of Honolulu Percentile	Comparison to benchmark
Value of services for the taxes paid to the City and County of Honolulu	40	307	359	15%	Much below
The overall direction that the City and County of Honolulu is taking	37	271	294	8%	Much below
Job the City and County of Honolulu government does at welcoming citizen involvement	42	233	298	22%	Much below
Overall image or reputation of Honolulu	58	166	288	43%	Similar

Services Provided by Local, State and Federal Governments Benchmarks					
	Honolulu average rating	Rank	Number of Jurisdictions for Comparison	City and County of Honolulu Percentile	Comparison to benchmark
Services provided by the City and County of Honolulu	51	341	389	12%	Much below
Services provided by the Federal Government	48	13	235	95%	Much above
Services provided by the State Government	43	111	237	53%	Similar

Contact with City and County Employees Benchmarks					
	Honolulu average rating	Rank	Number of Jurisdictions for Comparison	City and County of Honolulu Percentile	Comparison to benchmark
Had contact with City and County employee(s) in last 12 months	40	235	262	10%	Much less

Perceptions of City and County Employees (Among Those Who Had Contact) Benchmarks					
	Honolulu average rating	Rank	Number of Jurisdictions for Comparison	City and County of Honolulu Percentile	Comparison to benchmark
Knowledge	60	278	300	7%	Much below
Responsiveness	54	288	295	2%	Much below
Courteousness	57	243	246	1%	Much below
Overall impression	55	325	345	6%	Much below

JURISDICTIONS INCLUDED IN NATIONAL BENCHMARK COMPARISONS

Valdez, AK.....	3,976	Newport Beach, CA.....	85,186
Auburn, AL.....	53,380	Palm Springs, CA.....	44,552
Gulf Shores, AL.....	9,741	Palo Alto, CA.....	64,403
Tuskegee, AL.....	9,865	Poway, CA.....	47,811
Vestavia Hills, AL.....	34,033	Rancho Cordova, CA.....	64,776
Fayetteville, AR.....	73,580	Richmond, CA.....	103,701
Little Rock, AR.....	193,524	San Diego, CA.....	1,307,402
Avondale, AZ.....	76,238	San Francisco, CA.....	805,235
Casa Grande, AZ.....	48,571	San Jose, CA.....	945,942
Chandler, AZ.....	236,123	San Luis Obispo County, CA.....	269,637
Cococino County, AZ.....	134,421	San Mateo, CA.....	97,207
Dewey-Humboldt, AZ.....	3,894	San Rafael, CA.....	57,713
Flagstaff, AZ.....	65,870	Santa Monica, CA.....	89,736
Florence, AZ.....	25,536	Seaside, CA.....	33,025
Gilbert, AZ.....	208,453	South Lake Tahoe, CA.....	21,403
Goodyear, AZ.....	65,275	Stockton, CA.....	291,707
Green Valley, AZ.....	21,391	Sunnyvale, CA.....	140,081
Kingman, AZ.....	28,068	Temecula, CA.....	100,097
Marana, AZ.....	34,961	Thousand Oaks, CA.....	126,683
Maricopa County, AZ.....	3,817,117	Visalia, CA.....	124,442
Mesa, AZ.....	439,041	Walnut Creek, CA.....	64,173
Peoria, AZ.....	154,065	Adams County, CO.....	441,603
Phoenix, AZ.....	1,445,632	Arapahoe County, CO.....	572,003
Pinal County, AZ.....	375,770	Archuleta County, CO.....	12,084
Prescott Valley, AZ.....	38,822	Arvada, CO.....	106,433
Queen Creek, AZ.....	26,361	Aspen, CO.....	6,658
Scottsdale, AZ.....	217,385	Aurora, CO.....	325,078
Sedona, AZ.....	10,031	Boulder, CO.....	97,385
Surprise, AZ.....	117,517	Boulder County, CO.....	294,567
Tempe, AZ.....	161,719	Breckenridge, CO.....	4,540
Yuma, AZ.....	93,064	Broomfield, CO.....	55,889
Yuma County, AZ.....	195,751	Centennial, CO.....	100,377
Apple Valley, CA.....	69,135	Clear Creek County, CO.....	9,088
Benicia, CA.....	26,997	Colorado Springs, CO.....	416,427
Brea, CA.....	39,282	Commerce City, CO.....	45,913
Brisbane, CA.....	4,282	Craig, CO.....	9,464
Burlingame, CA.....	28,806	Crested Butte, CO.....	1,487
Carlsbad, CA.....	105,328	Denver, CO.....	600,158
Chula Vista, CA.....	243,916	Douglas County, CO.....	285,465
Concord, CA.....	122,067	Durango, CO.....	16,887
Coronado, CA.....	18,912	Eagle County, CO.....	52,197
Cupertino, CA.....	58,302	Edgewater, CO.....	5,170
Davis, CA.....	65,622	El Paso County, CO.....	622,263
Del Mar, CA.....	4,161	Englewood, CO.....	30,255
Dublin, CA.....	46,036	Estes Park, CO.....	5,858
El Cerrito, CA.....	23,549	Fort Collins, CO.....	143,986
Elk Grove, CA.....	153,015	Frisco, CO.....	2,683
Gait, CA.....	23,647	Fruita, CO.....	12,646
La Mesa, CA.....	57,065	Georgetown, CO.....	1,034
Laguna Beach, CA.....	22,723	Gilpin County, CO.....	5,441
Livermore, CA.....	80,968	Golden, CO.....	18,867
Lodi, CA.....	62,134	Grand County, CO.....	14,843
Long Beach, CA.....	462,257	Greenwood Village, CO.....	13,925
Lynwood, CA.....	69,772	Gunnison County, CO.....	15,324
Menlo Park, CA.....	32,026	Highlands Ranch, CO.....	96,713
Mission Viejo, CA.....	93,305	Hot Sulphur Springs, CO.....	663
Mountain View, CA.....	74,066	Hudson, CO.....	2,356

City and County of Honolulu | 2011

Jackson County, CO.....	1,394	Panama City, FL.....	36,484
Jefferson County, CO.....	534,543	Pasco County, FL.....	464,697
Lafayette, CO.....	24,453	Pinellas County, FL.....	916,542
Lakewood, CO.....	142,980	Pinellas Park, FL.....	49,079
Larimer County, CO.....	299,630	Port Orange, FL.....	56,048
Lone Tree, CO.....	10,218	Port St. Lucie, FL.....	164,603
Longmont, CO.....	86,270	Sanford, FL.....	53,570
Louisville, CO.....	18,376	Sarasota, FL.....	51,917
Loveland, CO.....	66,859	Seminole, FL.....	17,233
Mesa County, CO.....	146,723	South Daytona, FL.....	12,252
Montrose, CO.....	19,132	St. Cloud, FL.....	35,183
Northglenn, CO.....	35,789	Tallahassee, FL.....	181,376
Park County, CO.....	16,206	Titusville, FL.....	43,761
Parker, CO.....	45,297	Volusia County, FL.....	494,593
Pitkin County, CO.....	17,148	Walton County, FL.....	55,043
Pueblo, CO.....	106,595	Winter Garden, FL.....	34,568
Salida, CO.....	5,236	Winter Park, FL.....	27,852
Steamboat Springs, CO.....	12,088	Albany, GA.....	77,434
Sterling, CO.....	14,777	Alpharetta, GA.....	57,551
Summit County, CO.....	27,994	Cartersville, GA.....	19,731
Teller County, CO.....	23,350	Conyers, GA.....	15,195
Thornton, CO.....	118,772	Decatur, GA.....	19,335
Westminster, CO.....	106,114	McDonough, GA.....	22,084
Wheat Ridge, CO.....	30,166	Milton, GA.....	32,661
Windsor, CO.....	18,644	Peachtree City, GA.....	34,364
Coventry, CT.....	2,990	Roswell, GA.....	88,346
Hartford, CT.....	124,775	Sandy Springs, GA.....	93,853
Dover, DE.....	36,047	Savannah, GA.....	136,286
Rehoboth Beach, DE.....	1,327	Smyrna, GA.....	51,271
Belleair Beach, FL.....	1,560	Snellville, GA.....	18,242
Brevard County, FL.....	543,376	Suwanee, GA.....	15,355
Cape Coral, FL.....	154,305	Valdosta, GA.....	54,518
Charlotte County, FL.....	159,978	Ames, IA.....	58,965
Cleawater, FL.....	107,685	Ankeny, IA.....	45,582
Collier County, FL.....	321,520	Bettendorf, IA.....	33,217
Cooper City, FL.....	28,547	Cedar Falls, IA.....	39,260
Coral Springs, FL.....	121,096	Cedar Rapids, IA.....	126,326
Dania Beach, FL.....	99,685	Davenport, IA.....	99,685
Daytona Beach, FL.....	61,005	Des Moines, IA.....	203,433
Delray Beach, FL.....	60,522	Indianola, IA.....	14,782
Destin, FL.....	12,305	Muscatine, IA.....	22,886
Escambia County, FL.....	297,619	Urbandale, IA.....	39,463
Eustis, FL.....	18,558	West Des Moines, IA.....	56,609
Gainesville, FL.....	124,354	Boise, ID.....	205,671
Hillsborough County, FL.....	1,229,226	Jerome, ID.....	10,890
Jupiter, FL.....	55,156	Meridian, ID.....	75,092
Kissimmee, FL.....	59,682	Moscow, ID.....	23,800
Lee County, FL.....	618,754	Pocatello, ID.....	54,255
Martin County, FL.....	146,318	Post Falls, ID.....	27,574
Miami Beach, FL.....	87,779	Twin Falls, ID.....	44,125
North Palm Beach, FL.....	12,015	Batavia, IL.....	26,045
Oakland Park, FL.....	41,363	Bloomington, IL.....	76,610
Ocala, FL.....	56,315	Centralia, IL.....	13,032
Oldsmar, FL.....	13,591	Collinsville, IL.....	25,579
Oviedo, FL.....	33,342	Crystal Lake, IL.....	40,743
Palm Bay, FL.....	103,190	DeKalb, IL.....	43,862
Palm Beach County, FL.....	1,320,134	Elmhurst, IL.....	44,121
Palm Beach Gardens, FL.....	48,452	Evanston, IL.....	74,486
Palm Coast, FL.....	75,180	Freeport, IL.....	25,638

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Gurnee, IL.....	31,295	South Portland, ME.....	25,002
Highland Park, IL.....	29,763	Ann Arbor, MI.....	113,934
Lincolnwood, IL.....	12,590	Battle Creek, MI.....	52,347
Lyons, IL.....	10,729	Escanaba, MI.....	12,616
Naperville, IL.....	141,853	Farmington Hills, MI.....	79,740
Normal, IL.....	52,497	Flushing, MI.....	8,389
Oak Park, IL.....	51,878	Gladstone, MI.....	4,973
O'Fallon, IL.....	28,281	Howell, MI.....	9,489
Orland Park, IL.....	56,767	Jackson County, MI.....	160,248
Palatine, IL.....	68,557	Kalamazoo, MI.....	74,262
Park Ridge, IL.....	37,480	Kalamazoo County, MI.....	250,331
Peoria County, IL.....	186,494	Midland, MI.....	41,863
Riverside, IL.....	8,875	Novi, MI.....	55,224
Sherman, IL.....	4,148	Ottawa County, MI.....	263,801
Shorewood, IL.....	15,615	Petoskey, MI.....	5,670
Skokie, IL.....	64,784	Port Huron, MI.....	30,184
Sugar Grove, IL.....	8,997	Rochester, MI.....	12,711
Wilmington, IL.....	5,724	Sault Sainte Marie, MI.....	14,144
Woodridge, IL.....	32,971	South Haven, MI.....	4,403
Brownsville, IN.....	21,285	Village of Howard City, MI.....	1,808
Fishers, IN.....	76,794	Blue Earth, MN.....	3,353
Munster, IN.....	23,603	Carver County, MN.....	91,042
Noblesville, IN.....	51,969	Chanhassen, MN.....	22,952
Abilene, KS.....	6,844	Dakota County, MN.....	398,552
Arkansas City, KS.....	12,415	Duluth, MN.....	86,265
Fairway, KS.....	3,882	Fridley, MN.....	27,208
Garden City, KS.....	26,658	Hutchinson, MN.....	14,178
Gardner, KS.....	19,123	Maple Grove, MN.....	61,567
Johnson County, KS.....	544,179	Mayer, MN.....	1,749
Lawrence, KS.....	87,643	Medina, MN.....	4,892
Merriam, KS.....	11,003	Minneapolis, MN.....	382,578
Mission, KS.....	9,323	Olmsted County, MN.....	144,248
Olathe, KS.....	125,872	Scott County, MN.....	129,928
Overland Park, KS.....	173,372	Shorewood, MN.....	7,307
Roland Park, KS.....	6,731	St. Louis County, MN.....	200,226
Salina, KS.....	47,707	Washington County, MN.....	238,136
Wichita, KS.....	382,368	Woodbury, MN.....	61,961
Bowling Green, KY.....	58,067	Blue Springs, MO.....	52,575
Daviess County, KY.....	96,656	Branson, MO.....	10,520
New Orleans, LA.....	343,829	Clay County, MO.....	221,939
Andover, MA.....	8,762	Clayton, MO.....	15,939
Barnstable, MA.....	45,193	Ellisville, MO.....	9,133
Burlington, MA.....	24,498	Harrisonville, MO.....	10,019
Cambridge, MA.....	105,162	Jefferson City, MO.....	43,079
Needham, MA.....	28,886	Joplin, MO.....	50,150
Worcester, MA.....	181,045	Lee's Summit, MO.....	91,364
Annapolis, MD.....	38,394	Liberty, MO.....	29,149
Baltimore, MD.....	620,961	Maryland Heights, MO.....	27,472
Baltimore County, MD.....	805,029	Maryville, MO.....	11,972
Dorchester County, MD.....	32,618	Platte City, MO.....	4,691
Gaithersburg, MD.....	59,933	Raymore, MO.....	19,206
La Plata, MD.....	8,753	Richmond Heights, MO.....	8,603
Montgomery County, MD.....	971,777	Riverside, MO.....	2,937
Ocean City, MD.....	7,102	Rolla, MO.....	19,559
Prince George's County, MD.....	863,420	Wentzville, MO.....	29,070
Rockville, MD.....	61,209	Starkville, MS.....	23,888
Takoma Park, MD.....	16,715	Billings, MT.....	104,170
Saco, ME.....	18,482	Bozeman, MT.....	37,280
Scarborough, ME.....	4,403	Missoula, MT.....	66,788

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Asheville, NC.....	83,393	Albany, OR	50,158
Cabarrus County, NC.....	178,011	Ashland, OR	20,078
Cary, NC.....	135,234	Bend, OR	76,639
Charlotte, NC.....	731,424	Corvallis, OR	54,462
Concord, NC.....	79,066	Eugene, OR.....	156,185
Davidson, NC.....	10,944	Forest Grove, OR	21,083
High Point, NC.....	104,371	Hermiston, OR	16,745
Hillsborough, NC.....	6,087	Jackson County, OR	203,206
Indian Trail, NC.....	33,518	Keizer, OR.....	36,478
Kannapolis, NC.....	42,625	Lane County, OR.....	351,715
Mecklenburg County, NC.....	919,628	McMinnville, OR.....	32,187
Mooresville, NC.....	32,711	Medford, OR	74,907
Wake Forest, NC.....	30,117	Multnomah County, OR.....	735,334
Wilmington, NC.....	106,476	Portland, OR.....	583,776
Winston-Salem, NC.....	229,617	Springfield, OR.....	59,403
Wahpeton, ND.....	7,766	Tualatin, OR.....	26,054
Cedar Creek, NE.....	390	Borough of Ebensburg, PA.....	3,351
Grand Island, NE.....	48,520	Chambersburg, PA.....	20,268
La Vista, NE.....	15,758	Cumberland County, PA.....	235,406
Papillion, NE.....	18,894	Kutztown Borough, PA.....	5,012
Dover, NH.....	29,987	Philadelphia, PA.....	1,526,006
Lebanon, NH.....	13,151	State College, PA.....	42,034
Summit, NJ.....	21,457	East Providence, RI.....	47,037
Alamogordo, NM.....	30,403	Newport, RI.....	24,672
Albuquerque, NM.....	545,852	Greer, SC.....	25,515
Bloomfield, NM.....	8,112	Rock Hill, SC.....	66,154
Farmington, NM.....	45,877	Rapid City, SD.....	67,956
Los Alamos County, NM.....	17,950	Sioux Falls, SD.....	153,888
Rio Rancho, NM.....	87,521	Cookeville, TN.....	30,435
San Juan County, NM.....	130,044	Johnson City, TN.....	63,152
Carson City, NV.....	55,274	Morristown, TN.....	29,137
Henderson, NV.....	257,729	Nashville, TN.....	601,222
North Las Vegas, NV.....	216,961	Oak Ridge, TN.....	29,330
Reno, NV.....	225,221	White House, TN.....	10,255
Sparks, NV.....	90,264	Arlington, TX.....	365,438
Washoe County, NV.....	421,407	Austin, TX.....	790,390
Canandaigua, NY.....	10,545	Benbrook, TX.....	21,234
Geneva, NY.....	13,261	Bryan, TX.....	76,201
New York City, NY.....	8,175,133	Colleyville, TX.....	22,807
Ogdensburg, NY.....	11,128	Corpus Christi, TX.....	305,215
Blue Ash, OH.....	12,114	Dallas, TX.....	1,197,816
Delaware, OH.....	34,753	Denton, TX.....	113,383
Dublin, OH.....	41,751	Duncanville, TX.....	38,524
Hamilton, OH.....	62,477	El Paso, TX.....	649,121
Hudson, OH.....	22,262	Flower Mound, TX.....	64,669
Kettering, OH.....	56,163	Fort Worth, TX.....	741,206
Lebanon, OH.....	20,033	Georgetown, TX.....	47,400
Orange Village, OH.....	3,323	Grand Prairie, TX.....	175,396
Piqua, OH.....	20,522	Houston, TX.....	2,099,451
Sandusky, OH.....	25,793	Hurst, TX.....	37,337
Springboro, OH.....	17,409	Hutto, TX.....	14,698
Sylvania Township, OH.....	18,965	Irving, TX.....	216,290
Upper Arlington, OH.....	33,771	La Porte, TX.....	33,800
Broken Arrow, OK.....	98,850	League City, TX.....	83,560
Edmond, OK.....	81,405	McAllen, TX.....	129,877
Norman, OK.....	110,925	McKinney, TX.....	131,117
Oklahoma City, OK.....	579,999	Pasadena, TX.....	149,043
Stillwater, OK.....	45,688	Plano, TX.....	259,841
Tulsa, OK.....	391,906	Round Rock, TX.....	99,887

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Rowlett, TX.....	56,199	Williamsburg, VA.....	14,068
San Marcos, TX.....	44,894	York County, VA.....	65,464
Shenandoah, TX.....	2,134	Chittenden County, VT.....	156,545
Southlake, TX.....	26,575	Montpelier, VT.....	7,855
Sugar Land, TX.....	78,817	Airway Heights, WA.....	6,114
Temple, TX.....	66,102	Auburn, WA.....	70,180
Tomball, TX.....	10,753	Bellevue, WA.....	122,363
Watauga, TX.....	23,497	Bellingham, WA.....	80,885
Westlake, TX.....	992	Clark County, WA.....	425,363
Farmington, UT.....	18,275	Federal Way, WA.....	89,306
Park City, UT.....	7,558	Gig Harbor, WA.....	7,126
Provo, UT.....	112,488	Hoquiam, WA.....	8,726
Riverdale, UT.....	8,426	Kirkland, WA.....	48,787
Salt Lake City, UT.....	186,440	Kitsap County, WA.....	251,133
Sandy, UT.....	87,461	Lynnwood, WA.....	35,836
Saratoga Springs, UT.....	17,781	Maple Valley, WA.....	22,684
Springville, UT.....	29,466	Mountlake Terrace, WA.....	19,909
Washington City, UT.....	18,761	Olympia, WA.....	46,478
Albemarle County, VA.....	98,970	Pasco, WA.....	59,781
Arlington County, VA.....	207,627	Redmond, WA.....	54,144
Ashland, VA.....	7,225	Renton, WA.....	90,927
Blacksburg, VA.....	42,620	Snoqualmie, WA.....	10,670
Botetourt County, VA.....	33,148	Tacoma, WA.....	198,397
Chesapeake, VA.....	222,209	Vancouver, WA.....	161,791
Chesterfield County, VA.....	316,236	West Richland, WA.....	11,811
Fredericksburg, VA.....	24,286	Woodland, WA.....	5,509
Hampton, VA.....	137,436	Columbus, WI.....	4,991
Hanover County, VA.....	99,863	De Pere, WI.....	23,800
Herndon, VA.....	23,292	Eau Claire, WI.....	65,883
Hopewell, VA.....	22,591	Madison, WI.....	233,209
James City County, VA.....	67,009	Merrill, WI.....	9,661
Lexington, VA.....	7,042	Oshkosh, WI.....	66,083
Lynchburg, VA.....	75,568	Racine, WI.....	78,860
Montgomery County, VA.....	94,392	Wausau, WI.....	39,106
Newport News, VA.....	180,719	Wind Point, WI.....	1,723
Prince William County, VA.....	402,002	Morgantown, WV.....	29,660
Purcellville, VA.....	7,727	Casper, WY.....	55,316
Radford, VA.....	16,408	Cheyenne, WY.....	59,466
Roanoke, VA.....	97,032	Gillette, WY.....	29,087
Spotsylvania County, VA.....	122,397	Laramie, WY.....	30,816
Stafford County, VA.....	128,961	Teton County, WY.....	21,294
Virginia Beach, VA.....	437,994		

**POPULATIONS OVER 300,000
BENCHMARK COMPARISONS**

Overall Community Quality Benchmarks

	Honolulu average rating	Rank	Number of Jurisdictions for Comparison	City and County of Honolulu Percentile	Comparison to benchmark
Overall quality of life in Honolulu	62	15	30	52%	Similar
Your neighborhood as place to live	63	13	21	40%	Similar
Honolulu as a place to live	69	9	31	73%	Similar
Recommend living in Honolulu to someone who asks	63	12	14	15%	Much below
Remain in Honolulu for the next five years	73	11	14	23%	Similar

Community Transportation Benchmarks

	Honolulu average rating	Rank	Number of Jurisdictions for Comparison	City and County of Honolulu Percentile	Comparison to benchmark
Ease of car travel in Honolulu	29	18	18	0%	Much below
Ease of bus travel in Honolulu	51	2	16	93%	Much above
Ease of bicycle travel in Honolulu	31	15	16	7%	Much below
Ease of walking in Honolulu	50	5	14	69%	Above
Availability of paths and walking trails	42	6	11	50%	Similar
Traffic flow on major streets	20	17	17	0%	Much below

Frequency of Bus Use Benchmarks

	Honolulu average rating	Rank	Number of Jurisdictions for Comparison	City and County of Honolulu Percentile	Comparison to benchmark
Ridden TheBus or Handivan within Honolulu	46	5	13	67%	Much more

Drive Alone Benchmarks

	Honolulu average rating	Rank	Number of Jurisdictions for Comparison	City and County of Honolulu Percentile	Comparison to benchmark
Average percent of work commute trips made by driving alone	67	10	12	18%	Much less

Transportation and Parking Services Benchmarks

	Honolulu average rating	Rank	Number of Jurisdictions for Comparison	City and County of Honolulu Percentile	Comparison to benchmark
Street repair	19	29	29	0%	Much below
Street cleaning	37	9	11	20%	Much below
Street lighting	44	14	16	13%	Below
Sidewalk maintenance	32	8	9	13%	Much below
Traffic signal timing	39	11	11	0%	Below
Bus or transit services	62	1	19	100%	Much above
Amount of public parking	22	12	12	0%	Much below

Housing Characteristics Benchmarks

	Honolulu average rating	Rank	Number of Jurisdictions for Comparison	City and County of Honolulu Percentile	Comparison to benchmark
Availability of affordable quality housing	19	22	22	0%	Much below
Variety of housing options	33	10	10	0%	Much below

Housing Costs Benchmarks

	Honolulu average rating	Rank	Number of Jurisdictions for Comparison	City and County of Honolulu Percentile	Comparison to benchmark
Experiencing housing costs stress (housing costs 30% or MORE of income)	61	1	13	100%	Much more

Built Environment Benchmarks					
	Honolulu average rating	Rank	Number of Jurisdictions for Comparison	City and County of Honolulu Percentile	Comparison to benchmark
Quality of new development in Honolulu	44	13	14	8%	Much below
Overall appearance of Honolulu	52	12	20	42%	Similar

Population Growth Benchmarks					
	Honolulu average rating	Rank	Number of Jurisdictions for Comparison	City and County of Honolulu Percentile	Comparison to benchmark
Population growth seen as too fast	67	3	14	85%	Much more

Nuisance Problems Benchmarks					
	Honolulu average rating	Rank	Number of Jurisdictions for Comparison	City and County of Honolulu Percentile	Comparison to benchmark
Run down buildings, weed lots and junk vehicles seen as a "major" problem	25	2	13	92%	Much more

Planning and Community Code Enforcement Services Benchmarks					
	Honolulu average rating	Rank	Number of Jurisdictions for Comparison	City and County of Honolulu Percentile	Comparison to benchmark
Land use, planning and zoning	38	11	18	41%	Similar
Code enforcement (weeds, abandoned buildings, etc.)	35	17	25	33%	Below
Animal control	40	21	25	17%	Much below

Economic Sustainability and Opportunities Benchmarks					
	Honolulu average rating	Rank	Number of Jurisdictions for Comparison	City and County of Honolulu Percentile	Comparison to benchmark
Employment opportunities	34	16	23	32%	Below
Shopping opportunities	63	5	12	64%	Similar
Honolulu as a place to work	51	18	25	29%	Below
Overall quality of business and service establishments in Honolulu	50	7	9	25%	Below

Economic Development Services Benchmarks					
	Honolulu average rating	Rank	Number of Jurisdictions for Comparison	City and County of Honolulu Percentile	Comparison to benchmark
Economic development	36	13	17	25%	Below

Job and Retail Growth Benchmarks					
	Honolulu average rating	Rank	Number of Jurisdictions for Comparison	City and County of Honolulu Percentile	Comparison to benchmark
Retail growth seen as too slow	16	11	13	17%	Much less
Jobs growth seen as too slow	82	8	14	46%	More

Personal Economic Future Benchmarks					
	Honolulu average rating	Rank	Number of Jurisdictions for Comparison	City and County of Honolulu Percentile	Comparison to benchmark
Positive impact of economy on household income	16	5	14	69%	Similar

Community and Personal Public Safety Benchmarks					
	Honolulu average rating	Rank	Number of Jurisdictions for Comparison	City and County of Honolulu Percentile	Comparison to benchmark
In your neighborhood during the day	83	13	27	54%	Above
In your neighborhood after dark	68	11	25	58%	Similar
In Honolulu's downtown area during the day	69	17	20	16%	Below
In Honolulu's downtown area after dark	34	19	21	10%	Much below
Violent crime (e.g., rape, assault, robbery)	58	14	18	24%	Below
Property crimes (e.g., burglary, theft)	45	16	18	12%	Much below
Environmental hazards, including toxic waste	63	12	12	0%	Much below

Crime Victimization and Reporting Benchmarks					
	Honolulu average rating	Rank	Number of Jurisdictions for Comparison	City and County of Honolulu Percentile	Comparison to benchmark
Victim of crime	16	6	15	64%	Less
Reported crimes	79	4	14	77%	More

Public Safety Services Benchmarks					
	Honolulu average rating	Rank	Number of Jurisdictions for Comparison	City and County of Honolulu Percentile	Comparison to benchmark
Police services	56	21	29	29%	Below
Fire services	75	8	22	67%	Similar
Ambulance or emergency medical services	74	7	25	75%	Above
Crime prevention	46	16	25	38%	Similar
Fire prevention and education	61	3	14	85%	Above
Traffic enforcement	43	22	25	13%	Much below
Emergency preparedness (services that prepare the community for natural disasters or other emergency situations)	60	3	16	87%	Much above

Contact with Police and Fire Departments Benchmarks					
	Honolulu average rating	Rank	Number of Jurisdictions for Comparison	City and County of Honolulu Percentile	Comparison to benchmark
Had contact with the Honolulu Police Department	29	Not available	Not available	Not available	Not available
Overall impression of most recent contact with the Honolulu Police Department	54	6	6	0%	Below
Had contact with the Honolulu Fire Department	11	Not available	Not available	Not available	Not available
Overall impression of most recent contact with the Honolulu Fire Department	87	Not available	Not available	Not available	Not available

Community Environment Benchmarks					
	Honolulu average rating	Rank	Number of Jurisdictions for Comparison	City and County of Honolulu Percentile	Comparison to benchmark
Cleanliness of Honolulu	44	12	14	15%	Much below
Quality of overall natural environment in Honolulu	61	3	13	83%	Above
Preservation of natural areas such as open space, agricultural lands and greenbelts	49	5	12	64%	Similar
Air quality	65	1	18	100%	Much above

Frequency of Recycling Benchmarks					
	Honolulu average rating	Rank	Number of Jurisdictions for Comparison	City and County of Honolulu Percentile	Comparison to benchmark
Recycled used paper, cans or bottles from your home	89	5	14	69%	Much more

Utility Services Benchmarks					
	Honolulu average rating	Rank	Number of Jurisdictions for Comparison	City and County of Honolulu Percentile	Comparison to benchmark
Sewer services	53	10	13	25%	Similar
Drinking water	65	5	20	79%	Much above
Storm drainage	49	13	21	40%	Similar
Yard waste pick-up	60	9	13	33%	Similar
Recycling	59	13	24	48%	Similar
Garbage collection	65	15	25	42%	Similar

Community Recreational Opportunities Benchmarks					
	Honolulu average rating	Rank	Number of Jurisdictions for Comparison	City and County of Honolulu Percentile	Comparison to benchmark
Recreation opportunities	65	7	20	68%	Much above

Participation in Parks and Recreation Opportunities Benchmarks					
	Honolulu average rating	Rank	Number of Jurisdictions for Comparison	City and County of Honolulu Percentile	Comparison to benchmark
Used City and County of Honolulu recreation centers	52	7	10	33%	Less
Participated in a City and County recreation program or activity	35	10	10	0%	Much less
Visited a neighborhood park or City and County park	86	7	13	50%	Similar

Parks and Recreation Services Benchmarks					
	Honolulu average rating	Rank	Number of Jurisdictions for Comparison	City and County of Honolulu Percentile	Comparison to benchmark
City and County parks	56	17	22	24%	Much below
Recreation programs or classes	53	13	18	29%	Below
Recreation centers or facilities	52	10	13	25%	Below

Cultural and Educational Opportunities Benchmarks					
	Honolulu average rating	Rank	Number of Jurisdictions for Comparison	City and County of Honolulu Percentile	Comparison to benchmark
Opportunities to attend cultural activities	63	3	20	89%	Much above
Educational opportunities	46	14	16	13%	Much below

Participation in Cultural and Educational Opportunities Benchmarks					
	Honolulu average rating	Rank	Number of Jurisdictions for Comparison	City and County of Honolulu Percentile	Comparison to benchmark
Participated in religious or spiritual activities in Honolulu	53	3	5	50%	Similar

Community Health and Wellness Access and Opportunities Benchmarks					
	Honolulu average rating	Rank	Number of Jurisdictions for Comparison	City and County of Honolulu Percentile	Comparison to benchmark
Availability of affordable quality health care	38	16	18	12%	Below
Availability of affordable quality food	44	10	10	0%	Much below
Availability of preventive health services	45	9	9	0%	Below

Community Quality and Inclusiveness Benchmarks					
	Honolulu average rating	Rank	Number of Jurisdictions for Comparison	City and County of Honolulu Percentile	Comparison to benchmark
Sense of community	52	6	18	71%	Similar
Openness and acceptance of the community toward people of diverse backgrounds	57	5	17	75%	Above
Availability of affordable quality child care	26	15	15	0%	Much below
Honolulu as a place to raise kids	57	17	28	41%	Below
Honolulu as a place to retire	52	15	25	42%	Similar

Services Provided for Population Subgroups Benchmarks					
	Honolulu average rating	Rank	Number of Jurisdictions for Comparison	City and County of Honolulu Percentile	Comparison to benchmark
Services to seniors	48	17	22	24%	Similar
Services to youth	47	7	19	67%	Similar
Services to low income people	47	2	19	94%	Above

Civic Engagement Opportunities Benchmarks					
	Honolulu average rating	Rank	Number of Jurisdictions for Comparison	City and County of Honolulu Percentile	Comparison to benchmark
Opportunities to participate in community matters	55	2	10	89%	Above
Opportunities to volunteer	63	5	11	60%	Above

Participation in Civic Engagement Opportunities Benchmarks					
	Honolulu average rating	Rank	Number of Jurisdictions for Comparison	City and County of Honolulu Percentile	Comparison to benchmark
Attended a meeting of local elected officials or other local public meeting	21	11	14	23%	Less
Watched a meeting of local elected officials or other City and County-sponsored meeting on cable television, the Internet or other media	47	4	12	73%	Much more
Volunteered your time to some group or activity in Honolulu	50	6	14	62%	More
Participated in a club or civic group in Honolulu	36	2	7	83%	Much more
Provided help to a friend or neighbor	93	7	8	14%	Similar

Voter Behavior Benchmarks					
	Honolulu average rating	Rank	Number of Jurisdictions for Comparison	City and County of Honolulu Percentile	Comparison to benchmark
Registered to vote	73	13	15	14%	Much less
Voted in last general election	63	14	15	7%	Much less

Use of Information Sources Benchmarks					
	Honolulu average rating	Rank	Number of Jurisdictions for Comparison	City and County of Honolulu Percentile	Comparison to benchmark
Read a newsletter from any City and County agency	62	2	6	80%	Much more
Visited the City and County of Honolulu Web site	60	6	12	55%	Similar

Local Government Media Services and Information Dissemination Benchmarks					
	Honolulu average rating	Rank	Number of Jurisdictions for Comparison	City and County of Honolulu Percentile	Comparison to benchmark
Public information services	49	13	18	29%	Similar

Social Engagement Opportunities Benchmarks					
	Honolulu average rating	Rank	Number of Jurisdictions for Comparison	City and County of Honolulu Percentile	Comparison to benchmark
Opportunities to participate in social events and activities	56	2	9	88%	Much above
Opportunities to participate in religious or spiritual events and activities	63	4	6	40%	Similar

Contact with Immediate Neighbors Benchmarks					
	Honolulu average rating	Rank	Number of Jurisdictions for Comparison	City and County of Honolulu Percentile	Comparison to benchmark
Has contact with neighbors at least several times per week	51	4	10	67%	Similar

Public Trust Benchmarks					
	Honolulu average rating	Rank	Number of Jurisdictions for Comparison	City and County of Honolulu Percentile	Comparison to benchmark
Value of services for the taxes paid to the City and County of Honolulu	40	21	29	29%	Below
The overall direction that the City and County of Honolulu is taking	37	21	23	9%	Much below
Job the City and County of Honolulu government does at welcoming citizen involvement	42	8	19	61%	Similar
Overall image or reputation of Honolulu	58	7	21	70%	Above

Services Provided by Local, State and Federal Governments Benchmarks					
	Honolulu average rating	Rank	Number of Jurisdictions for Comparison	City and County of Honolulu Percentile	Comparison to benchmark
Services provided by the City and County of Honolulu	51	27	36	26%	Below
Services provided by the Federal Government	48	1	14	100%	Much above
Services provided by the State Government	43	7	15	57%	Similar

Contact with City and County Employees Benchmarks					
	Honolulu average rating	Rank	Number of Jurisdictions for Comparison	City and County of Honolulu Percentile	Comparison to benchmark
Had contact with City and County employee(s) in last 12 months	40	14	17	19%	Much less

Perceptions of City and County Employees (Among Those Who Had Contact) Benchmarks					
	Honolulu average rating	Rank	Number of Jurisdictions for Comparison	City and County of Honolulu Percentile	Comparison to benchmark
Knowledge	60	19	24	22%	Below
Responsiveness	54	21	22	5%	Much below
Courteousness	57	13	14	8%	Much below
Overall impression	55	21	25	17%	Much below

JURISDICTIONS INCLUDED IN POPULATIONS OVER 300,000
BENCHMARK COMPARISONS

Corpus Christi, TX.....	305,215	Portland, OR.....	583,776
Chesterfield County, VA.....	316,236	Denver, CO.....	600,158
Collier County, FL.....	321,520	Nashville, TN.....	601,222
Aurora, CO.....	325,078	Lee County, FL.....	618,754
New Orleans, LA.....	343,829	Baltimore, MD.....	620,961
Lane County, OR.....	351,715	El Paso County, CO.....	622,263
Arlington, TX.....	365,438	El Paso, TX.....	649,121
Pinal County, AZ.....	375,770	Charlotte, NC.....	731,424
Wichita, KS.....	382,368	Multnomah County, OR.....	735,334
Minneapolis, MN.....	382,578	Fort Worth, TX.....	741,206
Tulsa, OK.....	391,906	Austin, TX.....	790,390
Dakota County, MN.....	398,552	Baltimore County, MD.....	805,029
Prince William County, VA.....	402,002	San Francisco, CA.....	805,235
Colorado Springs, CO.....	416,427	Prince George's County, MD.....	863,420
Washoe County, NV.....	421,407	Pinellas County, FL.....	916,542
Clark County, WA.....	425,363	Mecklenburg County, NC.....	919,628
Virginia Beach, VA.....	437,994	San Jose, CA.....	945,942
Mesa, AZ.....	439,041	Montgomery County, MD.....	971,777
Adams County, CO.....	441,603	Dallas, TX.....	1,197,816
Long Beach, CA.....	462,257	Hillsborough County, FL.....	1,229,226
Pasco County, FL.....	464,697	San Diego, CA.....	1,307,402
Volusia County, FL.....	494,593	Palm Beach County, FL.....	1,320,134
Jefferson County, CO.....	534,543	Phoenix, AZ.....	1,445,632
Brevard County, FL.....	543,376	Philadelphia, PA.....	1,526,006
Johnson County, KS.....	544,179	Houston, TX.....	2,099,451
Albuquerque, NM.....	545,852	Maricopa County, AZ.....	3,817,117
Arapahoe County, CO.....	572,003	New York City, NY.....	8,175,133
Oklahoma City, OK.....	579,999		