



**City and County of Honolulu**  
**THE EXECUTIVE PROGRAM AND BUDGET**  
**FISCAL YEAR 2016**  
**Volume 1 - Operating Program & Budget**

Kapiolani Regional Park



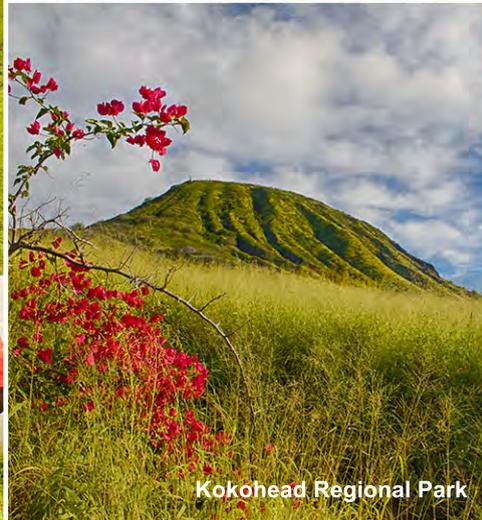
Kuhio Beach Park



Kailua Beach Park



Ehukai Beach Park



Kokohead Regional Park

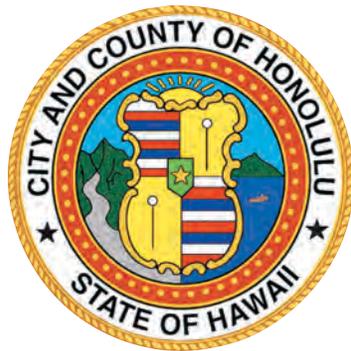


Waiana District Park



Waimea Beach Park

CITY AND COUNTY OF HONOLULU



KIRK CALDWELL  
MAYOR

ROY K. AMEMIYA, JR., MANAGING DIRECTOR

NELSON H. KOYANAGI, JR., DIRECTOR OF BUDGET AND FISCAL SERVICES

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**CITY COUNCIL**

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ERNEST Y. MARTIN, COUNCIL CHAIR

DISTRICT II (MOKULEIA AND MILILANI MAUKA TO KAHALUU)

COUNCILMEMBERS:

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**OFFICE OF THE MAYOR**  
**CITY AND COUNTY OF HONOLULU**

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KIRK CALDWELL  
MAYOR

ROY K. AMEMIYA, JR.  
MANAGING DIRECTOR

GEORGETTE T. DEEMER  
DEPUTY MANAGING DIRECTOR

March 2, 2015

The Honorable Ernest Y. Martin  
Chair and Presiding Officer  
and Members  
Honolulu City Council  
530 South King Street, Room 202  
Honolulu, Hawaii 96813

Dear Chair Martin and Councilmembers:

In accordance with Section 9-102, Revised Charter of the City and County of Honolulu, I am pleased to transmit, herewith, for the City Council's consideration the Executive Operating and Capital Programs and Budgets for Fiscal Year 2016.

Also transmitted are the bills to implement the budgets:

- Operating Budget
- Capital Budget
- General Obligation Bond Issuance and Sale Authorization

In addition, the real property tax rates are transmitted in a bill in accordance with the requirements of the Charter.

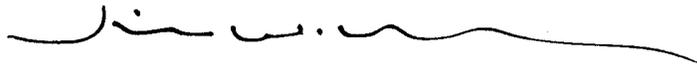
A user fee report and the fare box recovery ratio report also are provided for your review, in accordance with Ordinance No. 93-01 and Resolution No. 00-29, CD1, respectively. Additionally, the calculation of the initial tax rate and the real property net revenue percent are provided pursuant to Ordinance No. 06-10 and Resolution No. 07-60, CD1, respectively.

Your favorable actions on the legislation for the Executive Operating and Capital Programs and Budgets for Fiscal Year 2016 will be appreciated. Should you have any

The Honorable Ernest Y. Martin  
Chair and Presiding Officer  
and Members  
March 2, 2015  
Page Two

questions, please feel free to contact Nelson H. Koyanagi, Jr., Director of the Department of Budget and Fiscal Services, at 768-3901.

Sincerely,

A handwritten signature in black ink, appearing to read "Kirk Caldwell", with a long horizontal flourish extending to the right.

Kirk Caldwell  
Mayor

Enclosures

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# Executive Summary



# Executive Summary

## Exercising Fiscal Prudence

### SECTION I: EXECUTIVE PROGRAM AND BUDGET AT A GLANCE

The fiscal year 2016 (FY16) proposed executive program and budget continues to focus on core services, repair and maintenance of physical infrastructure, public safety, and transportation equity, while cognizant of the need to plan for and invest in the future. A policy of **fiscal prudence** drove decision making in the budget preparation process. Several key changes distinguish the FY16 budget from the budgets submitted in the two prior years.

- Most significantly, this budget adds an unprecedented \$30 million into the fiscal stability fund that brings the total fund to over \$100 million.
- Second, despite incorporating negotiated salary increases due to collective bargaining, this budget holds the general funded spending by executive agencies to just a 2.2% increase over fiscal year 2015 (FY15) and 3.8% increase from all sources of funds.
- Third, this budget curbs general and highway funded capital spending to \$194 million in order to control escalating and unsustainable future debt service.
- Fourth, this budget pays down general obligation bond (GOB) debt by switching to payment of both principal and interest from the inception, thereby reaping significant long term savings in interest payments. Previous administrations structured debt service payments as interest only for the first five (5) years. The first bond issuance of the Caldwell Administration changes that practice.
- Fifth, through a major bond refunding scheduled for this fiscal year, future debt service payments will be further lowered as the City takes advantage of the interest rate environment by replacing higher cost bonds with lower cost bonds.

**Fiscal prudence** is necessary to ensure that the City is financially viable to support both its main mission and the financial undertaking to build rail in order to bring transportation equity and commuter traffic relief to all residents. Rail construction is financed through federal funds and by payment of the GET surcharge on goods and services. In contrast, existing city resources are not intended to carry the debt for rail construction. Instead, those resources are devoted to providing safe and clean neighborhoods, well maintained public places and streets and the proper infrastructure for city services. Nevertheless, the City supports rail construction by allowing its credit rating and bond financing authority to provide financing for short term cash requirements. To best position itself for this, the City needs to reign in spending and build prudent levels of reserves in order to demonstrate its ability to underwrite future financing of capital projects, including rail construction.

The proposed FY16 Operating Budget is approximately \$2.28 billion. This is \$139 million more than FY15 and reflects an increase in spending by approximately 6.5%. As will be explained in more detail below, the bulk of the additional spending is not in the operating budgets of the executive agencies but rather in the nondiscretionary costs, debt service, and contributions to the fiscal stability fund.

The FY16 projected resources from all sources totals \$2.9 billion, a portion of which includes restricted funds that are not available to support the general funded operating budget. Real property taxes account for about \$1 billion or 34%. **This proposed executive budget is not based on any tax increase or revenue enhancements.**

The proposed FY16 Capital Budget and Program (CIP) tops \$494 million. Of this, \$204 million is funded through GOB and \$142.5 million through sewer revenue bonds. In contrast, the FY15 proposed CIP budget submitted by administration was nearly \$640 million, which included \$285 million funded by GOB

and \$189 million funded through sewer revenue bonds. When council adopted the CIP budget, it had increased to \$708.8 million, of which \$346.5 million was GOB funded and \$191.3 million was to be paid by sewer revenue bonds. The proposed FY16 CIP budget imposes strict curtailment in capital improvement spending and is \$214.4 million or 30% **less** than appropriated in FY15. For reasons that are explained more fully below, it is imperative to control capital spending because payment on the debt service is not sustainable.

The City's workforce remains relatively flat at 9,478 permanent positions, 21 more positions than in FY15 or an increase of less than one-quarter of one percent (0.22%). Salaries for all positions increased by only 3.4%, primarily due to negotiated raises. Compared to 618 deactivated positions in FY15, the FY16 budget calls for deactivation of 624 permanent positions. The executive agencies made progress in filling funded vacancies, reducing the vacancies as of February 1, 2015 to 1,235 FTE in comparison to 1,351 FTE at the same time in 2014. These vacant positions are placed in the funded vacancy provisional account, except for police and fire recruits and those funded by special and grant funds, which are included within each agency's operating budget.

This year, all executive agencies were required to use zero based budgeting to build their expense budgets. The FY15 proposed budget and FY14 actual spending amounts were used as reference points. This exercise forced departments to look at the components of their spending, including item costs in projecting expenses for the upcoming fiscal year. **Requests were then severely scrutinized for fiscal austerity, and resulted in a frugal 1% increase in current expense over FY15.**

## **SECTION II: MAYOR'S PRIORITIES**

The Mayor's priorities are generally consistent with prior years: repair and resurface roads, enhance bus service, connect rail and bus, plan for transit oriented development, maintain sewer infrastructure and comply with the global consent decree, and improve our parks and iconic facilities. Last year, the Housing First Program was added as a priority as well as the conversion of 50,000 streetlights to LED lighting. Since the launch of the Mayor's affordable housing plan, "Housing Oahu: An Islandwide Housing Strategy" in the Fall 2014, the Mayor's priorities include initiatives to implement this strategy. All of these priorities address core services and programs and are intended to build a city that successfully evolves in the 21<sup>st</sup> century.

### **Parks and Iconic Facilities**

Consistent with the Mayor's objective to protect city assets by reversing the trend of deferred maintenance, this budget proposes to invest and protect the City's most beautiful and valued assets, its parks and playgrounds. Accordingly, the funding for the Department of Parks and Recreation is increased over \$5 million to almost \$72 million, nearly 8% higher than FY15. This funding supports a new \$2 million initiative, "E Paka Kakou" (Our Parks, Together), to restore 24 bathrooms and refurbish 16 play equipment in conjunction with a renewed Adopt A Park program to engage the community in clean up and park watch. The operating budget also includes over \$1 million for repair and maintenance and \$500,000 to begin the repainting of the Aiea District Park facilities.

The proposed CIP budget includes \$13.4 million for park improvements throughout the City. Some of the projects include \$920,000 for Maili Beach park bathrooms, \$500,000 to fix wastewater systems at beach parks, and \$700,000 to refurbish the bathrooms at Sandy Beach. Finally, to continue the restoration and revitalization of two iconic and historic parks, the CIP budget seeks \$1.5 million for Thomas Square and \$3.2 million for Ala Moana Regional Park. The National Citizens Survey for Honolulu<sup>1</sup> found that 54% of respondents had a positive impression of our parks. That means 46% did not. This infusion of repair and maintenance funding for our parks will meaningfully improve our parks to match public expectations.

<sup>1</sup> Mahalo to the City Auditor for providing the results of the 2014 National Citizens Survey of Honolulu.

## **Executive Summary**

### **Bus and Rail Integration and TOD**

In preparation for the integration of bus and rail, the CIP budget earmarks \$5 million to develop the first phase of the integrated fare collection system. Last year's budget made a large investment in transit oriented development planning and catalytic projects. FY16 proposes to continue those planning efforts with \$450,000 in operating funds and \$1.25 million in capital funds to further develop catalytic projects in the Blaisdell cultural corridor, Kapalama canal and Pearlridge bus transfer station.

### **Road Paving**

The CIP budget proposes \$110 million for road paving and \$5 million in operating funds for in-house road repair, slurry seal and other methods of pavement preservation. The administration remains committed to completing 300 lane miles of road resurfacing each calendar year. In the National Citizen's Survey, road paving was identified as the number one problem by 89% of the respondents who stated that road paving was an essential or important issue.

### **TheBus and TheHandi-Van Services**

The FY16 operating budget for TheBus and TheHandi-Van services increases by \$10.6 million to \$245.5 million. The City's subsidy of these services is approximately \$161.7 million because fare box revenues are insufficient to support the level of services provided. This proposed budget includes \$1.6 million for the restoration of Route E, which began in late 2014, and the Mililani shuttle service. To pay for additional service hours for traffic mitigation due to construction, expansion of the TheHandi-Van fleet due to real time scheduling and increased customer service hours to implement the real time scheduling, \$3.18 million is being set aside. With this additional funding, TheHandi-Van expects to achieve a "best practices" standard of picking up riders "on time" in 95% of the appointments. In the CIP budget, \$20.4 million pays for TheBus and TheHandi-Van replacement equipment, of which \$15.7 million will be paid for using federal 5307 funds.

### **Sewer/Global Consent Decree**

To fund sewer and global consent decree projects, \$212.6 million is a major component in the Capital budget. Among the larger projects funded are: Kailua-Kaneohe sewer tunnel, Chinatown sewer rehabilitation, odor control projects at Sand Island and Honouliuli treatment plants, and upgrades to the Waianae treatment plant.

### **Homelessness**

Last year, \$3 million was appropriated to implement the City's Housing First program that targets permanent supportive housing for 400 chronically homeless. That project commenced with a contract to provide Housing First services to 115 chronically homeless in Waikiki, Chinatown/Downtown, and Leeward Coast. The FY16 operating budget proposes \$5.5 million to continue the second year of that contract and add shelter and services for another 100 homeless. Of the \$5.5 million, \$1.2 million will be paid for using federally funded rental vouchers. The remainder will use general funds. Approximately \$129,000 is requested in operating funds to create a new Homeless Initiatives Unit, which will monitor the contracts awarded for Housing First, as well as implement other homeless programs for which funds have been appropriated. The large increase in funding for homelessness responds to the National Citizens Survey in which 76% of the respondents identified homelessness as an essential or important issue that must be addressed.

### **Affordable Housing**

The FY16 CIP budget proposes to use \$18 million from the affordable housing fund for a new project "Affordable Housing Strategic Development Program" in order to provide maximum flexibility to leverage the funds with private developers to build low income affordable housing. As an aside, the requirement that affordable housing funds can only be used in projects that remain affordable "in perpetuity" has

proven to be a barrier to effective use of the funds as a financing incentive tool. A charter amendment should be considered to ease this restriction.

The newly established Office of Strategic Development is responsible for administering the use of the affordable housing funds, as well as developing city real estate assets into affordable housing or mixed use/mixed income projects in partnership with private developers. The operating budget seeks approximately \$654,000 in salaries to support this Office.

The National Citizens Survey notes that 76% of respondents identified the need for more affordable housing as an essential or important issue to be addressed.

### **Energy**

An agreement with EPA mandates that photovoltaic units be installed at H-Power, which triggers the inclusion of \$4 million in the CIP budget. This will result in energy savings in plant operations.

## **SECTION III: PERFORMANCE METRICS FOR CUSTOMER SERVICE**

The Caldwell Administration achieves a historic first by including performance metrics into the FY16 operating budget. In 2006, Resolution 06-222 (adopted 7/19/06) directed that “outcome measures which reflect each programs’ success in meeting established goals and objectives” be included in the annual operating budget “to the extent feasible.” Since then, the annual operating budget has included “outcome measures” that report on the numbers of activities performed within each department, but with no discernible statement of goal or objective against which these activities ought to be measured. This year’s budget begins to change that type of reporting by implementing true performance metrics in the area of customer service. As the process evolves, each executive agency will eventually have metrics, which measure the achievement of a defined level of service to both the public and internal to city operations.

With the gracious volunteer assistance from two retired executives from Bank of Hawaii, Al Landon and Mark Burak, the Caldwell Administration launched the performance metrics project in the Summer 2014. After much research on the performance metrics used by other metropolitan areas and review of the National Citizen’s Survey polling data, the administration selected “customer service” as the focus for the first phase of performance metrics. Of note, most of the jurisdictions who have well established performance metrics, took several years of strategic planning and community input before identifying the specific areas to measure, spent millions of dollars to do so, and have a dedicated staff to collect data and monitor achievement standards. This administration proceeded without the benefit of those types of resources.

Sixteen (16) departments were selected for this initial effort. Departments identified the specific area of service to establish metrics and were encouraged to select issues that generated frequent customer complaints. The most challenging aspects of this process was establishing benchmark data, identifying the methodology to collect data, and finding the staff resources to devote to the task. After many meetings and analysis over which performance standard would provide meaningful data and the appropriate metric to measure performance, the departments’ plans were approved with quarterly reporting deadlines. This initial phase took six months to complete. The project is anticipated to take several years to fully incorporate performance metrics addressing the key areas of customer service before expanding into other areas of operations.

This first step in establishing performance metrics for city services will change as data is collected and analyzed. The impact of performance metrics as a means of budgetary policy decision-making will not be fully achieved until the process matures and measurable and meaningful data is available.

In this budget, the reporting on “output measures” is discontinued because counts without standards are ineffective to measure the quality of services provided. Instead, we will now publish the performance

## Executive Summary

metrics and subsequent annual budgets will report on the progress made to accomplish the prescribed standards.

Exhibit 1 summarizes the performance metrics for the 16 departments selected. These metrics span the gamut of customer services provided to the public as well as internal to city offices. Departments focused on the most “often complained about” services and committed to improving these services. For example, in response to complaints about lengthy road closures due to a traffic accident, HPD established a time standard to open a road. CSD is committed to reducing wait time for DMV road testing. BFS/Purchasing has a time standard for completing certain types of procurement.

### **SECTION IV: SUMMARY OF THE OPERATING BUDGET**

#### **Projected Revenues and Resources from the Usual Sources**

The projected operating resources for FY16 are \$2,933,095,000 (rounded \$2.9 billion). Real property taxes comprise about 34% of all operating resources and tops \$1 billion which goes into the general fund. Collection of real property taxes are expected to increase by about 8% in FY16, largely due to increased assessed valuation of property. Carryover of restricted and unrestricted fund balances account for 26% of all operating resources. Chart 1, “Where the City Gets Its Dollars” summarizes the resources projected to meet the expenses of the operating budget. Further details about the resources are included in the Appendix.

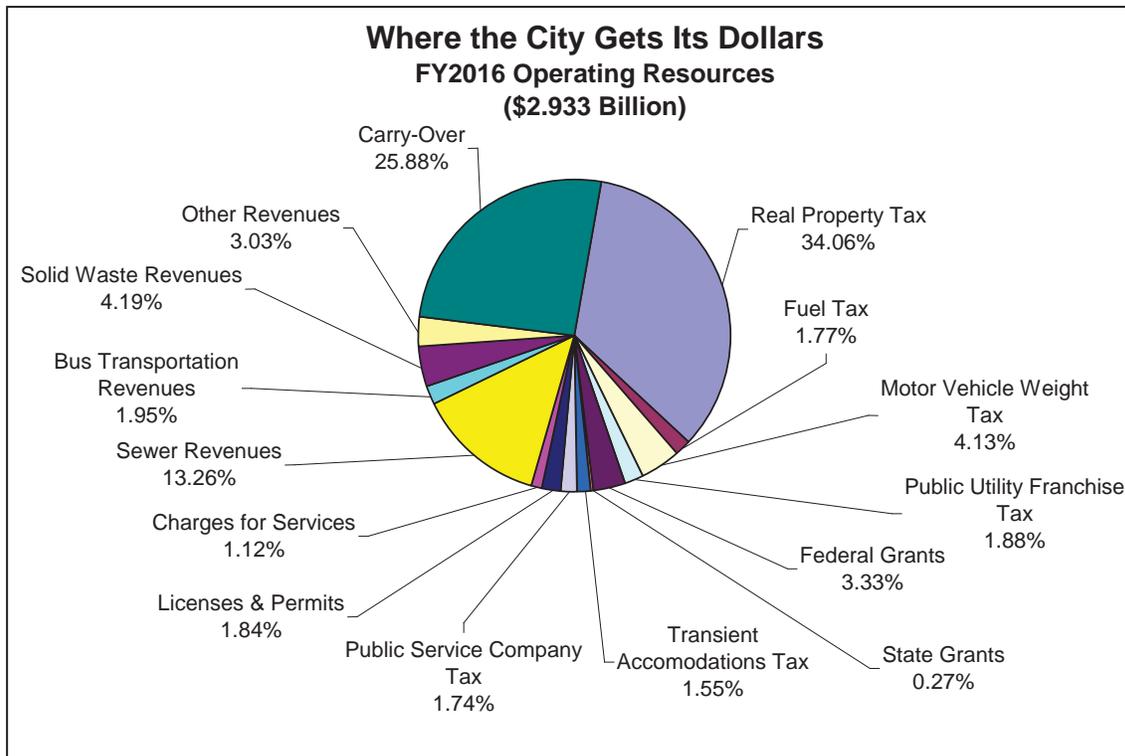


Chart 1

Many of the sources of funding are restricted in use and cannot be used for general fund purposes. These special funds or resources may carry fund balances that inflate the overall picture of revenue and somewhat distort funds available to operate the City. For example, sewer fees are placed in the sewer fund and may only be used for expenditures consistent with the Global Consent Decree and costs related to the collection and disposal of wastewater. The sewer fund also has reserve requirements to support wastewater revenue bonds that prevent a significant portion of its resources from being used for

operating purposes. Similarly, revenues generated from H-POWER and trash disposal sites are required to be spent on garbage collection and disposal, and bus fare revenues must be spent on bus services. State and federal grants are restricted in use. These special funds and resources support a portion of the City’s core services and infrastructure. The remaining core services are funded through general and highway funds that account for about 60% of the operating budget.

**Highlights of the Expenditures in the Operating Budget**

The FY16 proposed operating budget is \$2,280,589,499 (rounded \$2.28 billion), about 6.5% higher than the FY15 appropriated operating budget. Exhibit 3 “Budget at a Glance” describes all the expenses in the FY16 operating budget. The difference of \$139 million over FY15 appropriations, reflects large increases in nondiscretionary costs such as retirement contributions (11%), FICA (7%), Other Post Employment Benefits (OPEB) (10%), debt service (11.5%), as well as negotiated salary increases (2.4%) and subsidies to the bus service (9%) and solid waste fund (14.5%). The difference also represents three **fiscally prudent** decisions:

- Fund \$24 million in equipment in the operating budget rather than through GOB; since equipment typically has a useful life between three and seven years, financing with 25 year bonds is not a fiscally prudent practice;
- Increase the contribution to the fiscal stability fund to \$30 million in order achieve a balance of over \$100 million; and
- Fund OPEB contributions in the amount of \$51.5 million, which is \$20 million more than what is required under state law.

Chart 2 “Where the City Spends Its Dollars” illustrates how the operating budget is split between categories of expenses.

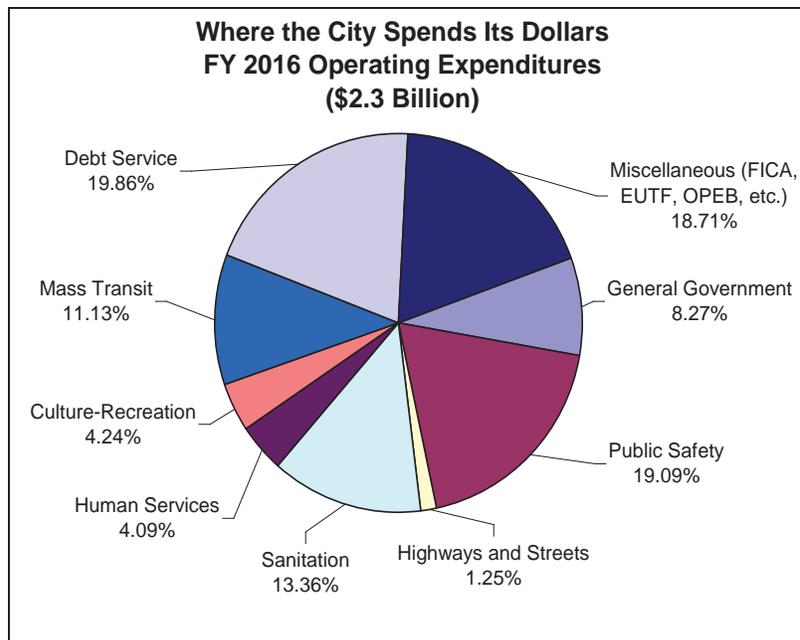


Chart 2

Notably, the largest category of expense is debt service at nearly 20% of the operating budget, almost \$453 million. Although this debt service remains under the ceilings of the City’s debt service policy, it is cause for concern as is discussed extensively below. Spending for police, fire, ambulance, ocean safety, and other public safety programs is the largest of the City’s core services at \$435 million or 19% of the operating budget. Sewer and trash collection costs \$305 million or 13% of the budget. Mass transit, primarily bus services, costs \$253 million or 11% of the budget.

## Executive Summary

Executive agencies used the zero based budget method to justify their expenses. **Fiscal prudence** controlled spending, resulting in only an overall 3% increase in salary-related costs and 1% increase in current expenses, over FY15. Exhibit 2 summarizes each of the executive agencies operating budgets in comparison to prior years. With the exception of equipment costs, most departments had slight increases in salaries and many reduced current expenses below FY15 levels.

For FY16 the administration undertook several actions to curtail spending, resulting in nearly \$3 million in cost reductions.

**Fuel Costs.** Estimated fuel costs are budgeted at \$39.2 million, \$600,000 less than appropriated in FY15, in anticipation of continued lower prices for oil. Should oil prices rise, the energy provisional account will provide a funding source to keep the City's fleet in operation.

**Non Holiday Overtime.** All departments were asked to review costs of non holiday overtime with an objective of reducing overtime costs. The resulting projected overtime spending is \$37.7 million, about 6.5% (\$2.6 million) lower than appropriated in FY15 and 1.4% (\$540,000) less than actual overtime usage in FY14. Environmental Services and Facilities Maintenance will experience the largest overtime budget reductions. Public safety departments will not face reductions. Due to the potential need for overtime in the case of emergencies, such as natural disasters, a new \$500,000 provisional account for non holiday overtime is being established for FY16.

**Workforce.** The administration continued to emphasize staff efficiency and guarding against growth in government workforce, especially in light of the high vacancy counts that remain even after two years of encouraging hiring for funded vacancies. The practice of deactivating positions began in FY15 resulting in 618 positions removed from departmental budgets at a savings of nearly \$29 million. This practice continued in FY16 with 624 positions deactivated at a savings of over \$29 million. Departments made inroads in reducing vacancies. Excluding police and fire recruits and vacancies in special and grant funded programs, the remaining funded vacancies are placed in a provisional account valued at \$33.3 million, compared to \$23.8 million in FY15.<sup>2</sup> The permanent workforce grew by less than one-quarter of one percent (0.22%). Only 27 (net increase of 21 positions) new permanent positions were permitted, primarily to convert ocean safety lifeguards on personal services contracts to permanent civil service positions, to meet the mandated change over to civil service positions as a result of deprivatization of service contracts, and to address federal regulations on storm water discharge. However, funding for contract positions grew slightly, as 17 positions are slated for executive agencies, including the new Office of Strategic Development, to meet short term needs for Zoo accreditation, and provide departments with flexibility until permanent staff positions are filled. Citywide, salary expense for funded positions totals \$534 million, about 3.6% higher than appropriated in FY15.

**Spending to Make a Difference.** Few new spending initiatives are permitted in FY16. However, new spending was allowed where necessary to meet mandated requirements, for public health and safety, and to address specific problem areas. For example:

- \$2 million for "E Paka Kakou" (Our Parks, Together) to refurbish park bathrooms and playground equipment and expand the Adopt a Park program.
- \$1 million to repair the HFD helicopter.
- \$5.5 million to shelter 200 homeless in Housing First and provide other homeless programs.
- 12 new permanent ocean safety positions.
- \$1 million to develop a traffic congestion management plan.
- \$4.8 million to expand TheBus services and address service issues related to real time scheduling for TheHandi-Van and traffic mitigation.

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<sup>2</sup> The FY15 funded vacancy provisional account was not fully funded for all positions because administration and the council reduced the account in order to balance the budget.

- \$1 million for TOD planning and updates to the General Plan and Primary Urban Center Development Plan.
- \$800,000 for new computer technology platform, centralized Intelligent Operations Center, new time and attendance system, and other DIT projects.
- \$874,000 in additional operating funds to prepare for Zoo accreditation.
- \$150,000 for subsidized summer fun programs for children on the Leeward Coast.
- \$300,000 for bike safety education programs, plus in house resources to develop additional bike lanes over the next two years.

**SECTION V. FISCAL STABILITY AND LONG TERM OBLIGATIONS**

**Protecting the City’s AA+ Bond Rating**

In Spring 2015, the City will seek the first general obligation bond issuance of the Caldwell Administration: \$450 million to pay for the general, highway and solid waste funded capital improvement projects appropriated in past and possibly future budgets.<sup>3</sup> This FY16 operating budget is positioned to demonstrate to credit rating agencies and bond purchasers that the City is fiscally responsible, stands on a stable financial foundation, and has adequately prepared for contingencies that could unexpectedly affect its ability to pay for its operations, including its debt service. This section explains the steps taken by the administration in two areas: fiscal stability fund and the general fund (GN) carryover.

<b>FISCAL STABILITY FUND</b>				
		<u>Transfer from GN</u>	<u>Other Deposits*</u>	<u>Subtotal</u>
<b>Actual</b>	<b>2007</b>	\$5,000,000		\$5,000,000
<b>Actual</b>	<b>2008</b>	\$7,500,000	\$564,383	\$8,064,383
<b>Actual</b>	<b>2009</b>	\$7,500,000	\$514,412	\$8,014,412
<b>Actual</b>	<b>2010</b>	\$661,666	\$124,001	\$785,667
<b>Actual</b>	<b>2011</b>	\$2,600,000	\$450,023	\$3,050,024
<b>Actual</b>	<b>2012</b>	\$0	\$44,749	\$44,749
<b>Actual</b>	<b>2013</b>	\$16,376,630	\$1,516,845	\$17,893,475
<b>Actual</b>	<b>2014</b>	\$13,754,187	\$195,841	\$13,950,028
<b>Budgeted</b>	<b>2015</b>	\$10,000,000	\$34,000	\$10,034,000
<b>Estimated</b>	<b>2016</b>	\$30,000,000	\$34,000	\$30,034,000
<b>Total</b>		<b>\$93,392,483</b>	<b>\$3,478,254</b>	<b>\$96,870,738</b>
			Beginning Fund Balance	\$ 5,033,600
			<b>FY16 Projected Fund Balance</b>	<b>\$ 101,904,338</b>

\* Per ROH 6-56.3, deposits into fund also include monies realized from conveyance of city property which was designated for deposit into the fund by the council by resolution authorizing the conveyance and any interest earned on the deposits to this fund.

Chart 3

**Fiscal Stability Fund**

The fiscal stability fund is essentially the reserve or “rainy day” fund intended to protect the City in economic and revenue downturns and emergency situations. Article 56 of the Revised Ordinances of Honolulu (ROH) describes the economic and revenue triggers that permit expenditures from this fund as well as the types of emergencies that allow its use. Resolution no. 06-222 (2006) sets forth the City’s policy on this fund and directs that the fund should attain a minimum fund balance of five percent (5%) and optimal fund balance of eight percent (8%) of annual general fund and highway fund operating expenses. As Chart 3 shows, the City appropriated money into the fiscal stability fund since the fund’s inception at various amounts.<sup>4</sup> In Chart

<sup>3</sup> This section does not address Sewer Fund Bond Improvement projects or fund balances of the Sewer Fund or other Funds. This section is limited to the discussion of General and Highway Funds.

<sup>4</sup> Actual amounts deposited in the Fiscal Stability Fund in excess of the budgeted amounts are due to other revenues received, such as the sales of remnant city parcels.

## Executive Summary

4, the gap between the fiscal stability fund balance and the City's policy of minimum reserves is apparent, although perhaps explainable for some of those fiscally challenging years.

However, the Caldwell Administration begins to close the gap in its first budget for fiscal year 2014 (FY14) when it proposed \$20 million to be transferred to the fiscal stability fund. That amount would have met the minimum reserves required by City policy. However, Council cut the amount to \$13,754,187 to balance the budget and the fund balance fell short of the minimum reserve standard. In FY15, the administration proposed \$10 million for the fund and Council approved that level of contribution, resisting the temptation to reduce this portion of the proposed budget in order to spend money in other areas. **For the first time since the fund's inception, the fiscal stability fund balance exceeded the City's minimum reserves policy. The proposed contribution for FY16 is an unprecedented \$30 million, which will boost the fund balance to over \$100 million, nearly achieving the optimal reserves under City policy.** See Chart 4.

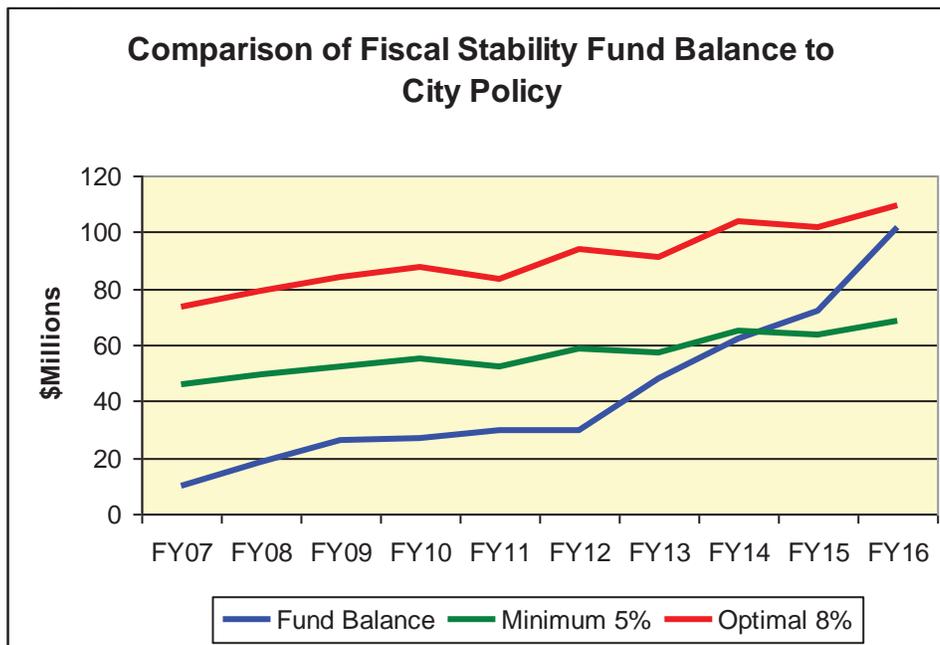


Chart 4

This level of reserves is necessary to help mitigate concerns that the City is financially stable to handle emergency operations, in light of its position as the ultimate guarantor of bond financing for rail construction projects. This \$100 million fund equates to about one month of general fund operating expenses.

### Carryover (Unrestricted Fund Balance)

In general, "carryover" is the unrestricted fund balance that is used as a source of funding to support operating expenses in the budget, in the same way as real property tax is a source of funding. The Government Finance Officers Association (GFOA) states that adequate levels of fund balance or carryover, is essential to mitigate against current and future risks, such as revenue shortfalls and unanticipated expenses and to ensure stable tax rates. The GFOA opines that "Credit rating agencies monitor levels of fund balance and unrestricted fund balance in a government's general fund to evaluate a government's continued creditworthiness... Those interested primarily in a government's creditworthiness or economic condition (i.e. rating agencies) are likely to favor increased levels of fund balance. Opposing pressures often come from unions, taxpayers and citizens' groups, which may view high levels of fund balances as 'excessive.'" Accordingly, the GFOA recommends best practices to (1) establish a formal

policy on the level of unrestricted fund balance that should be maintained and (2) maintain no less than two months of regular general fund operating revenues or regular general fund operating expenditures.<sup>5</sup>

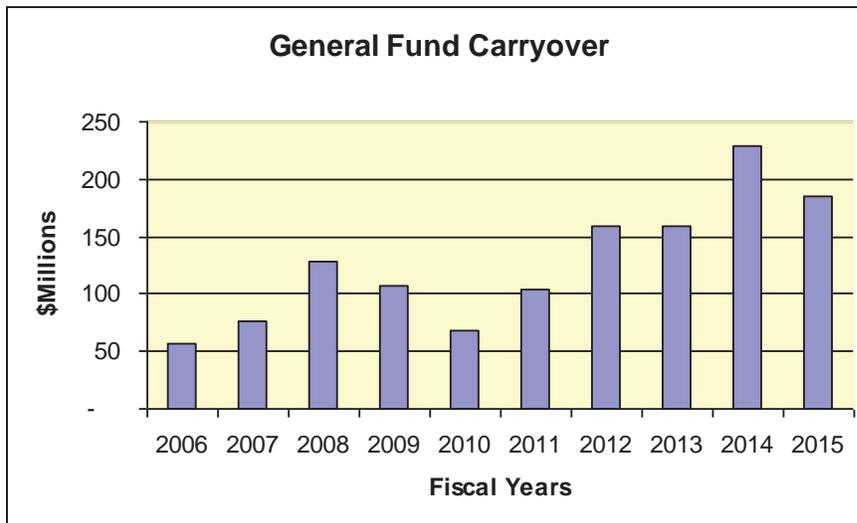


Chart 5

Carryover or fund balance levels are crucial for long range financial planning. This is especially true when there exists a potential for a drain on the general fund resources as a result of deficits in other funds, such as the solid waste fund and the bus fund both of which are heavily subsidized by the general fund.

Even though the fiscal stability fund balance currently meets the City's reserves policy, when credit rating agencies look at the City's financial condition, they will also consider

whether the City's carryover meets the GFOA best practices standards. As Chart 5 illustrates, the City's general fund carryover has fluctuated over the past ten years without any discernible standard. In this regard, the City falls short of the GFOA best practices standard for two reasons. First, the City has no policy on carryover or the standards to be used to maintain a level of unrestricted fund balance. Second, the projected amount of general fund carryover for FY16 is \$141 million, significantly less than the \$207 million that constitutes two months of general fund operating expenses as recommended by the GFOA.

Chart 6 graphically demonstrates the gap between the City's projected general fund carryover and the GFOA standard.

In the past, it appears that there was less concerted effort to achieve the GFOA best practices standards. Going forward, increased emphasis will be placed on attaining and maintaining the level of general fund carryover to meet this standard. For FY16, the administration will exercise financial discipline in expenditure to achieve this goal. As the City moves ahead with its GOB issuance, we will rely on the combination of both factors, the carryover and fiscal stability fund balance, to demonstrate to credit rating agencies that its AA+ rating is deserved and that the City is in a sound financial position to withstand any shocks that the rail project may have on the City's ability to fund its core services or meet emergency situations.

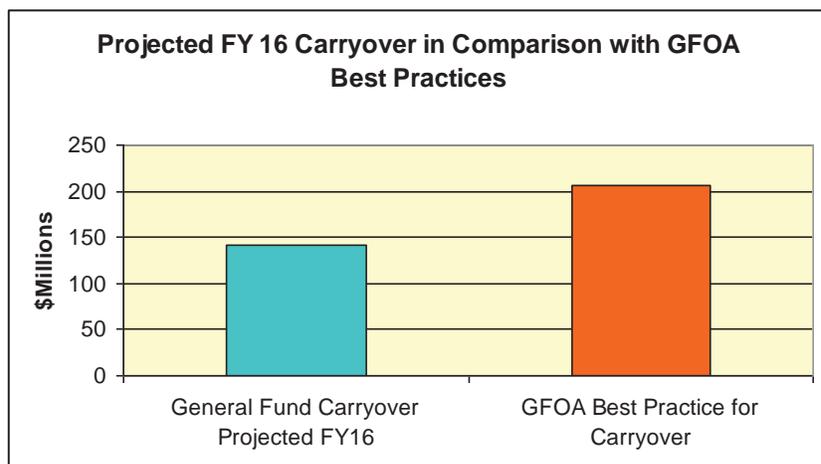


Chart 6

<sup>5</sup> "GFOA Best Practice: Determining the Appropriate Level of Unrestricted Fund Balance in the General Fund," Government Finance Officers Association, [www.gfoa.org](http://www.gfoa.org).

## Executive Summary

### Long Term Obligations

Two long term obligations warrant further discussion: Other Post Employment benefits (OPEB) and debt service for general obligation bonds (GOB).

#### OPEB

We continue to reduce our large liability for health care and other non-retirement benefit costs for City retirees at a faster rate than required by law. Act 268 (2013) requires a minimum annual level of OPEB contributions for the state and counties. For FY 2016, the City is required to contribute 40% of an actuarially determined annual contribution amount to the OPEB Trust Fund, or \$30.8 million. The FY16 budget includes \$51.5 million contribution to the OPEB Trust Fund, for pre-funding the future costs of benefits for the City's current and future retirees. This exceeds the amount required in state law by over \$20 million. The additional contribution will result in long-term savings to the City.

#### Debt Service: GOB Funded Capital Projects

The FY16 budget sets aside approximately \$453 million for debt service for all funds. The biggest share of the debt service is attributed to general, highway and special funded projects: \$293 million.<sup>6</sup> **This represents a 16% increase in debt service over FY15 (\$253 million).**

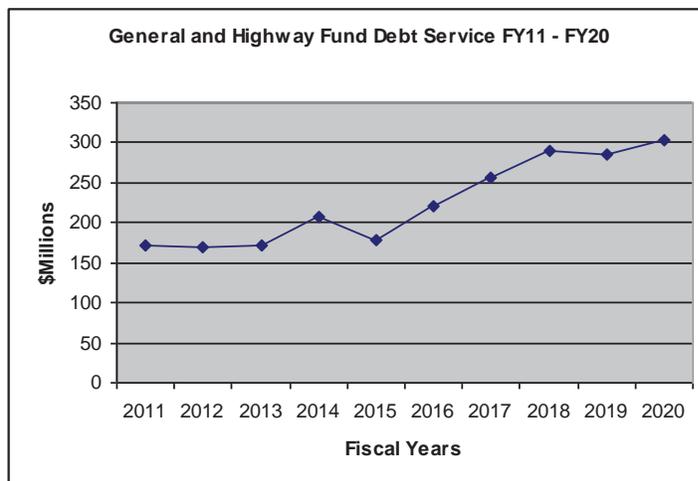


Chart 7

As Chart 7 shows, debt service projected out to 2020 grows at an alarming rate, given the projected CIP plan for the next six years, and assuming approximately \$250 million to \$280 million in new capital funding each year. One of the primary reasons for this escalation in debt service in the out years is the decision made by prior administrations to structure bond purchases by paying interest only for the first five (5) years. While this decision was made in response to lean budgetary years, the consequences of that decision are now beginning to hit the operating budget as principal and interest payments must be made. As previously discussed above, the largest expense in the FY16 operating budget is debt service at nearly

20%,<sup>7</sup> replacing expenses for public safety services which has typically been the largest cost function.

Accordingly, this administration's bond issuance in 2015 will be structured to include both principal and interest payments. This bond issuance will also refund higher cost bonds that will result in a leveling of the debt service. This will reduce the overall costs of bond financing as interest costs are reduced over the life of the repayment plan. But, this also means a higher level of debt service begins in FY16 due to the addition of principal payments.

<sup>6</sup> The remainder of debt is mostly attributed to the sewer fund: \$159 million.

<sup>7</sup> The City's policy imposes a two prong 20% cap on the amount of debt service that may be incurred except under emergency or unusual circumstances. Specifically, debt service for GOB and self supporting bonds may not exceed 20% of total operating budget and debt service on direct debt, excluding self supporting bonds, may not exceed 20% of general fund revenues. The City's debt service has not reached these caps to date.

For that reason, the FY16 CIP budget is very lean – the City cannot sustain debt service at the level of capital spending projected for the next six years based on projects already in the pipeline. It is imperative for the City to concentrate on completing priority projects that are mandated by government regulatory agencies, meet public safety and health needs, protect aging city assets and infrastructure and are sound investments for the future.

**SECTION VI. HIGHLIGHTS OF THE CAPITAL PROGRAM BUDGET**

The FY16 Capital Improvement Program (CIP) budget is proposed at \$494 million, thirty percent (30%) less than what Council appropriated for FY15. This lean CIP budget includes \$194 million for general improvement bond and highway improvement bond funded projects, \$10 million for solid waste funded programs, \$142.5 million for sewer revenue bond fund projects, \$107 million for other funded projects and \$41 million in federal funded projects. The administration adopted a “no frills” approach to capital spending, consistent with the operating budget. More importantly, this approach is necessary to control debt service expenses as more fully discussed above.

One notable change between FY15 and FY16 CIP budgets is the decision to exclude equipment as a capital expenditure. Equipment for sewer projects is included in the CIP budget because it is paid by cash revenues from the sewer fund. Similarly, replacement buses and handivans are included in the CIP budget because over 75% of the costs are paid by federal funds.

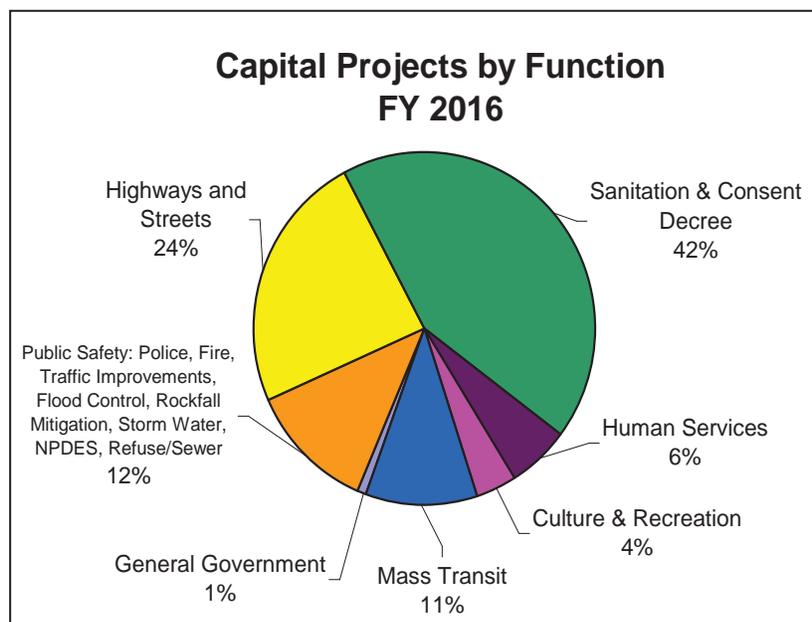


Chart 8

Otherwise, no GOB is proposed to pay for equipment; and all equipment purchases are included in the operating budget and funded with cash. Again, **fiscal prudence** dictates a “pay as you go” approach to equipment purchases so that the City saves on interest payments strung out over 25 years, well after the equipment has outlived its useful life. Just as one should not finance a vehicle for a term of a typical home mortgage, the same principle applies to using long term debt financing to pay for equipment.

Chart 8 breaks down the types of capital projects by function. The largest category of expenditure is for refuse and sewer projects mandated under the Global Consent Decree (42%), followed by road paving and other transportation related projects (24%), public safety projects (12%) and mass transit (11%), human services (6%), culture and recreation (4%) and general government (1%).

Much of the capital spending is directed to bulk fund programs that may be used by City agencies to make needed improvements to support core services or meet state and federal requirements. For example,

- \$1 million for improvements at police stations
- \$2 million for flood control mitigation projects
- \$1 million for ADA compliance relating to curb ramps at intersections

## Executive Summary

- \$110 million for road paving projects
- \$2.5 million for bridge rehabilitation projects, plus \$3 million for improvements to bridges on Farrington Hwy, Kapiolani box culvert, and North King Street
- \$5.9 million for storm drain projects to meet federal and state requirements

Some of the noteworthy CIP projects are:

- \$4 million to install photo-voltaic at H-POWER
- \$10 million to improve the sewers in Chinatown
- \$10 million to plan and design a secondary treatment process at the Honouliuli Wastewater Treatment Plant
- \$3.5 million for further construction of the Kailua/Kaneohe underground sewer tunnel
- \$16 million for odor control improvements at the Sand Island Treatment Plant
- \$19.4 million for improvements at the Waianae Wastewater Treatment Plant
- \$4.5 million for construction of upgrades at the Waipio Wastewater pump station
- \$1 million to begin the construction of the long awaited Hauula Fire Station
- \$20 million to upgrade the aging radio towers and prepare the towers for the conversion to a new radio system.
- \$25 million to complete the construction of the Alapa'i Transportation Management Center (JTMC)
- \$20 million for acquisition of bus and handivans (\$16 million to be paid from federal funds)
- \$18 million in Affordable Housing Funds to be used in partnership with private developers for low income housing in perpetuity
- \$500,000 to design pedestrian, bicycling and transit connections at the Kapalama canal; a TOD catalytic project
- \$500,000 for the design of a mixed use bus transit center and plaza at the Pearlridge bus transfer station, a TOD catalytic project
- \$13.4 million for various park improvement projects, including the Aiea District Park, Ala Moana Regional Park, Hanauma Bay, Lanakila District Park, Maili Beach Park, Manoa Valley District Park, Sandy Beach Park, Thomas Square, Wahiawa District Park, and Waiialua District Park.
- \$500,000 for improvements at the Honolulu Zoo

## **SECTION VII. LOOKING AHEAD**

The Caldwell Administration continues to focus on the basics: core services, repair and maintenance of physical infrastructure, public safety, and transportation equity. In FY16 the focus shifts slightly to include social infrastructure by proposing funding initiatives to address homelessness, affordable housing, and upgrading our parks for the enjoyment of our residents.

Looking ahead, the City is poised for modest economic recovery. Tourism is expected to flatten out but remain steady, the military may experience limited cutbacks, and the long awaited recovery in construction appears to have started. While UHERO predicts “muted” rather than robust growth (“Hawaii’s Economy in Need of An Engine,” UHERO, October 24, 2014) there are optimistic signs for Hawaii’s economy. That stated, given the challenges ahead with the construction of rail, the integration of bus and rail, and the exciting opportunities for catalytic changes in the transit enhanced neighborhoods, this administration approached the FY16 budget with **fiscal prudence** and a disciplined hand in order to position itself for these challenges. This proposed budget holds the line on spending, increases funding for fiscal stability, and looks to curtail financed debt by paying for equipment in cash and avoiding borrowing costs. Furthermore, this budget does not contemplate any new taxes or increased fees.

## PERFORMANCE METRICS FOR FISCAL YEAR 2015 (FY15)

### DEPARTMENT OF BUDGET & FISCAL SERVICES

Performance Metric for FY15	Goal
Real Property Assessment Division (RPAD): Reduce the response time for inquiries received through the Real Property Assessment Division's mailbox.	Respond to 90% of the inquiries within 2 days.
RPAD: Reduce the processing time for Board of Review appeal cases.	<ul style="list-style-type: none"> <li>o Close 65% of appeals for residential properties valued at less than \$1,500,000 within 6 months;</li> <li>o Close 50% of appeals for residential properties valued over \$1,500,000 within 12 months;</li> <li>o Close 50% of appeal for non-residential properties within 6 months;</li> <li>o Close 90% of all categories within 18 months.</li> </ul>
RPAD: Home exemption review program and financial impact.	Set goals by June 30, 2015 with goals of removing fraudulent home owner exemption claims within
Purchasing: Reduce processing time for procurement of goods and services.	<ul style="list-style-type: none"> <li>o Process 80% of the bids within 65 days;</li> <li>o Process 80% of the Request for Proposals within 80 days;</li> <li>o Process 80% of the professional services contracts within 20 days.</li> </ul>
Purchasing: Increase the level of competition by increasing the number of bids for goods and services.	<ul style="list-style-type: none"> <li>o Obtain 3 or more bids for 80% of all goods and services contracts;</li> <li>o Obtain 4 or more bids for all construction contracts.</li> </ul>
Purchasing: Procurement consolidation through increased use of master agreements.	Increase to 187 master agreements this fiscal year.

### LIQUOR COMMISSION

Performance Metric FY15	Goal
Decrease the number of days to complete investigations and reports for new license and license transfer applications.	Complete 75% of new and transfer license applications in 50 days or less (intake to preliminary hearing).
Decrease unlicensed premises surveillance by referring unlicensed sales complaints to HPD and increase frequency of Dispenser and Cabaret licensee inspections.	Reduce unlicensed premises surveillance by at least 50% by referring unlicensed sales complaints to HPD, deter non-compliant behavior by increasing the frequency of Dispenser licensee inspections by 10% and Cabaret licensee inspections by 15%, and remove Brew Pubs from the "targeted" license class list.
Decrease server training failure rate of first time test takers.	Reduce the failure rate of first time server training test takers by 0.5%.

Exhibit 1

## PERFORMANCE METRICS FOR FISCAL YEAR 2015 (FY15)

### DEPARTMENT OF COMMUNITY SERVICES

Performance Metric for FY15	Goal
Decrease payment processing time to grantee receiving a Grant in Aid.	Disburse 90% of grantee payments within 30 days if undisputed, and 90% of grantee payments within 60 days if there is a dispute.

### DEPARTMENT OF CUSTOMER SERVICES

Performance Metric for FY15	Goal
Satellite City Hall (SCH): Decrease public wait time at Satellite City Hall service centers.	Conduct periodic surveys with goal of achieving 90% of those surveyed will experience a wait time of less than 20 minutes.
Division of Motor Vehicles (DMV): Decrease public wait time in Driver Licensing service centers.	Conduct periodic surveys with goal of achieving 80% of those surveyed will experience a wait time of less than 30 minutes.
SCH/DMV: Increase the number of road test transactions per day; decrease the wait time for DMV: Decrease the number of people turned away at the window for insufficient documents.	Customers will be provided the option of scheduling a road test within four weeks, minimizing the Conduct periodic surveys with goal of achieving 20% or less of those surveyed will have indicated a need to return due to missing document(s).
SCH/DMV: Improve customer satisfaction level.	Conduct periodic surveys after public education programs with goal of achieving 90% of those surveyed will respond with an opinion ranking of "satisfied" or better.

### DEPARTMENT OF DESIGN AND CONSTRUCTION

Performance Metric for FY15	Goal
Spread out distribution of the number of projects submitted to Purchasing for competitive bidding in the fiscal year to avoid year end time deadlines and reduce potential for lapsed funds.	Submit one fourth of the projects scheduled for competitive bidding each quarter.
Minimize the percent of projects lapsing that are controllable by DDC.	Less than 1.5% of total projects will lapse per fiscal year.
Minimize the percent of contracts with change orders greater than 10% of the contract amount.	Less than 20% of total projects completed per fiscal year will have change orders greater than 10% of the contract amount.
Maximize the percent of projects completed on schedule.	At least 80% of projects will be completed on schedule per year.
Maximize the number of City roadway lane miles paved per year.	Pave 300 City roadway lane miles per year.
Replace all City street light fixtures to LED street light fixtures.	Replace 51,700 street light fixtures from FY 2015 to FY 2018 with LED street light fixtures.
Meet the milestones assigned to DDC for the Global Consent Decree for ENV wastewater program.	Achieve 100% of assigned Global Consent Decree milestones for each fiscal year.

Exhibit 1 - Continued

## PERFORMANCE METRICS FOR FISCAL YEAR 2015 (FY15)

### DEPARTMENT OF ENTERPRISE SERVICES

Performance Metric for FY15	Goal
Optimize the ability to view animals at the Honolulu Zoo.	Reduce the number of hours animals are off exhibit.
Improve way finding at the Honolulu Zoo through improved signage.	Reduce the number of complaints and questions received regarding way finding.
Maximize golfers' satisfaction.	Increase customer satisfaction by responding to complaints.
Maximize the auditorium users'/promoters' satisfaction.	Increase customer satisfaction by responding to complaints.

### DEPARTMENT OF ENVIRONMENTAL SERVICES

Performance Metric for FY15	Goal
Effectively respond to service calls, minimizing response time.	Improve on-time closer rate by 15%. Benchmark was 65% on-time response.
Maximize the volume and percentage of waste diverted from the landfill.	Increase diversion rate to 80%. Benchmark diversion rate was 74.5%.
Evaluate the operational effectiveness of the City's refuse collection program to reduce overtime usage.	Reduce overtime usage by 25%.

### DEPARTMENT OF FACILITY MAINTENANCE

Performance Metric for FY15	Goal
Minimize the time to patch a pothole.	Complete a pothole patch 75% of the time within five days, 85% of the time within seven days and 95% of the time within 14 days.
Minimize the time to repair a damaged sidewalk.	Complete 75% of interim sidewalk repairs within one month. Complete 75% of permanent sidewalk repairs within one year and 100% of sidewalk repairs within two years.
Collect weekly statistics on stored property ordinance and sidewalk nuisance ordinance.	Collect data on the number of enforcement actions, bins collected, administrative hearings conducted, public complaints received and impound tickets issued. And, collect data on the amount (in tons) of trash disposed per location.
Minimize the time to begin servicing City vehicles.	Begin 90% of scheduled vehicle servicing within 24 hours and 80% of unscheduled vehicle servicing within 48 hours.
Minimize the time to complete unscheduled servicing of City vehicles.	Complete 90% of unscheduled vehicle servicing within five days.
Minimize the time to repair street lights.	Complete 75% of street light repairs within seven days. Contact 75% of the callers within seven days to inform them of the street light repair.

Exhibit 1 - Continued

## PERFORMANCE METRICS FOR FISCAL YEAR 2015 (FY15)

### HONOLULU FIRE DEPARTMENT

Performance Metric for FY15	Goal
Maintain the minimal time it takes a fire company to arrive on scene for medical emergency calls.	Respond to 90% of suburban medical emergency calls within nine minutes and 30 seconds.
Maintain the minimal time it takes a fire company to arrive on scene for fire emergency calls.	Respond to 90% of suburban fire emergency calls within nine minutes and 30 seconds.
Maintain the minimal time it takes an effective fire fighting force to arrive on scene for fire emergency calls.	Respond to 90% of suburban fire emergency calls with an effective fire fighting force within 16 minutes.
Maintain the minimal time it takes to process 911 telephone calls.	Process 90% of 911 calls within 90 seconds.
Increase the percent of commercial Fire Code inspections conducted annually.	Increase the number of commercial Fire Code inspections by 40% annually and complete inspections within 2.5 years.

### DEPARTMENT OF HUMAN RESOURCES

Performance Metric for FY15	Goal
Decrease the time it takes to fill a vacancy when an appropriate list of eligible candidates exists.	At least 90% of the time, a list of eligible candidates will be provided within seven days.
Decrease the time it takes to fill a vacancy when an appropriate list of eligible candidates does not exist and a new recruitment and examination program needs to be conducted.	At least 80% of the time, a list of eligible candidates will be provided within 90 days (excluding Police and Fire training programs).

### NEIGHBORHOOD COMMISSION

Performance Metric for FY15	Goal
Maintain the Neighborhood Board members' satisfaction with Neighborhood Assistants/staff services.	Conduct periodic surveys with a goal of achieving 95% satisfactory or better rating for NCO support services.
Obtain all Neighborhood Board member compliance with Sunshine Law Training and Certification.	Obtain 90% of the members' compliant with Sunshine Law Training and Certification.
Respond and resolve community concerns transmitted to the Neighborhood Commission Office via Mayor's Representatives in a timely manner.	Respond and resolve 75% of the complaints received within 30 days.
Increase Neighborhood Board voter participation.	Increase Neighborhood Board return ballot rate by 10% this election year.

Exhibit 1 - Continued

## PERFORMANCE METRICS FOR FISCAL YEAR 2015 (FY15)

### ROYAL HAWAIIAN BAND

Performance Metric for FY15	Goal
Obtain a favorable rating from the Royal Hawaiian Band's clients and audiences to reveal the band's effectiveness, appreciation and impact on the community and the City and County of Honolulu.	Obtain a 75% favorable citizen survey rating this fiscal year.
Obtain information from the band's requests, clients/audiences and schedules that will reveal the amount of services and the band's diverse contribution to the varied demographics, locations and cultures in the community and the City and County of Honolulu.	Perform 90% of all requests this fiscal year.

### DEPARTMENT OF PARKS AND RECREATION

Performance Metric for FY15	Goal
Decrease the amount of potable water used at City parks.	Decrease the amount of potable water used at City parks by 5% per year.
Increase efficiency in filling vacant job positions.	Complete 90% E-forms submitted within 10 days of the position becoming vacant. Complete 90% of the packets for positions interviewed within 10 days after receiving the list of eligible candidates.
Identify public awareness and satisfaction with City parks facilities and recreational programs, and collect data to assist in developing medium and long-range plans.	Establish a strategic plan to identify public perception and develop a plan to address issues.

### DEPARTMENT OF PLANNING AND PERMITTING

Performance Metric for FY15	Goal
Improve efficiency, effectiveness and output of building permits.	Set benchmarks by December 31, 2014 with goals of decreasing permitting approval time by 10%.
Increase the number of online permit issued.	Set benchmarks by December 31, 2014 with goal of issuing at least 50% of the total permits through the online system.

Exhibit 1 - Continued

## PERFORMANCE METRICS FOR FISCAL YEAR 2015 (FY15)

### HONOLULU POLICE DEPARTMENT

Performance Metric for FY15	Goal
Improve communication with victims of First Degree Burglary 1 complaints.	Personally contact 98% of the Burglary 1 victims at least once by the assigned detective or lieutenant.
Improve the complaint ratio (calls for service and moving citations).	Reduce the number of complaints to 1 per 10,000 police contacts.
Minimize the crime rate and number of calls for service in the Downtown area.	Reduce the number of reported crime and calls for service by 5% this fiscal year.
Improve response time for 911 calls for police service.	Reduce the response time to Priority 1 and 2 cases by 2% this fiscal year.
Expedite the opening of roadways for critical and fatal car crashes on major thoroughfares.	Reopen roadways in less than two hours 75% of the time for critical and fatal car crashes on major thoroughfares.

### DEPARTMENT OF TRANSPORTATION SERVICES

Performance Metric for FY15	Goal
Minimize the time it takes to review and comment on Traffic Impact Analysis Reports (TIAR).	Complete 90% of the reviews within 30 days of receipt of TIAR.
Respond to public inquiries regarding traffic engineering in a timely manner.	Follow-up on 90% of telephone calls and emails received regarding traffic engineering issues.
Minimize the time it takes to respond and issue work orders to traffic sign complaints.	Respond to 90% of the traffic sign complaints within eight weeks.
Minimize the time it takes to respond to traffic light complaints.	Respond to 75% of the traffic light complaints within eight hours.
Install a robust bike infrastructure system.	Install/implement 5 miles of bike infrastructure per year, subject to available funds.

Exhibit 1 - Continued

**EXECUTIVE AGENCY BUDGET AND FULL-TIME EQUIVALENT COMPARISON  
FISCAL YEARS 2014, 2015 AND 2016**

Dept	Character of Expenditure	FY14 Actual	FY15 Appropriation	FY16 Proposed	No of Positions (FTE)	
					FY 2015	FY2016
BFS	Salaries	16,663,878	18,311,429	18,406,800	363.00	363.00
	Current Expense	2,662,919	3,781,658	3,539,309		
	Equipment	83,900	250,000	250,000		
BFS Total		19,410,697	22,343,087	22,196,109		
DCS	Salaries	8,509,115	10,950,199	11,724,669	246.80	256.80
	Current Expense	79,151,269	82,231,688	81,508,871		
	Equipment		74,000	23,000		
DCS Total		87,660,384	93,255,887	93,256,540		
COR	Salaries	5,747,010	6,106,960	6,668,486	90.00	93.50
	Current Expense	1,622,718	2,007,909	2,086,895		
	Equipment		286,000			
COR Total		7,369,728	8,400,869	8,755,381		
CSD	Salaries	11,093,029	11,431,809	11,671,340	287.75	287.75
	Current Expense	8,541,614	11,004,910	11,039,984		
CSD Total		19,634,643	22,436,719	22,711,324		
DDC	Salaries	10,589,180	11,006,673	10,805,893	278.00	278.00
	Current Expense	3,954,242	6,813,863	4,847,281		
	Equipment			12,800		
DDC Total		14,543,422	17,820,536	15,665,974		
DEM	Salaries	1,258,151	701,370	828,014	15.48	15.48
	Current Expense	4,181,211	552,472	504,688		
	Equipment	1,189,386		135,000		
DEM Total		6,628,748	1,253,842	1,467,702		
ESD	Salaries	29,058,823	31,704,957	32,806,025	512.95	532.45
	Current Expense	6,214,821	6,394,396	6,570,216		
	Equipment	151,889	1,715,000	1,795,000		
ESD Total		35,425,533	39,814,353	41,171,241		
DES	Salaries	12,025,968	12,472,907	12,263,670	303.43	305.46
	Current Expense	8,835,609	9,852,401	9,822,950		
	Equipment		45,000	724,600		
DES Total		20,861,577	22,370,308	22,811,220		
ENV	Salaries	53,350,740	60,939,695	60,866,297	1,070.00	1,065.00
	Current Expense	194,169,994	222,081,998	236,564,029		
	Equipment			7,214,700		
ENV Total		247,520,734	283,021,693	304,645,026		
DFM	Salaries	27,034,449	28,580,921	28,681,425	707.47	716.47
	Current Expense	46,077,072	49,537,156	47,103,276		
	Equipment	9,607	45,000	3,924,000		
DFM Total		73,121,128	78,163,077	79,708,701		
HFD	Salaries	83,651,275	99,401,992	103,578,599	1,167.50	1,156.50
	Current Expense	11,802,619	13,384,510	12,730,219		
	Equipment	144,275	198,000	3,256,000		
HFD Total		95,598,169	112,984,502	119,564,818		

Exhibit 2

## Executive Summary

### EXECUTIVE AGENCY BUDGET AND FULL-TIME EQUIVALENT COMPARISON FISCAL YEARS 2014, 2015 AND 2016

Dept	Character of Expenditure	FY14 Actual	FY15 Appropriation	FY16 Proposed	No of Positions (FTE)	
					FY 2015	FY2016
DHR	Salaries	4,635,094	5,006,070	5,565,382	89.63	88.63
	Current Expense	514,857	605,100	708,206		
	Equipment	12,356		10,430		
DHR Total		5,162,307	5,611,170	6,284,018		
DIT	Salaries	8,091,928	8,478,249	8,611,623	151.00	153.00
	Current Expense	12,791,054	12,545,813	10,307,865		
	Equipment	174,523	219,632	932,860		
DIT Total		21,057,505	21,243,694	19,852,348		
MAY	Salaries	531,569	592,648	608,832	6.00	6.00
	Current Expense	64,805	92,093	129,049		
MAY Total		596,374	684,741	737,881		
MDO	Salaries	1,652,955	1,767,236	1,894,876	31.50	31.50
	Current Expense	1,017,626	2,153,218	952,215		
MDO Total		2,670,581	3,920,454	2,847,091		
NCO	Salaries	584,811	654,960	616,646	17.00	16.00
	Current Expense	153,451	326,850	149,000		
NCO Total		738,262	981,810	765,646		
RHB	Salaries	1,836,032	1,898,740	1,923,616	41.00	41.50
	Current Expense	131,425	123,540	127,440		
	Equipment		40,000	35,000		
RHB Total		1,967,457	2,062,280	2,086,056		
MED	Salaries	1,189,073	1,251,002	1,528,718	19.00	20.00
	Current Expense	422,478	343,915	396,640		
	Equipment		17,000	70,000		
MED Total		1,611,551	1,611,917	1,995,358		
DPR	Salaries	37,709,923	39,949,550	40,375,368	1,096.65	1,096.65
	Current Expense	25,435,862	26,001,795	28,223,890		
	Equipment	149,245	677,000	3,266,000		
DPR Total		63,295,030	66,628,345	71,865,258		
DPP	Salaries	15,380,233	15,327,822	15,796,378	307.00	308.00
	Current Expense	4,068,794	3,745,668	3,250,460		
	Equipment		14,000	14,000		
DPP Total		19,449,027	19,087,490	19,060,838		
HPD	Salaries	197,371,854	214,123,403	218,290,386	2,694.00	2,694.00
	Current Expense	43,711,028	38,378,494	38,122,111		
	Equipment	170,158	234,000	2,686,000		
HPD Total		241,253,040	252,735,897	259,098,497		
PAT	Salaries	15,160,680	16,724,195	17,543,714	295.00	301.50
	Current Expense	4,751,691	5,317,328	5,240,933		
	Equipment			270,053		
PAT Total		19,912,371	22,041,523	23,054,700		
DTS	Salaries	123,120,571	124,277,361	132,732,163	108.00	109.00
	Current Expense	111,917,231	127,181,360	127,245,609		
	Equipment	119,402		1,431,000		
DTS Total		235,157,204	251,458,721	261,408,772		
Grand Total		1,240,645,472	1,349,932,915	1,401,010,499	9,898.16	9,936.19

Exhibit 2 - Continued

**BUDGET AT A GLANCE**  
**OPERATING BUDGET EXPENDITURES BY COST ELEMENT**  
**FISCAL YEAR 2016**

DEPARTMENT/AGENCY	CURRENT			TOTAL
	SALARIES	EXPENSES	EQUIPMENT	
Budget & Fiscal Services	\$ 18,416,700	\$ 3,529,409	\$ 250,000	\$ 22,196,109
Community Services	11,724,669	81,508,871	23,000	93,256,540
Corporation Counsel	6,668,486	2,086,895	-	8,755,381
Customer Services	11,671,340	11,039,984	-	22,711,324
Design and Construction	10,805,893	4,847,281	12,800	15,665,974
Emergency Management	828,014	504,688	135,000	1,467,702
Emergency Services	32,806,025	6,570,216	1,795,000	41,171,241
Enterprise Services	12,263,670	9,822,950	724,600	22,811,220
Environmental Services	60,866,297	236,564,029	7,214,700	304,645,026
Facility Maintenance	28,681,425	47,103,276	3,924,000	79,708,701
Fire	103,578,599	12,730,219	3,256,000	119,564,818
Human Resources	5,565,382	708,206	10,430	6,284,018
Information Technology	8,611,623	10,307,865	932,860	19,852,348
Mayor	608,832	129,049	-	737,881
Managing Director	1,894,876	952,215	-	2,847,091
Neighborhood Commission	616,646	149,000	-	765,646
Royal Hawaiian Band	1,923,616	127,440	35,000	2,086,056
Medical Examiner	1,528,718	396,640	70,000	1,995,358
Parks and Recreation	40,375,368	28,223,890	3,266,000	71,865,258
Planning and Permitting	15,796,378	3,250,460	14,000	19,060,838
Police	218,290,386	38,122,111	2,686,000	259,098,497
Prosecuting Attorney	17,543,714	5,240,933	270,053	23,054,700
Transportation Services	132,732,163	127,245,609	1,431,000	261,408,772
	<u>\$ 743,798,820</u>	<u>\$ 631,161,236</u>	<u>\$ 26,050,443</u>	<u>\$ 1,401,010,499</u>
Debt Service	\$ -	\$ 452,854,000	\$ -	\$ 452,854,000
Retirement System Contributions	-	135,705,000	-	135,705,000
FICA and Pension Costs	-	29,787,000	-	29,787,000
Health Benefits Contributions	-	112,214,000	-	112,214,000
Other Post-Employment Benefits	-	51,517,000	-	51,517,000
Provision for Vacant Positions	-	33,332,000	-	33,332,000
Miscellaneous	-	64,170,000	-	64,170,000
	<u>\$ -</u>	<u>\$ 879,579,000</u>	<u>\$ -</u>	<u>\$ 879,579,000</u>
<b>TOTAL EXPENDITURES</b>	<u><b>\$ 743,798,820</b></u>	<u><b>\$ 1,510,740,236</b></u>	<u><b>\$ 26,050,443</b></u>	<u><b>\$ 2,280,589,499</b></u>

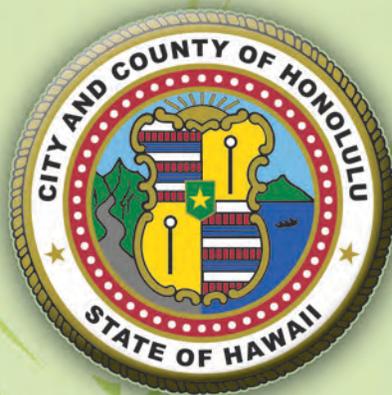
Exhibit 3

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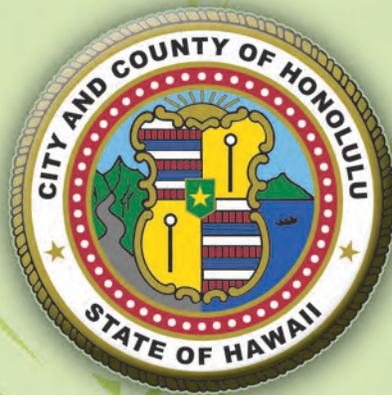
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# Departmental Budgets

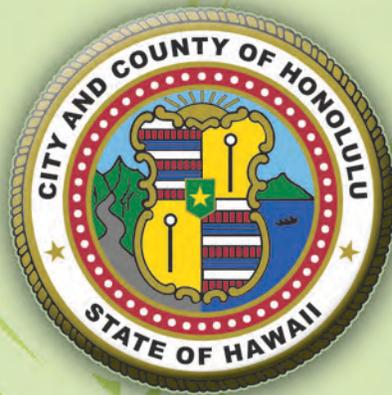


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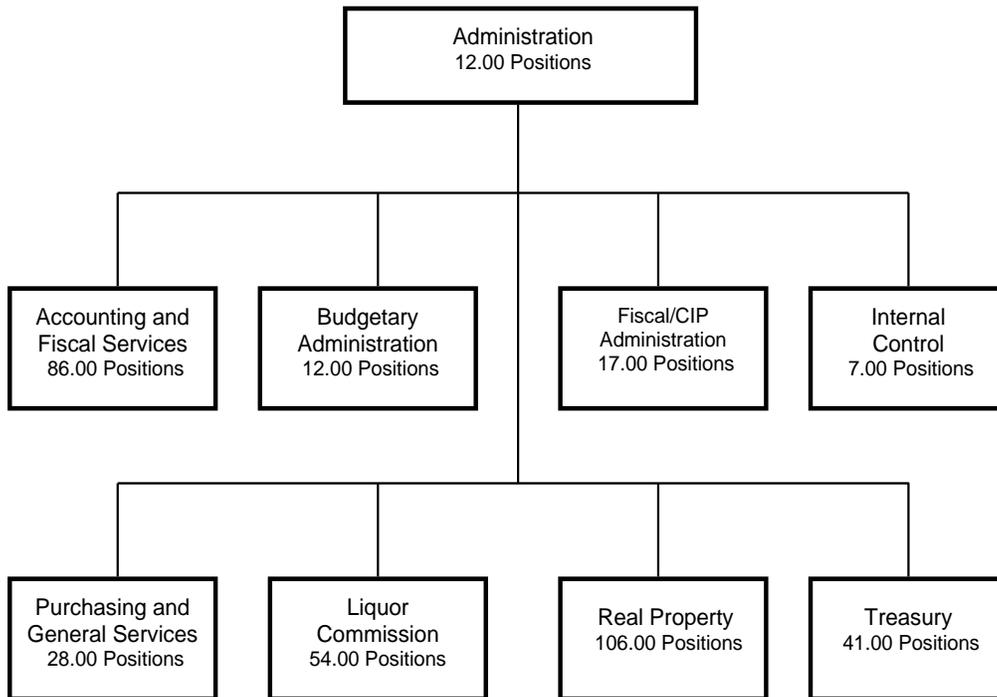
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# Department of Budget and Fiscal Services



# DEPARTMENT OF BUDGET AND FISCAL SERVICES (BFS) ORGANIZATION CHART

This chart reflects the number of full-time equivalent positions appropriated in Fiscal Year 2015.



## Department of Budget and Fiscal Services

### Roles and Responsibilities

The Department of Budget and Fiscal Services is the City's central financial agency. It is responsible for all aspects of the City's finances, including billing, collection, keeping accurate and complete account of receipts and disbursements, management of the City's treasury and funds, and preparation and maintenance of a perpetual inventory of all lands and equipment owned or controlled by the City.

It provides long-range financial planning, prepares and manages the City's operating and capital program and budget, provides information pertaining to the financial affairs of the City, reviews the manner in which public funds are received and expended, and reports to the Mayor on the integrity with which public funds are accounted for and on the financial responsibility of officers and employees administering public funds.

It provides an assessment of all real property in the City, sells real property upon which taxes are not paid within the period prescribed, and disposes of personal property not needed by any City agency, pursuant to policies established by the City Council. It also rents or leases City property (except property controlled by the Board of Water Supply), and awards concessions, pursuant to law and to policies established by the City Council. It purchases materials, supplies and equipment and contracts for services of independent contractors for all City agencies.

It prepares the City's payrolls and pension rolls and administers the City's Risk Management Program. It also administratively supports the Liquor Commission, three Boards of Review, the Board of Trustees of the Police Officers, Fire Fighters and Bandmembers Pension Fund, the Pension Board of the City and County of Honolulu, and the Ethics Board of Appeals.

### Spending to Make a Difference

- Post the adopted budget detail data to the City's Data Honolulu site. This will allow for greater insight to the adopted budget numbers and improve fiscal transparency.
- Budget and fiscal staff will work closely with key departments in monthly or quarterly meetings to address funding issues in a timely manner.
- Recommend efficiency improvements to management via audits and operational reviews and monitor and evaluate the controls and processes for recording financial transactions and safeguarding of City assets.
- Prepare for procurement and financing toolbox to support the anticipated transit-oriented development activities of the City.
- Plans a major review of the real property home exemption program in conjunction with the State Department of Taxation to verify and ensure compliance with City ordinances.
- Enterprise Resource Planning (ERP) Budget System Upgrade

### Budget Highlights

- Flat over FY 2015 due to continued focus on core services, with no substantial growth in services or personnel. Salary increases are due to mandated collective bargaining contract terms.
- Twenty-one (21) positions have been deactivated to reflect a more accurate picture of the number of positions required by the department to deliver services.
- Deletion of 1.0 FTE Project Manager II contract position in Accounting and Fiscal Services, addition of 1.0 FTE Records Management Analyst III contract position in the Liquor Commission to provide assistance in preparing documents for scanning and input into the new Liquor Commission Information System (LCIS) and 1.0 FTE Investigator III contract position for the Liquor Commission.
- Funding for major software upgrade to the real property mass appraisal program to improve valuations.
- The equipment budget includes continued funding for the Liquor Commission to finalize the development and implementation of a new computerized liquor licensing software system to replace the current Liquor Commission Information System. This last phase of the system will also include final testing and evaluation, development of a user manual and staff training.

## Department of Budget and Fiscal Services

### Performance Metrics

Performance Metric for FY 2015	Goal
Real Property Assessment Division (RPAD): Reduce the response time for inquiries received through the Real Property Assessment Division's mailbox	Respond to 90% of the inquiries within 2 days.
RPAD: Reduce the processing time for Board of Review appeal cases.	<p>Close 65% of appeals for residential properties valued at less than \$1,500,000 within 6 months;</p> <p>Close 50% of appeals for residential properties valued over \$1,500,000 within 12 months;</p> <p>Close 50% of appeal for non-residential properties within 6 months;</p> <p>Close 90% of all categories within 18 months.</p>
RPAD: Home exemption review program and financial impact.	Set goals by June 30, 2015 with goals of removing fraudulent home owner exemption claims within one year after acquiring DOTAX information.
Purchasing: Reduce processing time for procurement of goods and services.	<p>Process 80% of the bids within 65 days;</p> <p>Process 80% of the Request for Proposals within 80 days;</p> <p>Process 80% of the professional services contracts within 20 days.</p>
Purchasing: Increase the level of competition by increasing the number of bids for goods and services.	<p>Obtain 3 or more bids for 80% of all goods and services contracts;</p> <p>Obtain 4 or more bids for all construction contracts.</p>
Purchasing: Procurement consolidation through increased use of master agreements.	Increase to 187 master agreements this fiscal year.

### DEPARTMENT POSITIONS

	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
Permanent FTE	372.00	352.00	351.00	0.00	351.00
Temporary FTE	1.00	1.00	1.00	0.00	1.00
Contract FTE	12.50	10.00	11.00	0.00	11.00
<b>Total</b>	<b>385.50</b>	<b>363.00</b>	<b>363.00</b>	<b>0.00</b>	<b>363.00</b>

**EXPENDITURES BY PROGRAM**

	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
Administration	\$ 814,675	\$ 864,979	\$ 791,249	\$ 0	\$ 791,249
Accounting and Fiscal Services	4,076,520	4,674,139	4,728,911	0	4,728,911
Internal Control	540,408	574,720	537,288	0	537,288
Purchasing and General Services	1,600,496	1,649,881	1,711,454	0	1,711,454
Treasury	2,341,380	2,631,708	2,393,470	0	2,393,470
Real Property	5,365,886	5,771,270	5,887,683	0	5,887,683
Budgetary Administration	847,148	817,602	829,080	0	829,080
Fiscal/CIP Administration	1,063,811	1,311,816	1,351,232	0	1,351,232
Liquor Commission	2,760,373	4,046,972	3,965,742	0	3,965,742
<b>Total</b>	<b>\$ 19,410,697</b>	<b>\$ 22,343,087</b>	<b>\$ 22,196,109</b>	<b>\$ 0</b>	<b>\$ 22,196,109</b>

**CHARACTER OF EXPENDITURES**

	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
Salaries	\$ 16,663,878	\$ 18,311,429	\$ 18,416,700	\$ 0	\$ 18,416,700
Current Expenses	2,662,919	3,781,658	3,529,409	0	3,529,409
Equipment	83,900	250,000	250,000	0	250,000
<b>Total</b>	<b>\$ 19,410,697</b>	<b>\$ 22,343,087</b>	<b>\$ 22,196,109</b>	<b>\$ 0</b>	<b>\$ 22,196,109</b>

**SOURCE OF FUNDS**

	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
General Fund	\$ 15,508,626	\$ 16,614,379	\$ 16,553,594	\$ 0	\$ 16,553,594
Sewer Fund	207,209	228,930	234,822	0	234,822
Liquor Commission Fund	2,760,373	4,046,972	3,965,742	0	3,965,742
Grants in Aid Fund	0	43,812	44,580	0	44,580
Refuse Genl Operating Acct -SWSF	102,779	112,028	113,900	0	113,900
Community Development Fund	653,063	624,660	626,945	0	626,945
Special Events Fund	46,109	48,124	48,024	0	48,024
Federal Grants Fund	9,853	480,600	468,469	0	468,469
Housing & Comm Dev Sec 8 Fund	122,685	143,582	140,033	0	140,033
<b>Total</b>	<b>\$ 19,410,697</b>	<b>\$ 22,343,087</b>	<b>\$ 22,196,109</b>	<b>\$ 0</b>	<b>\$ 22,196,109</b>

Department of Budget and Fiscal Services

Administration

Program Description

The Administration program provides department-wide leadership and coordination of department activities. It also is responsible for citywide insurance and self-insurance programs; establishment and monitoring of insurance requirements for all City contracts; administration and coordination of claims adjusting services; and assistance to City departments in developing appropriate loss control programs and procedures. This program is also responsible for the administration of the Premium Conversion and Deferred Compensation Plans.

PROGRAM POSITIONS					
	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
Permanent FTE	13.00	12.00	12.00	0.00	12.00
Temporary FTE	0.00	0.00	0.00	0.00	0.00
Contract FTE	0.00	0.00	0.00	0.00	0.00
<b>Total</b>	<b>13.00</b>	<b>12.00</b>	<b>12.00</b>	<b>0.00</b>	<b>12.00</b>

CHARACTER OF EXPENDITURES					
	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
Salaries	\$ 753,670	\$ 780,784	\$ 718,091	\$ 0	\$ 718,091
Current Expenses	61,005	84,195	73,158	0	73,158
Equipment	0	0	0	0	0
<b>Total</b>	<b>\$ 814,675</b>	<b>\$ 864,979</b>	<b>\$ 791,249</b>	<b>\$ 0</b>	<b>\$ 791,249</b>

SOURCE OF FUNDS					
	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
General Fund	\$ 814,675	\$ 864,979	\$ 791,249	\$ 0	\$ 791,249
<b>Total</b>	<b>\$ 814,675</b>	<b>\$ 864,979</b>	<b>\$ 791,249</b>	<b>\$ 0</b>	<b>\$ 791,249</b>

Accounting and Fiscal Services

**Program Description**

The Accounting and Fiscal Services program is responsible for the accounting of City funds and reviewing the manner in which public funds are received and expended. To accomplish these responsibilities, it prepares financial statements, administers the central preparation of payroll, and ensures that expenditures are in accordance with the City's budget ordinances, federal grant requirements, and allotment schedules.

<b>PROGRAM POSITIONS</b>					
	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
Permanent FTE	86.00	80.00	80.00	0.00	80.00
Temporary FTE	1.00	1.00	1.00	0.00	1.00
Contract FTE	4.00	5.00	4.00	0.00	4.00
<b>Total</b>	<b>91.00</b>	<b>86.00</b>	<b>85.00</b>	<b>0.00</b>	<b>85.00</b>

<b>CHARACTER OF EXPENDITURES</b>					
	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
Salaries	\$ 3,939,872	\$ 4,496,983	\$ 4,555,189	\$ 0	\$ 4,555,189
Current Expenses	136,648	177,156	173,722	0	173,722
Equipment	0	0	0	0	0
<b>Total</b>	<b>\$ 4,076,520</b>	<b>\$ 4,674,139</b>	<b>\$ 4,728,911</b>	<b>\$ 0</b>	<b>\$ 4,728,911</b>

<b>SOURCE OF FUNDS</b>					
	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
General Fund	\$ 3,451,394	\$ 3,623,639	\$ 3,673,823	\$ 0	\$ 3,673,823
Sewer Fund	207,209	228,930	234,822	0	234,822
Grants in Aid Fund	0	43,812	44,580	0	44,580
Refuse Genl Operating Acct -SWSF	101,064	107,028	108,900	0	108,900
Community Development Fund	160,264	134,724	132,632	0	132,632
Special Events Fund	46,109	48,124	48,024	0	48,024
Federal Grants Fund	0	364,300	361,097	0	361,097
Housing & Comm Dev Sec 8 Fund	110,480	123,582	125,033	0	125,033
<b>Total</b>	<b>\$ 4,076,520</b>	<b>\$ 4,674,139</b>	<b>\$ 4,728,911</b>	<b>\$ 0</b>	<b>\$ 4,728,911</b>

Internal Control

Program Description

The Internal Control program is responsible for objectively examining and evaluating the financial activities of the City. This activity audits, reviews, monitors and evaluates the controls and processes for recording financial transactions and safeguarding city assets and recommends efficiency improvements to management. The function strives to adhere to the Standards for the Professional Practice of Internal Auditing.

PROGRAM POSITIONS					
	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
Permanent FTE	7.00	7.00	7.00	0.00	7.00
Temporary FTE	0.00	0.00	0.00	0.00	0.00
Contract FTE	0.00	0.00	0.00	0.00	0.00
<b>Total</b>	<b>7.00</b>	<b>7.00</b>	<b>7.00</b>	<b>0.00</b>	<b>7.00</b>

CHARACTER OF EXPENDITURES					
	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
Salaries	\$ 473,566	\$ 501,420	\$ 462,318	\$ 0	\$ 462,318
Current Expenses	66,842	73,300	74,970	0	74,970
Equipment	0	0	0	0	0
<b>Total</b>	<b>\$ 540,408</b>	<b>\$ 574,720</b>	<b>\$ 537,288</b>	<b>\$ 0</b>	<b>\$ 537,288</b>

SOURCE OF FUNDS					
	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
General Fund	\$ 540,408	\$ 574,720	\$ 537,288	\$ 0	\$ 537,288
<b>Total</b>	<b>\$ 540,408</b>	<b>\$ 574,720</b>	<b>\$ 537,288</b>	<b>\$ 0</b>	<b>\$ 537,288</b>

Purchasing and General Services

**Program Description**

The Purchasing program is responsible for the centralized procurement of all materials, supplies, equipment, construction, and services, including consultant and professional services, for City departments and agencies; maintaining inventory of all City personal property; exchange, disposal, sale or transfer of surplus equipment and real property; and managing City-owned real property not utilized by other departments.

<b>PROGRAM POSITIONS</b>					
	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
Permanent FTE	29.00	28.00	28.00	0.00	28.00
Temporary FTE	0.00	0.00	0.00	0.00	0.00
Contract FTE	0.00	0.00	0.00	0.00	0.00
<b>Total</b>	<b>29.00</b>	<b>28.00</b>	<b>28.00</b>	<b>0.00</b>	<b>28.00</b>

<b>CHARACTER OF EXPENDITURES</b>					
	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
Salaries	\$ 1,536,524	\$ 1,593,756	\$ 1,642,854	\$ 0	\$ 1,642,854
Current Expenses	63,972	56,125	68,600	0	68,600
Equipment	0	0	0	0	0
<b>Total</b>	<b>\$ 1,600,496</b>	<b>\$ 1,649,881</b>	<b>\$ 1,711,454</b>	<b>\$ 0</b>	<b>\$ 1,711,454</b>

<b>SOURCE OF FUNDS</b>					
	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
General Fund	\$ 1,600,496	\$ 1,649,881	\$ 1,711,454	\$ 0	\$ 1,711,454
<b>Total</b>	<b>\$ 1,600,496</b>	<b>\$ 1,649,881</b>	<b>\$ 1,711,454</b>	<b>\$ 0</b>	<b>\$ 1,711,454</b>

Department of Budget and Fiscal Services

Treasury

**Program Description**

This program administers the treasury management program, general collections program, real property tax collection and tax relief programs, and special assessment programs.

**PROGRAM POSITIONS**

	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
Permanent FTE	43.00	41.00	41.00	0.00	41.00
Temporary FTE	0.00	0.00	0.00	0.00	0.00
Contract FTE	0.00	0.00	0.00	0.00	0.00
<b>Total</b>	<b>43.00</b>	<b>41.00</b>	<b>41.00</b>	<b>0.00</b>	<b>41.00</b>

**CHARACTER OF EXPENDITURES**

	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
Salaries	\$ 1,615,284	\$ 1,663,008	\$ 1,472,370	\$ 0	\$ 1,472,370
Current Expenses	726,096	968,700	921,100	0	921,100
Equipment	0	0	0	0	0
<b>Total</b>	<b>\$ 2,341,380</b>	<b>\$ 2,631,708</b>	<b>\$ 2,393,470</b>	<b>\$ 0</b>	<b>\$ 2,393,470</b>

**SOURCE OF FUNDS**

	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
General Fund	\$ 2,327,460	\$ 2,606,708	\$ 2,373,470	\$ 0	\$ 2,373,470
Refuse Genl Operating Acct -SWSF	1,715	5,000	5,000	0	5,000
Housing & Comm Dev Sec 8 Fund	12,205	20,000	15,000	0	15,000
<b>Total</b>	<b>\$ 2,341,380</b>	<b>\$ 2,631,708</b>	<b>\$ 2,393,470</b>	<b>\$ 0</b>	<b>\$ 2,393,470</b>

Real Property

**Program Description**

The Real Property Assessment Division annually updates all transactions of real property to ensure proper notification of all property assessments to the current owners. The Division processes all exemptions, dedications and assessment programs according to Chapter 8 of the Revised Ordinances of Honolulu. Subsequently approximately 300,000 assessments are validated and mailed, appeals taken and a certified list is then provided to the City Council to determine revenues for budgeting purposes.

<b>PROGRAM POSITIONS</b>					
	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
Permanent FTE	115.00	105.00	104.00	0.00	104.00
Temporary FTE	0.00	0.00	0.00	0.00	0.00
Contract FTE	3.50	1.00	1.00	0.00	1.00
<b>Total</b>	<b>118.50</b>	<b>106.00</b>	<b>105.00</b>	<b>0.00</b>	<b>105.00</b>

<b>CHARACTER OF EXPENDITURES</b>					
	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
Salaries	\$ 4,420,104	\$ 4,637,850	\$ 4,817,108	\$ 0	\$ 4,817,108
Current Expenses	945,782	1,133,420	1,070,575	0	1,070,575
Equipment	0	0	0	0	0
<b>Total</b>	<b>\$ 5,365,886</b>	<b>\$ 5,771,270</b>	<b>\$ 5,887,683</b>	<b>\$ 0</b>	<b>\$ 5,887,683</b>

<b>SOURCE OF FUNDS</b>					
	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
General Fund	\$ 5,365,886	\$ 5,771,270	\$ 5,887,683	\$ 0	\$ 5,887,683
<b>Total</b>	<b>\$ 5,365,886</b>	<b>\$ 5,771,270</b>	<b>\$ 5,887,683</b>	<b>\$ 0</b>	<b>\$ 5,887,683</b>

Department of Budget and Fiscal Services

Budgetary Administration

Program Description

The Budgetary Administration program provides centralized budgetary services, which include the preparation and administration of the annual operating budget. It formulates and administers budgetary policies consistent with administration objectives. It also evaluates the effectiveness of individual program activities in achieving its goals and mandates and provides organizational and budgetary reviews of City programs and activities.

PROGRAM POSITIONS					
	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
Permanent FTE	12.00	12.00	12.00	0.00	12.00
Temporary FTE	0.00	0.00	0.00	0.00	0.00
Contract FTE	0.00	0.00	0.00	0.00	0.00
<b>Total</b>	<b>12.00</b>	<b>12.00</b>	<b>12.00</b>	<b>0.00</b>	<b>12.00</b>

CHARACTER OF EXPENDITURES					
	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
Salaries	\$ 834,756	\$ 802,852	\$ 813,730	\$ 0	\$ 813,730
Current Expenses	12,392	14,750	15,350	0	15,350
Equipment	0	0	0	0	0
<b>Total</b>	<b>\$ 847,148</b>	<b>\$ 817,602</b>	<b>\$ 829,080</b>	<b>\$ 0</b>	<b>\$ 829,080</b>

SOURCE OF FUNDS					
	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
General Fund	\$ 847,148	\$ 817,602	\$ 829,080	\$ 0	\$ 829,080
<b>Total</b>	<b>\$ 847,148</b>	<b>\$ 817,602</b>	<b>\$ 829,080</b>	<b>\$ 0</b>	<b>\$ 829,080</b>

Fiscal/CIP Administration

**Program Description**

The Fiscal/CIP Administration program is responsible for: 1) overseeing citywide financial planning and analysis, with a focus on revenues, debt and provisional costs; 2) formulation, review, preparation and implementation of the annual Capital Program and Budget; and 3) administering the U.S. Department of Housing and Urban Development's Community Development Block Grant, HOME Investment Partnerships, Emergency Solutions Grant and Housing Opportunities for Persons with AIDS programs to ensure proper program management, timely completion of projects and continued compliance with program mandates.

<b>PROGRAM POSITIONS</b>					
	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
Permanent FTE	17.00	17.00	17.00	0.00	17.00
Temporary FTE	0.00	0.00	0.00	0.00	0.00
Contract FTE	0.00	0.00	0.00	0.00	0.00
<b>Total</b>	<b>17.00</b>	<b>17.00</b>	<b>17.00</b>	<b>0.00</b>	<b>17.00</b>

<b>CHARACTER OF EXPENDITURES</b>					
	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
Salaries	\$ 1,057,247	\$ 1,144,204	\$ 1,223,798	\$ 0	\$ 1,223,798
Current Expenses	6,564	167,612	127,434	0	127,434
Equipment	0	0	0	0	0
<b>Total</b>	<b>\$ 1,063,811</b>	<b>\$ 1,311,816</b>	<b>\$ 1,351,232</b>	<b>\$ 0</b>	<b>\$ 1,351,232</b>

<b>SOURCE OF FUNDS</b>					
	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
General Fund	\$ 561,159	\$ 705,580	\$ 749,547	\$ 0	\$ 749,547
Community Development Fund	492,799	489,936	494,313	0	494,313
Federal Grants Fund	9,853	116,300	107,372	0	107,372
<b>Total</b>	<b>\$ 1,063,811</b>	<b>\$ 1,311,816</b>	<b>\$ 1,351,232</b>	<b>\$ 0</b>	<b>\$ 1,351,232</b>

Department of Budget and Fiscal Services

Liquor Commission

Program Description

The Liquor Commission program controls, regulates, and supervises the manufacture, importation and sale of intoxicating liquor through inspections, enforcement, licensing, registration and education. Its mission is to promote the community's health, safety, and welfare by efficiently and fairly administering and enforcing Hawaii's liquor laws.

Performance Metrics

Performance Metric for FY 2015	Goal
Decrease the number of days to complete investigations and reports for new license and license transfer applications.	Complete 75% of new and transfer license applications in 50 days or less (intake to preliminary hearing).
Decrease unlicensed premises surveillance by referring unlicensed sales complaints to HPD and increase frequency of Dispenser and Cabaret licensee inspections.	Reduce unlicensed premises surveillance by at least 50% by referring unlicensed sales complaints to HPD, deter non-compliant behavior by increasing the frequency of Dispenser licensee inspections by 10% and Cabaret licensee inspections by 15%, and remove Brew Pubs from the "targeted" license class list.
Decrease server training failure rate of first time test takers.	Reduce the failure rate of first time server training test takers by 0.5%.

PROGRAM POSITIONS

	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
Permanent FTE	50.00	50.00	50.00	0.00	50.00
Temporary FTE	0.00	0.00	0.00	0.00	0.00
Contract FTE	5.00	4.00	6.00	0.00	6.00
<b>Total</b>	<b>55.00</b>	<b>54.00</b>	<b>56.00</b>	<b>0.00</b>	<b>56.00</b>

CHARACTER OF EXPENDITURES

	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
Salaries	\$ 2,032,855	\$ 2,690,572	\$ 2,711,242	\$ 0	\$ 2,711,242
Current Expenses	643,618	1,106,400	1,004,500	0	1,004,500
Equipment	83,900	250,000	250,000	0	250,000
<b>Total</b>	<b>\$ 2,760,373</b>	<b>\$ 4,046,972</b>	<b>\$ 3,965,742</b>	<b>\$ 0</b>	<b>\$ 3,965,742</b>

SOURCE OF FUNDS

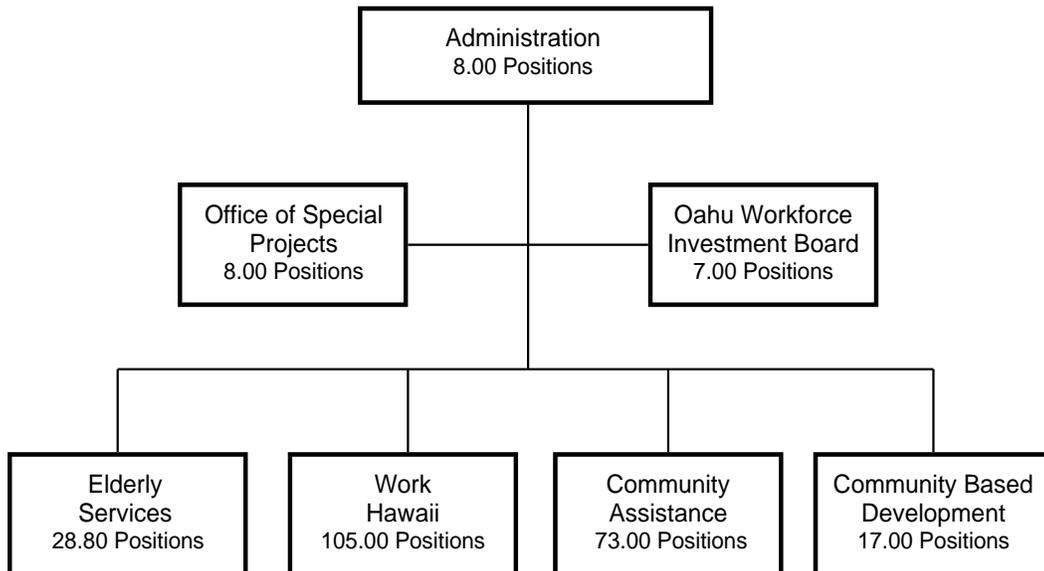
	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
Liquor Commission Fund	\$ 2,760,373	\$ 4,046,972	\$ 3,965,742	\$ 0	\$ 3,965,742
<b>Total</b>	<b>\$ 2,760,373</b>	<b>\$ 4,046,972</b>	<b>\$ 3,965,742</b>	<b>\$ 0</b>	<b>\$ 3,965,742</b>

# Department of Community Services



# DEPARTMENT OF COMMUNITY SERVICES (DCS) ORGANIZATION CHART

This chart reflects the number of full-time equivalent positions appropriated in Fiscal Year 2015.



## Department of Community Services

### Roles and Responsibilities

The Department of Community Services (DCS) administers programs to meet the human services, workforce and housing needs of economically challenged individuals and families with special needs in the City and County of Honolulu. The department also administers state and federal funds intended to facilitate community and economic development for economically challenged neighborhoods and communities.

### Spending to Make a Difference

- The YouthBuild Honolulu Program awarded through a competitive grant from the U.S. Department of Labor will provide 76 non-high school graduates, aged 17 to 24, with alternative education and job training in order to obtain a high school diploma, vocational skills in construction, leadership training, job readiness and placement services. They will work in collaboration with Self Help Housing Corporation, Hawaii Public Housing Authority and other agencies.
- In compliance with the State Executive Office on Aging and the Federal Administration for Community Living (ACL) guidance, the Elderly Affairs Division will transition into establishing an Aging and Disability Resource Center (ADRC). The ADRC will increase EAD's ability to meet the anticipated demands of consumers and their families through the use of computerized intake and assessment tools and participation in a Statewide consolidated database.
- To meet successive years of reduced federal funding, the Community Assistance Section 8 program will increase productivity by converting many customer notifications to electronic format, completing the conversion of City rent payments to electronic funds transfer, streamlining intake and unit inspection procedures, and improving leasing stability through project-based vouchers.
- The Community Based Development Division together with the Institute for Human Services (IHS) launched the City's Housing First program to address chronic homelessness in Waikiki, Downtown/Chinatown, and Leeward Oahu. Housing First is a national best practice focused on housing chronically homeless persons and families as a first step toward recovery. Working with partner agencies, IHS will undertake outreach and assessment of unsheltered homeless persons, housing placement and rental assistance payments, and case management and support services. The City's Housing First program anticipates serving 115 chronically homeless and vulnerable households in the first year of the project and with funding for FY 2016, will reach 200 chronically homeless individuals and families.
- The newly created Office of Strategic Development (OSD) will focus on the management and development of City assets, with emphasis on establishing public-private partnerships for low income affordable housing, investment in catalytic projects in the transit oriented development areas, and mixed use, mixed income development of city assets. In addition, the OSD will develop demonstration projects on city property for low income housing and assist in developing city property for Housing First placement.

### Budget Highlights

The Department of Community Services receives approximately 90 percent of its operating budget from federal and state grants which are passed through to the community. These mandates fund a group of programs that provide rental assistance to low income households; emergency and transitional shelter to homeless people or those with special needs; community based senior services, job training and referral services for adults and challenged youth to facilitate employment; community based economic development and neighborhood revitalization programs; and support for community based nonprofit organizations who serve economically challenged individuals in their communities.

- Overall, the department's salary and expenses to administer the state and federal grant programs are generally flat over FY 2015, with increases in salary attributed to mandated collective bargaining contract terms.
- The general funded portion of the Department's budget substantially increased as a result of the new Office of Strategic Development and the expansion of the Housing First Program.
- The Office of Strategic Development is funded for 7 FTE personal services contracts at budgeted salaries of \$616,488. A portion of the salaries will be paid with Affordable Housing funds and the remainder will be General funds.
- The City's Housing First Policy is a multi-year plan to place 400 chronically homeless persons and families in the targeted areas of Waikiki, Downtown/Chinatown and the Leeward Coast in permanent supportive housing. FY 2015 was the first year of the Housing First program and \$3.0 million in general funds was approved by the City Council, with approximately \$2.3 million to fund and administer the Housing First program to serve 115 chronically homeless persons and families. The remaining funds are being used to address other homeless projects and outreach efforts supportive of the Housing First policy. FY 2016 is budgeted at \$4.3 million from general funds and \$1.2 million from federal funds to continue the second year of funding and administering the Housing First policy. This funding will be used to provide permanent supportive housing for 200 chronically homeless persons and families and related supportive services. The Housing First Program will be administered by 3 additional FTE on personal services contracts.

## Department of Community Services

- One full-time position and two part-time positions are deactivated to achieve a more accurate picture of the number of positions required by the department. The decrease is reflected in the department's full-time equivalent count.
- WorkHawaii's spending will show a modest decline as two grants came to an end.
- The Community Assistance Division's spending will show a modest increase due to increased voucher utilization.

### Performance Metrics

Performance Metric for FY 2015	Goal
Decrease payment processing time to grantee receiving a Grant in Aid.	Disburse 90% of grantee payments within 30 days if undisputed, and 90% of grantee payments within 60 days if there is a dispute.

### DEPARTMENT POSITIONS

	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
Permanent FTE	144.00	145.00	144.00	0.00	144.00
Temporary FTE	102.80	99.80	100.80	0.00	100.80
Contract FTE	2.00	2.00	9.00	3.00	12.00
<b>Total</b>	<b>248.80</b>	<b>246.80</b>	<b>253.80</b>	<b>3.00</b>	<b>256.80</b>

### EXPENDITURES BY PROGRAM

	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
Administration	\$ 767,450	\$ 1,386,350	\$ 1,199,122	\$ 0	\$ 1,199,122
Office of Special Projects	5,597,735	8,996,841	6,627,086	0	6,627,086
Oahu Workforce Investment Board	169,482	272,393	257,471	0	257,471
Elderly Services	9,097,292	9,581,557	7,159,672	0	7,159,672
WorkHawaii	9,349,290	11,175,288	10,173,160	0	10,173,160
Community Assistance	49,782,034	51,956,243	54,150,559	0	54,150,559
Community Based Development	12,897,101	9,887,215	13,560,116	129,354	13,689,470
<b>Total</b>	<b>\$ 87,660,384</b>	<b>\$ 93,255,887</b>	<b>\$ 93,127,186</b>	<b>\$ 129,354</b>	<b>\$ 93,256,540</b>

### CHARACTER OF EXPENDITURES

	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
Salaries	\$ 8,509,115	\$ 10,950,199	\$ 11,595,315	\$ 129,354	\$ 11,724,669
Current Expenses	79,151,269	82,231,688	81,508,871	0	81,508,871
Equipment	0	74,000	23,000	0	23,000
<b>Total</b>	<b>\$ 87,660,384</b>	<b>\$ 93,255,887</b>	<b>\$ 93,127,186</b>	<b>\$ 129,354</b>	<b>\$ 93,256,540</b>

SOURCE OF FUNDS	FY 2014		FY 2015		FY 2016	
	Actual	Appropriated	Current Svcs	Budget Issues	Total Budget	
General Fund	\$ 3,061,406	\$ 9,318,914	\$ 6,975,729	\$ 129,354	\$ 7,105,083	
Rental Assistance Fund	127,797	733,000	233,000	0	233,000	
Grants in Aid Fund	5,307,714	5,594,188	6,401,006	0	6,401,006	
Affordable Housing Fund	0	0	250,000	0	250,000	
Community Development Fund	617,795	938,840	1,035,269	0	1,035,269	
Special Projects Fund	5,789,163	6,170,924	4,198,790	0	4,198,790	
Federal Grants Fund	23,876,255	20,109,735	21,048,956	0	21,048,956	
Housing & Comm Dev Rehab Fund	1,683,539	3,205,000	3,005,000	0	3,005,000	
Housing & Comm Dev Sec 8 Fund	47,182,421	47,169,719	49,966,751	0	49,966,751	
Leasehold Conversion Fund	14,294	15,567	12,685	0	12,685	
<b>Total</b>	<b>\$ 87,660,384</b>	<b>\$ 93,255,887</b>	<b>\$ 93,127,186</b>	<b>\$ 129,354</b>	<b>\$ 93,256,540</b>	

## Department of Community Services

### Administration

#### Program Description

The Administration program provides department-wide leadership and policy guidance and oversight to enhance the performance of all departmental activities. This includes both program and project development and direction, plans of action to achieve sound community development, and administrative support to the entire department. The department is comprised of the following divisions: Community Assistance Division, Community Based Development Division, Elderly Affairs Division, WorkHawaii Division, Office of Grants Management (formerly named "Office of Special Projects"), and Oahu Workforce Investment Board. In addition, the Office of Strategic Development reports jointly to the Department Director and Managing Director.

#### PROGRAM POSITIONS

	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
Permanent FTE	8.00	8.00	8.00	0.00	8.00
Temporary FTE	1.00	0.00	0.00	0.00	0.00
Contract FTE	0.00	0.00	7.00	0.00	7.00
<b>Total</b>	<b>9.00</b>	<b>8.00</b>	<b>15.00</b>	<b>0.00</b>	<b>15.00</b>

#### CHARACTER OF EXPENDITURES

	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
Salaries	\$ 501,380	\$ 495,888	\$ 1,046,184	\$ 0	\$ 1,046,184
Current Expenses	266,070	890,462	152,938	0	152,938
Equipment	0	0	0	0	0
<b>Total</b>	<b>\$ 767,450</b>	<b>\$ 1,386,350</b>	<b>\$ 1,199,122</b>	<b>\$ 0</b>	<b>\$ 1,199,122</b>

#### SOURCE OF FUNDS

	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
General Fund	\$ 764,160	\$ 1,386,350	\$ 949,122	\$ 0	\$ 949,122
Affordable Housing Fund	0	0	250,000	0	250,000
Special Projects Fund	3,290	0	0	0	0
<b>Total</b>	<b>\$ 767,450</b>	<b>\$ 1,386,350</b>	<b>\$ 1,199,122</b>	<b>\$ 0</b>	<b>\$ 1,199,122</b>

Office of Special Projects

**Program Description**

The Office of Grants Management (formerly called "Office of Special Projects" (OSP); name officially changed October 8, 2014) serves as the department's liaison to the community for the development and implementation of services for economically and/or socially disadvantaged populations or for public benefit in the areas of the arts, culture, economic development or the environment in the City and County of Honolulu.

<b>PROGRAM POSITIONS</b>					
	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
Permanent FTE	8.00	8.00	8.00	0.00	8.00
Temporary FTE	0.00	0.00	0.00	0.00	0.00
Contract FTE	0.00	0.00	0.00	0.00	0.00
<b>Total</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>	<b>0.00</b>	<b>8.00</b>

<b>CHARACTER OF EXPENDITURES</b>					
	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
Salaries	\$ 254,886	\$ 296,736	\$ 407,959	\$ 0	\$ 407,959
Current Expenses	5,342,849	8,700,105	6,219,127	0	6,219,127
Equipment	0	0	0	0	0
<b>Total</b>	<b>\$ 5,597,735</b>	<b>\$ 8,996,841</b>	<b>\$ 6,627,086</b>	<b>\$ 0</b>	<b>\$ 6,627,086</b>

<b>SOURCE OF FUNDS</b>					
	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
General Fund	\$ 162,971	\$ 3,387,086	\$ 213,395	\$ 0	\$ 213,395
Grants in Aid Fund	5,307,714	5,594,188	6,401,006	0	6,401,006
Community Development Fund	112,756	0	0	0	0
Leasehold Conversion Fund	14,294	15,567	12,685	0	12,685
<b>Total</b>	<b>\$ 5,597,735</b>	<b>\$ 8,996,841</b>	<b>\$ 6,627,086</b>	<b>\$ 0</b>	<b>\$ 6,627,086</b>

Department of Community Services

Oahu Workforce Investment Board

Program Description

Mandated and funded by the federal Workforce Investment Act (WIA) of 1998, the Oahu Workforce Investment Board (OWIB) supports the local economy and collaborates with industry leaders and government to help Oahu's businesses grow, train and sustain a globally competitive workforce. Its membership is set by a formula in the WIA and includes individuals from the private, public, non-profit, education and organized labor sectors of the community.

In conformance with the WIA, OWIB performs the following functions: governance policies overseeing Oahu WorkLinks; strategic planning; marketing and networking of Oahu WorkLinks with the business community; On-the-Job Training Program outreach; veterans outreach; and Youth Council activities.

OWIB works in partnership with the Mayor and facilitates activities for the portion of the statewide workforce investment system within the local area which includes one-stop centers, adult and youth programs funded by the federal Workforce Investment Act and delivered by the City's Oahu WorkLinks centers. These centers provide services to over 2,000 businesses island-wide and help over 20,000 job seekers annually.

PROGRAM POSITIONS

	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
Permanent FTE	0.00	0.00	0.00	0.00	0.00
Temporary FTE	7.00	7.00	7.00	0.00	7.00
Contract FTE	0.00	0.00	0.00	0.00	0.00
<b>Total</b>	<b>7.00</b>	<b>7.00</b>	<b>7.00</b>	<b>0.00</b>	<b>7.00</b>

CHARACTER OF EXPENDITURES

	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
Salaries	\$ 86,955	\$ 148,464	\$ 146,640	\$ 0	\$ 146,640
Current Expenses	82,527	123,929	110,831	0	110,831
Equipment	0	0	0	0	0
<b>Total</b>	<b>\$ 169,482</b>	<b>\$ 272,393</b>	<b>\$ 257,471</b>	<b>\$ 0</b>	<b>\$ 257,471</b>

SOURCE OF FUNDS

	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
General Fund	\$ 0	\$ 8,602	\$ 0	\$ 0	\$ 0
Federal Grants Fund	169,482	263,791	257,471	0	257,471
<b>Total</b>	<b>\$ 169,482</b>	<b>\$ 272,393</b>	<b>\$ 257,471</b>	<b>\$ 0</b>	<b>\$ 257,471</b>

Elderly Services

**Program Description**

The Elderly Affairs Division (EAD) is the Area Agency on Aging (AAA) for the City and County of Honolulu designated under the Older Americans Act of 1965. EAD plans, coordinates, advocates for and develops community based programs and services to meet the needs of the growing population of non-institutionalized elderly individuals and their family caregivers. EAD provides information and referral services and public outreach, working with Oahu's network of providers to ensure easy access and availability of services, and to ultimately prevent or delay institutionalization.

EAD has also developed an operational model in compliance with federal and state requirements to serve as an Aging and Disability Resource Center (ADRC) in accordance with the Administration for Community Living (ACL) guidance and in alignment with the Mayor's Age Friendly City Initiative. This model will increase our ability to attend to the needs of consumers and their families, while serving as a single entry point for access to long term support services (LTSS).

EAD contracts with private nonprofit organizations to provide a wide range of supportive and long-term care services that help elders remain at home (which they prefer), enhance their quality of life, and permit aging with dignity. Services include group dining and home-delivered meals, nutrition counseling and education, transportation and assisted transportation, escort services, case management, personal care, attendant care, homemaker services, friendly visits, telephone reassurance, housing assistance, legal assistance, advocacy, counseling, interpretation and translation, caregiver respite and supplemental services, caregiver support groups, adult and caregiver education, training, recreation, and health maintenance and promotion classes.

<b>PROGRAM POSITIONS</b>					
	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
Permanent FTE	11.00	11.00	11.00	0.00	11.00
Temporary FTE	18.80	17.80	17.80	0.00	17.80
Contract FTE	0.00	0.00	0.00	0.00	0.00
<b>Total</b>	<b>29.80</b>	<b>28.80</b>	<b>28.80</b>	<b>0.00</b>	<b>28.80</b>

<b>CHARACTER OF EXPENDITURES</b>					
	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
Salaries	\$ 924,746	\$ 1,019,904	\$ 1,036,056	\$ 0	\$ 1,036,056
Current Expenses	8,172,546	8,561,653	6,123,616	0	6,123,616
Equipment	0	0	0	0	0
<b>Total</b>	<b>\$ 9,097,292</b>	<b>\$ 9,581,557</b>	<b>\$ 7,159,672</b>	<b>\$ 0</b>	<b>\$ 7,159,672</b>

<b>SOURCE OF FUNDS</b>					
	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
General Fund	\$ 355,219	\$ 424,883	\$ 432,791	\$ 0	\$ 432,791
Special Projects Fund	5,191,789	6,147,902	3,370,654	0	3,370,654
Federal Grants Fund	3,550,284	3,008,772	3,356,227	0	3,356,227
<b>Total</b>	<b>\$ 9,097,292</b>	<b>\$ 9,581,557</b>	<b>\$ 7,159,672</b>	<b>\$ 0</b>	<b>\$ 7,159,672</b>

## Department of Community Services

### WorkHawaii

#### Program Description

WorkHawaii's mission is to develop a quality workforce for businesses through the provision of trained candidates with appropriate skills and credentials. Training programs are driven to meet employer needs for talent in high growth industries and range from basic education, work readiness, and "soft" skills training to on-the-job training, apprenticeship, career advancement upgrading, as well as post-secondary certificate and degree programs.

WorkHawaii administers the one-stop career centers called Oahu WorkLinks established under the federal Workforce Investment Act which has been replaced by the Workforce Innovation and Opportunity Act (WIOA). WIOA provides local flexibility to accomplish a stronger alignment of the workforce, education and economic development systems; and an improvement of the structure and delivery to assist workers in achieving family-sustaining wages and businesses in obtaining the skilled talent to compete in a global market. WorkHawaii's target populations include people who face challenges such as those experiencing homelessness, individuals with disabilities, recipients of public assistance, and ex-offenders. Priority of service is given to veterans.

In addition, WorkHawaii's Youth Services handle young adults up to age 24. The new Ho'opono Mamo initiative offers juveniles the opportunity to complete counseling and therapeutic services so that they do not have an arrest record which potentially impacts their future educational and employment goals. Other programs aim to improve educational achievement and employment prospects for young people through alternate secondary education, job readiness and vocational training, pre-apprenticeship, tutoring, work experience, adult mentoring and community services.

With support from HUD funds, the Rent To Work program plans to continue to provide temporary rental subsidies to homeless families while providing case management, financial management training, and work experience and vocational training for those who are unemployed.

State and Federal program funds come from the Department of Labor grants, as well as from grants from the Department of Human Services: First to Work, Office of Youth Services, and Vocational Rehabilitation.

#### PROGRAM POSITIONS

	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
Permanent FTE	35.00	36.00	35.00	0.00	35.00
Temporary FTE	68.00	67.00	68.00	0.00	68.00
Contract FTE	2.00	2.00	2.00	0.00	2.00
<b>Total</b>	<b>105.00</b>	<b>105.00</b>	<b>105.00</b>	<b>0.00</b>	<b>105.00</b>

#### CHARACTER OF EXPENDITURES

	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
Salaries	\$ 3,527,491	\$ 4,859,645	\$ 5,111,510	\$ 0	\$ 5,111,510
Current Expenses	5,821,799	6,315,643	5,061,650	0	5,061,650
Equipment	0	0	0	0	0
<b>Total</b>	<b>\$ 9,349,290</b>	<b>\$ 11,175,288</b>	<b>\$ 10,173,160</b>	<b>\$ 0</b>	<b>\$ 10,173,160</b>

#### SOURCE OF FUNDS

	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
General Fund	\$ 239,326	\$ 255,951	\$ 355,951	\$ 0	\$ 355,951
Special Projects Fund	294,084	23,022	828,136	0	828,136
Federal Grants Fund	8,815,880	10,896,315	8,989,073	0	8,989,073
<b>Total</b>	<b>\$ 9,349,290</b>	<b>\$ 11,175,288</b>	<b>\$ 10,173,160</b>	<b>\$ 0</b>	<b>\$ 10,173,160</b>

Community Assistance

Program Description

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

The "Section 8" Housing Choice Voucher program provides monthly rent subsidies to low income families renting dwelling units from private landlords. The Division also implements related programs including: (1) the Family Self-Sufficiency Program that promotes and encourages economic independence; (2) the Mainstream Program for Persons with Disabilities; (3) the Project Based Assisted Housing Conversion Program which assists individuals being displaced by previously subsidized low-income housing projects whose owners discontinue assistance; (4) the Homeownership Option Program which provides Section 8 families with the opportunity to apply their rental subsidy toward mortgage payments for homeownership; and (5) the Family Unification Program which assists certain youth 18-21 who have left foster care at age 16 or older and lack adequate housing. The City Rental Assistance Program provides limited rent subsidies on behalf of eligible lower income families at City-assisted housing projects. Current Loan Programs include: (1) home repair loans to income-qualified homeowners who bring their units up to basic housing quality standards; (2) down payment loans to income-qualified homebuyers; (3) loans to income-qualified homeowners for the installation of solar water heating and photovoltaic systems; and (4) home repair loans to assist income-qualified homeowners adversely affected by a declared disaster.

PROGRAM POSITIONS					
	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
Permanent FTE	71.00	71.00	71.00	0.00	71.00
Temporary FTE	2.00	2.00	2.00	0.00	2.00
Contract FTE	0.00	0.00	0.00	0.00	0.00
<b>Total</b>	<b>73.00</b>	<b>73.00</b>	<b>73.00</b>	<b>0.00</b>	<b>73.00</b>

CHARACTER OF EXPENDITURES					
	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
Salaries	\$ 2,666,410	\$ 3,278,682	\$ 2,895,630	\$ 0	\$ 2,895,630
Current Expenses	47,115,624	48,603,561	51,231,929	0	51,231,929
Equipment	0	74,000	23,000	0	23,000
<b>Total</b>	<b>\$ 49,782,034</b>	<b>\$ 51,956,243</b>	<b>\$ 54,150,559</b>	<b>\$ 0</b>	<b>\$ 54,150,559</b>

SOURCE OF FUNDS					
	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
General Fund	\$ 670,945	\$ 676,288	\$ 478,476	\$ 0	\$ 478,476
Rental Assistance Fund	127,797	733,000	233,000	0	233,000
Community Development Fund	117,332	172,236	217,332	0	217,332
Federal Grants Fund	0	0	250,000	0	250,000
Housing & Comm Dev Rehab Fund	1,683,539	3,205,000	3,005,000	0	3,005,000
Housing & Comm Dev Sec 8 Fund	47,182,421	47,169,719	49,966,751	0	49,966,751
<b>Total</b>	<b>\$ 49,782,034</b>	<b>\$ 51,956,243</b>	<b>\$ 54,150,559</b>	<b>\$ 0</b>	<b>\$ 54,150,559</b>

Department of Community Services

Community Based Development

Program Description

The Community Based Development Division (CBDD) administers programs and projects designed to preserve and expand the supply of affordable housing for low and moderate income households, address the shelter and service needs of the City's residents who are homeless or have special needs including the City's Housing First program, support community development initiatives, and further fair housing. Funding for this purpose is provided through the U.S. Department of Housing and Urban Development's (HUD) Community Development Block Grant (CDBG), HOME Investment Partnership Act (HOME), Emergency Solutions Grants (ESG), Housing Opportunities for Persons with AIDS (HOPWA), Continuum of Care (CoC) programs, as well as City funds. Technical assistance and grants and loans are provided to nonprofit agencies that construct new or renovate existing affordable housing projects and community facilities that provide services and shelter to persons experiencing homelessness and other special needs populations, including abused spouses, elderly and disabled, troubled youth, and persons with HIV/AIDS. CBDD also administers the City's Fair Housing Program and Limited English Proficiency plan, as well as housing and community development projects. CBDD administers the leases of 58 City-owned properties to nonprofit organizations providing shelter and services to low and moderate income and special needs individuals and families. CBDD provides Davis-Bacon labor standards support and monitoring for construction projects undertaken with federal CDBG and HOME funds. CBDD assists in the development of affordable rental housing through nonprofit developers.

PROGRAM POSITIONS

	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
Permanent FTE	11.00	11.00	11.00	0.00	11.00
Temporary FTE	6.00	6.00	6.00	0.00	6.00
Contract FTE	0.00	0.00	0.00	3.00	3.00
<b>Total</b>	<b>17.00</b>	<b>17.00</b>	<b>17.00</b>	<b>3.00</b>	<b>20.00</b>

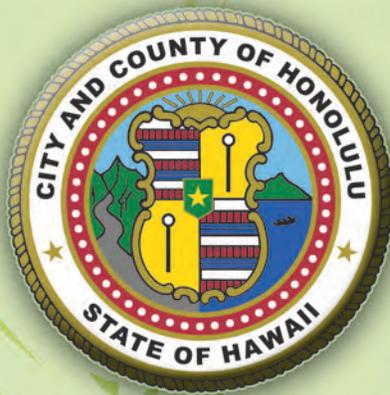
CHARACTER OF EXPENDITURES

	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
Salaries	\$ 547,247	\$ 850,880	\$ 951,336	\$ 129,354	\$ 1,080,690
Current Expenses	12,349,854	9,036,335	12,608,780	0	12,608,780
Equipment	0	0	0	0	0
<b>Total</b>	<b>\$ 12,897,101</b>	<b>\$ 9,887,215</b>	<b>\$ 13,560,116</b>	<b>\$ 129,354</b>	<b>\$ 13,689,470</b>

SOURCE OF FUNDS

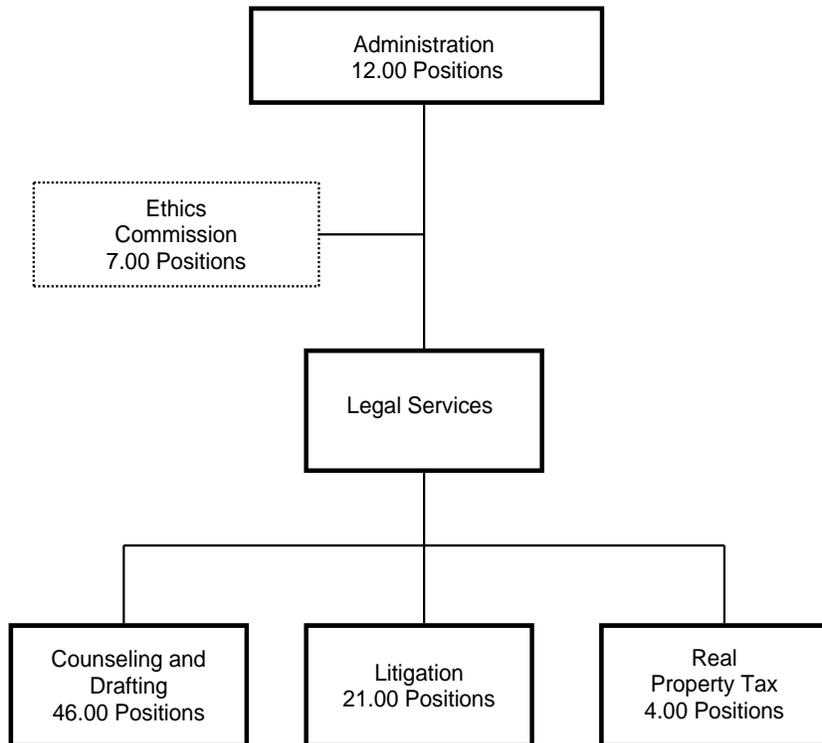
	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
General Fund	\$ 868,785	\$ 3,179,754	\$ 4,545,994	\$ 129,354	\$ 4,675,348
Community Development Fund	387,707	766,604	817,937	0	817,937
Special Projects Fund	300,000	0	0	0	0
Federal Grants Fund	11,340,609	5,940,857	8,196,185	0	8,196,185
<b>Total</b>	<b>\$ 12,897,101</b>	<b>\$ 9,887,215</b>	<b>\$ 13,560,116</b>	<b>\$ 129,354</b>	<b>\$ 13,689,470</b>

# Corporation Counsel



# DEPARTMENT OF THE CORPORATION COUNSEL (COR) ORGANIZATION CHART

This chart reflects the number of full-time equivalent positions appropriated in Fiscal Year 2015.



## Corporation Counsel

### Roles and Responsibilities

The Corporation Counsel (COR) serves as the chief legal advisor and legal representative of all City agencies, the City Council, and all officers and employees of the City in matters relating to their official powers and duties. COR represents the City in all legal proceedings and performs all other legal services as required by the Revised Charter of Honolulu.

### Spending to Make a Difference

COR Legal Services:

- Software Upgrades. Acquiring, strategically configuring, installing, training and using up-to-date computer software programs, will expedite the intake, tracking, drafting, producing, storing, and retrieval of legal documents (including email, contracts, pleadings and exhibits), thus improving the response time to requests for legal services. These programs will also provide institutional knowledge for COR through electronically stored and shared data banks (including a shared bank of standardized forms) and will improve case management.

Ethics Commission:

- Misconduct Complaint Response. Improve the speed and thoroughness of investigations and decisions in response to complaints of alleged ethical misconduct, including setting appropriate discipline and penalties for ethics violations.
- Prevent Corruption Through Ethics Laws. Advocate for clear and concise ethics laws that prohibit self-dealing by government officers and employees, such as specifying conflicts of interest and the misuse of City resources.
- Interagency Government Anti-Corruption Task Force. Increase the Commission's participation with other City, State, and Federal civil and criminal law enforcement agencies to ensure comprehensive reviews of alleged misconduct and that appropriate corrective action is taken by the agencies.

### Budget Highlights

The FY 2016 Budget reflects a modest increase over FY 2015 to address:

- Workload increases resulting from:
  - court-mandated requirements for litigation holds and eDiscovery;
  - real estate transactional work, including that related to transit oriented development, the new Office of Strategic Development and conservation easements acquired with Clean Water and Natural Lands funds;
  - procurement and bid challenges and protests, and contract administration claims and lawsuits (including HART and BWS); and
  - the new Grants in Aid (GIA) program.
- Salary and benefit increases are primarily due to the addition of 2.5 new Deputy Corporation Counsel positions and one new Legal Clerk III position to address the above increasing workload requirements, increases mandated by collective bargaining agreements, and merit pay increases to attract and retain qualified attorneys.

Other major changes to the budget include:

- The addition of \$200,000 in clean water and natural lands funds to support the increased workload and costs associated with conservation easements;
- The increase of \$75,000 for Computer Software Maintenance Agreements to support the document management and case management programs purchased in FY 2015;
- The increase of Out-of-State Travel and Fees for Membership and Registration to allow deputies to attend seminars and training that will allow deputies (a) to develop in-house expertise in specialized areas of the law (e.g., HUD housing programs, transit oriented development programs, etc.), (b) to keep abreast of new legal developments (e.g., "transportation network companies", online property rental marketplaces and the sharing economies, small cell and distributed antenna systems, litigation holds, etc.); and (c) to improve professional skills (e.g., International Municipal Lawyers' Association and 8th Annual Municipal Attorneys Training);
- The decrease of \$25,000 resulting from converting retained COR records from hard copies to digital storage and the related downsizing of COR's warehouse rental expense; and
- An increase of \$31,600 for expert witness fees and investigative services for the Ethics Commission.

## Corporation Counsel

### DEPARTMENT POSITIONS

	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
Permanent FTE	86.00	89.00	89.00	3.00	92.00
Temporary FTE	0.00	0.00	0.00	0.00	0.00
Contract FTE	0.00	1.00	1.50	0.00	1.50
<b>Total</b>	<b>86.00</b>	<b>90.00</b>	<b>90.50</b>	<b>3.00</b>	<b>93.50</b>

### EXPENDITURES BY PROGRAM

	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
Legal Services	\$ 7,021,603	\$ 8,017,730	\$ 8,109,190	\$ 220,428	\$ 8,329,618
Ethics Commission	348,125	383,139	394,163	31,600	425,763
<b>Total</b>	<b>\$ 7,369,728</b>	<b>\$ 8,400,869</b>	<b>\$ 8,503,353</b>	<b>\$ 252,028</b>	<b>\$ 8,755,381</b>

### CHARACTER OF EXPENDITURES

	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
Salaries	\$ 5,747,010	\$ 6,106,960	\$ 6,448,058	\$ 220,428	\$ 6,668,486
Current Expenses	1,622,718	2,007,909	2,055,295	31,600	2,086,895
Equipment	0	286,000	0	0	0
<b>Total</b>	<b>\$ 7,369,728</b>	<b>\$ 8,400,869</b>	<b>\$ 8,503,353</b>	<b>\$ 252,028</b>	<b>\$ 8,755,381</b>

### SOURCE OF FUNDS

	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
General Fund	\$ 6,923,909	\$ 7,909,929	\$ 7,787,566	\$ 252,028	\$ 8,039,594
Sewer Fund	304,068	341,604	356,138	0	356,138
Liquor Commission Fund	141,751	149,336	159,649	0	159,649
Clean Water and Natural Lands Fund	0	0	200,000	0	200,000
<b>Total</b>	<b>\$ 7,369,728</b>	<b>\$ 8,400,869</b>	<b>\$ 8,503,353</b>	<b>\$ 252,028</b>	<b>\$ 8,755,381</b>

**Legal Services**

**Program Description**

This activity includes counseling and drafting and litigation support.

**COUNSELING AND DRAFTING**

The Counseling and Drafting Division (C&D):

- drafts, reviews and presents testimony for bills for an ordinance and resolutions, state legislation, and legal documents;
- renders legal opinions to the Mayor, the City Council, all City agencies and departments, and all City boards and commissions;
- attends all City Council and committee meetings; meetings of the City’s administration, including agencies and departments, upon request; and meetings of City boards and commissions; and
- represents the City in court and administrative and other tribunal proceedings in the State of Hawaii, with regard to certain matters arising from C&D’s legal services, such as procurement challenges, environmental matters, labor and employment matters, real property tax appeals, eminent domain proceedings, administrative appeals (including land use proceedings), foreclosures, bankruptcy actions, and interpleader actions for the return of seized property.

**LITIGATION**

The Litigation Division:

- processes claims and represents the City, and its officers and employees acting in the course and scope of their employment, in personal injury, property damage, civil rights and certain contract and employment cases filed by or against the City, in court and other tribunal proceedings in the State of Hawaii;
- seeks collections for monies owed to the City for various services rendered by the City;
- prosecutes liquor law violations before the Liquor Commission; and
- advises and represents the Honolulu Police Department with regard to subpoenas duces tecum.

<b>PROGRAM POSITIONS</b>					
	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
Permanent FTE	82.00	83.00	83.00	3.00	86.00
Temporary FTE	0.00	0.00	0.00	0.00	0.00
Contract FTE	0.00	0.00	0.50	0.00	0.50
<b>Total</b>	<b>82.00</b>	<b>83.00</b>	<b>83.50</b>	<b>3.00</b>	<b>86.50</b>

<b>CHARACTER OF EXPENDITURES</b>					
	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
Salaries	\$ 5,478,876	\$ 5,791,520	\$ 6,118,490	\$ 220,428	\$ 6,338,918
Current Expenses	1,542,727	1,940,210	1,990,700	0	1,990,700
Equipment	0	286,000	0	0	0
<b>Total</b>	<b>\$ 7,021,603</b>	<b>\$ 8,017,730</b>	<b>\$ 8,109,190</b>	<b>\$ 220,428</b>	<b>\$ 8,329,618</b>

**Corporation Counsel**

<b>SOURCE OF FUNDS</b>					
	<b>FY 2014 Actual</b>	<b>FY 2015 Appropriated</b>	<b>Current Svcs</b>	<b>Budget Issues</b>	<b>FY 2016 Total Budget</b>
General Fund	\$ 6,575,784	\$ 7,526,790	\$ 7,393,403	\$ 220,428	\$ 7,613,831
Sewer Fund	304,068	341,604	356,138	0	356,138
Liquor Commission Fund	141,751	149,336	159,649	0	159,649
Clean Water and Natural Lands Fund	0	0	200,000	0	200,000
<b>Total</b>	<b>\$ 7,021,603</b>	<b>\$ 8,017,730</b>	<b>\$ 8,109,190</b>	<b>\$ 220,428</b>	<b>\$ 8,329,618</b>

Corporation Counsel

Ethics Commission

**Program Description**

This activity:

- renders advice, including through published guidelines, on the City's ethics laws to City officers and employees, including elected officials, managers, supervisors, and board and commission members;
- investigates complaints alleging violations of the ethics laws, recommends discipline to appointing authorities for violations of the ethics law, and may impose civil fines for ethics violations by elected and appointed officers and employees;
- develops and implements educational programs, including mandatory training and retraining on the City's ethics laws, for all City personnel, elected officers and board and commission members;
- recommends legislation to City Council and the State of Hawaii Legislature;
- reviews and maintains financial disclosure statements of City officials with significant discretionary authority; and
- regulates lobbying and lobbyists.

<b>PROGRAM POSITIONS</b>					
	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
Permanent FTE	4.00	6.00	6.00	0.00	6.00
Temporary FTE	0.00	0.00	0.00	0.00	0.00
Contract FTE	0.00	1.00	1.00	0.00	1.00
<b>Total</b>	<b>4.00</b>	<b>7.00</b>	<b>7.00</b>	<b>0.00</b>	<b>7.00</b>

<b>CHARACTER OF EXPENDITURES</b>					
	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
Salaries	\$ 268,134	\$ 315,440	\$ 329,568	\$ 0	\$ 329,568
Current Expenses	79,991	67,699	64,595	31,600	96,195
Equipment	0	0	0	0	0
<b>Total</b>	<b>\$ 348,125</b>	<b>\$ 383,139</b>	<b>\$ 394,163</b>	<b>\$ 31,600</b>	<b>\$ 425,763</b>

<b>SOURCE OF FUNDS</b>					
	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
General Fund	\$ 348,125	\$ 383,139	\$ 394,163	\$ 31,600	\$ 425,763
<b>Total</b>	<b>\$ 348,125</b>	<b>\$ 383,139</b>	<b>\$ 394,163</b>	<b>\$ 31,600</b>	<b>\$ 425,763</b>

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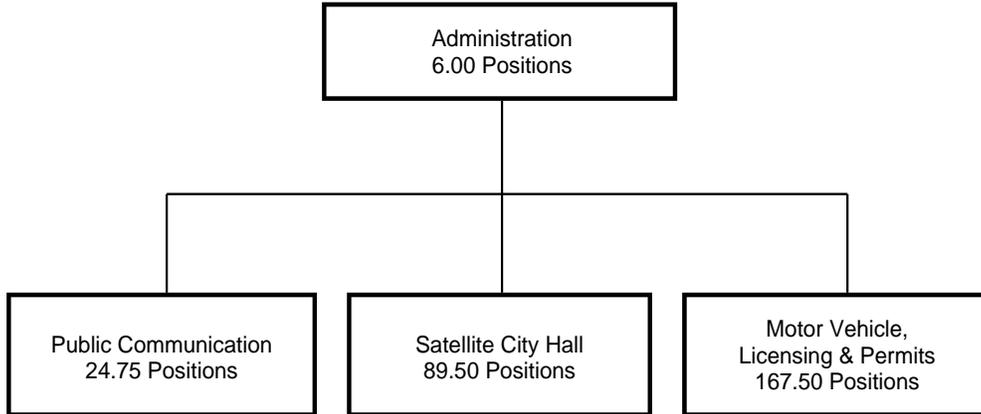
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# Department of Customer Services



## DEPARTMENT OF CUSTOMER SERVICES (CSD) ORGANIZATION CHART

This chart reflects the number of full-time equivalent positions appropriated in Fiscal Year 2015.



## Department of Customer Services

### Roles and Responsibilities

The Department of Customer Services (CSD) is responsible for providing the public with information about city programs and managing complaint intake; runs the city's Design and Print Center; administers the Motor Vehicle Licensing and Permit program, and manages the operations of satellite city halls and driver licensing stations island-wide. CSD also manages the contracts for various programs such as animal control, police-initiated tows and Waikiki Publication racks.

### Spending to Make a Difference

- Improve Services to the Public. Continue to decrease long lines and improve the public's wait time experience by increasing our front line staffing, expanding the number of queuing systems to more sites, and offering additional on-line service options to eliminate long lines.
- Develop Public Information Program. Create and implement a public information program to assist the public in understanding the federal rules and documents required to successfully complete their State ID application. Planned media include video, print, and on-line.
- Create Uniform Efficiency. Focus on consistent staff training to ensure proper application of procedures and uniform understanding of applicable rules and regulations.

### Budget Highlights

- Department budget is mostly flat over FY 2015 due to continued focus on core services, with no substantial growth in services or personnel. Small increase in salaries due to mandated collective bargaining contract terms and increased salaries of new hires in key administrative positions.
- Twenty-nine positions have been deactivated to reflect a more accurate picture of the number of positions required by the department to deliver services.

## Department of Customer Services

### Performance Metrics

Performance Metric for FY 2015	Goal
Satellite City Hall (SCH): Decrease public wait time at Satellite City Hall service centers.	Conduct periodic surveys with goal of achieving 90% of those surveyed will experience a wait time of less than 20 minutes.
Division of Motor Vehicles (DMV): Decrease public wait time in Driver Licensing service centers.	Conduct periodic surveys with goal of achieving 80% of those surveyed will experience a wait time of less than 30 minutes.
SCH/DMV: Increase the number of road test transactions per day; decrease the wait time for scheduling of road test.	Customers will be provided the option of scheduling a road test within four weeks, minimizing the urgency to stand in line for a "walk-in" appointment.
DMV: Decrease the number of people turned away at the window for insufficient documents.	Conduct periodic surveys with goal of achieving 20% or less of those surveyed will have indicated a need to return due to missing document(s).
SCH/DMV: Improve customer satisfaction level.	Conduct periodic surveys after public education programs with goal of achieving 90% of those surveyed will respond with an opinion ranking of "satisfied" or better.

### DEPARTMENT POSITIONS

	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
Permanent FTE	308.00	278.00	279.00	0.00	279.00
Temporary FTE	0.00	0.00	0.00	0.00	0.00
Contract FTE	9.75	9.75	8.75	0.00	8.75
<b>Total</b>	<b>317.75</b>	<b>287.75</b>	<b>287.75</b>	<b>0.00</b>	<b>287.75</b>

### EXPENDITURES BY PROGRAM

	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
Administration	\$ 468,857	\$ 500,062	\$ 407,296	\$ 0	\$ 407,296
Public Communication	1,363,637	1,410,284	1,357,991	0	1,357,991
Satellite City Hall	4,134,667	4,258,247	4,212,036	0	4,212,036
Motor Vehicle, Licensing and Permits	13,667,482	16,268,126	16,734,001	0	16,734,001
<b>Total</b>	<b>\$ 19,634,643</b>	<b>\$ 22,436,719</b>	<b>\$ 22,711,324</b>	<b>\$ 0</b>	<b>\$ 22,711,324</b>

**CHARACTER OF EXPENDITURES**

	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
Salaries	\$ 11,093,029	\$ 11,431,809	\$ 11,671,340	\$ 0	\$ 11,671,340
Current Expenses	8,541,614	11,004,910	11,039,984	0	11,039,984
Equipment	0	0	0	0	0
<b>Total</b>	<b>\$ 19,634,643</b>	<b>\$ 22,436,719</b>	<b>\$ 22,711,324</b>	<b>\$ 0</b>	<b>\$ 22,711,324</b>

**SOURCE OF FUNDS**

	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
General Fund	\$ 18,505,926	\$ 19,583,190	\$ 19,879,378	\$ 0	\$ 19,879,378
Highway Beautification Fund	1,080,286	2,805,110	2,783,467	0	2,783,467
Special Projects Fund	48,431	48,419	48,479	0	48,479
<b>Total</b>	<b>\$ 19,634,643</b>	<b>\$ 22,436,719</b>	<b>\$ 22,711,324</b>	<b>\$ 0</b>	<b>\$ 22,711,324</b>

Department of Customer Services

Administration

Program Description

The Director and the department Administration provide policy guidance, direction, and administrative and personnel support to the department's three divisions: Motor Vehicle Licensing and Permitting; the Satellite City Hall; and the Public Communication.

PROGRAM POSITIONS					
	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
Permanent FTE	8.00	5.00	6.00	0.00	6.00
Temporary FTE	0.00	0.00	0.00	0.00	0.00
Contract FTE	1.00	1.00	0.00	0.00	0.00
<b>Total</b>	<b>9.00</b>	<b>6.00</b>	<b>6.00</b>	<b>0.00</b>	<b>6.00</b>

CHARACTER OF EXPENDITURES					
	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
Salaries	\$ 418,775	\$ 438,744	\$ 345,678	\$ 0	\$ 345,678
Current Expenses	50,082	61,318	61,618	0	61,618
Equipment	0	0	0	0	0
<b>Total</b>	<b>\$ 468,857</b>	<b>\$ 500,062</b>	<b>\$ 407,296</b>	<b>\$ 0</b>	<b>\$ 407,296</b>

SOURCE OF FUNDS					
	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
General Fund	\$ 468,857	\$ 500,062	\$ 407,296	\$ 0	\$ 407,296
<b>Total</b>	<b>\$ 468,857</b>	<b>\$ 500,062</b>	<b>\$ 407,296</b>	<b>\$ 0</b>	<b>\$ 407,296</b>

Customer Services

Public Communication

Program Description

This division serves as an information resource to the public and performs the City's internal printing function. The Information staff researches and coordinates responses in the form of news releases, advisories, and letters, responds to telephone, in-person, and email inquiries, posts timely information to social media and the City's website, and produces material for broadcast. Staff also prepares Mayor's messages, letters, remarks, awards, proclamations, certificates, and commendations, provides audiovisual and photographic services to the Executive and Legislative branches, and annually compiles the Department and Agency Reports of the City. The Complaint staff receives, logs, tracks and responds to complaints and coordinates referrals to city agencies for resolution. The Design and Print Center provides departmental design, layout, and printing services. The Municipal Reference staff maintains and oversees the management and storage of official city records, archives, updates citywide records management policies and procedures, and provides reference services to the public and other city agencies.

PROGRAM POSITIONS					
	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
Permanent FTE	35.00	22.00	22.00	0.00	22.00
Temporary FTE	0.00	0.00	0.00	0.00	0.00
Contract FTE	2.75	2.75	2.75	0.00	2.75
<b>Total</b>	<b>37.75</b>	<b>24.75</b>	<b>24.75</b>	<b>0.00</b>	<b>24.75</b>

CHARACTER OF EXPENDITURES					
	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
Salaries	\$ 1,214,734	\$ 1,205,185	\$ 1,130,610	\$ 0	\$ 1,130,610
Current Expenses	148,903	205,099	227,381	0	227,381
Equipment	0	0	0	0	0
<b>Total</b>	<b>\$ 1,363,637</b>	<b>\$ 1,410,284</b>	<b>\$ 1,357,991</b>	<b>\$ 0</b>	<b>\$ 1,357,991</b>

SOURCE OF FUNDS					
	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
General Fund	\$ 1,315,206	\$ 1,361,865	\$ 1,309,512	\$ 0	\$ 1,309,512
Special Projects Fund	48,431	48,419	48,479	0	48,479
<b>Total</b>	<b>\$ 1,363,637</b>	<b>\$ 1,410,284</b>	<b>\$ 1,357,991</b>	<b>\$ 0</b>	<b>\$ 1,357,991</b>

Department of Customer Services

Satellite City Hall

**Program Description**

This program provides essential services and information for various City and State agencies through 9 storefront offices on the island of Oahu. These offices are located at Ala Moana, Fort Street Mall, Hawaii Kai, Kalihi, Kapolei, Pearlridge, Wahiawa, Waianae and Windward City. On April 22, 2014, the City started a two days a week Pearl Harbor Vehicle Registration Office pilot program at the Joint Base Pearl Harbor Hickam base.

While the Satellite City Hall offices process primarily motor vehicle registration and titling transactions, the offices also offer an array of other services to the public. These services include the collection of water bill and real property tax payments; sale of monthly bus passes and spay/neuter low-cost certificates; and the issuance of dog, bicycle, and moped licenses. Permits issued by the satellite offices include disabled parking, picnic, loading zone, bus stop parking and fireworks. The offices also issue voter registration and certification forms, and provide information on various local government programs. Renewal and duplicate driver license services are also provided at four locations: Fort Street Mall, Hawaii Kai, Windward City and Pearlridge.

<b>PROGRAM POSITIONS</b>					
	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
Permanent FTE	91.00	87.00	87.00	0.00	87.00
Temporary FTE	0.00	0.00	0.00	0.00	0.00
Contract FTE	2.50	2.50	2.50	0.00	2.50
<b>Total</b>	<b>93.50</b>	<b>89.50</b>	<b>89.50</b>	<b>0.00</b>	<b>89.50</b>

<b>CHARACTER OF EXPENDITURES</b>					
	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
Salaries	\$ 3,486,458	\$ 3,580,024	\$ 3,531,586	\$ 0	\$ 3,531,586
Current Expenses	648,209	678,223	680,450	0	680,450
Equipment	0	0	0	0	0
<b>Total</b>	<b>\$ 4,134,667</b>	<b>\$ 4,258,247</b>	<b>\$ 4,212,036</b>	<b>\$ 0</b>	<b>\$ 4,212,036</b>

<b>SOURCE OF FUNDS</b>					
	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
General Fund	\$ 4,134,667	\$ 4,258,247	\$ 4,212,036	\$ 0	\$ 4,212,036
<b>Total</b>	<b>\$ 4,134,667</b>	<b>\$ 4,258,247</b>	<b>\$ 4,212,036</b>	<b>\$ 0</b>	<b>\$ 4,212,036</b>

**Motor Vehicle, Licensing and Permits**

**Program Description**

This program processes motor vehicle, trailer, bicycle, moped and animal registrations; issues driver and business licenses, and driving instruction permits; issues State of Hawaii identification cards; administers and enforces the periodic motor vehicle inspection program; administers the reconstructed vehicle program; investigates taxicab and vehicle inspection violations; administers the derelict and abandoned vehicle programs; issues other permits for such items as disabled parking, general newsstands, and publication dispensing racks in the Waikiki area; and administers the Animal Care & Control and the Spay/Neuter Certificate contracts.

<b>PROGRAM POSITIONS</b>					
	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
Permanent FTE	174.00	164.00	164.00	0.00	164.00
Temporary FTE	0.00	0.00	0.00	0.00	0.00
Contract FTE	3.50	3.50	3.50	0.00	3.50
<b>Total</b>	<b>177.50</b>	<b>167.50</b>	<b>167.50</b>	<b>0.00</b>	<b>167.50</b>

<b>CHARACTER OF EXPENDITURES</b>					
	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
Salaries	\$ 5,973,062	\$ 6,207,856	\$ 6,663,466	\$ 0	\$ 6,663,466
Current Expenses	7,694,420	10,060,270	10,070,535	0	10,070,535
Equipment	0	0	0	0	0
<b>Total</b>	<b>\$ 13,667,482</b>	<b>\$ 16,268,126</b>	<b>\$ 16,734,001</b>	<b>\$ 0</b>	<b>\$ 16,734,001</b>

<b>SOURCE OF FUNDS</b>					
	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
General Fund	\$ 12,587,196	\$ 13,463,016	\$ 13,950,534	\$ 0	\$ 13,950,534
Highway Beautification Fund	1,080,286	2,805,110	2,783,467	0	2,783,467
<b>Total</b>	<b>\$ 13,667,482</b>	<b>\$ 16,268,126</b>	<b>\$ 16,734,001</b>	<b>\$ 0</b>	<b>\$ 16,734,001</b>

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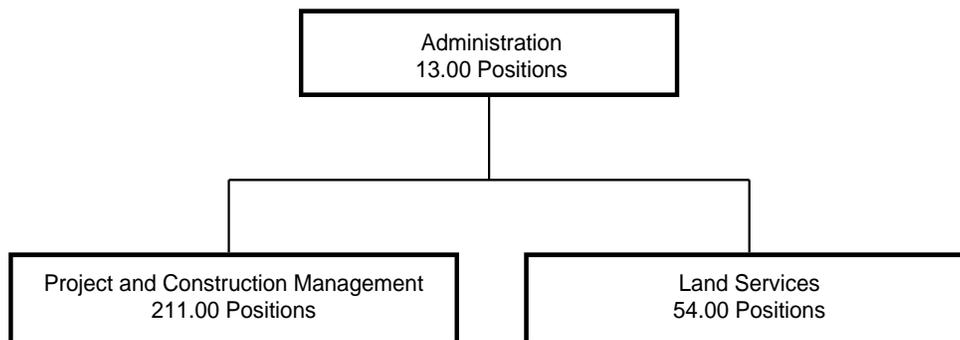
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# Department of Design and Construction



## DEPARTMENT OF DESIGN AND CONSTRUCTION (DDC) ORGANIZATION CHART

This chart reflects the number of full-time equivalent positions appropriated in Fiscal Year 2015.



## Department of Design and Construction

### Roles and Responsibilities

The Department of Design and Construction (DDC) is the central agency responsible for the execution of the City's Capital Improvement Program (CIP). It is responsible for coordinating the project planning, design, and construction management of CIP projects including, among others, infrastructure and facilities for wastewater, roads and drainage, parks, fire, police, emergency services, customer services, finance, and planning and permitting. The department also performs land survey and land acquisition in support of all city agencies. In addition, it develops long-range energy conservation projects for general government office buildings.

### Spending to Make a Difference

- Road Maintenance. Continue focus on repaving of City roads to meet Mayor's objective of 300 lane miles per year.
- Transit Oriented Development. Coordinate with departments in acquisition of land and assist with planning for construction of catalytic projects and rail connectivity projects in transit oriented areas.
- Energy Conservation. Continue focus on converting the City's streetlights to LED to achieve energy efficiency.
- Wastewater System Upgrades. Continue increasing the capacity and redundancy in wastewater systems to accommodate the steadily increasing population and severe weather events in order to protect against detrimental discharges.

### Budget Highlights

- Salaries remain essentially flat over FY 2015 and include mandated collective bargaining contract terms.
- Current expenses include approximately \$1.1 million to fund the consolidation and relocation of City offices and expected lease payments that are not included in the various departmental budgets, a reduction due to higher one-time costs in FY 2015.
- Fifty positions have been deactivated to achieve a more accurate picture of the number of positions required by the department to deliver services within the given resources.

## Department of Design and Construction

### Performance Metrics

Performance Metric for FY 2015	Goal
Spread out distribution of the number of projects submitted to Purchasing for competitive bidding in the fiscal year to avoid year end time deadlines and reduce potential for lapsed funds.	Submit one fourth of the projects scheduled for competitive bidding each quarter.
Minimize the percent of projects lapsing that are controllable by DDC.	Less than 1.5% of total projects will lapse per fiscal year.
Minimize the percent of contracts with change orders greater than 10% of the contract amount.	Less than 20% of total projects completed per fiscal year will have change orders greater than 10% of the contract amount.
Maximize the percent of projects completed on schedule.	At least 80% of projects will be completed on schedule per year.
Maximize the number of City roadway lane miles paved per year.	Pave 300 City roadway lane miles per year.
Replace all City street light fixtures to LED street light fixtures.	Replace 51,700 street light fixtures from FY 2015 to FY 2018 with LED street light fixtures.
Meet the milestones assigned to DDC for the Global Consent Decree for ENV wastewater program.	Achieve 100% of assigned Global Consent Decree milestones for each fiscal year.

### DEPARTMENT POSITIONS

	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
Permanent FTE	325.00	278.00	278.00	0.00	278.00
Temporary FTE	0.00	0.00	0.00	0.00	0.00
Contract FTE	0.00	0.00	0.00	0.00	0.00
<b>Total</b>	<b>325.00</b>	<b>278.00</b>	<b>278.00</b>	<b>0.00</b>	<b>278.00</b>

**EXPENDITURES BY PROGRAM**

	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
Administration	\$ 850,031	\$ 906,751	\$ 931,147	\$ 0	\$ 931,147
Project and Construction Management	11,249,868	14,391,745	12,180,934	0	12,180,934
Land Services	2,443,523	2,522,040	2,553,893	0	2,553,893
<b>Total</b>	<b>\$ 14,543,422</b>	<b>\$ 17,820,536</b>	<b>\$ 15,665,974</b>	<b>\$ 0</b>	<b>\$ 15,665,974</b>

**CHARACTER OF EXPENDITURES**

	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
Salaries	\$ 10,589,180	\$ 11,006,673	\$ 10,805,893	\$ 0	\$ 10,805,893
Current Expenses	3,954,242	6,813,863	4,847,281	0	4,847,281
Equipment	0	0	12,800	0	12,800
<b>Total</b>	<b>\$ 14,543,422</b>	<b>\$ 17,820,536</b>	<b>\$ 15,665,974</b>	<b>\$ 0</b>	<b>\$ 15,665,974</b>

**SOURCE OF FUNDS**

	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
General Fund	\$ 9,100,630	\$ 10,708,872	\$ 8,433,887	\$ 0	\$ 8,433,887
Highway Fund	4,632,380	5,356,780	5,450,938	0	5,450,938
Sewer Fund	810,412	1,034,884	1,061,149	0	1,061,149
Federal Grants Fund	0	720,000	720,000	0	720,000
<b>Total</b>	<b>\$ 14,543,422</b>	<b>\$ 17,820,536</b>	<b>\$ 15,665,974</b>	<b>\$ 0</b>	<b>\$ 15,665,974</b>

**Department of Design and Construction**

**Administration**

**Program Description**

This program plans, directs and coordinates the activities of the Department of Design and Construction. It provides the department with administrative services support, including personnel management, capital and operating budget preparation, administrative reports and records management, Council and legislative tracking, and project tracking and reporting.

<b>PROGRAM POSITIONS</b>					
	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
Permanent FTE	15.00	13.00	13.00	0.00	13.00
Temporary FTE	0.00	0.00	0.00	0.00	0.00
Contract FTE	0.00	0.00	0.00	0.00	0.00
<b>Total</b>	<b>15.00</b>	<b>13.00</b>	<b>13.00</b>	<b>0.00</b>	<b>13.00</b>

<b>CHARACTER OF EXPENDITURES</b>					
	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
Salaries	\$ 773,743	\$ 823,633	\$ 811,927	\$ 0	\$ 811,927
Current Expenses	76,288	83,118	119,220	0	119,220
Equipment	0	0	0	0	0
<b>Total</b>	<b>\$ 850,031</b>	<b>\$ 906,751</b>	<b>\$ 931,147</b>	<b>\$ 0</b>	<b>\$ 931,147</b>

<b>SOURCE OF FUNDS</b>					
	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
General Fund	\$ 842,005	\$ 895,118	\$ 919,538	\$ 0	\$ 919,538
Sewer Fund	8,026	11,633	11,609	0	11,609
<b>Total</b>	<b>\$ 850,031</b>	<b>\$ 906,751</b>	<b>\$ 931,147</b>	<b>\$ 0</b>	<b>\$ 931,147</b>

Design and Construction

Project and Construction Management

**Program Description**

This program oversees the activities relating to capital improvements to various city facilities to include roads, street lighting, the wastewater collection and treatment system, bridges, municipal buildings, fire and police stations and facilities, emergency services facilities, parks facilities and enterprise facilities such as the zoo, golf courses, Blaisdell Center and Waikiki Shell.

Activities include in-house preparation of architectural and engineering design plans as well as outsourcing professional design work to private consulting firms. Other activities include reviewing subdivision plans and plans for facilities to be dedicated to the City for compliance with city standards.

Also managed are construction and inspection activities for all programs within the department.

<b>PROGRAM POSITIONS</b>					
	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
Permanent FTE	242.00	211.00	212.00	0.00	212.00
Temporary FTE	0.00	0.00	0.00	0.00	0.00
Contract FTE	0.00	0.00	0.00	0.00	0.00
<b>Total</b>	<b>242.00</b>	<b>211.00</b>	<b>212.00</b>	<b>0.00</b>	<b>212.00</b>

<b>CHARACTER OF EXPENDITURES</b>					
	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
Salaries	\$ 7,409,435	\$ 7,745,270	\$ 7,526,418	\$ 0	\$ 7,526,418
Current Expenses	3,840,433	6,646,475	4,641,716	0	4,641,716
Equipment	0	0	12,800	0	12,800
<b>Total</b>	<b>\$ 11,249,868</b>	<b>\$ 14,391,745</b>	<b>\$ 12,180,934</b>	<b>\$ 0</b>	<b>\$ 12,180,934</b>

<b>SOURCE OF FUNDS</b>					
	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
General Fund	\$ 5,984,509	\$ 7,478,702	\$ 5,132,994	\$ 0	\$ 5,132,994
Highway Fund	4,478,748	5,187,196	5,295,804	0	5,295,804
Sewer Fund	786,611	1,005,847	1,032,136	0	1,032,136
Federal Grants Fund	0	720,000	720,000	0	720,000
<b>Total</b>	<b>\$ 11,249,868</b>	<b>\$ 14,391,745</b>	<b>\$ 12,180,934</b>	<b>\$ 0</b>	<b>\$ 12,180,934</b>

Department of Design and Construction

Land Services

Program Description

This program conducts land surveys, title searches, appraisals, negotiations and acquisition of real property and easements for all City projects.

PROGRAM POSITIONS					
	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
Permanent FTE	68.00	54.00	53.00	0.00	53.00
Temporary FTE	0.00	0.00	0.00	0.00	0.00
Contract FTE	0.00	0.00	0.00	0.00	0.00
<b>Total</b>	<b>68.00</b>	<b>54.00</b>	<b>53.00</b>	<b>0.00</b>	<b>53.00</b>

CHARACTER OF EXPENDITURES					
	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
Salaries	\$ 2,406,002	\$ 2,437,770	\$ 2,467,548	\$ 0	\$ 2,467,548
Current Expenses	37,521	84,270	86,345	0	86,345
Equipment	0	0	0	0	0
<b>Total</b>	<b>\$ 2,443,523</b>	<b>\$ 2,522,040</b>	<b>\$ 2,553,893</b>	<b>\$ 0</b>	<b>\$ 2,553,893</b>

SOURCE OF FUNDS					
	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
General Fund	\$ 2,274,116	\$ 2,335,052	\$ 2,381,355	\$ 0	\$ 2,381,355
Highway Fund	153,632	169,584	155,134	0	155,134
Sewer Fund	15,775	17,404	17,404	0	17,404
<b>Total</b>	<b>\$ 2,443,523</b>	<b>\$ 2,522,040</b>	<b>\$ 2,553,893</b>	<b>\$ 0</b>	<b>\$ 2,553,893</b>

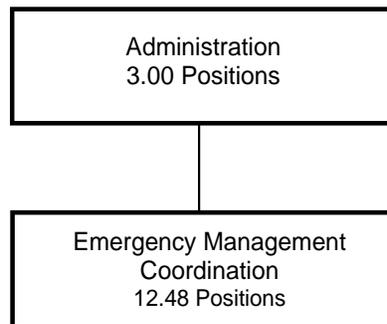
Design and Construction

# Department of Emergency Management

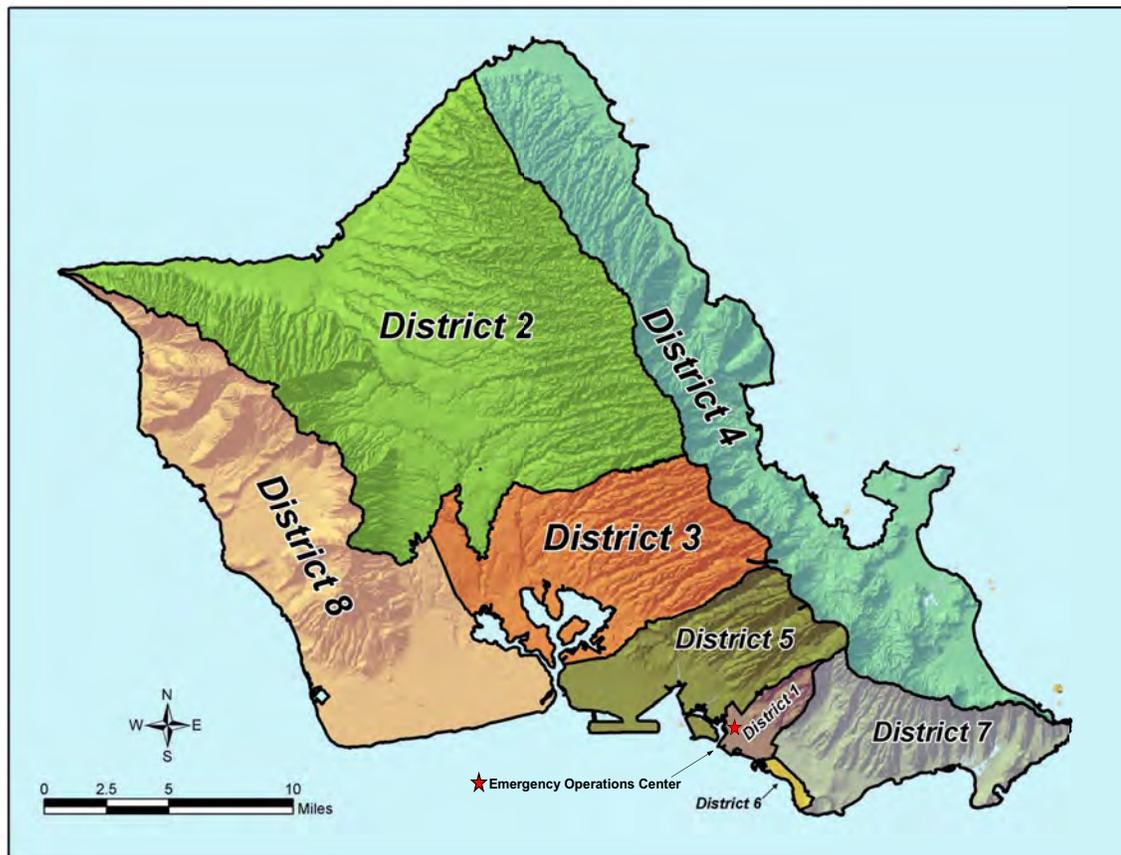


## DEPARTMENT OF EMERGENCY MANAGEMENT (DEM) ORGANIZATION CHART

This chart reflects the number of full-time equivalent positions appropriated in Fiscal Year 2015.



DEPARTMENT OF EMERGENCY MANAGEMENT  
(DEM)  
EMERGENCY OPERATING DISTRICTS



Emergency Management

EMERGENCY OPERATIONS CENTER (EOC)	FRANK F. FASI MUNICIPAL BUILDING
DISTRICT 1	CENTRAL HONOLULU
DISTRICT 2	WAHIAWA
DISTRICT 3	PEARL CITY
DISTRICT 4	KANEOHE
DISTRICT 5	KALIHI
DISTRICT 6	WAIKIKI
DISTRICT 7	EAST HONOLULU
DISTRICT 8	WAIANAЕ/KAPOLEI

## Department of Emergency Management

### Roles and Responsibilities

The Department of Emergency Management coordinates the City's emergency management operations with state, federal (including military), and non-government agencies to mitigate, prepare for, respond to, and recover from various types of peacetime, natural, or technological disasters, other emergencies, or war and acts of terrorism. The department maintains a high level of readiness, prepares and updates contingency plans, and expands awareness of response programs to meet emergency needs.

### Spending to Make a Difference

- Expand community disaster preparedness groups in high-hazard and coastal areas to become Storm Ready and Tsunami Ready to improve community resilience.
- Expand speakers bureau program to provide increased public disaster preparedness presentations to improve public education and resiliency.
- Hawaii Hazards Awareness and Resilience Program (HHARP) – Enhance community resiliency to multiple hazards to a facilitated education and outreach program that promotes hazard understanding and awareness, and offers tools and information resources to guide mitigation, preparedness, response and recovery.

### Budget Highlights

- Modest increases over FY 2015 due to mandated requirements to convert radio equipment to meet P-25 compliance.
- Salary and benefit increases primarily due to mandated collective bargaining contract terms and increase in supplies to purchase ID badges and printer maintenance items for approximately 3,000 City ID badges.

### DEPARTMENT POSITIONS

	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
Permanent FTE	13.48	13.48	13.48	0.00	13.48
Temporary FTE	2.00	2.00	2.00	0.00	2.00
Contract FTE	0.00	0.00	0.00	0.00	0.00
<b>Total</b>	<b>15.48</b>	<b>15.48</b>	<b>15.48</b>	<b>0.00</b>	<b>15.48</b>

### EXPENDITURES BY PROGRAM

	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
Emergency Management Coordination	\$ 6,628,748	\$ 1,253,842	\$ 1,467,702	\$ 0	\$ 1,467,702
<b>Total</b>	<b>\$ 6,628,748</b>	<b>\$ 1,253,842</b>	<b>\$ 1,467,702</b>	<b>\$ 0</b>	<b>\$ 1,467,702</b>

### CHARACTER OF EXPENDITURES

	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
Salaries	\$ 1,258,151	\$ 701,370	\$ 828,014	\$ 0	\$ 828,014
Current Expenses	4,181,211	552,472	504,688	0	504,688
Equipment	1,189,386	0	135,000	0	135,000
<b>Total</b>	<b>\$ 6,628,748</b>	<b>\$ 1,253,842</b>	<b>\$ 1,467,702</b>	<b>\$ 0</b>	<b>\$ 1,467,702</b>

SOURCE OF FUNDS	FY 2014		FY 2015		FY 2016	
	Actual	Appropriated	Current Svcs	Budget Issues	Total Budget	
General Fund	\$ 898,496	\$ 1,103,996	\$ 1,317,166	\$ 0	\$ 1,317,166	
Special Projects Fund	55,885	27,722	27,722	0	27,722	
Federal Grants Fund	5,674,367	122,124	122,814	0	122,814	
<b>Total</b>	<b>\$ 6,628,748</b>	<b>\$ 1,253,842</b>	<b>\$ 1,467,702</b>	<b>\$ 0</b>	<b>\$ 1,467,702</b>	

Department of Emergency Management

Emergency Management Coordination

Program Description

This program formulates emergency plans and procedures; coordinates the use of all available resources for the protection of life and property in the event of disaster; provides for the continuity of government operations; coordinates operational capabilities required to sustain operations in an emergency; assesses damage to public and private property; coordinates recovery activities; provides emergency information and public education; and coordinates an active volunteer program.

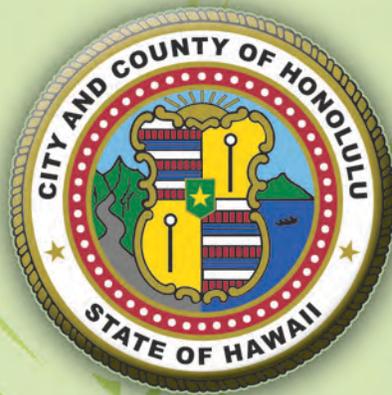
PROGRAM POSITIONS					
	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
Permanent FTE	13.48	13.48	13.48	0.00	13.48
Temporary FTE	2.00	2.00	2.00	0.00	2.00
Contract FTE	0.00	0.00	0.00	0.00	0.00
<b>Total</b>	<b>15.48</b>	<b>15.48</b>	<b>15.48</b>	<b>0.00</b>	<b>15.48</b>

CHARACTER OF EXPENDITURES					
	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
Salaries	\$ 1,258,151	\$ 701,370	\$ 828,014	\$ 0	\$ 828,014
Current Expenses	4,181,211	552,472	504,688	0	504,688
Equipment	1,189,386	0	135,000	0	135,000
<b>Total</b>	<b>\$ 6,628,748</b>	<b>\$ 1,253,842</b>	<b>\$ 1,467,702</b>	<b>\$ 0</b>	<b>\$ 1,467,702</b>

SOURCE OF FUNDS					
	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
General Fund	\$ 898,496	\$ 1,103,996	\$ 1,317,166	\$ 0	\$ 1,317,166
Special Projects Fund	55,885	27,722	27,722	0	27,722
Federal Grants Fund	5,674,367	122,124	122,814	0	122,814
<b>Total</b>	<b>\$ 6,628,748</b>	<b>\$ 1,253,842</b>	<b>\$ 1,467,702</b>	<b>\$ 0</b>	<b>\$ 1,467,702</b>

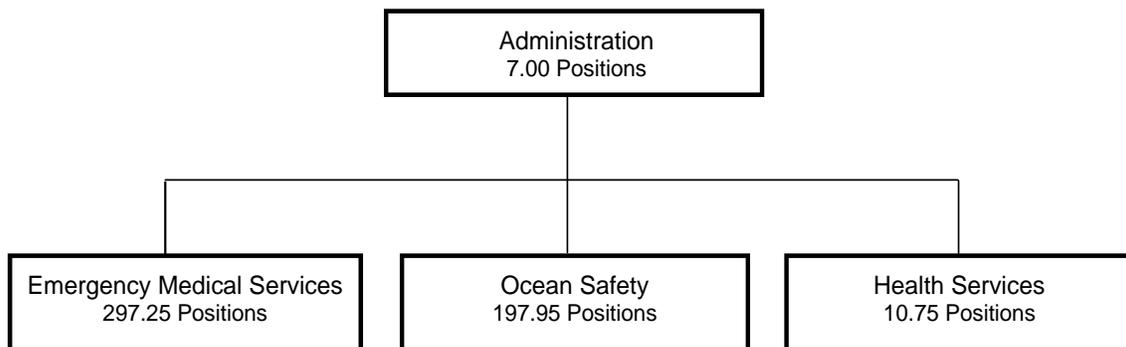
Emergency Management

# Department of Emergency Services

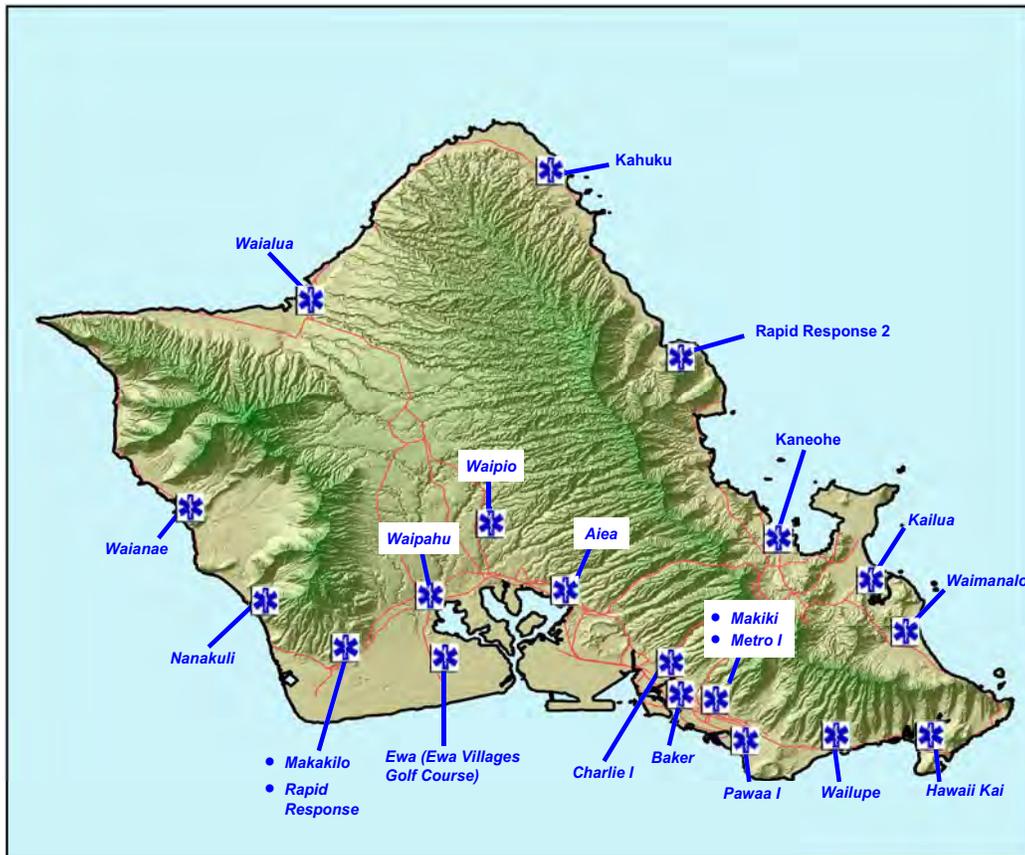


## DEPARTMENT OF EMERGENCY SERVICES (ESD) ORGANIZATION CHART

This chart reflects the number of full-time equivalent positions appropriated in Fiscal Year 2015.

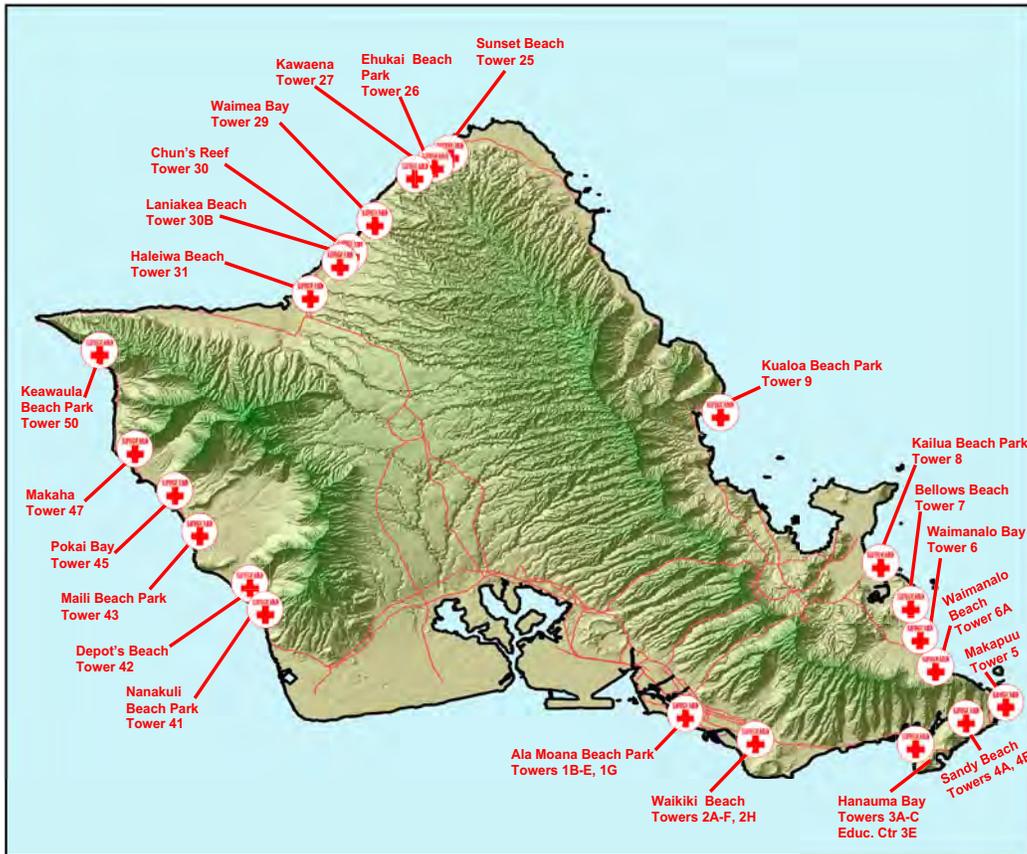


DEPARTMENT OF EMERGENCY SERVICES  
(ESD)  
EMERGENCY MEDICAL SERVICES UNIT LOCATIONS



 Emergency Medical Services Stations

DEPARTMENT OF EMERGENCY SERVICES  
(ESD)  
OCEAN SAFETY—LIFEGUARD TOWERS



Lifeguard Towers

## Department of Emergency Services

### Roles and Responsibilities

The Department of Emergency Services is responsible for providing an effective and efficient operation via the Emergency Medical Services (EMS) Division, the Ocean Safety (OS) and Lifeguard Services Division and the Health Services (HS) Branch. EMS provides advanced life support, pre-hospital medical response by 20 ambulance units, 24 hours a day and utilizing two Rapid Response units, 16 hours a day. OS provides disaster planning and response, a comprehensive aquatic safety program that includes lifeguard services at 42 towers located at various city beach parks; and utilizing 17 mobile response units performing patrols and rescue/medical activities in the beach environment, and performing injury prevention and public education functions. HS conducts pre-employment, physical and medical evaluations for all City personnel as required for their positions or maintenance of licensure or physical fitness standards as mandated by the City, OSHA, DOT or other regulating agency, and other medical assistance to other City programs.

### Spending to Make a Difference

- Extend Lifeguard Service Hours at Hanauma Bay. Additional lifeguards will be provided to extend lifeguard services during summer months to ensure visitor safety during the longer daylight hours.
- Pilot program to convert to 12 hour shifts for most of the ambulance crews in order to reduce overtime costs, increase employee retention, enhance employee, patient and public safety by avoiding double shifts, and stabilizing the EMS staff.
- Conversion to higher numbers of permanent full time life guards from part-time staff to promote stable workforce and public safety, while maintaining flexibility in work scheduling.

### Budget Highlights

- Modest increase over FY 2015 because of salary increases due to mandated collective bargaining contract terms and expansion of core services in two divisions:
- Two new state reimbursed positions are proposed for the Emergency Medical Services Division, a Radio Technician to maintain the radio system for emergency calls and a Human Resource Specialist to support the increased personnel workload. The division also plans to reorganize and fill 12 (twelve) previously authorized new positions to increase administrative efficiency and management of field operations. The additional positions that include 3 field operation supervisors in a newly created District III will provide more efficient supervision to current units who are over burdened with increased call/response volume. The administrative positions include a new Assistant Chief Position of support services, a Training Supervisor, and clerical positions that assist in payroll and other administrative functions.
- Ocean Safety is requesting 12 new full-time permanent lifeguard positions to alleviate dependency on contract services in providing back fill to regular positions.

DEPARTMENT POSITIONS					
	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
Permanent FTE	476.20	476.20	476.20	14.00	490.20
Temporary FTE	0.00	0.00	0.00	0.00	0.00
Contract FTE	31.61	36.75	42.25	0.00	42.25
<b>Total</b>	<b>507.81</b>	<b>512.95</b>	<b>518.45</b>	<b>14.00</b>	<b>532.45</b>

EXPENDITURES BY PROGRAM					
	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
Administration	\$ 615,554	\$ 523,756	\$ 557,438	\$ 0	\$ 557,438
Emergency Medical Services	24,702,895	29,204,776	29,817,429	82,320	29,899,749
Ocean Safety	9,455,934	9,462,583	9,673,543	421,344	10,094,887
Health Services	651,150	623,238	619,167	0	619,167
<b>Total</b>	<b>\$ 35,425,533</b>	<b>\$ 39,814,353</b>	<b>\$ 40,667,577</b>	<b>\$ 503,664</b>	<b>\$ 41,171,241</b>

## Department of Emergency Services

### CHARACTER OF EXPENDITURES

	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
Salaries	\$ 29,058,823	\$ 31,704,957	\$ 32,302,361	\$ 503,664	\$ 32,806,025
Current Expenses	6,214,821	6,394,396	6,570,216	0	6,570,216
Equipment	151,889	1,715,000	1,795,000	0	1,795,000
<b>Total</b>	<b>\$ 35,425,533</b>	<b>\$ 39,814,353</b>	<b>\$ 40,667,577</b>	<b>\$ 503,664</b>	<b>\$ 41,171,241</b>

### SOURCE OF FUNDS

	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
General Fund	\$ 33,906,579	\$ 38,160,168	\$ 39,148,311	\$ 503,664	\$ 39,651,975
Hanauma Bay Nature Preserve Fund	824,022	1,069,966	992,713	0	992,713
Special Projects Fund	694,932	584,219	526,553	0	526,553
<b>Total</b>	<b>\$ 35,425,533</b>	<b>\$ 39,814,353</b>	<b>\$ 40,667,577</b>	<b>\$ 503,664</b>	<b>\$ 41,171,241</b>

Administration

**Program Description**

This program provides administrative support to the department in its delivery of pre-hospital emergency medical services, ocean safety and lifeguard services to the residents and visitors on the island of Oahu, and pre-employment, physical and medical evaluations for all City personnel as required for their position, maintenance of licensure, physical fitness, or other medical determination/assistance as needed.

<b>PROGRAM POSITIONS</b>					
	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
Permanent FTE	7.00	7.00	7.00	0.00	7.00
Temporary FTE	0.00	0.00	0.00	0.00	0.00
Contract FTE	0.00	0.00	0.00	0.00	0.00
<b>Total</b>	<b>7.00</b>	<b>7.00</b>	<b>7.00</b>	<b>0.00</b>	<b>7.00</b>

<b>CHARACTER OF EXPENDITURES</b>					
	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
Salaries	\$ 455,084	\$ 469,256	\$ 502,888	\$ 0	\$ 502,888
Current Expenses	54,470	54,500	54,550	0	54,550
Equipment	106,000	0	0	0	0
<b>Total</b>	<b>\$ 615,554</b>	<b>\$ 523,756</b>	<b>\$ 557,438</b>	<b>\$ 0</b>	<b>\$ 557,438</b>

<b>SOURCE OF FUNDS</b>					
	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
General Fund	\$ 509,554	\$ 523,756	\$ 557,438	\$ 0	\$ 557,438
Special Projects Fund	106,000	0	0	0	0
<b>Total</b>	<b>\$ 615,554</b>	<b>\$ 523,756</b>	<b>\$ 557,438</b>	<b>\$ 0</b>	<b>\$ 557,438</b>

**Department of Emergency Services**

**Emergency Medical Services**

**Program Description**

Pursuant to an annual contract between the City and County of Honolulu and the State Department of Health, this program provides all Advanced Life Support (ALS) pre-hospital emergency medical care and emergency ambulance services for the public 24-hours per day, in an expeditious and efficient manner. The Emergency Medical Services (EMS) program also promotes injury prevention, public education, and disaster planning activities.

The budget includes funding for the city's costs of performing this program, which is eligible for 100% state reimbursement. Staffing of ambulance stations and the scheduled replacement of existing equipment and ambulances are included in the proposed funding.

<b>PROGRAM POSITIONS</b>					
	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
Permanent FTE	289.75	289.75	289.75	2.00	291.75
Temporary FTE	0.00	0.00	0.00	0.00	0.00
Contract FTE	6.00	7.50	13.00	0.00	13.00
<b>Total</b>	<b>295.75</b>	<b>297.25</b>	<b>302.75</b>	<b>2.00</b>	<b>304.75</b>

<b>CHARACTER OF EXPENDITURES</b>					
	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
Salaries	\$ 19,253,640	\$ 21,980,560	\$ 22,425,205	\$ 82,320	\$ 22,507,525
Current Expenses	5,449,255	5,574,216	5,742,224	0	5,742,224
Equipment	0	1,650,000	1,650,000	0	1,650,000
<b>Total</b>	<b>\$ 24,702,895</b>	<b>\$ 29,204,776</b>	<b>\$ 29,817,429</b>	<b>\$ 82,320</b>	<b>\$ 29,899,749</b>

<b>SOURCE OF FUNDS</b>					
	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
General Fund	\$ 24,702,895	\$ 29,204,776	\$ 29,817,429	\$ 82,320	\$ 29,899,749
<b>Total</b>	<b>\$ 24,702,895</b>	<b>\$ 29,204,776</b>	<b>\$ 29,817,429</b>	<b>\$ 82,320</b>	<b>\$ 29,899,749</b>

Emergency Services

Ocean Safety

**Program Description**

This program provides comprehensive ocean safety programs; including ocean rescue, emergency medical response, prevention, and education services for the island of Oahu.

The division is the primary responder to emergencies arising on the beaches and near shore waters and has enhanced service functions.

The division continues to promote community awareness of best ocean safety practices through various programs, lectures, demonstrations, utilization of various media to disseminate educational information, and partnerships with Federal, State, non profit, for profit, and public safety agencies to ensure a comprehensive ocean safety program for the residents and visitors to the City and County of Honolulu.

<b>PROGRAM POSITIONS</b>					
	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
Permanent FTE	168.95	168.95	168.95	12.00	180.95
Temporary FTE	0.00	0.00	0.00	0.00	0.00
Contract FTE	25.50	29.00	29.00	0.00	29.00
<b>Total</b>	<b>194.45</b>	<b>197.95</b>	<b>197.95</b>	<b>12.00</b>	<b>209.95</b>

<b>CHARACTER OF EXPENDITURES</b>					
	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
Salaries	\$ 8,856,394	\$ 8,788,588	\$ 8,890,956	\$ 421,344	\$ 9,312,300
Current Expenses	560,153	608,995	637,587	0	637,587
Equipment	39,387	65,000	145,000	0	145,000
<b>Total</b>	<b>\$ 9,455,934</b>	<b>\$ 9,462,583</b>	<b>\$ 9,673,543</b>	<b>\$ 421,344</b>	<b>\$ 10,094,887</b>

<b>SOURCE OF FUNDS</b>					
	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
General Fund	\$ 8,042,980	\$ 7,808,398	\$ 8,154,277	\$ 421,344	\$ 8,575,621
Hanauma Bay Nature Preserve Fund	824,022	1,069,966	992,713	0	992,713
Special Projects Fund	588,932	584,219	526,553	0	526,553
<b>Total</b>	<b>\$ 9,455,934</b>	<b>\$ 9,462,583</b>	<b>\$ 9,673,543</b>	<b>\$ 421,344</b>	<b>\$ 10,094,887</b>

**Department of Emergency Services**

**Health Services**

**Program Description**

This program conducts pre-employment and annual medical evaluations of current and prospective employees, including examinations mandated under the Hawaii Occupational Safety and Health Division and Federal Department of Transportation rules, and supports hearing conservation, respiratory protection, asbestos and blood borne pathogen programs; medically certifies commercial drivers and operators of crane and hoist equipment; and conducts and oversees programs that are designed to promote health, reduce risks and prevent injury.

This program is responsible for the maintenance of City and County medical health services, as well as post-exposure incidents. Additionally, it administers a drug screening program for new hires and random testing for selected employees, including required medical review officer (MRO) services, and provides blood analysis for suspects arrested for driving under the influence of alcohol (DUI) for the Honolulu Police Department, including providing expert witness testimony in court.

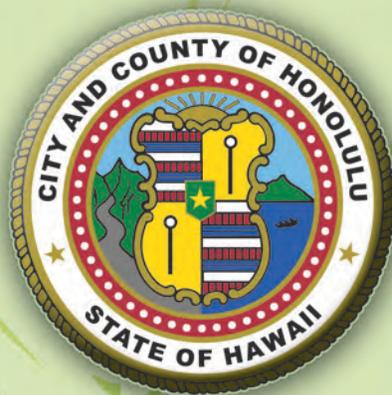
<b>PROGRAM POSITIONS</b>					
	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
Permanent FTE	10.50	10.50	10.50	0.00	10.50
Temporary FTE	0.00	0.00	0.00	0.00	0.00
Contract FTE	0.11	0.25	0.25	0.00	0.25
<b>Total</b>	<b>10.61</b>	<b>10.75</b>	<b>10.75</b>	<b>0.00</b>	<b>10.75</b>

<b>CHARACTER OF EXPENDITURES</b>					
	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
Salaries	\$ 493,705	\$ 466,553	\$ 483,312	\$ 0	\$ 483,312
Current Expenses	150,943	156,685	135,855	0	135,855
Equipment	6,502	0	0	0	0
<b>Total</b>	<b>\$ 651,150</b>	<b>\$ 623,238</b>	<b>\$ 619,167</b>	<b>\$ 0</b>	<b>\$ 619,167</b>

<b>SOURCE OF FUNDS</b>					
	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
General Fund	\$ 651,150	\$ 623,238	\$ 619,167	\$ 0	\$ 619,167
<b>Total</b>	<b>\$ 651,150</b>	<b>\$ 623,238</b>	<b>\$ 619,167</b>	<b>\$ 0</b>	<b>\$ 619,167</b>

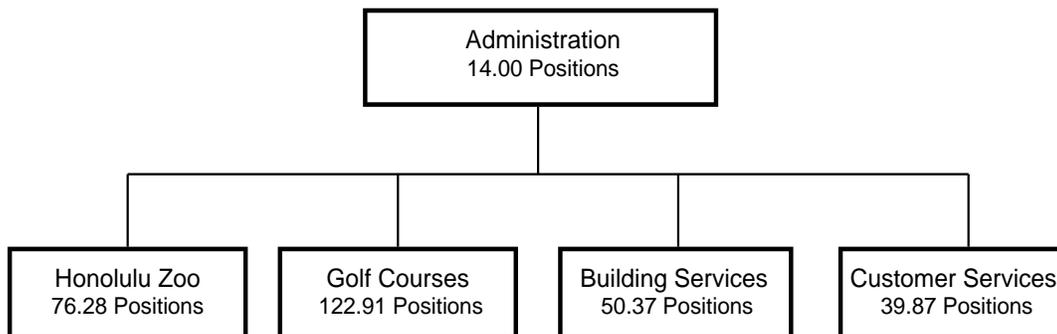
Emergency Services

# Department of Enterprise Services



## DEPARTMENT OF ENTERPRISE SERVICES (DES) ORGANIZATION CHART

This chart reflects the number of full-time equivalent positions appropriated in Fiscal Year 2015.



DEPARTMENT OF ENTERPRISE SERVICES  
(DES)



FACILITIES LOCATIONS

- 1 KAHUKU MUNICIPAL GOLF COURSE
- 2 PALI MUNICIPAL GOLF COURSE
- 3 ALA WAI MUNICIPAL GOLF COURSE
- 4 TED MAKALENA MUNICIPAL GOLF COURSE
- 5 WEST LOCH MUNICIPAL GOLF COURSE
- 6 EWA VILLAGES MUNICIPAL GOLF COURSE
- 7 HONOLULU ZOO
- 8 NEAL S. BLAISDELL CENTER
- 9 WAIKIKI SHELL

## Department of Enterprise Services

### Roles and Responsibilities

The Department of Enterprise Services (DES) operates and maintains the Neal S. Blaisdell Center, Waikiki Shell, Honolulu Zoo, and six municipal golf courses. The department prepares, administers, and enforces city-wide concession contracts. DES is the only City department whose operating budget is primarily funded by public events and activities.

### Spending to Make a Difference

- Upgrade and enhance Honolulu Zoo facilities to address the requirements for the Association of Zoos and Aquariums (AZA) re-accreditation which will occur in 2016. This includes increasing staff to ensure safe handling of animals and public safety, repairing deferred maintenance projects, and investing in capital projects, such as completing a new reptile and amphibian complex and renovating the black rhino facilities.

### Budget Highlights

- Modest increases over FY 2015 due to the need to provide expanded services in animal care at the Honolulu Zoo (five new contract animal keeper positions) and repair and maintenance of the facilities. Salary and benefit increases attributed to mandated collective bargaining contract terms.
- 31 positions have been deactivated to reflect a more accurate picture of the number of positions required by the department to deliver services.

### Performance Metrics

Performance Metric for FY 2015	Goal
Optimize the ability to view animals at the Honolulu Zoo.	Reduce the number of hours animals are off exhibit.
Improve way finding at the Honolulu Zoo through improved signage.	Reduce the number of complaints and questions received regarding way finding.
Maximize golfers' satisfaction.	Increase customer satisfaction by responding to complaints.
Maximize the auditorium users'/promoters' satisfaction.	Increase customer satisfaction by responding to complaints.

### DEPARTMENT POSITIONS

	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
Permanent FTE	282.00	252.00	253.00	0.00	253.00
Temporary FTE	15.93	13.94	12.94	0.00	12.94
Contract FTE	37.96	37.49	34.52	5.00	39.52
<b>Total</b>	<b>335.89</b>	<b>303.43</b>	<b>300.46</b>	<b>5.00</b>	<b>305.46</b>

**EXPENDITURES BY PROGRAM**

	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
Administration	\$ 724,184	\$ 861,534	\$ 609,468	\$ 0	\$ 609,468
Auditoriums	5,679,597	6,350,681	5,819,634	0	5,819,634
Honolulu Zoo	5,420,748	5,169,550	5,843,792	200,064	6,043,856
Golf Courses	9,037,048	9,988,543	10,338,262	0	10,338,262
<b>Total</b>	<b>\$ 20,861,577</b>	<b>\$ 22,370,308</b>	<b>\$ 22,611,156</b>	<b>\$ 200,064</b>	<b>\$ 22,811,220</b>

**CHARACTER OF EXPENDITURES**

	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
Salaries	\$ 12,025,968	\$ 12,472,907	\$ 12,063,606	\$ 200,064	\$ 12,263,670
Current Expenses	8,835,609	9,852,401	9,822,950	0	9,822,950
Equipment	0	45,000	724,600	0	724,600
<b>Total</b>	<b>\$ 20,861,577</b>	<b>\$ 22,370,308</b>	<b>\$ 22,611,156</b>	<b>\$ 200,064</b>	<b>\$ 22,811,220</b>

**SOURCE OF FUNDS**

	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
Hanauma Bay Nature Preserve Fund	4,952	5,000	5,000	0	5,000
Golf Fund	9,284,826	10,242,260	10,369,412	0	10,369,412
Special Events Fund	11,571,799	12,123,048	12,236,744	200,064	12,436,808
<b>Total</b>	<b>\$ 20,861,577</b>	<b>\$ 22,370,308</b>	<b>\$ 22,611,156</b>	<b>\$ 200,064</b>	<b>\$ 22,811,220</b>

**Department of Enterprise Services**

**Administration**

**Program Description**

The Administration program directs and coordinates the programs and activities of the Blaisdell Center, Waikiki Shell, Honolulu Zoo and municipal golf courses; and coordinates the preparation, administration and enforcement of citywide concession contracts. This program provides staff and clerical support services in personnel, budgetary and organization management.

<b>PROGRAM POSITIONS</b>					
	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
Permanent FTE	13.00	13.00	13.00	0.00	13.00
Temporary FTE	0.00	0.00	0.00	0.00	0.00
Contract FTE	0.00	1.00	1.00	0.00	1.00
<b>Total</b>	<b>13.00</b>	<b>14.00</b>	<b>14.00</b>	<b>0.00</b>	<b>14.00</b>

<b>CHARACTER OF EXPENDITURES</b>					
	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
Salaries	\$ 701,266	\$ 815,404	\$ 588,918	\$ 0	\$ 588,918
Current Expenses	22,918	21,130	20,550	0	20,550
Equipment	0	25,000	0	0	0
<b>Total</b>	<b>\$ 724,184</b>	<b>\$ 861,534</b>	<b>\$ 609,468</b>	<b>\$ 0</b>	<b>\$ 609,468</b>

<b>SOURCE OF FUNDS</b>					
	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
Hanauma Bay Nature Preserve Fund	4,952	5,000	5,000	0	5,000
Golf Fund	125,724	125,724	0	0	0
Special Events Fund	593,508	730,810	604,468	0	604,468
<b>Total</b>	<b>\$ 724,184</b>	<b>\$ 861,534</b>	<b>\$ 609,468</b>	<b>\$ 0</b>	<b>\$ 609,468</b>

Enterprise Services

**Auditoriums**

**Program Description**

The Auditoriums program manages and operates the Blaisdell Center Concert Hall, Exhibition Hall, Arena and meeting rooms, and also the Waikiki Shell, for individual and group use of the facilities at user fee rates set by Ordinance to cover the cost of operations. The program provides support services for these activities including contracting, planning, marketing, preparing drawings, ticketing, ushering, equipment rentals and set ups and concession operations in support of events at costs which collectively cover the expenses of the facilities. Additionally, this program provides overall maintenance and security for the buildings, equipment, and grounds at the Blaisdell Center and at the Waikiki Shell and provides trades and maintenance support to the Honolulu Zoo, some City concessions and golf courses.

<b>PROGRAM POSITIONS</b>					
	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
Permanent FTE	67.00	57.00	57.00	0.00	57.00
Temporary FTE	0.00	0.00	0.00	0.00	0.00
Contract FTE	33.24	33.24	30.27	0.00	30.27
<b>Total</b>	<b>100.24</b>	<b>90.24</b>	<b>87.27</b>	<b>0.00</b>	<b>87.27</b>

<b>CHARACTER OF EXPENDITURES</b>					
	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
Salaries	\$ 3,443,967	\$ 3,567,162	\$ 3,293,684	\$ 0	\$ 3,293,684
Current Expenses	2,235,630	2,783,519	2,396,350	0	2,396,350
Equipment	0	0	129,600	0	129,600
<b>Total</b>	<b>\$ 5,679,597</b>	<b>\$ 6,350,681</b>	<b>\$ 5,819,634</b>	<b>\$ 0</b>	<b>\$ 5,819,634</b>

<b>SOURCE OF FUNDS</b>					
	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
Golf Fund	\$ 122,054	\$ 127,993	\$ 31,150	\$ 0	\$ 31,150
Special Events Fund	5,557,543	6,222,688	5,788,484	0	5,788,484
<b>Total</b>	<b>\$ 5,679,597</b>	<b>\$ 6,350,681</b>	<b>\$ 5,819,634</b>	<b>\$ 0</b>	<b>\$ 5,819,634</b>

Department of Enterprise Services

Honolulu Zoo

**Program Description**

The Honolulu Zoo program plans, operates, and maintains a 42-acre integrated zoological and botanical park within the boundaries of Kapiolani Park.

The mission of the Honolulu Zoo is to inspire the stewardship of our living world by providing meaningful guest experiences. Pacific Tropical Island ecosystems and our traditional values of malama (caring) and ho'okipa (hospitality) are emphasized. The Zoo continuously strives to improve its animal care standards by maintaining naturalistic habitats for geological groupings of animals. The Zoo fulfills its mission by providing recreational and educational experiences to its guests in an attractive, clean and safe environment.

<b>PROGRAM POSITIONS</b>					
	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
Permanent FTE	77.00	72.00	73.00	0.00	73.00
Temporary FTE	1.28	1.43	0.43	0.00	0.43
Contract FTE	2.85	2.85	2.85	5.00	7.85
<b>Total</b>	<b>81.13</b>	<b>76.28</b>	<b>76.28</b>	<b>5.00</b>	<b>81.28</b>

<b>CHARACTER OF EXPENDITURES</b>					
	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
Salaries	\$ 3,314,978	\$ 3,209,497	\$ 3,174,318	\$ 200,064	\$ 3,374,382
Current Expenses	2,105,770	1,960,053	2,484,474	0	2,484,474
Equipment	0	0	185,000	0	185,000
<b>Total</b>	<b>\$ 5,420,748</b>	<b>\$ 5,169,550</b>	<b>\$ 5,843,792</b>	<b>\$ 200,064</b>	<b>\$ 6,043,856</b>

<b>SOURCE OF FUNDS</b>					
	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
Special Events Fund	5,420,748	5,169,550	5,843,792	200,064	6,043,856
<b>Total</b>	<b>\$ 5,420,748</b>	<b>\$ 5,169,550</b>	<b>\$ 5,843,792</b>	<b>\$ 200,064</b>	<b>\$ 6,043,856</b>

Enterprise Services

**Golf Courses**

**Program Description**

The Golf Course program operates and maintains six municipal golf courses – five eighteen-hole golf courses (Ala Wai, Pali, Ted Makalena, West Loch, and Ewa Villages) and one nine-hole golf course (Kahuku). The golf program schedules tournaments and accepts reservations for group and individual play via an automated reservation system; develops and enforces golf course rules and regulations; and collects and accounts for green, tournament and golf cart rental fees. The Golf Course program is also responsible for the operations of the power golf carts at the eighteen-hole courses and the rental of pull carts and golf club sets at Kahuku Golf Course. This program is responsible for renovating and maintaining the existing golf courses and for planning new municipal golf facilities. The program also monitors golf course related food and beverage, driving range and pro shop concession contracts and makes recommendations for concession contract specifications.

**PROGRAM POSITIONS**

	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
Permanent FTE	125.00	110.00	110.00	0.00	110.00
Temporary FTE	14.65	12.51	12.51	0.00	12.51
Contract FTE	1.87	0.40	0.40	0.00	0.40
<b>Total</b>	<b>141.52</b>	<b>122.91</b>	<b>122.91</b>	<b>0.00</b>	<b>122.91</b>

**CHARACTER OF EXPENDITURES**

	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
Salaries	\$ 4,565,757	\$ 4,880,844	\$ 5,006,686	\$ 0	\$ 5,006,686
Current Expenses	4,471,291	5,087,699	4,921,576	0	4,921,576
Equipment	0	20,000	410,000	0	410,000
<b>Total</b>	<b>\$ 9,037,048</b>	<b>\$ 9,988,543</b>	<b>\$ 10,338,262</b>	<b>\$ 0</b>	<b>\$ 10,338,262</b>

**SOURCE OF FUNDS**

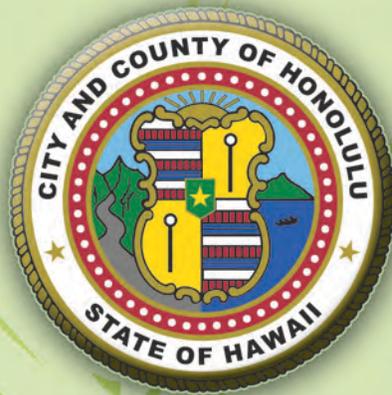
	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
Golf Fund	9,037,048	9,988,543	10,338,262	0	10,338,262
<b>Total</b>	<b>\$ 9,037,048</b>	<b>\$ 9,988,543</b>	<b>\$ 10,338,262</b>	<b>\$ 0</b>	<b>\$ 10,338,262</b>

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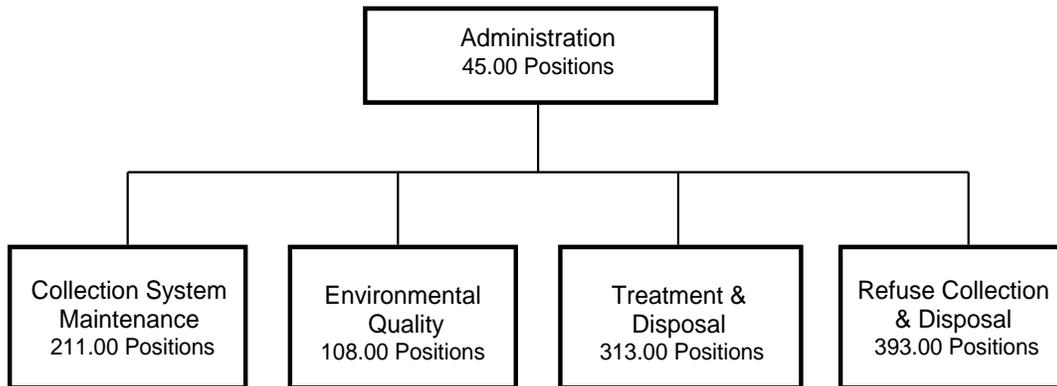
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# Department of Environmental Services

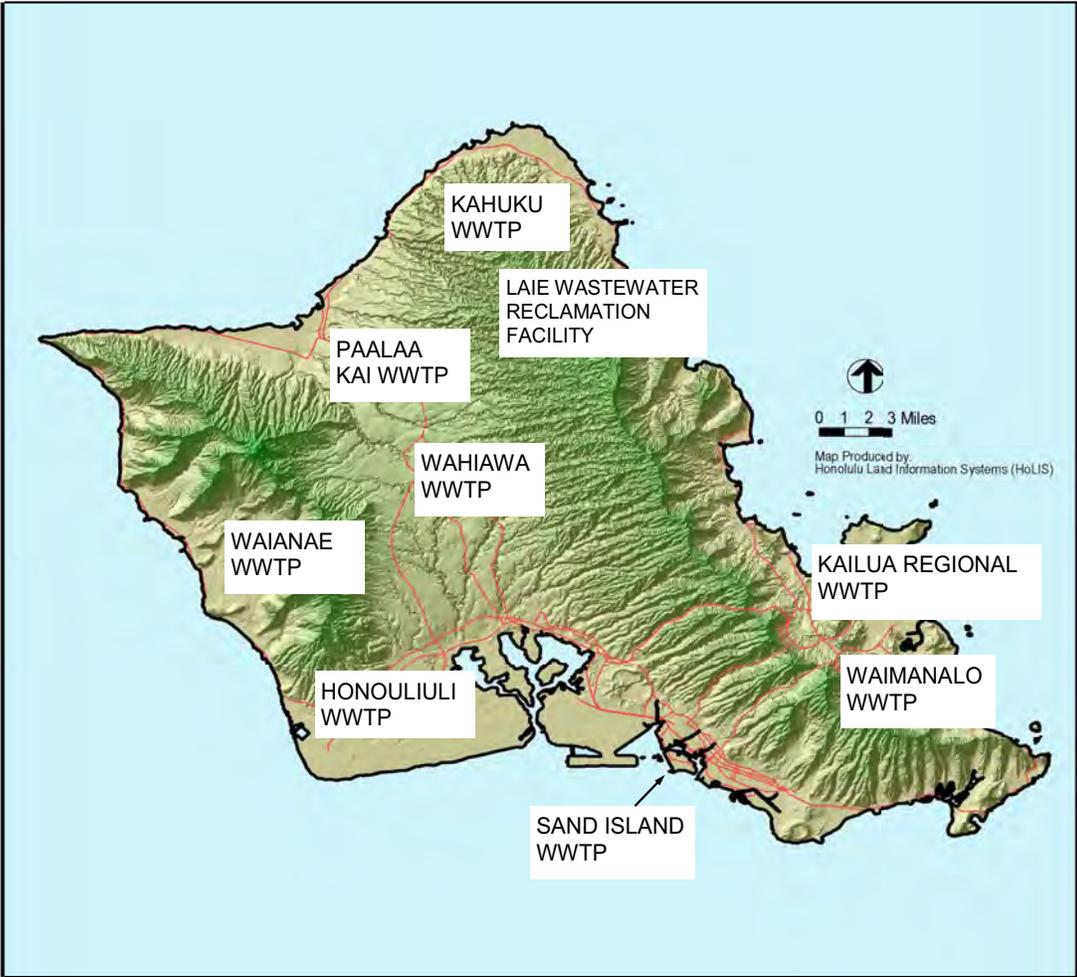


## DEPARTMENT OF ENVIRONMENTAL SERVICES (ENV) ORGANIZATION CHART

This chart reflects the number of full-time equivalent positions appropriated in Fiscal Year 2015.



DEPARTMENT OF ENVIRONMENTAL SERVICES  
(ENV)  
WASTEWATER TREATMENT AND DISPOSAL FACILITIES



## Department of Environmental Services

### Roles and Responsibilities

The Department of Environmental Services plans, directs, operates, and administers the City's wastewater, solid waste, and storm water permit programs. This includes operation and maintenance of the wastewater collection, treatment and disposal system, the management, collection, and disposal of solid waste, and management of the storm water program.

### Spending to Make a Difference

- New Capabilities. Completion of long-range plan for sewage sludge processing and disposal to include increased diversion of sludge from the landfill to H-Power using new sludge processing capabilities. Expand recycling options and convert waste products to energy resources.
- Facility Expansion. The second egg digester at the Sand Island Wastewater Treatment Plant will be in construction to provide additional capacity and redundancy by 2017 to meet the increased demand.
- Process Improvements. Utilize streamlined procurement methods to provide cured-in-place pipe (CIPP) lining processes to upgrade the wastewater collection system and meet 2010 Consent Decree rehabilitation requirements ahead of schedule.
- Sewer Enhancements. Utilize closed-circuit television (CCTV) information and internal construction resources to accelerate upgrades of existing sewer systems.
- System Modernization. Continue providing current technology for Supervisory Control and Data Acquisition (SCADA) system which provides centralized real-time monitoring of flow and equipment at 70 pump stations and 9 wastewater treatment plants.
- Storm Water Quality Requirements. Increase public education in storm water quality programs to meet Municipal Separate Storm Sewer Systems (MS4) permit requirements and continue to develop programs related to catch basin inspection and cleaning, street cleaning, and trash reduction.

### Budget Highlights

- Salaries remain flat due to mandated collective bargaining agreement increases offset by overtime cost reductions.
- 106 positions have been deactivated to achieve a more accurate picture of the number of positions required by the department to deliver services.
- Increase of approximately \$1.3M in expenses due to union grievance requiring replacement of privatized contracts with civil service employees, requiring more salaries, supplies, and equipment to perform grounds keeping and janitorial services.
- Improve reliability of older wastewater pump stations through increased maintenance and parts and pump replacements.
- Increase in administrative expenses due to higher costs for monthly billing service from the Board of Water Supply and implementation of the System Capacity Management program.
- Replace 25 Refuse collection trucks, to improve fleet reliability while reducing maintenance and operational overtime costs.
- Over \$12.7 million increase in Refuse expenses due to an increase in the cost to process green waste under the new composting contract as well as other costs to maintain refuse services.
- Increase in Treatment and Disposal expenses primarily due to the inclusion of full electricity costs and increase in replacement parts for the Ultra-Violet System to meet operational requirements. Electrical and mechanical maintenance contracts have been increased to maintain wastewater process equipment.
- Upgrade of wastewater facilities, including increased costs for electrical engineering support.
- Increase in consultant expenses to appeal new permit requirements for water quality pollutant standards.

Performance Metrics

Performance Metric for FY 2015	Goal
Effectively respond to service calls, minimizing response time.	Improve on-time closer rate by 15%. Benchmark was 65% on-time response.
Maximize the volume and percentage of waste diverted from the landfill.	Increase diversion rate to 80%. Benchmark diversion rate was 74.5%.
Evaluate the operational effectiveness of the City's refuse collection program to reduce overtime usage.	Reduce overtime usage by 25%.

**DEPARTMENT POSITIONS**

	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
Permanent FTE	1,164.00	1,061.00	1,064.00	0.00	1,064.00
Temporary FTE	7.00	4.00	1.00	0.00	1.00
Contract FTE	0.75	5.00	0.00	0.00	0.00
<b>Total</b>	<b>1,171.75</b>	<b>1,070.00</b>	<b>1,065.00</b>	<b>0.00</b>	<b>1,065.00</b>

**EXPENDITURES BY PROGRAM**

	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
Administration	\$ 8,176,866	\$ 10,486,663	\$ 10,453,117	\$ 0	\$ 10,453,117
Environmental Quality	7,578,833	12,677,773	13,793,082	0	13,793,082
Collection System Maintenance	19,415,159	24,590,799	23,724,657	0	23,724,657
Treatment and Disposal	64,192,949	79,408,034	80,807,766	0	80,807,766
Refuse Collection and Disposal	148,156,927	155,858,424	175,866,404	0	175,866,404
<b>Total</b>	<b>\$ 247,520,734</b>	<b>\$ 283,021,693</b>	<b>\$ 304,645,026</b>	<b>\$ 0</b>	<b>\$ 304,645,026</b>

**CHARACTER OF EXPENDITURES**

	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
Salaries	\$ 53,350,740	\$ 60,939,695	\$ 60,866,297	\$ 0	\$ 60,866,297
Current Expenses	194,169,994	222,081,998	236,564,029	0	236,564,029
Equipment	0	0	7,214,700	0	7,214,700
<b>Total</b>	<b>\$ 247,520,734</b>	<b>\$ 283,021,693</b>	<b>\$ 304,645,026</b>	<b>\$ 0</b>	<b>\$ 304,645,026</b>

**Department of Environmental Services**

<b>SOURCE OF FUNDS</b>					
	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
General Fund	\$ 1,695,189	\$ 5,253,964	\$ 5,773,422	\$ 0	\$ 5,773,422
Sewer Fund	97,068,250	121,019,270	122,172,684	0	122,172,684
Refuse Genl Operating Acct -SWSF	55,548,060	67,012,719	72,733,068	0	72,733,068
Sld Wst Dis Fac Acct - SWSF	82,603,620	75,874,800	89,353,388	0	89,353,388
Glass Incentive Account - SWSF	1,262,659	1,355,000	795,580	0	795,580
Recycling Account - SWSF	9,303,801	12,505,940	13,816,884	0	13,816,884
Federal Grants Fund	39,155	0	0	0	0
<b>Total</b>	<b>\$ 247,520,734</b>	<b>\$ 283,021,693</b>	<b>\$ 304,645,026</b>	<b>\$ 0</b>	<b>\$ 304,645,026</b>

Environmental Services

Administration

**Program Description**

This program provides administrative services for the City's wastewater, storm water, and solid waste programs. It provides overall development, coordination and management through program financial planning, capital program planning, scheduling and tracking, and the development and operation of the department's enterprise asset management system. Centralized personnel, financial, information technology, asset management, employee and management training and administrative services for the department are also provided.

<b>PROGRAM POSITIONS</b>					
	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
Permanent FTE	45.00	45.00	45.00	0.00	45.00
Temporary FTE	0.00	0.00	0.00	0.00	0.00
Contract FTE	0.00	0.00	0.00	0.00	0.00
<b>Total</b>	<b>45.00</b>	<b>45.00</b>	<b>45.00</b>	<b>0.00</b>	<b>45.00</b>

<b>CHARACTER OF EXPENDITURES</b>					
	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
Salaries	\$ 2,244,550	\$ 2,387,220	\$ 2,562,834	\$ 0	\$ 2,562,834
Current Expenses	5,932,316	8,099,443	7,890,283	0	7,890,283
Equipment	0	0	0	0	0
<b>Total</b>	<b>\$ 8,176,866</b>	<b>\$ 10,486,663</b>	<b>\$ 10,453,117</b>	<b>\$ 0</b>	<b>\$ 10,453,117</b>

<b>SOURCE OF FUNDS</b>					
	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
Sewer Fund	7,615,653	9,797,128	9,821,101	0	9,821,101
Refuse Genl Operating Acct -SWSF	561,213	689,535	632,016	0	632,016
<b>Total</b>	<b>\$ 8,176,866</b>	<b>\$ 10,486,663</b>	<b>\$ 10,453,117</b>	<b>\$ 0</b>	<b>\$ 10,453,117</b>

Department of Environmental Services

Environmental Quality

Program Description

This division manages a variety of programs that direct, coordinate, and manage activities relating to state and federal environmental requirements involving wastewater pre-treatment and discharge, storm water management, industrial pre-treatment, permits, and water quality, including water (runoff and other) which passes through storm water collections. The division develops programs and projects for facilities to prevent or minimize negative impacts on our treatment facilities, watersheds, and ocean. The division handles public outreach and education to raise awareness of the impact of chemicals and products on our natural resources. The division also investigates and enforces against illegal discharges, reviews Environmental Assessments and Environmental Impact Statements for water quality impacts, and works with other agencies to update City standards to reflect state and federal requirements.

Support functions include water quality monitoring, laboratory analysis, oceanographic sampling, and biological monitoring.

PROGRAM POSITIONS					
	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
Permanent FTE	111.00	108.00	108.00	0.00	108.00
Temporary FTE	0.00	0.00	0.00	0.00	0.00
Contract FTE	0.00	0.00	0.00	0.00	0.00
<b>Total</b>	<b>111.00</b>	<b>108.00</b>	<b>108.00</b>	<b>0.00</b>	<b>108.00</b>

CHARACTER OF EXPENDITURES					
	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
Salaries	\$ 5,046,432	\$ 6,014,853	\$ 5,832,122	\$ 0	\$ 5,832,122
Current Expenses	2,532,401	6,662,920	7,800,960	0	7,800,960
Equipment	0	0	160,000	0	160,000
<b>Total</b>	<b>\$ 7,578,833</b>	<b>\$ 12,677,773</b>	<b>\$ 13,793,082</b>	<b>\$ 0</b>	<b>\$ 13,793,082</b>

SOURCE OF FUNDS					
	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
General Fund	\$ 1,695,189	\$ 5,253,964	\$ 5,773,422	\$ 0	\$ 5,773,422
Sewer Fund	5,844,489	7,423,809	8,019,660	0	8,019,660
Federal Grants Fund	39,155	0	0	0	0
<b>Total</b>	<b>\$ 7,578,833</b>	<b>\$ 12,677,773</b>	<b>\$ 13,793,082</b>	<b>\$ 0</b>	<b>\$ 13,793,082</b>

Environmental Services

Collection System Maintenance

**Program Description**

This program repairs, operates, and maintains the wastewater collection system which includes all of the gravity sewer lines, pump stations, and force mains.

<b>PROGRAM POSITIONS</b>					
	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
Permanent FTE	211.00	211.00	211.00	0.00	211.00
Temporary FTE	0.00	0.00	0.00	0.00	0.00
Contract FTE	0.00	0.00	0.00	0.00	0.00
<b>Total</b>	<b>211.00</b>	<b>211.00</b>	<b>211.00</b>	<b>0.00</b>	<b>211.00</b>

<b>CHARACTER OF EXPENDITURES</b>					
	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
Salaries	\$ 8,816,538	\$ 11,349,299	\$ 11,529,557	\$ 0	\$ 11,529,557
Current Expenses	10,598,621	13,241,500	12,195,100	0	12,195,100
Equipment	0	0	0	0	0
<b>Total</b>	<b>\$ 19,415,159</b>	<b>\$ 24,590,799</b>	<b>\$ 23,724,657</b>	<b>\$ 0</b>	<b>\$ 23,724,657</b>

<b>SOURCE OF FUNDS</b>					
	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
Sewer Fund	\$ 19,415,159	\$ 24,590,799	\$ 23,724,657	\$ 0	\$ 23,724,657
<b>Total</b>	<b>\$ 19,415,159</b>	<b>\$ 24,590,799</b>	<b>\$ 23,724,657</b>	<b>\$ 0</b>	<b>\$ 23,724,657</b>

Department of Environmental Services

Treatment and Disposal

Program Description

This program plans, directs, and coordinates the operation and maintenance of all city wastewater treatment plants. It also provides mechanical, electrical, building, and grounds support services for the repair of the nine wastewater facilities, four pre-treatment facilities, and seventy two pumping stations.

PROGRAM POSITIONS					
	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
Permanent FTE	363.00	310.00	313.00	0.00	313.00
Temporary FTE	6.00	3.00	0.00	0.00	0.00
Contract FTE	0.00	0.00	0.00	0.00	0.00
<b>Total</b>	<b>369.00</b>	<b>313.00</b>	<b>313.00</b>	<b>0.00</b>	<b>313.00</b>

CHARACTER OF EXPENDITURES					
	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
Salaries	\$ 15,995,420	\$ 19,389,674	\$ 19,009,275	\$ 0	\$ 19,009,275
Current Expenses	48,197,529	60,018,360	61,798,491	0	61,798,491
Equipment	0	0	0	0	0
<b>Total</b>	<b>\$ 64,192,949</b>	<b>\$ 79,408,034</b>	<b>\$ 80,807,766</b>	<b>\$ 0</b>	<b>\$ 80,807,766</b>

SOURCE OF FUNDS					
	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
Sewer Fund	\$ 64,192,949	\$ 79,207,534	\$ 80,607,266	\$ 0	\$ 80,607,266
Refuse Genl Operating Acct -SWSF	0	200,500	200,500	0	200,500
<b>Total</b>	<b>\$ 64,192,949</b>	<b>\$ 79,408,034</b>	<b>\$ 80,807,766</b>	<b>\$ 0</b>	<b>\$ 80,807,766</b>

Environmental Services

Refuse Collection and Disposal

**Program Description**

This program is responsible for the administration, management, planning, collection, transport and disposal of solid waste throughout Oahu. This includes the planning and implementation of waste reduction and recycling programs, the collection of refuse from single family households, the collection of bulky items island wide, the hauling of refuse, the operation and maintenance of convenience centers, transfer stations, landfills, and collection yards, and the management of the City's H-Power facility.

<b>PROGRAM POSITIONS</b>					
	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
Permanent FTE	434.00	387.00	387.00	0.00	387.00
Temporary FTE	1.00	1.00	1.00	0.00	1.00
Contract FTE	0.75	5.00	0.00	0.00	0.00
<b>Total</b>	<b>435.75</b>	<b>393.00</b>	<b>388.00</b>	<b>0.00</b>	<b>388.00</b>

<b>CHARACTER OF EXPENDITURES</b>					
	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
Salaries	\$ 21,247,800	\$ 21,798,649	\$ 21,932,509	\$ 0	\$ 21,932,509
Current Expenses	126,909,127	134,059,775	146,879,195	0	146,879,195
Equipment	0	0	7,054,700	0	7,054,700
<b>Total</b>	<b>\$ 148,156,927</b>	<b>\$ 155,858,424</b>	<b>\$ 175,866,404</b>	<b>\$ 0</b>	<b>\$ 175,866,404</b>

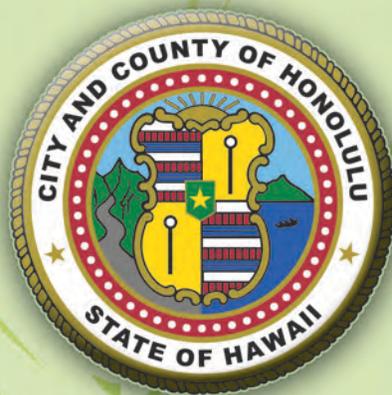
<b>SOURCE OF FUNDS</b>					
	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
Refuse Genl Operating Acct -SWSF	\$ 54,986,847	\$ 66,122,684	\$ 71,900,552	\$ 0	\$ 71,900,552
Sld Wst Dis Fac Acct - SWSF	82,603,620	75,874,800	89,353,388	0	89,353,388
Glass Incentive Account - SWSF	1,262,659	1,355,000	795,580	0	795,580
Recycling Account - SWSF	9,303,801	12,505,940	13,816,884	0	13,816,884
<b>Total</b>	<b>\$ 148,156,927</b>	<b>\$ 155,858,424</b>	<b>\$ 175,866,404</b>	<b>\$ 0</b>	<b>\$ 175,866,404</b>

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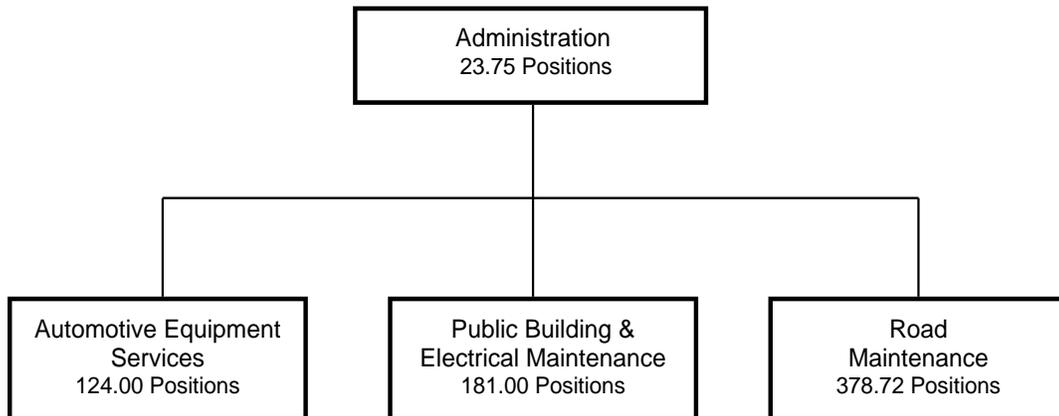
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# Department of Facility Maintenance



## DEPARTMENT OF FACILITY MAINTENANCE (DFM) ORGANIZATION CHART

This chart reflects the number of full-time equivalent positions appropriated in Fiscal Year 2015.



DEPARTMENT OF FACILITY MAINTENANCE  
(DFM)



**AUTOMOTIVE EQUIPMENT SERVICE**  
Repair and Maintenance Facilities

- A1 HALAWA
  - \* Services all Honolulu based agencies from Aiea to Hawaii Kai
  - \* Services Keehi Transfer Station
  - \* Services DRM street sweeping
  - \* Services Waianae Refuse
  - \* Services Waialua Refuse
  - \* Services Kawailoa Transfer Station
- A2 PEARL CITY
  - \* Services Central/Leeward based agencies
- A3 KAPAA
  - \* Services Windward based agencies from Waimanalo to Laie

**ROAD MAINTENANCE**  
Baseyards

- B1a HALAWA (Honolulu District)
- B1b HONOLULU Clean Team
- B1c HONOLULU Street Sweeping
- B1d HONOLULU Coning
- B2 PEARL CITY (EWA)
- B3 KAPOLEI (Waianae District)
- B4 WAHIAWA
- B5 WAIALUA
- B6 LAIE (KOOLAULOA)
- B7 KANEOHE (KOOLAUPOKO)
- B8 KAILUA

**BUILDING AND ELECTRICAL MAINTENANCE**  
Baseyards

- C1 PUBLIC BUILDING and ELECTRICAL MAINTENANCE (R&M)
- C2 TRAFFIC and ELECTRICAL MAINTENANCE SERVICES (TEMS)
- C3 CUSTODIAL and UTILITY SERVICES (CUS)
- C4 SECURITY and EMPLOYEE PARKING OPERATIONS (SEOP)

## Department of Facility Maintenance

### Roles and Responsibilities

The Department of Facility Maintenance (DFM) plans and administers the City's repair, renovation, and maintenance programs for roads, bridges, streams, flood control systems, city buildings, and city vehicles and construction equipment (except for vehicles/equipment belonging to the Board of Water Supply, Police and Fire Departments, and the Honolulu Authority for Rapid Transportation). It also plans and administers the repair and maintenance programs for mechanical, electrical, and electronic equipment and facilities, including those for parks, street lighting, and communication sites. Additionally, DFM provides property management, parking garage management, heavy vehicle and equipment training, and interdepartmental mail service.

### Spending to Make a Difference

- Public Safety. Concentrate resources to improve public safety and quality of life by performing road reconstruction/repaving, sidewalk repairs, pothole patching, and street lighting repairs/installations.
- Water Quality. Continue expansion of resources (personnel and equipment) to comply with an EPA (Environmental Protection Agency) audit report and NPDES (National Pollutant Discharge Elimination System) permit requirements to minimize pollutants reaching State waters.
- Road Maintenance. Continue implementation of the Pavement Management System (PMS) to help strategically plan the proper rehabilitation and reconstruction of roadway pavements and identify less costly treatments that will extend pavement life. Further develop the Pavement Preservation program designed to apply cost-effective treatments (such as slurry seal, seal coatings, crack sealing, and other less costly maintenance techniques) to prolong roadway life and reduce the rate of roadway deterioration.
- Work Orders Program. Implement a work order system to better organize and measure the performance of City road crews.
- Vehicle Maintenance. Continue to implement improvements that align AES resources to achieve efficient delivery of vehicle repair and maintenance services for City agencies dependent on safe operable vehicles and equipment used to provide direct services to the public.
- Fleet Training. Continue to increase training programs that provide vehicle repair personnel with knowledge necessary to diagnose and repair highly technical advanced electronic systems currently in the City's vehicle fleet.
- Cleaner Fuel. Continue phase-in of alternative fuel, hybrid and electric vehicles to reduce harmful emissions and dependence on fossil fuels.

### Budget Highlights

- Modest increase over FY 2015 salaries primarily due to implementation of mandated collective bargaining contract terms; addition of 5 new positions to meet service demands due to deprivatization of median landscaping maintenance contracts required under the settlement of union grievance, and 5 new positions to provide mandated storm drain and street sweeping cleaning functions pursuant to NPDES (National Pollutant Discharge Elimination System) permit requirements.
- 120 positions remain deactivated.
- Modest decrease from FY 2015 in current expenses due to the reduction of costs in parts, equipment, fuel, supplies, and other commodities.

Performance Metrics

Performance Metric for FY 2015	Goal
Minimize the time to patch a pothole.	Complete a pothole patch 75% of the time within five days, 85% of the time within seven days and 95% of the time within 14 days.
Minimize the time to repair a damaged sidewalk.	Complete 75% of interim sidewalk repairs within one month. Complete 75% of permanent sidewalk repairs within one year and 100% of sidewalk repairs within two years.
Collect weekly statistics on stored property ordinance and sidewalk nuisance ordinance.	Collect data on the number of enforcement actions, bins collected, administrative hearings conducted, public complaints received and impound tickets issued. And, collect data on the amount (in tons) of trash disposed per location.
Minimize the time to begin servicing City vehicles.	Begin 90% of scheduled vehicle servicing within 24 hours and 80% of unscheduled vehicle servicing within 48 hours.
Minimize the time to complete unscheduled servicing of City vehicles.	Complete 90% of unscheduled vehicle servicing within five days.
Minimize the time to repair street lights.	Complete 75% of street light repairs within seven days. Contact 75% of the callers within seven days to inform them of the street light repair.

Facility Maintenance

DEPARTMENT POSITIONS

	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
Permanent FTE	775.05	693.72	693.72	10.00	703.72
Temporary FTE	1.00	0.00	0.00	0.00	0.00
Contract FTE	23.50	13.75	12.75	0.00	12.75
<b>Total</b>	<b>799.55</b>	<b>707.47</b>	<b>706.47</b>	<b>10.00</b>	<b>716.47</b>

## Department of Facility Maintenance

### EXPENDITURES BY PROGRAM

	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
Administration	\$ 1,646,905	\$ 2,384,228	\$ 2,307,035	\$ 0	\$ 2,307,035
Public Building and Electrical Maintenance	31,112,085	33,125,295	33,186,888	0	33,186,888
Automotive Equipment Services	18,731,748	18,629,760	17,931,776	0	17,931,776
Road Maintenance	21,630,390	24,023,794	25,716,834	566,168	26,283,002
<b>Total</b>	<b>\$ 73,121,128</b>	<b>\$ 78,163,077</b>	<b>\$ 79,142,533</b>	<b>\$ 566,168</b>	<b>\$ 79,708,701</b>

### CHARACTER OF EXPENDITURES

	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
Salaries	\$ 27,034,449	\$ 28,580,921	\$ 28,270,257	\$ 411,168	\$ 28,681,425
Current Expenses	46,077,072	49,537,156	46,948,276	155,000	47,103,276
Equipment	9,607	45,000	3,924,000	0	3,924,000
<b>Total</b>	<b>\$ 73,121,128</b>	<b>\$ 78,163,077</b>	<b>\$ 79,142,533</b>	<b>\$ 566,168</b>	<b>\$ 79,708,701</b>

### SOURCE OF FUNDS

	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
General Fund	\$ 25,467,597	\$ 27,807,008	\$ 27,715,149	\$ 0	\$ 27,715,149
Highway Fund	35,451,152	37,729,012	38,736,283	341,504	39,077,787
Highway Beautification Fund	95,242	213,291	780,803	224,664	1,005,467
Bikeway Fund	18,052	28,809	35,316	0	35,316
Sewer Fund	2,234,313	1,906,041	1,881,878	0	1,881,878
Refuse Genl Operating Acct -SWSF	4,790,046	5,139,458	4,899,102	0	4,899,102
Recycling Account - SWSF	4,852,309	5,139,458	4,894,002	0	4,894,002
Federal Grants Fund	131,417	0	0	0	0
Housing Development Special Fund	81,000	200,000	200,000	0	200,000
<b>Total</b>	<b>\$ 73,121,128</b>	<b>\$ 78,163,077</b>	<b>\$ 79,142,533</b>	<b>\$ 566,168</b>	<b>\$ 79,708,701</b>

Administration

**Program Description**

The Administration program plans, directs, administers, and coordinates line and staff activities relating to facility maintenance functions and programs involving the maintenance of public roads, streets, bridges, and drainage and flood control systems; street lighting and electrical systems of parks and other facilities; traffic signs and markings; public buildings; city vehicles and equipment except for Board of Water Supply, Honolulu Fire Department, Honolulu Police Department, and the Honolulu Authority for Rapid Transportation. The program also administers managed parking and property management activities and provides interdepartmental mail services.

<b>PROGRAM POSITIONS</b>					
	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
Permanent FTE	24.00	22.00	22.00	0.00	22.00
Temporary FTE	0.00	0.00	0.00	0.00	0.00
Contract FTE	3.00	1.75	0.75	0.00	0.75
<b>Total</b>	<b>27.00</b>	<b>23.75</b>	<b>22.75</b>	<b>0.00</b>	<b>22.75</b>

<b>CHARACTER OF EXPENDITURES</b>					
	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
Salaries	\$ 1,258,625	\$ 1,256,266	\$ 1,337,526	\$ 0	\$ 1,337,526
Current Expenses	388,280	1,127,962	969,509	0	969,509
Equipment	0	0	0	0	0
<b>Total</b>	<b>\$ 1,646,905</b>	<b>\$ 2,384,228</b>	<b>\$ 2,307,035</b>	<b>\$ 0</b>	<b>\$ 2,307,035</b>

<b>SOURCE OF FUNDS</b>					
	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
General Fund	\$ 563,519	\$ 1,169,865	\$ 987,083	\$ 0	\$ 987,083
Highway Fund	1,002,386	1,014,363	1,119,952	0	1,119,952
Housing Development Special Fund	81,000	200,000	200,000	0	200,000
<b>Total</b>	<b>\$ 1,646,905</b>	<b>\$ 2,384,228</b>	<b>\$ 2,307,035</b>	<b>\$ 0</b>	<b>\$ 2,307,035</b>

## Department of Facility Maintenance

### Public Building and Electrical Maintenance

#### Program Description

The Public Building and Electrical Maintenance program plans, directs, coordinates, and administers the repair, maintenance, and renovation programs for public buildings and appurtenant structures; street, park, mall, outdoor and other City lighting and electrical facilities; and communication facilities under the jurisdiction of the Department of Facility Maintenance. The program also administers activities including City employees' parking; motor pool; and security for City Hall, Kapolei Hale, the Frank F. Fasi Municipal Building and certain other facilities.

#### PROGRAM POSITIONS

	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
Permanent FTE	177.33	172.00	172.00	0.00	172.00
Temporary FTE	1.00	0.00	0.00	0.00	0.00
Contract FTE	14.00	9.00	9.00	0.00	9.00
<b>Total</b>	<b>192.33</b>	<b>181.00</b>	<b>181.00</b>	<b>0.00</b>	<b>181.00</b>

#### CHARACTER OF EXPENDITURES

	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
Salaries	\$ 6,519,927	\$ 6,981,416	\$ 6,977,199	\$ 0	\$ 6,977,199
Current Expenses	24,582,551	26,098,879	25,735,689	0	25,735,689
Equipment	9,607	45,000	474,000	0	474,000
<b>Total</b>	<b>\$ 31,112,085</b>	<b>\$ 33,125,295</b>	<b>\$ 33,186,888</b>	<b>\$ 0</b>	<b>\$ 33,186,888</b>

#### SOURCE OF FUNDS

	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
General Fund	\$ 19,768,198	\$ 20,898,032	\$ 20,750,863	\$ 0	\$ 20,750,863
Highway Fund	11,334,482	12,178,298	12,417,209	0	12,417,209
Bikeway Fund	9,405	18,809	18,816	0	18,816
Sewer Fund	0	30,156	0	0	0
<b>Total</b>	<b>\$ 31,112,085</b>	<b>\$ 33,125,295</b>	<b>\$ 33,186,888</b>	<b>\$ 0</b>	<b>\$ 33,186,888</b>

Automotive Equipment Services

**Program Description**

The Automotive Equipment Service (AES) program plans, directs, coordinates, and administers the vehicle and equipment repair and maintenance program for the City with the exception of programs under the Board of Water Supply, Honolulu Police Department, Honolulu Fire Department, and Honolulu Authority for Rapid Transportation. It also prepares plans and specifications for the purchase of new vehicles and equipment, and provides heavy vehicle and equipment operator qualification training and certification.

<b>PROGRAM POSITIONS</b>					
	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
Permanent FTE	147.00	124.00	124.00	0.00	124.00
Temporary FTE	0.00	0.00	0.00	0.00	0.00
Contract FTE	1.00	0.00	0.00	0.00	0.00
<b>Total</b>	<b>148.00</b>	<b>124.00</b>	<b>124.00</b>	<b>0.00</b>	<b>124.00</b>

<b>CHARACTER OF EXPENDITURES</b>					
	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
Salaries	\$ 6,267,391	\$ 6,244,720	\$ 6,241,192	\$ 0	\$ 6,241,192
Current Expenses	12,464,357	12,385,040	11,690,584	0	11,690,584
Equipment	0	0	0	0	0
<b>Total</b>	<b>\$ 18,731,748</b>	<b>\$ 18,629,760</b>	<b>\$ 17,931,776</b>	<b>\$ 0</b>	<b>\$ 17,931,776</b>

<b>SOURCE OF FUNDS</b>					
	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
General Fund	\$ 3,175,175	\$ 3,652,834	\$ 2,714,064	\$ 0	\$ 2,714,064
Highway Fund	3,548,488	2,822,125	3,542,730	0	3,542,730
Sewer Fund	2,234,313	1,875,885	1,881,878	0	1,881,878
Refuse Genl Operating Acct -SWSF	4,790,046	5,139,458	4,899,102	0	4,899,102
Recycling Account - SWSF	4,852,309	5,139,458	4,894,002	0	4,894,002
Federal Grants Fund	131,417	0	0	0	0
<b>Total</b>	<b>\$ 18,731,748</b>	<b>\$ 18,629,760</b>	<b>\$ 17,931,776</b>	<b>\$ 0</b>	<b>\$ 17,931,776</b>

## Department of Facility Maintenance

### Road Maintenance

#### Program Description

The Road Maintenance program maintains city roadways, sidewalks, storm drains, bridges, striping, signs, outdoor municipal parking lots, bike paths, bus stops/shelters, roadway medians, and remnant properties. It renders pavement maintenance to private roadways open to public use, pursuant to city ordinance. The division also has the responsibility of maintaining City-owned streams, channels, ditches and other flood control facilities as well as enforcing the maintenance of privately-owned streams. It also maintains litter containers at bus stops, some pedestrian mall areas in Waikiki, removes graffiti within roadway rights-of-way, and enforces Stored Property/Sidewalk Nuisance Ordinances. In the rural districts, it provides dead animal pickup and oversees refuse collection services at Wahiawa, Laie, and Waialua for the Department of Environmental Services.

#### PROGRAM POSITIONS

	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
Permanent FTE	426.72	375.72	375.72	10.00	385.72
Temporary FTE	0.00	0.00	0.00	0.00	0.00
Contract FTE	5.50	3.00	3.00	0.00	3.00
<b>Total</b>	<b>432.22</b>	<b>378.72</b>	<b>378.72</b>	<b>10.00</b>	<b>388.72</b>

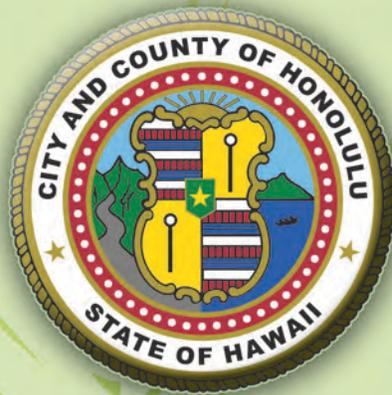
#### CHARACTER OF EXPENDITURES

	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
Salaries	\$ 12,988,506	\$ 14,098,519	\$ 13,714,340	\$ 411,168	\$ 14,125,508
Current Expenses	8,641,884	9,925,275	8,552,494	155,000	8,707,494
Equipment	0	0	3,450,000	0	3,450,000
<b>Total</b>	<b>\$ 21,630,390</b>	<b>\$ 24,023,794</b>	<b>\$ 25,716,834</b>	<b>\$ 566,168</b>	<b>\$ 26,283,002</b>

#### SOURCE OF FUNDS

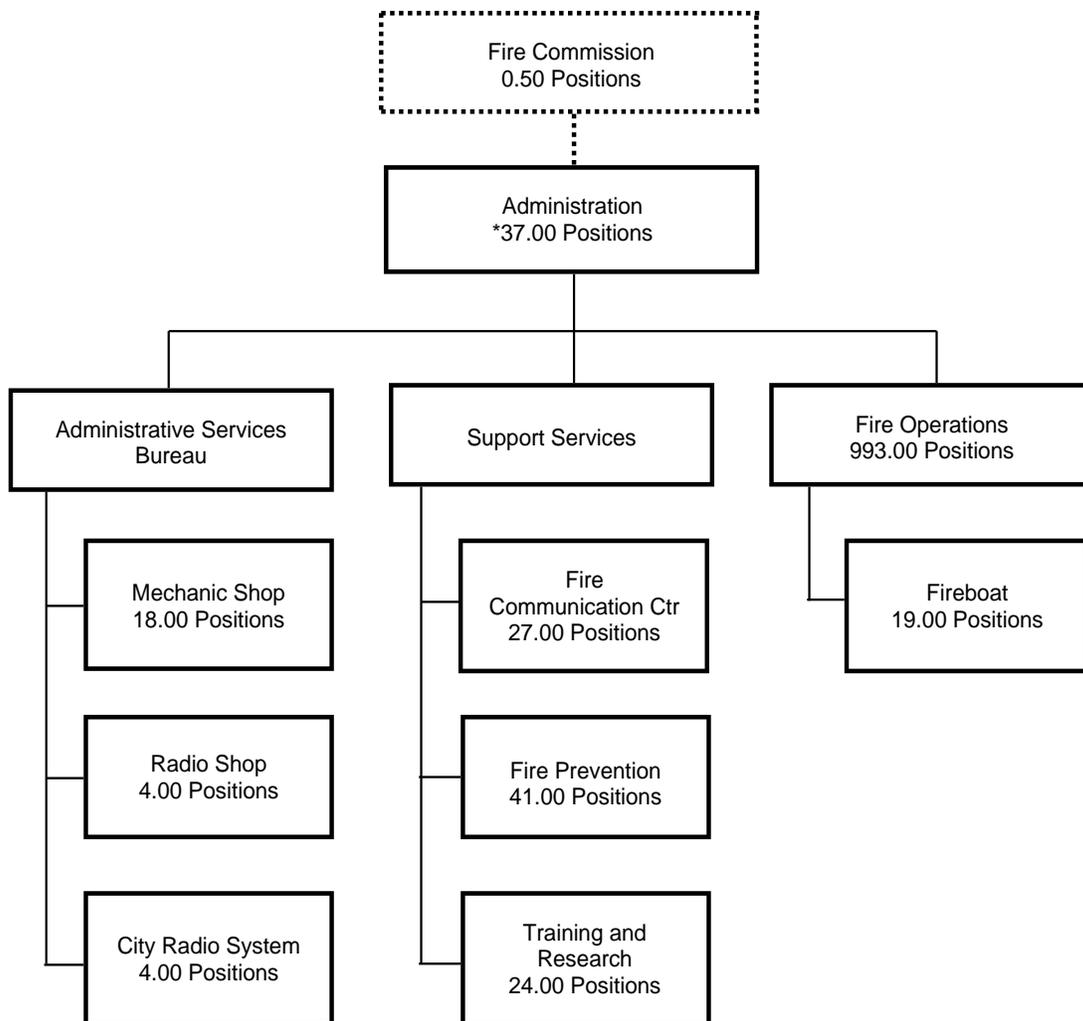
	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
General Fund	\$ 1,960,705	\$ 2,086,277	\$ 3,263,139	\$ 0	\$ 3,263,139
Highway Fund	19,565,796	21,714,226	21,656,392	341,504	21,997,896
Highway Beautification Fund	95,242	213,291	780,803	224,664	1,005,467
Bikeway Fund	8,647	10,000	16,500	0	16,500
<b>Total</b>	<b>\$ 21,630,390</b>	<b>\$ 24,023,794</b>	<b>\$ 25,716,834</b>	<b>\$ 566,168</b>	<b>\$ 26,283,002</b>

# Honolulu Fire Department



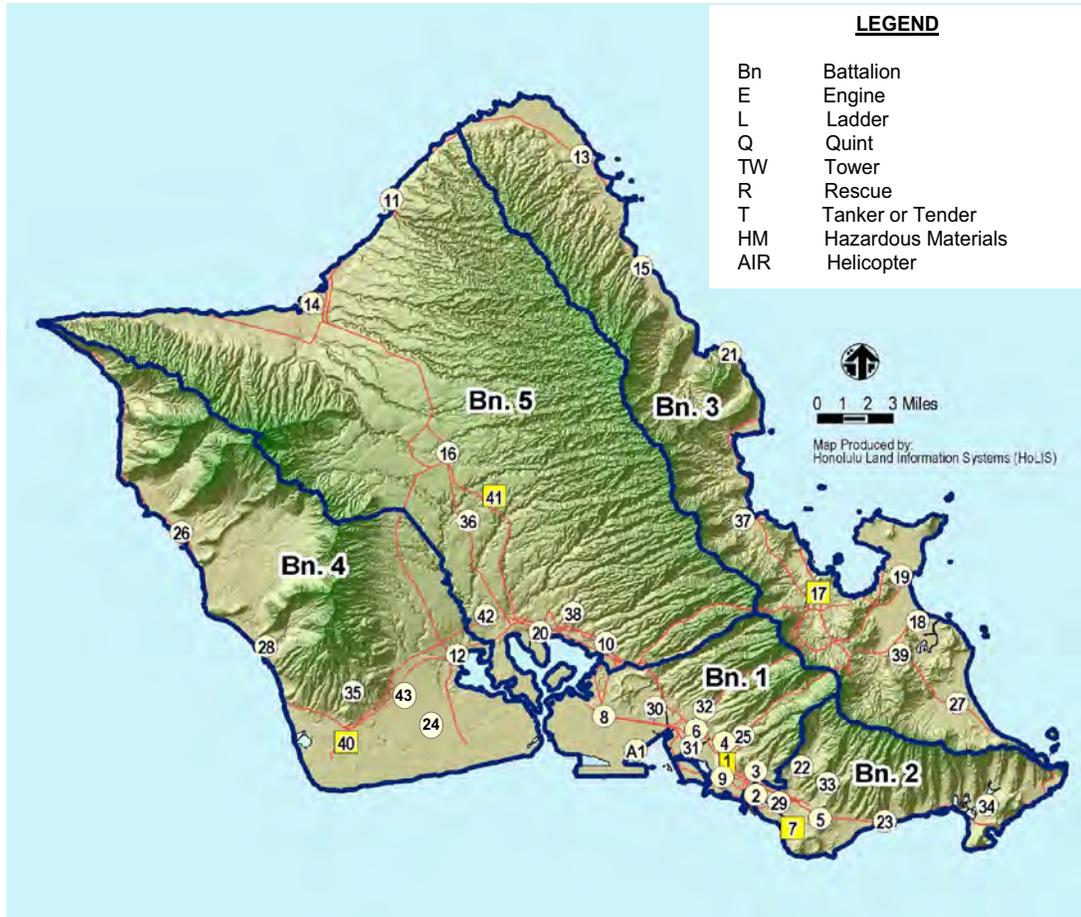
## HONOLULU FIRE DEPARTMENT (HFD) ORGANIZATION CHART

This chart reflects the number of full-time equivalent positions appropriated in Fiscal Year 2015.



\* Positions include: 3 Assistant Fire Chiefs, secretaries and professional/clerical support staff.

HONOLULU FIRE DEPARTMENT  
(HFD)



Station	Name	Companies	Station	Name	Companies
1	Central	BN1, E1	23	Wailupa	E23
2	Pawaaa	E2, L2, R1	24	Ewa Beach	E24
3	Makiki	E3	25	Nuuanu	E25
4	Kuakini	E4, L4	26	Nuuanu	E26, Q26, T26
5	Kaimuki	E5, L5	27	Waimanalo	E27
6	Kalihi	E6	28	Nanakuli	E28, T28
7	Waikiki	Bn2, E7, L7	29	McCully	E29, L29
8	Mokulele	E8	30	Moanalua	E30, Q30, T30
9	Kakaako	E9, TW9	31	Kalihi Kai	E31, Q31
10	Aiea	E10	32	Kalihi Uka	E32, HM1
11	Sunset	E11	33	Palolo	E33
12	Waipahu	E12, Q12, T12	34	Hawaii Kai	E34, Q34
13	Kahuku	E13	35	Makakilo	E35
14	Waialua	E14	36	Mililani	E36
15	Hauula	E15, T15	37	Kahaluu	E37
16	Wahiawa	E16, T16	38	Waiau	E38, Q38
17	Kaneohe	Bn3, E17, Q17	39	Olomana	E39
18	Kailua	E18, Q18	40	Kapolei	Bn4, E40, TW40, HM2
19	Aikahi	E19	41	Mililani Mauka	Bn5, E41, R2
20	Pearl City	E20	41	Waikele	E42
21	Kaaawa	E21	43	E Kapolei	E43
22	Manoa	E22	A1	Aircraft	Air1

## Honolulu Fire Department

### Roles and Responsibilities

The Honolulu Fire Department (HFD) is responsible for providing fire fighting, search and rescue, emergency medical, and hazardous materials response for the City and County of Honolulu (City). These duties are performed on a wide variety of terrain that include steep mountain ranges, wildlands, and agricultural fields; structures which comprise a modern metropolitan city, including industrial complexes, business centers, government complexes, high-rise resorts, condominiums, and high-density urban residential dwellings; and the surrounding ocean. The Department maintains a modern and technologically advanced force of fire fighting and rescue personnel and equipment through its various activities administered by qualified professional leadership. The Department continues to develop and conduct various programs, such as reliable and efficient communication systems, fire apparatus maintenance and repair, training and research, and a coordinated City Radio System. The Fire Prevention program, which includes inspections, investigations and enforcement of fire regulations, and a fire safety education program, continues to expand with the latest trends and national standards of the fire service.

### Spending to Make a Difference

- Purchase 130 laptop computers to support TargetSolutions and Blue Card Command online training programs to remotely complete classroom training. This will reduce the occurrences and times companies must go out of service to attend required training activities.
- Refurbish the 1995 MD520N helicopter at an estimated cost of \$1 million. This will allow the HFD to continue search, rescue and firefighting activities.
- Establish an electronic permit system for firecracker permits that will provide easier customer access and reduce the cost to issue permits.

### Budget Highlights

- The Department's overall budget modestly increased over FY 2015. Salaries and overtime pay increased due to the implementation of the Hawaii Fire Fighters Association (HFFA) collective bargaining agreement (CBA) and the need for overtime pay to meet training requirements.
- Decrease in over \$1 million in current expenses due to the decommissioning of the fireboat.
- Increase in current expenses of approximately \$400,000 in the Radio Shop due to the purchase of dispatch consoles in preparation for the P25 radio system and additional costs to purchase radios for the upgraded system.
- Thirty-five positions deactivated to reflect the number of positions required to deliver core services.
- Fees collection for fire code plan review implemented in FY 2015 will continue in FY 2016 and expected to generate approximately \$75,000.
- Replace three engine apparatuses, an aerial apparatus, a service truck and two pickup trucks to maintain ongoing services.

**Performance Metrics**

Performance Metric for FY 2015	Goal
Maintain the minimal time it takes a fire company to arrive on scene for medical emergency calls.	Respond to 90% of suburban medical emergency calls within nine minutes and 30 seconds.
Maintain the minimal time it takes a fire company to arrive on scene for fire emergency calls.	Respond to 90% of suburban fire emergency calls within nine minutes and 30 seconds.
Maintain the minimal time it takes an effective fire fighting force to arrive on scene for fire emergency calls.	Respond to 90% of suburban fire emergency calls with an effective fire fighting force within 16 minutes.
Maintain the minimal time it takes to process 911 telephone calls.	Process 90% of 911 calls within 90 seconds.
Increase the percent of commercial Fire Code inspections conducted annually.	Increase the number of commercial Fire Code inspections by 40% annually and complete inspections within 2.5 years.

**DEPARTMENT POSITIONS**

	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
Permanent FTE	1,189.00	1,164.00	1,154.00	0.00	1,154.00
Temporary FTE	1.00	1.00	1.00	0.00	1.00
Contract FTE	2.50	2.50	1.50	0.00	1.50
<b>Total</b>	<b>1,192.50</b>	<b>1,167.50</b>	<b>1,156.50</b>	<b>0.00</b>	<b>1,156.50</b>

**EXPENDITURES BY PROGRAM**

	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
Administration	\$ 3,107,178	\$ 3,155,829	\$ 3,422,976	\$ 0	\$ 3,422,976
Fire Communication Center	2,273,632	2,545,846	2,996,924	0	2,996,924

## Honolulu Fire Department

### EXPENDITURES BY PROGRAM

	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
Fire Prevention	3,659,442	3,997,859	4,699,587	0	4,699,587
Training and Research	1,892,114	2,356,828	3,186,148	0	3,186,148
Radio Shop	902,125	326,231	721,080	0	721,080
Fire Operations	79,707,395	94,956,225	101,510,476	285,300	101,795,776
Fireboat	1,199,246	2,977,906	0	0	0
Fire Commission	3,526	18,894	18,894	0	18,894
City Radio System	266,289	261,298	265,500	0	265,500
Mechanic Shop	2,333,966	2,387,586	2,457,933	0	2,457,933
HFD Grants	253,256	0	0	0	0
<b>Total</b>	<b>\$ 95,598,169</b>	<b>\$ 112,984,502</b>	<b>\$ 119,279,518</b>	<b>\$ 285,300</b>	<b>\$ 119,564,818</b>

### CHARACTER OF EXPENDITURES

	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
Salaries	\$ 83,651,275	\$ 99,401,992	\$ 103,578,599	\$ 0	\$ 103,578,599
Current Expenses	11,802,619	13,384,510	12,444,919	285,300	12,730,219
Equipment	144,275	198,000	3,256,000	0	3,256,000
<b>Total</b>	<b>\$ 95,598,169</b>	<b>\$ 112,984,502</b>	<b>\$ 119,279,518</b>	<b>\$ 285,300</b>	<b>\$ 119,564,818</b>

### SOURCE OF FUNDS

	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
General Fund	\$ 95,344,913	\$ 112,984,502	\$ 119,279,518	\$ 285,300	\$ 119,564,818
Special Projects Fund	132,871	0	0	0	0
Federal Grants Fund	120,385	0	0	0	0
<b>Total</b>	<b>\$ 95,598,169</b>	<b>\$ 112,984,502</b>	<b>\$ 119,279,518</b>	<b>\$ 285,300</b>	<b>\$ 119,564,818</b>

**Administration**

**Program Description**

This program plans, directs, and coordinates fiscal resources; administers personnel services and record keeping; ensures the appropriate purchase of goods and services for the department to protect life and property by preventing and mitigating fires and emergencies; and coordinates fire fighting, first responder assistance, and rescue services with other agencies and organizations. Administration provides the department with administrative support to include Operating and Capital Improvement Program budget preparations; personnel and records management; administrative reports; Capital Improvement Program project coordination; and coordination of the maintenance, renovation, and repair of 51 fire stations and worksites. Administration also evaluates and purchases equipment and apparatuses needed by the department; implements personnel functions; manages the activities of the Waipahu Maintenance Facility; plans, administers, and evaluates the analysis of data collection to develop programs; investigates and implements safety practices through the Occupational Safety and Health Office; and identifies national trends in order to recommend program direction.

An increase of four administrative positions is reflected in the budget due to the transfer of three fire captains and a clerical position via reorganization.

<b>PROGRAM POSITIONS</b>					
	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
Permanent FTE	35.00	35.00	39.00	0.00	39.00
Temporary FTE	0.00	0.00	0.00	0.00	0.00
Contract FTE	2.00	2.00	1.00	0.00	1.00
<b>Total</b>	<b>37.00</b>	<b>37.00</b>	<b>40.00</b>	<b>0.00</b>	<b>40.00</b>

<b>CHARACTER OF EXPENDITURES</b>					
	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
Salaries	\$ 2,366,123	\$ 2,361,632	\$ 2,626,773	\$ 0	\$ 2,626,773
Current Expenses	732,429	794,197	796,203	0	796,203
Equipment	8,626	0	0	0	0
<b>Total</b>	<b>\$ 3,107,178</b>	<b>\$ 3,155,829</b>	<b>\$ 3,422,976</b>	<b>\$ 0</b>	<b>\$ 3,422,976</b>

<b>SOURCE OF FUNDS</b>					
	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
General Fund	\$ 3,107,178	\$ 3,155,829	\$ 3,422,976	\$ 0	\$ 3,422,976
<b>Total</b>	<b>\$ 3,107,178</b>	<b>\$ 3,155,829</b>	<b>\$ 3,422,976</b>	<b>\$ 0</b>	<b>\$ 3,422,976</b>

Fire

## Honolulu Fire Department

### Fire Communication Center

#### Program Description

The Fire Communication Center (FCC) operates a central communication center and is a secondary Public Safety Answering Point. 911 calls are initially received by Oahu's primary Public Safety Answering Point, which is located at the Honolulu Police Department (HPD) headquarters. Each call is then transferred to one of the secondary Public Safety Answering Points, including the Honolulu Fire Department, the Honolulu Emergency Services Department's Emergency Medical Services Division, or the HPD dispatch.

The FCC processes emergency response calls through special call-processing equipment. The appropriate type and number of resources are dispatched via the TriTech computer-aided dispatch system (CADS) and the 800 MHz radio system. Incident information stored in the CADS is available to first responders through mobile data terminals. Text messages containing essential information related to emergency incidents are also facilitated through the CADS to mobile phones.

The FCC operates a Catalyst Radio over Internet Protocol backup radio system; monitors and coordinates communications with other City, state, and federal agencies through interoperable communications; and maintains street maps and files and other pertinent information for rapid and accurate dispatching of companies. The FCC also receives telephone calls regarding community concerns, alarm system testing, cooking fire notifications, and school fire drills.

#### PROGRAM POSITIONS

	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
Permanent FTE	27.00	27.00	27.00	0.00	27.00
Temporary FTE	0.00	0.00	0.00	0.00	0.00
Contract FTE	0.00	0.00	0.00	0.00	0.00
<b>Total</b>	<b>27.00</b>	<b>27.00</b>	<b>27.00</b>	<b>0.00</b>	<b>27.00</b>

#### CHARACTER OF EXPENDITURES

	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
Salaries	\$ 2,121,601	\$ 2,331,079	\$ 2,811,439	\$ 0	\$ 2,811,439
Current Expenses	152,031	214,767	185,485	0	185,485
Equipment	0	0	0	0	0
<b>Total</b>	<b>\$ 2,273,632</b>	<b>\$ 2,545,846</b>	<b>\$ 2,996,924</b>	<b>\$ 0</b>	<b>\$ 2,996,924</b>

#### SOURCE OF FUNDS

	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
General Fund	\$ 2,273,632	\$ 2,545,846	\$ 2,996,924	\$ 0	\$ 2,996,924
<b>Total</b>	<b>\$ 2,273,632</b>	<b>\$ 2,545,846</b>	<b>\$ 2,996,924</b>	<b>\$ 0</b>	<b>\$ 2,996,924</b>

**Fire Prevention**

**Program Description**

The Fire Prevention Bureau effectively promotes fire and life safety programs that assist the department in accomplishing its mission of mitigating loss of life, property, and damage to the environment. Responsibilities include reviewing and adopting fire codes, rules, and laws; conducting fire code compliance inspections; reviewing building construction plans; investigating fires to determine origin and cause; and providing fire and life safety education to the community.

The Fireworks License & Permits Program works to control the import, storage, wholesale, and retail of fireworks in the City and County of Honolulu. Collection of licenses and permits related to fireworks sales and use is managed by this office. By ordinance, this function is supported by the fees collected from these permits and licenses.

<b>PROGRAM POSITIONS</b>					
	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
Permanent FTE	40.00	40.00	40.00	0.00	40.00
Temporary FTE	1.00	1.00	1.00	0.00	1.00
Contract FTE	0.00	0.00	0.00	0.00	0.00
<b>Total</b>	<b>41.00</b>	<b>41.00</b>	<b>41.00</b>	<b>0.00</b>	<b>41.00</b>

<b>CHARACTER OF EXPENDITURES</b>					
	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
Salaries	\$ 3,318,119	\$ 3,630,390	\$ 4,328,952	\$ 0	\$ 4,328,952
Current Expenses	341,323	367,469	370,635	0	370,635
Equipment	0	0	0	0	0
<b>Total</b>	<b>\$ 3,659,442</b>	<b>\$ 3,997,859</b>	<b>\$ 4,699,587</b>	<b>\$ 0</b>	<b>\$ 4,699,587</b>

<b>SOURCE OF FUNDS</b>					
	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
General Fund	\$ 3,659,442	\$ 3,997,859	\$ 4,699,587	\$ 0	\$ 4,699,587
<b>Total</b>	<b>\$ 3,659,442</b>	<b>\$ 3,997,859</b>	<b>\$ 4,699,587</b>	<b>\$ 0</b>	<b>\$ 4,699,587</b>

# Honolulu Fire Department

## Training and Research

### Program Description

The Training and Research program develops, trains, and evaluates fire suppression and hazardous materials techniques; conducts emergency medical instruction and evaluation and certification testing; trains and evaluates apparatus operations; and researches and evaluates specifications of fire apparatuses, equipment, and current educational training programs for the department's recruits and incumbents.

An increase in training positions is reflected in the budget due to the transfer of five fire captains to perform fire recruit training.

PROGRAM POSITIONS					
	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
Permanent FTE	24.00	24.00	29.00	0.00	29.00
Temporary FTE	0.00	0.00	0.00	0.00	0.00
Contract FTE	0.00	0.00	0.00	0.00	0.00
<b>Total</b>	<b>24.00</b>	<b>24.00</b>	<b>29.00</b>	<b>0.00</b>	<b>29.00</b>

CHARACTER OF EXPENDITURES					
	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
Salaries	\$ 1,697,909	\$ 2,127,538	\$ 2,955,848	\$ 0	\$ 2,955,848
Current Expenses	194,205	229,290	230,300	0	230,300
Equipment	0	0	0	0	0
<b>Total</b>	<b>\$ 1,892,114</b>	<b>\$ 2,356,828</b>	<b>\$ 3,186,148</b>	<b>\$ 0</b>	<b>\$ 3,186,148</b>

SOURCE OF FUNDS					
	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
General Fund	\$ 1,892,114	\$ 2,356,828	\$ 3,186,148	\$ 0	\$ 3,186,148
<b>Total</b>	<b>\$ 1,892,114</b>	<b>\$ 2,356,828</b>	<b>\$ 3,186,148</b>	<b>\$ 0</b>	<b>\$ 3,186,148</b>

Fire

## Radio Shop

**Program Description**

The Radio Shop provides islandwide radio communications for dispatching and coordinating units responding to fire, medical, hazardous materials, and rescue incidents. Fire fighters work in conjunction with other agencies, including the Honolulu Emergency Services Department's Ocean Safety and Lifeguard Services Division, the Department of Land and Natural Resources' Division of Conservation and Resources Enforcement, and the U.S. Coast Guard.

This activity includes system planning and designing, equipment specifications, installations, adjustments, testing, upgrades, and maintenance for the Honolulu Fire Department's main and alternate dispatch centers, public address systems and base radios at all fire stations, sirens, light bars, and Opticom® (traffic signal control) equipment on fire suppression apparatuses. This activity is directly responsible for all radio software development, programming, and updates for the Department.

This activity also assists the Department of Information Technology by supporting mobile data terminals located in fire suppression apparatuses, performing various maintenance tasks at remote radio sites, and developing individual radio personalities utilized by the City's Emergency Support Responders. The Emergency Support Responders support the first responders' mission by providing manpower, equipment, and facilities during major disasters.

<b>PROGRAM POSITIONS</b>					
	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
Permanent FTE	4.00	4.00	4.00	0.00	4.00
Temporary FTE	0.00	0.00	0.00	0.00	0.00
Contract FTE	0.00	0.00	0.00	0.00	0.00
<b>Total</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>0.00</b>	<b>4.00</b>

<b>CHARACTER OF EXPENDITURES</b>					
	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
Salaries	\$ 209,081	\$ 221,942	\$ 222,298	\$ 0	\$ 222,298
Current Expenses	693,044	104,289	498,782	0	498,782
Equipment	0	0	0	0	0
<b>Total</b>	<b>\$ 902,125</b>	<b>\$ 326,231</b>	<b>\$ 721,080</b>	<b>\$ 0</b>	<b>\$ 721,080</b>

<b>SOURCE OF FUNDS</b>					
	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
General Fund	\$ 902,125	\$ 326,231	\$ 721,080	\$ 0	\$ 721,080
<b>Total</b>	<b>\$ 902,125</b>	<b>\$ 326,231</b>	<b>\$ 721,080</b>	<b>\$ 0</b>	<b>\$ 721,080</b>

# Honolulu Fire Department

## Fire Operations

### Program Description

Fire Operations provides fire suppression; response to search and rescue, hazardous materials, and medical emergency incidents; conducts dwelling and commercial building inspections; and provides commercial and industrial prefire planning for the island of Oahu, which is approximately 604 square miles.

PROGRAM POSITIONS					
	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
Permanent FTE	1,018.00	993.00	993.00	0.00	993.00
Temporary FTE	0.00	0.00	0.00	0.00	0.00
Contract FTE	0.00	0.00	0.00	0.00	0.00
<b>Total</b>	<b>1,018.00</b>	<b>993.00</b>	<b>993.00</b>	<b>0.00</b>	<b>993.00</b>

CHARACTER OF EXPENDITURES					
	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
Salaries	\$ 71,593,517	\$ 86,030,360	\$ 89,408,244	\$ 0	\$ 89,408,244
Current Expenses	7,978,229	8,742,865	8,979,232	285,300	9,264,532
Equipment	135,649	183,000	3,123,000	0	3,123,000
<b>Total</b>	<b>\$ 79,707,395</b>	<b>\$ 94,956,225</b>	<b>\$ 101,510,476</b>	<b>\$ 285,300</b>	<b>\$ 101,795,776</b>

SOURCE OF FUNDS					
	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
General Fund	\$ 79,707,395	\$ 94,956,225	\$ 101,510,476	\$ 285,300	\$ 101,795,776
<b>Total</b>	<b>\$ 79,707,395</b>	<b>\$ 94,956,225</b>	<b>\$ 101,510,476</b>	<b>\$ 285,300</b>	<b>\$ 101,795,776</b>

Fire

## Fireboat

## Program Description

This budget reflects the decommissioning of the fireboat on June 30, 2014. The State Department of Transportation assumed responsibility for fireboat operations on July 1, 2014.

PROGRAM POSITIONS					
	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
Permanent FTE	19.00	19.00	0.00	0.00	0.00
Temporary FTE	0.00	0.00	0.00	0.00	0.00
Contract FTE	0.00	0.00	0.00	0.00	0.00
<b>Total</b>	<b>19.00</b>	<b>19.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

CHARACTER OF EXPENDITURES					
	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
Salaries	\$ 1,076,824	\$ 1,473,921	\$ 0	\$ 0	\$ 0
Current Expenses	122,422	1,503,985	0	0	0
Equipment	0	0	0	0	0
<b>Total</b>	<b>\$ 1,199,246</b>	<b>\$ 2,977,906</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>

SOURCE OF FUNDS					
	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
General Fund	\$ 1,199,246	\$ 2,977,906	\$ 0	\$ 0	\$ 0
<b>Total</b>	<b>\$ 1,199,246</b>	<b>\$ 2,977,906</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>

## Honolulu Fire Department

### Fire Commission

#### Program Description

The appointed five member Fire Commission acts as a liaison between the department and the citizens of the City. It handles all complaints against the department and assists the department to obtain sufficient resources from the City to complete its mission.

#### PROGRAM POSITIONS

	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
Permanent FTE	0.00	0.00	0.00	0.00	0.00
Temporary FTE	0.00	0.00	0.00	0.00	0.00
Contract FTE	0.50	0.50	0.50	0.00	0.50
<b>Total</b>	<b>0.50</b>	<b>0.50</b>	<b>0.50</b>	<b>0.00</b>	<b>0.50</b>

#### CHARACTER OF EXPENDITURES

	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
Salaries	\$ 3,409	\$ 15,624	\$ 15,624	\$ 0	\$ 15,624
Current Expenses	117	3,270	3,270	0	3,270
Equipment	0	0	0	0	0
<b>Total</b>	<b>\$ 3,526</b>	<b>\$ 18,894</b>	<b>\$ 18,894</b>	<b>\$ 0</b>	<b>\$ 18,894</b>

#### SOURCE OF FUNDS

	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
General Fund	\$ 3,526	\$ 18,894	\$ 18,894	\$ 0	\$ 18,894
<b>Total</b>	<b>\$ 3,526</b>	<b>\$ 18,894</b>	<b>\$ 18,894</b>	<b>\$ 0</b>	<b>\$ 18,894</b>

Fire

## City Radio System

## Program Description

The Honolulu Fire Department's Radio Shop administers and maintains communications for City departments and divisions under its City Radio System program. This activity supports all local government radio users on the 800 MHz trunking system, including coordinating and supervising radio installations; developing software and individual radio programming; and assisting the Department of Emergency Management by training and developing training materials as needed. Support will continue to be focused on equipping and training divisions from the Department of Design and Construction, the Department of Enterprise Services, the Department of Environmental Services, the Department of Facility Maintenance, and the Department of Parks and Recreation, as they have been identified as emergency support responders and play a support role to first responders during emergencies. A 2012 Federal Communications Commission mandate required all very high frequency wideband radio users to vacate those channels. That directive affected all City radio users. Since then, the Radio Shop has been working to move everyone to the 800 MHz trunking system. Radio equipment is being provided to City users free of charge from the Honolulu Police Department as they upgraded to newer radios.

## PROGRAM POSITIONS

	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
Permanent FTE	4.00	4.00	4.00	0.00	4.00
Temporary FTE	0.00	0.00	0.00	0.00	0.00
Contract FTE	0.00	0.00	0.00	0.00	0.00
<b>Total</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>0.00</b>	<b>4.00</b>

## CHARACTER OF EXPENDITURES

	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
Salaries	\$ 216,869	\$ 211,878	\$ 222,528	\$ 0	\$ 222,528
Current Expenses	49,420	49,420	42,972	0	42,972
Equipment	0	0	0	0	0
<b>Total</b>	<b>\$ 266,289</b>	<b>\$ 261,298</b>	<b>\$ 265,500</b>	<b>\$ 0</b>	<b>\$ 265,500</b>

## SOURCE OF FUNDS

	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
General Fund	\$ 266,289	\$ 261,298	\$ 265,500	\$ 0	\$ 265,500
<b>Total</b>	<b>\$ 266,289</b>	<b>\$ 261,298</b>	<b>\$ 265,500</b>	<b>\$ 0</b>	<b>\$ 265,500</b>

# Honolulu Fire Department

## Mechanic Shop

### Program Description

The Mechanic Shop (MS) is responsible for the repair and maintenance of the Honolulu Fire Department's fleet of 43 engines, 5 aerial ladders, 9 quints, 2 aerial towers, 2 rescue units, 2 hazardous materials response apparatuses, 7 tankers, 21 relief apparatuses, 1 tractor, 1 command, 1 communication, approximately 71 auxiliary vehicles, 50 trailers, and 17 auxiliary support equipment. Included for water rescues are 2 rescue boats, 2 ambulances, and 14 jet skis/watercrafts. Other responsibilities include maintaining and repairing approximately 30,000 pieces of small equipment, fire fighting equipment, lawn tools, office furniture, and rescue power tools.

The MS is also tasked with the repair and maintenance of the Honolulu Police Department's fleet of heavy equipment diesel vehicles above 10,000 pounds gross vehicle weight. This group consists of two special weapons vehicles, two bomb trucks, one tactical truck, two tractor and trailer equipment trucks, two heavy mobile communication trailers, two emergency management command trucks, three equipment trailers, and one auxiliary truck.

The MS maintains all fire fighting equipment to meet National Fire Protection Association and state and federal motor vehicle carrier standards, which include annual fire pump, compressed air foam systems, aerial, and ground ladder testing and safety inspections.

PROGRAM POSITIONS					
	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
Permanent FTE	18.00	18.00	18.00	0.00	18.00
Temporary FTE	0.00	0.00	0.00	0.00	0.00
Contract FTE	0.00	0.00	0.00	0.00	0.00
<b>Total</b>	<b>18.00</b>	<b>18.00</b>	<b>18.00</b>	<b>0.00</b>	<b>18.00</b>

CHARACTER OF EXPENDITURES					
	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
Salaries	\$ 962,902	\$ 997,628	\$ 986,893	\$ 0	\$ 986,893
Current Expenses	1,371,064	1,374,958	1,338,040	0	1,338,040
Equipment	0	15,000	133,000	0	133,000
<b>Total</b>	<b>\$ 2,333,966</b>	<b>\$ 2,387,586</b>	<b>\$ 2,457,933</b>	<b>\$ 0</b>	<b>\$ 2,457,933</b>

SOURCE OF FUNDS					
	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
General Fund	\$ 2,333,966	\$ 2,387,586	\$ 2,457,933	\$ 0	\$ 2,457,933
<b>Total</b>	<b>\$ 2,333,966</b>	<b>\$ 2,387,586</b>	<b>\$ 2,457,933</b>	<b>\$ 0</b>	<b>\$ 2,457,933</b>

Fire

HFD Grants

**Program Description**

This activity provides an accounting for all federal and state grants received and expended by the Department to supplement City funds to accomplish the Department's mission.

<b>PROGRAM POSITIONS</b>					
	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
Permanent FTE	0.00	0.00	0.00	0.00	0.00
Temporary FTE	0.00	0.00	0.00	0.00	0.00
Contract FTE	0.00	0.00	0.00	0.00	0.00
<b>Total</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

<b>CHARACTER OF EXPENDITURES</b>					
	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
Salaries	\$ 84,921	\$ 0	\$ 0	\$ 0	\$ 0
Current Expenses	168,335	0	0	0	0
Equipment	0	0	0	0	0
<b>Total</b>	<b>\$ 253,256</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>

<b>SOURCE OF FUNDS</b>					
	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
Special Projects Fund	\$ 132,871	\$ 0	\$ 0	\$ 0	\$ 0
Federal Grants Fund	120,385	0	0	0	0
<b>Total</b>	<b>\$ 253,256</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>

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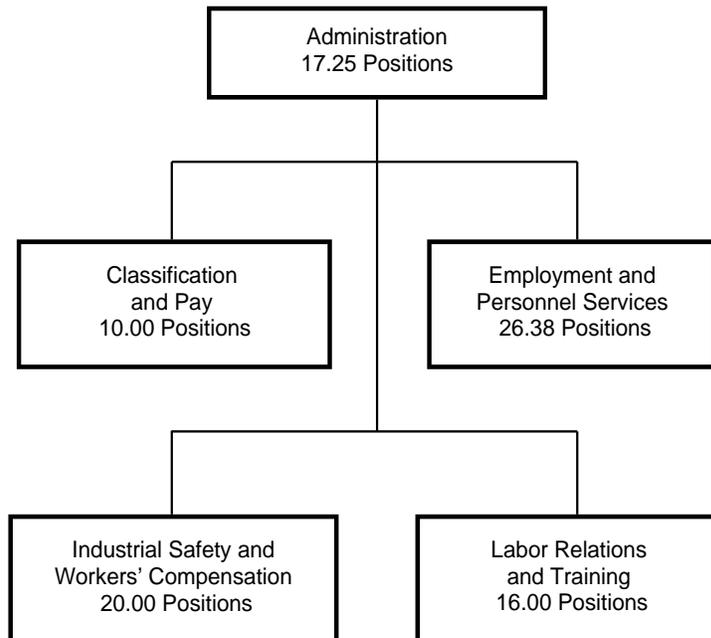
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# Department of Human Resources



## DEPARTMENT OF HUMAN RESOURCES (DHR) ORGANIZATION CHART

This chart reflects the number of full-time equivalent positions appropriated in Fiscal Year 2015.



## Department of Human Resources

### Roles and Responsibilities

The Department of Human Resources is the central personnel staff agency for the City. The department's primary purpose, as reflected in the City Charter, is 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 is charged with building a career service designed to attract, select and retain, on a merit basis, the best qualified civil servants. The department negotiates and administers eight collective bargaining agreements covering city employees. The department also administers programs in training, safety, workers' compensation, incentives and awards, and employee assistance.

### Spending to Make a Difference

- Continue to focus on providing employee training opportunities to improve the delivery of services to the public.
- Continue to focus on increasing manager and supervisor awareness of Equal Opportunity and ADA responsibilities.
- Expand entry level recruitment through the use of the apprenticeship program and Po'okela Internship Program, especially in difficult to fill technical, professional and skilled trades positions.

### Budget Highlights

- Department's budget reflects a modest increase over Fiscal Year 2015 due to scheduled recruitment and examinations. Salaries and benefits have increased due to mandated collective bargaining contract terms.

### Performance Metrics

Performance Metric for FY 2015	Goal
Decrease the time it takes to fill a vacancy when an appropriate list of eligible candidates exists.	At least 90% of the time, a list of eligible candidates will be provided within seven days.
Decrease the time it takes to fill a vacancy when an appropriate list of eligible candidates does not exist and a new recruitment and examination program needs to be conducted.	At least 80% of the time, a list of eligible candidates will be provided within 90 days (excluding Police and Fire training programs).

DEPARTMENT POSITIONS					
	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
Permanent FTE	81.00	81.00	81.00	0.00	81.00
Temporary FTE	0.00	0.00	0.00	0.00	0.00
Contract FTE	8.63	8.63	7.63	0.00	7.63
<b>Total</b>	<b>89.63</b>	<b>89.63</b>	<b>88.63</b>	<b>0.00</b>	<b>88.63</b>

**Department of Human Resources**

<b>EXPENDITURES BY PROGRAM</b>					
	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
Administration	\$ 1,066,317	\$ 1,188,031	\$ 1,281,784	\$ 0	\$ 1,281,784
Employment and Personnel Services	1,519,015	1,693,297	1,869,638	0	1,869,638
Classification and Pay	484,831	489,972	624,920	0	624,920
Health Services	0	0	0	0	0
Industrial Safety and Workers' Compensation	1,078,075	1,172,685	1,253,652	0	1,253,652
Labor Relations and Training	1,014,069	1,067,185	1,254,024	0	1,254,024
<b>Total</b>	<b>\$ 5,162,307</b>	<b>\$ 5,611,170</b>	<b>\$ 6,284,018</b>	<b>\$ 0</b>	<b>\$ 6,284,018</b>

<b>CHARACTER OF EXPENDITURES</b>					
	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
Salaries	\$ 4,635,094	\$ 5,006,070	\$ 5,565,382	\$ 0	\$ 5,565,382
Current Expenses	514,857	605,100	708,206	0	708,206
Equipment	12,356	0	10,430	0	10,430
<b>Total</b>	<b>\$ 5,162,307</b>	<b>\$ 5,611,170</b>	<b>\$ 6,284,018</b>	<b>\$ 0</b>	<b>\$ 6,284,018</b>

<b>SOURCE OF FUNDS</b>					
	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
General Fund	\$ 5,162,307	\$ 5,611,170	\$ 6,284,018	\$ 0	\$ 6,284,018
<b>Total</b>	<b>\$ 5,162,307</b>	<b>\$ 5,611,170</b>	<b>\$ 6,284,018</b>	<b>\$ 0</b>	<b>\$ 6,284,018</b>

Administration

**Program Description**

Included in the Administration budget for the Department of Human Resources is the City's Equal Opportunity (EO) Program. The EO Program serves as a resource to the executive and legislative leadership of the City and County of Honolulu. While the EO Officer and staff positions are administratively assigned to the Department of Human Resources, the program operates independently across all organizational levels, activities and functions within the City. The EO Program responsibilities include monitoring compliance with federal, state and city laws dealing with employment discrimination as well as those addressing discrimination in the delivery of programs and services of the City.

<b>PROGRAM POSITIONS</b>					
	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
Permanent FTE	12.00	12.00	12.00	0.00	12.00
Temporary FTE	0.00	0.00	0.00	0.00	0.00
Contract FTE	5.25	5.25	4.25	0.00	4.25
<b>Total</b>	<b>17.25</b>	<b>17.25</b>	<b>16.25</b>	<b>0.00</b>	<b>16.25</b>

<b>CHARACTER OF EXPENDITURES</b>					
	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
Salaries	\$ 928,464	\$ 1,006,470	\$ 1,106,142	\$ 0	\$ 1,106,142
Current Expenses	137,853	181,561	175,642	0	175,642
Equipment	0	0	0	0	0
<b>Total</b>	<b>\$ 1,066,317</b>	<b>\$ 1,188,031</b>	<b>\$ 1,281,784</b>	<b>\$ 0</b>	<b>\$ 1,281,784</b>

<b>SOURCE OF FUNDS</b>					
	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
General Fund	\$ 1,066,317	\$ 1,188,031	\$ 1,281,784	\$ 0	\$ 1,281,784
<b>Total</b>	<b>\$ 1,066,317</b>	<b>\$ 1,188,031</b>	<b>\$ 1,281,784</b>	<b>\$ 0</b>	<b>\$ 1,281,784</b>

Department of Human Resources

Employment and Personnel Services

Program Description

This program plans, develops and administers the City's recruitment, examination and employee services programs; recruits personnel for City jobs; evaluates candidates' qualifications and suitability for public employment; develops and administers examinations to establish eligible lists; refers names of qualified candidates to fill departmental personnel functions; researches and develops new personnel programs; supports, coordinates, and oversees compliance with the City's drug and alcohol testing programs; oversees compliance efforts related to Fair Labor Standards and information privacy; administers the City's employee recognition programs; administers audit and employee records management activities; coordinates the promulgation of personnel rules; and assists departments to resolve problems in recruitment, examinations, selection, placement, personnel transactions, benefits and related matters.

PROGRAM POSITIONS					
	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
Permanent FTE	26.00	26.00	26.00	0.00	26.00
Temporary FTE	0.00	0.00	0.00	0.00	0.00
Contract FTE	0.38	0.38	0.38	0.00	0.38
<b>Total</b>	<b>26.38</b>	<b>26.38</b>	<b>26.38</b>	<b>0.00</b>	<b>26.38</b>

CHARACTER OF EXPENDITURES					
	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
Salaries	\$ 1,380,988	\$ 1,514,236	\$ 1,632,349	\$ 0	\$ 1,632,349
Current Expenses	125,671	179,061	226,859	0	226,859
Equipment	12,356	0	10,430	0	10,430
<b>Total</b>	<b>\$ 1,519,015</b>	<b>\$ 1,693,297</b>	<b>\$ 1,869,638</b>	<b>\$ 0</b>	<b>\$ 1,869,638</b>

SOURCE OF FUNDS					
	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
General Fund	\$ 1,519,015	\$ 1,693,297	\$ 1,869,638	\$ 0	\$ 1,869,638
<b>Total</b>	<b>\$ 1,519,015</b>	<b>\$ 1,693,297</b>	<b>\$ 1,869,638</b>	<b>\$ 0</b>	<b>\$ 1,869,638</b>

Human Resources

**Classification and Pay**

**Program Description**

This program plans, develops and administers classification and pay plans; conducts classification reviews and prepares and revises class specifications; recommends pricing for newly established classes; researches and recommends classification and pay practices; participates in state-wide meetings on repricing review activities and surveys, and in collective bargaining pay and repricing negotiations; develops salary and benefit adjustment recommendations for excluded managerial employees; and advises departments on personnel implications of reorganizations, reassignment of work, creation of new classes, and related matters.

<b>PROGRAM POSITIONS</b>					
	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
Permanent FTE	10.00	10.00	10.00	0.00	10.00
Temporary FTE	0.00	0.00	0.00	0.00	0.00
Contract FTE	0.00	0.00	0.00	0.00	0.00
<b>Total</b>	<b>10.00</b>	<b>10.00</b>	<b>10.00</b>	<b>0.00</b>	<b>10.00</b>

<b>CHARACTER OF EXPENDITURES</b>					
	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
Salaries	\$ 478,500	\$ 479,972	\$ 613,170	\$ 0	\$ 613,170
Current Expenses	6,331	10,000	11,750	0	11,750
Equipment	0	0	0	0	0
<b>Total</b>	<b>\$ 484,831</b>	<b>\$ 489,972</b>	<b>\$ 624,920</b>	<b>\$ 0</b>	<b>\$ 624,920</b>

<b>SOURCE OF FUNDS</b>					
	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
General Fund	\$ 484,831	\$ 489,972	\$ 624,920	\$ 0	\$ 624,920
<b>Total</b>	<b>\$ 484,831</b>	<b>\$ 489,972</b>	<b>\$ 624,920</b>	<b>\$ 0</b>	<b>\$ 624,920</b>

**Department of Human Resources**

**Health Services**

**Program Description**

Effective July 1, 2013, the Health Services program was transferred to the Honolulu Emergency Services Department (ESD). The FY 2016 budget for the Health Services program is reflected in ESD.

<b>PROGRAM POSITIONS</b>					
	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
Permanent FTE	0.00	0.00	0.00	0.00	0.00
Temporary FTE	0.00	0.00	0.00	0.00	0.00
Contract FTE	0.00	0.00	0.00	0.00	0.00
<b>Total</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

<b>CHARACTER OF EXPENDITURES</b>					
	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
Salaries	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Current Expenses	0	0	0	0	0
Equipment	0	0	0	0	0
<b>Total</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>

<b>SOURCE OF FUNDS</b>					
	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
<b>Total</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>

Human Resources

**Industrial Safety and Workers' Compensation**

**Program Description**

This program is responsible for the administration of a City-wide safety and accident prevention program to comply with the Hawaii Occupational Safety and Health Law and the City's self-insured workers' compensation program which is managed in accordance with the Hawaii Workers' Compensation Law.

<b>PROGRAM POSITIONS</b>					
	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
Permanent FTE	20.00	20.00	20.00	0.00	20.00
Temporary FTE	0.00	0.00	0.00	0.00	0.00
Contract FTE	0.00	0.00	0.00	0.00	0.00
<b>Total</b>	<b>20.00</b>	<b>20.00</b>	<b>20.00</b>	<b>0.00</b>	<b>20.00</b>

<b>CHARACTER OF EXPENDITURES</b>					
	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
Salaries	\$ 1,044,208	\$ 1,137,780	\$ 1,216,272	\$ 0	\$ 1,216,272
Current Expenses	33,867	34,905	37,380	0	37,380
Equipment	0	0	0	0	0
<b>Total</b>	<b>\$ 1,078,075</b>	<b>\$ 1,172,685</b>	<b>\$ 1,253,652</b>	<b>\$ 0</b>	<b>\$ 1,253,652</b>

<b>SOURCE OF FUNDS</b>					
	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
General Fund	\$ 1,078,075	\$ 1,172,685	\$ 1,253,652	\$ 0	\$ 1,253,652
<b>Total</b>	<b>\$ 1,078,075</b>	<b>\$ 1,172,685</b>	<b>\$ 1,253,652</b>	<b>\$ 0</b>	<b>\$ 1,253,652</b>

**Department of Human Resources**

**Labor Relations and Training**

**Program Description**

This program plans, develops and administers the City's labor relations, personnel development and training programs; administers collective bargaining agreements; leads in collective bargaining negotiations; conducts Steps 2 and 3 grievance hearings and advocates arbitration cases; and assists departments with personnel management, disciplinary and training issues.

<b>PROGRAM POSITIONS</b>					
	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
Permanent FTE	13.00	13.00	13.00	0.00	13.00
Temporary FTE	0.00	0.00	0.00	0.00	0.00
Contract FTE	3.00	3.00	3.00	0.00	3.00
<b>Total</b>	<b>16.00</b>	<b>16.00</b>	<b>16.00</b>	<b>0.00</b>	<b>16.00</b>

<b>CHARACTER OF EXPENDITURES</b>					
	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
Salaries	\$ 802,934	\$ 867,612	\$ 997,449	\$ 0	\$ 997,449
Current Expenses	211,135	199,573	256,575	0	256,575
Equipment	0	0	0	0	0
<b>Total</b>	<b>\$ 1,014,069</b>	<b>\$ 1,067,185</b>	<b>\$ 1,254,024</b>	<b>\$ 0</b>	<b>\$ 1,254,024</b>

<b>SOURCE OF FUNDS</b>					
	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
General Fund	\$ 1,014,069	\$ 1,067,185	\$ 1,254,024	\$ 0	\$ 1,254,024
<b>Total</b>	<b>\$ 1,014,069</b>	<b>\$ 1,067,185</b>	<b>\$ 1,254,024</b>	<b>\$ 0</b>	<b>\$ 1,254,024</b>

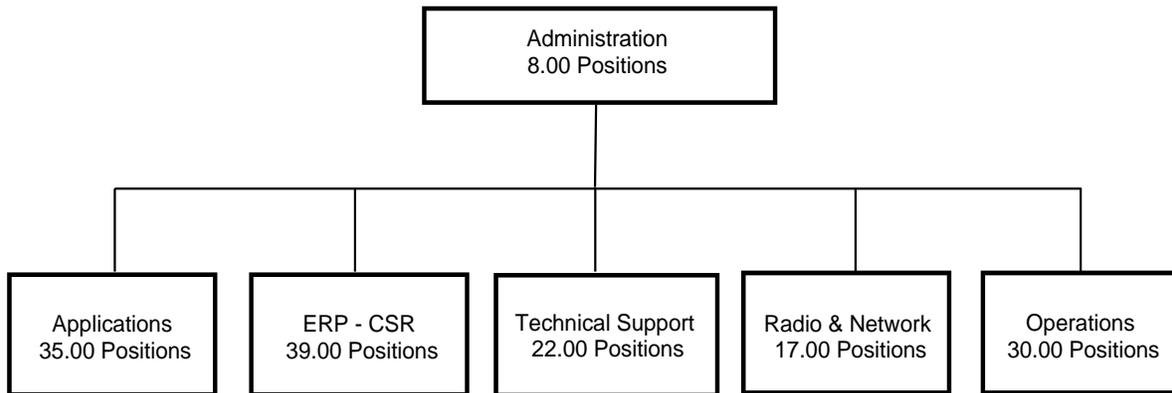
Human Resources

# Department of Information Technology



## DEPARTMENT OF INFORMATION TECHNOLOGY (DIT) ORGANIZATION CHART

This chart reflects the number of full-time equivalent positions appropriated in Fiscal Year 2015.



## Department of Information Technology

### Roles and Responsibilities

The Department of Information Technology (DIT) plans, directs and coordinates the implementation of the City's information technology program, excluding those systems maintained by semi-autonomous agencies created by ordinance. DIT sets and enforces citywide technology and data security standards and policies. In addition, the department provides technical expertise in computer and communications technologies to all branches of city government and assists the Mayor with promoting a technology industry in the City and County of Honolulu.

### Spending to Make a Difference

- Major new computing technology platform will increase reliability, performance, and resiliency to the City's computing, networking, and management infrastructure while reducing the cost of deployment and operations.
- Deployment of a centralized Intelligent Operations Center (IOC) will provide collection, monitoring, correlation, visualization and analysis of Big Data from City Systems and external information sources. This system will improve Cyber Security, Planning and Transportation analysis and response for emergency operations as well as for situational awareness on a continual basis.
- Development of advanced queuing systems to manage visits and appointments at the Satellite City Halls, DMV centers, and other customer service centers. Customers will interact with queues through web browsers and mobile text messaging, resulting in shorter lines and wait times, and increased customer satisfaction.
- Portions of Driver License servicing will be put on line, eliminating or reducing the effort of on-site processing. This will be the first step in a multiyear effort to migrate off a costly mainframe environment.
- A new Employee Time and Attendance System will be written to replace legacy Time and Attendance for better reporting and accuracy.
- ERP Budget System upgrade.

### Budget Highlights

- Modest decline from FY 2015 due to one-time budgeted funding in FY 2015 for the ERP Upgrade. Salary and benefit increases primarily due to mandated collective bargaining contract terms.
- Four positions remain deactivated to achieve a more accurate picture of the number of positions required by the department to deliver services within the given resources.

DEPARTMENT POSITIONS					
	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
Permanent FTE	151.00	144.00	147.00	0.00	147.00
Temporary FTE	1.00	0.00	1.00	0.00	1.00
Contract FTE	2.00	7.00	3.00	2.00	5.00
<b>Total</b>	<b>154.00</b>	<b>151.00</b>	<b>151.00</b>	<b>2.00</b>	<b>153.00</b>

EXPENDITURES BY PROGRAM					
	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
Administration	\$ 13,478,186	\$ 13,304,213	\$ 10,858,363	\$ 929,200	\$ 11,787,563
Applications	2,000,591	2,137,436	2,211,446	54,300	2,265,746
Operations	1,240,163	1,200,603	1,192,977	35,112	1,228,089
Technical Support	1,373,951	1,367,480	1,432,820	24,588	1,457,408
ERP-CSR	2,098,417	2,383,502	2,207,618	0	2,207,618
Radio and Network	866,197	850,460	905,924	0	905,924
<b>Total</b>	<b>\$ 21,057,505</b>	<b>\$ 21,243,694</b>	<b>\$ 18,809,148</b>	<b>\$ 1,043,200</b>	<b>\$ 19,852,348</b>

## Department of Information Technology

### CHARACTER OF EXPENDITURES

	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
Salaries	\$ 8,091,928	\$ 8,478,249	\$ 8,497,623	\$ 114,000	\$ 8,611,623
Current Expenses	12,791,054	12,545,813	10,118,665	189,200	10,307,865
Equipment	174,523	219,632	192,860	740,000	932,860
<b>Total</b>	<b>\$ 21,057,505</b>	<b>\$ 21,243,694</b>	<b>\$ 18,809,148</b>	<b>\$ 1,043,200</b>	<b>\$ 19,852,348</b>

### SOURCE OF FUNDS

	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
General Fund	\$ 19,426,179	\$ 20,841,190	\$ 18,388,878	\$ 1,043,200	\$ 19,432,078
Sewer Fund	229,585	254,532	260,226	0	260,226
Liquor Commission Fund	55,596	57,720	58,692	0	58,692
Refuse Genl Operating Acct -SWSF	47,400	49,308	50,172	0	50,172
Special Projects Fund	1,298,745	0	0	0	0
Federal Grants Fund	0	40,944	51,180	0	51,180
<b>Total</b>	<b>\$ 21,057,505</b>	<b>\$ 21,243,694</b>	<b>\$ 18,809,148</b>	<b>\$ 1,043,200</b>	<b>\$ 19,852,348</b>

**Administration**

**Program Description**

The Administration program manages and directs the department’s administrative policies, procedures and plans. The activity is responsible for acquiring equipment, software and supplies; developing and monitoring contracts for purchases and the maintenance of computer equipment and software; departmental personnel matters; budget preparation and administration; billing for data processing services; vendor contract agreements; accounts payable; clerical services for all divisions; and other administrative matters.

<b>PROGRAM POSITIONS</b>					
	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
Permanent FTE	8.00	8.00	8.00	0.00	8.00
Temporary FTE	0.00	0.00	0.00	0.00	0.00
Contract FTE	0.00	0.00	0.00	0.00	0.00
<b>Total</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>	<b>0.00</b>	<b>8.00</b>

<b>CHARACTER OF EXPENDITURES</b>					
	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
Salaries	\$ 512,609	\$ 544,600	\$ 562,906	\$ 0	\$ 562,906
Current Expenses	12,791,054	12,539,981	10,102,597	189,200	10,291,797
Equipment	174,523	219,632	192,860	740,000	932,860
<b>Total</b>	<b>\$ 13,478,186</b>	<b>\$ 13,304,213</b>	<b>\$ 10,858,363</b>	<b>\$ 929,200</b>	<b>\$ 11,787,563</b>

<b>SOURCE OF FUNDS</b>					
	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
General Fund	\$ 12,179,441	\$ 13,304,213	\$ 10,858,363	\$ 929,200	\$ 11,787,563
Special Projects Fund	1,298,745	0	0	0	0
<b>Total</b>	<b>\$ 13,478,186</b>	<b>\$ 13,304,213</b>	<b>\$ 10,858,363</b>	<b>\$ 929,200</b>	<b>\$ 11,787,563</b>

## Department of Information Technology

### Applications

#### Program Description

The Applications program performs computer systems applications development and support, and coordinates the efforts between the department and user agencies as it relates to applications development, database administration, internet/intranet, mobile computing, cloud computing, application quality and information services.

This activity conducts feasibility studies; performs system analysis, design and development; performs systems testing, user training and detailed documentation of the developed applications; maintains implemented systems; provides file conversion support; provides database administration and assistance to city departments in the procurement and implementation of vendor application software; and performs project management functions for information technology project integration and implementation.

#### PROGRAM POSITIONS

	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
Permanent FTE	34.00	33.00	33.00	0.00	33.00
Temporary FTE	1.00	0.00	1.00	0.00	1.00
Contract FTE	0.00	2.00	1.00	1.00	2.00
<b>Total</b>	<b>35.00</b>	<b>35.00</b>	<b>35.00</b>	<b>1.00</b>	<b>36.00</b>

#### CHARACTER OF EXPENDITURES

	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
Salaries	\$ 2,000,591	\$ 2,137,436	\$ 2,211,446	\$ 54,300	\$ 2,265,746
Current Expenses	0	0	0	0	0
Equipment	0	0	0	0	0
<b>Total</b>	<b>\$ 2,000,591</b>	<b>\$ 2,137,436</b>	<b>\$ 2,211,446</b>	<b>\$ 54,300</b>	<b>\$ 2,265,746</b>

#### SOURCE OF FUNDS

	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
General Fund	\$ 2,000,591	\$ 2,137,436	\$ 2,211,446	\$ 54,300	\$ 2,265,746
<b>Total</b>	<b>\$ 2,000,591</b>	<b>\$ 2,137,436</b>	<b>\$ 2,211,446</b>	<b>\$ 54,300</b>	<b>\$ 2,265,746</b>

Operations

**Program Description**

The Operations program 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 x 365 day per year operation.

This activity performs data entry services and enterprise scanning; develops and maintains document controls to assure accuracy of data processed; develops computer schedules of production data processing tasks; routes documents and reports to and from users; coordinates software and hardware changes via a change management system; maintains offsite storage of all production datasets; develops and maintains disaster recovery planning for computer systems; manages a centralized help desk call center; coordinates the activities of support technicians; and operates, controls and maintains the computer equipment and network at the City's data centers.

<b>PROGRAM POSITIONS</b>					
	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
Permanent FTE	32.00	28.00	30.00	0.00	30.00
Temporary FTE	0.00	0.00	0.00	0.00	0.00
Contract FTE	0.00	2.00	0.00	1.00	1.00
<b>Total</b>	<b>32.00</b>	<b>30.00</b>	<b>30.00</b>	<b>1.00</b>	<b>31.00</b>

<b>CHARACTER OF EXPENDITURES</b>					
	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
Salaries	\$ 1,240,163	\$ 1,194,771	\$ 1,176,909	\$ 35,112	\$ 1,212,021
Current Expenses	0	5,832	16,068	0	16,068
Equipment	0	0	0	0	0
<b>Total</b>	<b>\$ 1,240,163</b>	<b>\$ 1,200,603</b>	<b>\$ 1,192,977</b>	<b>\$ 35,112</b>	<b>\$ 1,228,089</b>

<b>SOURCE OF FUNDS</b>					
	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
General Fund	\$ 1,240,163	\$ 1,159,659	\$ 1,141,797	\$ 35,112	\$ 1,176,909
Federal Grants Fund	0	40,944	51,180	0	51,180
<b>Total</b>	<b>\$ 1,240,163</b>	<b>\$ 1,200,603</b>	<b>\$ 1,192,977</b>	<b>\$ 35,112</b>	<b>\$ 1,228,089</b>

## Department of Information Technology

### Technical Support

#### Program Description

The Technical Support program serves as the technical advisor internal to the Department of Information Technology and external to all City's departments and agencies. It provides technical support for the planning, installation and operations of citywide computer services, storage devices, electronic mail, internet and intranet activities/transactions, and telephone systems.

The Technical Support program also plans, installs, administers and maintains systems software for the mainframe and midrange computers; supports and controls the servers, communications networks and storage area networks; monitors capacity and manages upgrades; trains applications and operations staffs in the use of systems software; and prepares reports on systems usage and capacity requirements.

The Technical Support program is responsible to ensure the protection, security and integrity of the City's valuable information resources. To that end, the program formulates, implements, and enforces policies and procedures in the monitoring and prevention of intended and unintended attack of the City's information systems.

The Technical Support program also provides technical support and guidance to the City's public safety agencies in various operations and missions, such as Wireless Emergency 911.

#### PROGRAM POSITIONS

	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
Permanent FTE	22.00	22.00	22.00	0.00	22.00
Temporary FTE	0.00	0.00	0.00	0.00	0.00
Contract FTE	0.00	0.00	0.00	0.00	0.00
<b>Total</b>	<b>22.00</b>	<b>22.00</b>	<b>22.00</b>	<b>0.00</b>	<b>22.00</b>

#### CHARACTER OF EXPENDITURES

	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
Salaries	\$ 1,373,951	\$ 1,367,480	\$ 1,432,820	\$ 24,588	\$ 1,457,408
Current Expenses	0	0	0	0	0
Equipment	0	0	0	0	0
<b>Total</b>	<b>\$ 1,373,951</b>	<b>\$ 1,367,480</b>	<b>\$ 1,432,820</b>	<b>\$ 24,588</b>	<b>\$ 1,457,408</b>

#### SOURCE OF FUNDS

	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
General Fund	\$ 1,373,951	\$ 1,367,480	\$ 1,432,820	\$ 24,588	\$ 1,457,408
<b>Total</b>	<b>\$ 1,373,951</b>	<b>\$ 1,367,480</b>	<b>\$ 1,432,820</b>	<b>\$ 24,588</b>	<b>\$ 1,457,408</b>

ERP-CSR

**Program Description**

The Enterprise Resource Planning – Computer Service Representative (ERP-CSR) program performs computer systems ERP design and support, and coordinates the efforts between the department and user agencies as it relates to ERP design, Financial, Budget, Human Resource and Payroll technology information services, City desktop computing support and management.

This activity conducts feasibility studies; performs system analysis, design and configuration; performs systems testing, user training and detailed documentation of the designed ERP applications; maintains implemented systems; provides interfaces and reports; provides assistance to city departments in the technical implementation of Budget, Financial, Human Resource and Payroll application software; and performs project management functions for ERP IT project integration and implementation. This program also handles the City's desktop computer hardware and software deployment; assists the user agencies to plan and coordinate their data processing goals; and provides Computer Services Representative support services.

<b>PROGRAM POSITIONS</b>					
	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
Permanent FTE	37.00	36.00	37.00	0.00	37.00
Temporary FTE	0.00	0.00	0.00	0.00	0.00
Contract FTE	2.00	3.00	2.00	0.00	2.00
<b>Total</b>	<b>39.00</b>	<b>39.00</b>	<b>39.00</b>	<b>0.00</b>	<b>39.00</b>

<b>CHARACTER OF EXPENDITURES</b>					
	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
Salaries	\$ 2,098,417	\$ 2,383,502	\$ 2,207,618	\$ 0	\$ 2,207,618
Current Expenses	0	0	0	0	0
Equipment	0	0	0	0	0
<b>Total</b>	<b>\$ 2,098,417</b>	<b>\$ 2,383,502</b>	<b>\$ 2,207,618</b>	<b>\$ 0</b>	<b>\$ 2,207,618</b>

<b>SOURCE OF FUNDS</b>					
	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
General Fund	\$ 1,765,836	\$ 2,021,942	\$ 1,838,528	\$ 0	\$ 1,838,528
Sewer Fund	229,585	254,532	260,226	0	260,226
Liquor Commission Fund	55,596	57,720	58,692	0	58,692
Refuse Genl Operating Acct -SWSF	47,400	49,308	50,172	0	50,172
<b>Total</b>	<b>\$ 2,098,417</b>	<b>\$ 2,383,502</b>	<b>\$ 2,207,618</b>	<b>\$ 0</b>	<b>\$ 2,207,618</b>

**Department of Information Technology**

**Radio and Network**

**Program Description**

Serves as the infrastructure support division for first responder communications including the City & County of Honolulu Networks (wired and wireless), Radio, microwave, and 800 MHz and related systems; responsible for the management of related technology and facilities, including buildings and towers; oversees all security access both physical and electronic to the various technology systems supported by DIT. Participates in strategic and tactical planning for the efficient and effective use of information resources in overall City operations. Evaluates plans and proposals from other governmental agencies (e.g. Federal and State) and public or quasi-public organizations for compatibility with City network systems.

Provides project management and directs project support staff of consultants and vendors who provide ongoing support to the 800 MHz, Microwave, wireless, Citywide fiber network infrastructure and wireless systems. Functions include contract preparation and contract management to ensure compliance with the documented specific needs of the City related to networks, voice, servers and electronic storage components and systems.

Manages tower construction, fiber construction, and wireless construction projects. Functions as technical advisor for fiber network infrastructure for the City's new construction projects.

**PROGRAM POSITIONS**

	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
Permanent FTE	18.00	17.00	17.00	0.00	17.00
Temporary FTE	0.00	0.00	0.00	0.00	0.00
Contract FTE	0.00	0.00	0.00	0.00	0.00
<b>Total</b>	<b>18.00</b>	<b>17.00</b>	<b>17.00</b>	<b>0.00</b>	<b>17.00</b>

**CHARACTER OF EXPENDITURES**

	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
Salaries	\$ 866,197	\$ 850,460	\$ 905,924	\$ 0	\$ 905,924
Current Expenses	0	0	0	0	0
Equipment	0	0	0	0	0
<b>Total</b>	<b>\$ 866,197</b>	<b>\$ 850,460</b>	<b>\$ 905,924</b>	<b>\$ 0</b>	<b>\$ 905,924</b>

**SOURCE OF FUNDS**

	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
General Fund	\$ 866,197	\$ 850,460	\$ 905,924	\$ 0	\$ 905,924
<b>Total</b>	<b>\$ 866,197</b>	<b>\$ 850,460</b>	<b>\$ 905,924</b>	<b>\$ 0</b>	<b>\$ 905,924</b>

# Office of the Mayor



## Office of the Mayor

### Roles and Responsibilities

As the Chief Executive of the City and County of Honolulu, the Mayor provides for the coordination of all administrative activities and the faithful execution of the provisions of the City Charter and applicable ordinances and statutes.

### Spending to Make a Difference

- Communications. Increase transparency of City priorities to the general public through town hall meetings and community outreach, press conferences and information releases.
- Intergovernmental Relations. Establish close working relations with the Governor, State executive departments and Legislature to promote cooperation on addressing major issues, such as transit-oriented development, affordable housing and homelessness. Continue working relationships with the Congressional delegation and federal departments including the military, the departments of Transportation, Commerce, Environmental Protection Agency and Housing and Urban Development. Continue to work closely with other county mayors on issues of mutual concern.
- Economic Development and Affordable Housing. Explore economic development opportunities with foreign and domestic investors. Create synergy between business sectors, private and nonprofit housing developers and facilitate city services to foster economic development and creation of affordable housing.
- Union Issues. Monitor the City's relationship with its unions and facilitate dialogue to resolve issues quickly to ensure continued efficient operations.

### Budget Highlights

- Slight increase over FY 2015 due to additional costs for travel and memberships as described below. Salary and benefit increases due to salary increases for appointed staff in parity with mandated collective bargaining contract terms.
- Travel budget was increased to ensure the Mayor's safety and effectiveness while traveling on City business by having a staff person accompany him. Membership dues were increased to include National League of Cities in order to continue the City's participation with the Rose Center (previously affiliated with Urban Land Institute).

#### DEPARTMENT POSITIONS

	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
Permanent FTE	6.00	6.00	6.00	0.00	6.00
Temporary FTE	0.00	0.00	0.00	0.00	0.00
Contract FTE	0.00	0.00	0.00	0.00	0.00
<b>Total</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>	<b>0.00</b>	<b>6.00</b>

#### EXPENDITURES BY PROGRAM

	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
Administration	\$ 578,173	\$ 660,000	\$ 707,881	\$ 0	\$ 707,881
Contingency Fund	18,201	24,741	30,000	0	30,000
<b>Total</b>	<b>\$ 596,374</b>	<b>\$ 684,741</b>	<b>\$ 737,881</b>	<b>\$ 0</b>	<b>\$ 737,881</b>

#### CHARACTER OF EXPENDITURES

	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
Salaries	\$ 531,569	\$ 592,648	\$ 608,832	\$ 0	\$ 608,832
Current Expenses	64,805	92,093	129,049	0	129,049
Equipment	0	0	0	0	0
<b>Total</b>	<b>\$ 596,374</b>	<b>\$ 684,741</b>	<b>\$ 737,881</b>	<b>\$ 0</b>	<b>\$ 737,881</b>

<b>SOURCE OF FUNDS</b>					
	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
General Fund	\$ 596,374	\$ 684,741	\$ 737,881	\$ 0	\$ 737,881
<b>Total</b>	<b>\$ 596,374</b>	<b>\$ 684,741</b>	<b>\$ 737,881</b>	<b>\$ 0</b>	<b>\$ 737,881</b>

## Administration

## Program Description

This activity oversees city agencies, establishes policies and provides management direction for all executive departments.

## PROGRAM POSITIONS

	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
Permanent FTE	6.00	6.00	6.00	0.00	6.00
Temporary FTE	0.00	0.00	0.00	0.00	0.00
Contract FTE	0.00	0.00	0.00	0.00	0.00
<b>Total</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>	<b>0.00</b>	<b>6.00</b>

## CHARACTER OF EXPENDITURES

	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
Salaries	\$ 531,569	\$ 592,648	\$ 608,832	\$ 0	\$ 608,832
Current Expenses	46,604	67,352	99,049	0	99,049
Equipment	0	0	0	0	0
<b>Total</b>	<b>\$ 578,173</b>	<b>\$ 660,000</b>	<b>\$ 707,881</b>	<b>\$ 0</b>	<b>\$ 707,881</b>

## SOURCE OF FUNDS

	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
General Fund	\$ 578,173	\$ 660,000	\$ 707,881	\$ 0	\$ 707,881
<b>Total</b>	<b>\$ 578,173</b>	<b>\$ 660,000</b>	<b>\$ 707,881</b>	<b>\$ 0</b>	<b>\$ 707,881</b>

## Contingency Fund

## Program Description

This activity provides a contingency fund to be expended by the Mayor for proper public purposes.

PROGRAM POSITIONS	FY 2014	FY 2015	Current Svcs	Budget Issues	FY 2016
	Actual	Appropriated			Total Budget
Permanent FTE	0.00	0.00	0.00	0.00	0.00
Temporary FTE	0.00	0.00	0.00	0.00	0.00
Contract FTE	0.00	0.00	0.00	0.00	0.00
<b>Total</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

CHARACTER OF EXPENDITURES	FY 2014	FY 2015	Current Svcs	Budget Issues	FY 2016
	Actual	Appropriated			Total Budget
Salaries	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Current Expenses	18,201	24,741	30,000	0	30,000
Equipment	0	0	0	0	0
<b>Total</b>	<b>\$ 18,201</b>	<b>\$ 24,741</b>	<b>\$ 30,000</b>	<b>\$ 0</b>	<b>\$ 30,000</b>

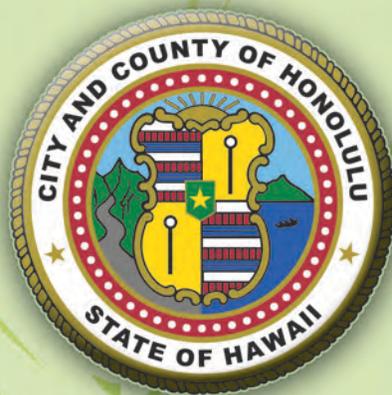
SOURCE OF FUNDS	FY 2014	FY 2015	Current Svcs	Budget Issues	FY 2016
	Actual	Appropriated			Total Budget
General Fund	\$ 18,201	\$ 24,741	\$ 30,000	\$ 0	\$ 30,000
<b>Total</b>	<b>\$ 18,201</b>	<b>\$ 24,741</b>	<b>\$ 30,000</b>	<b>\$ 0</b>	<b>\$ 30,000</b>

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# Office of the Managing Director



## Office of the Managing Director

### Roles and Responsibilities

As the primary manager for the Mayor, the Managing Director supervises and evaluates the management and performance of all executive departments and agencies and prescribes the standards of administrative practices to be followed.

The Managing Director performs all the duties and functions required by the City Charter and provides opportunities to interested parties to expand existing business, develop local and export markets, create new businesses and revenue generation, establish public-private partnerships and explore alternatives for economic development, job growth, and the development of affordable housing.

### Spending to Make a Difference

- Under the Mayor's leadership, the MDO will continue its primary objectives to respond to and address community issues, work effectively and responsively with the City Council and its staff, create economic development opportunities and cultural activities, and manage the executive agencies to ensure collaboration, fiscal responsibility and efficient operations.
- Through the mechanism of the TOD subcabinet, this policy advisory group is making significant progress in the development of communities surrounding the rail stations by identifying catalytic projects, including affordable housing and economic development opportunities. This group is also responsible for reviewing the integration of the rail system with city operations.
- The Office of Strategic Development is jointly managed with the Department of Community Services and is charged with identifying and developing the City's real property assets consistent with the City's strategies relating to affordable housing and Housing First.
- FY 2016 will demonstrate progress in and further refinement of the performance metrics relating to customer service developed in FY 2015 among key departments responsible for delivering excellent customer service to the public and within city government.

### Budget Highlights

- Modest increase in salaries over FY 2015 to adjust for salaries comparable to those mandated by collective bargaining and for increase in administrative support services.
- Modest increase in expenses to accommodate increase in international relationships, travel for economic business development, and community activities, offset by a reduction in expenditures due to one-time funding in FY 2015.

#### DEPARTMENT POSITIONS

	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
Permanent FTE	31.00	29.50	29.50	0.00	29.50
Temporary FTE	1.00	1.00	1.00	0.00	1.00
Contract FTE	1.00	1.00	1.00	0.00	1.00
<b>Total</b>	<b>33.00</b>	<b>31.50</b>	<b>31.50</b>	<b>0.00</b>	<b>31.50</b>

#### EXPENDITURES BY PROGRAM

	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
City Management	\$ 2,070,544	\$ 1,883,862	\$ 2,086,150	\$ 0	\$ 2,086,150
Culture and the Arts	491,224	1,848,144	582,013	0	582,013
Office of Housing	108,813	188,448	178,928	0	178,928
<b>Total</b>	<b>\$ 2,670,581</b>	<b>\$ 3,920,454</b>	<b>\$ 2,847,091</b>	<b>\$ 0</b>	<b>\$ 2,847,091</b>

#### CHARACTER OF EXPENDITURES

	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
Salaries	\$ 1,652,955	\$ 1,767,236	\$ 1,894,876	\$ 0	\$ 1,894,876
Current Expenses	1,017,626	2,153,218	952,215	0	952,215
Equipment	0	0	0	0	0
<b>Total</b>	<b>\$ 2,670,581</b>	<b>\$ 3,920,454</b>	<b>\$ 2,847,091</b>	<b>\$ 0</b>	<b>\$ 2,847,091</b>

SOURCE OF FUNDS	FY 2014	FY 2015	Current Svcs	Budget Issues	FY 2016
	Actual	Appropriated			Total Budget
General Fund	\$ 2,266,355	\$ 3,845,454	\$ 2,797,091	\$ 0	\$ 2,797,091
Clean Water and Natural Lands Fund	0	0	50,000	0	50,000
Affordable Housing Fund	0	75,000	0	0	0
Special Projects Fund	404,226	0	0	0	0
<b>Total</b>	<b>\$ 2,670,581</b>	<b>\$ 3,920,454</b>	<b>\$ 2,847,091</b>	<b>\$ 0</b>	<b>\$ 2,847,091</b>

Office of the Managing Director

City Management

**Program Description**

Provides funds for the Office of the Managing Director. Management and coordination of the executive agencies and the Office of Economic Development funded through this program.

<b>PROGRAM POSITIONS</b>					
	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
Permanent FTE	23.00	21.50	21.50	0.00	21.50
Temporary FTE	1.00	1.00	1.00	0.00	1.00
Contract FTE	0.00	0.00	0.00	0.00	0.00
<b>Total</b>	<b>24.00</b>	<b>22.50</b>	<b>22.50</b>	<b>0.00</b>	<b>22.50</b>

<b>CHARACTER OF EXPENDITURES</b>					
	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
Salaries	\$ 1,310,071	\$ 1,389,912	\$ 1,513,760	\$ 0	\$ 1,513,760
Current Expenses	760,473	493,950	572,390	0	572,390
Equipment	0	0	0	0	0
<b>Total</b>	<b>\$ 2,070,544</b>	<b>\$ 1,883,862</b>	<b>\$ 2,086,150</b>	<b>\$ 0</b>	<b>\$ 2,086,150</b>

<b>SOURCE OF FUNDS</b>					
	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
General Fund	\$ 1,666,318	\$ 1,883,862	\$ 2,036,150	\$ 0	\$ 2,036,150
Clean Water and Natural Lands Fund	0	0	50,000	0	50,000
Special Projects Fund	404,226	0	0	0	0
<b>Total</b>	<b>\$ 2,070,544</b>	<b>\$ 1,883,862</b>	<b>\$ 2,086,150</b>	<b>\$ 0</b>	<b>\$ 2,086,150</b>

## Culture and the Arts

## Program Description

The Mayor's Office of Culture and the Arts (MOCA) promotes and increases awareness of the importance of arts and cultural heritages for the people in the City and County of Honolulu. MOCA provides opportunities for the development and exposure to culture and arts in all forms. MOCA manages the Art in City Buildings collection as mandated.

PROGRAM POSITIONS					
	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
Permanent FTE	6.00	6.00	6.00	0.00	6.00
Temporary FTE	0.00	0.00	0.00	0.00	0.00
Contract FTE	1.00	1.00	1.00	0.00	1.00
<b>Total</b>	<b>7.00</b>	<b>7.00</b>	<b>7.00</b>	<b>0.00</b>	<b>7.00</b>

CHARACTER OF EXPENDITURES					
	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
Salaries	\$ 253,993	\$ 263,876	\$ 274,688	\$ 0	\$ 274,688
Current Expenses	237,231	1,584,268	307,325	0	307,325
Equipment	0	0	0	0	0
<b>Total</b>	<b>\$ 491,224</b>	<b>\$ 1,848,144</b>	<b>\$ 582,013</b>	<b>\$ 0</b>	<b>\$ 582,013</b>

SOURCE OF FUNDS					
	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
General Fund	\$ 491,224	\$ 1,848,144	\$ 582,013	\$ 0	\$ 582,013
<b>Total</b>	<b>\$ 491,224</b>	<b>\$ 1,848,144</b>	<b>\$ 582,013</b>	<b>\$ 0</b>	<b>\$ 582,013</b>

## Office of Housing

## Program Description

Established by the Council to ensure that agencies of the state and federal governments, private organizations, nonprofit groups, community organizations, and individuals will work in partnership to address issues regarding affordable housing, senior housing, special needs housing and homelessness.

## PROGRAM POSITIONS

	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
Permanent FTE	2.00	2.00	2.00	0.00	2.00
Temporary FTE	0.00	0.00	0.00	0.00	0.00
Contract FTE	0.00	0.00	0.00	0.00	0.00
<b>Total</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>0.00</b>	<b>2.00</b>

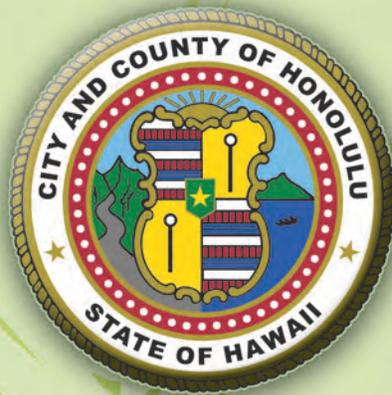
## CHARACTER OF EXPENDITURES

	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
Salaries	\$ 88,891	\$ 113,448	\$ 106,428	\$ 0	\$ 106,428
Current Expenses	19,922	75,000	72,500	0	72,500
Equipment	0	0	0	0	0
<b>Total</b>	<b>\$ 108,813</b>	<b>\$ 188,448</b>	<b>\$ 178,928</b>	<b>\$ 0</b>	<b>\$ 178,928</b>

## SOURCE OF FUNDS

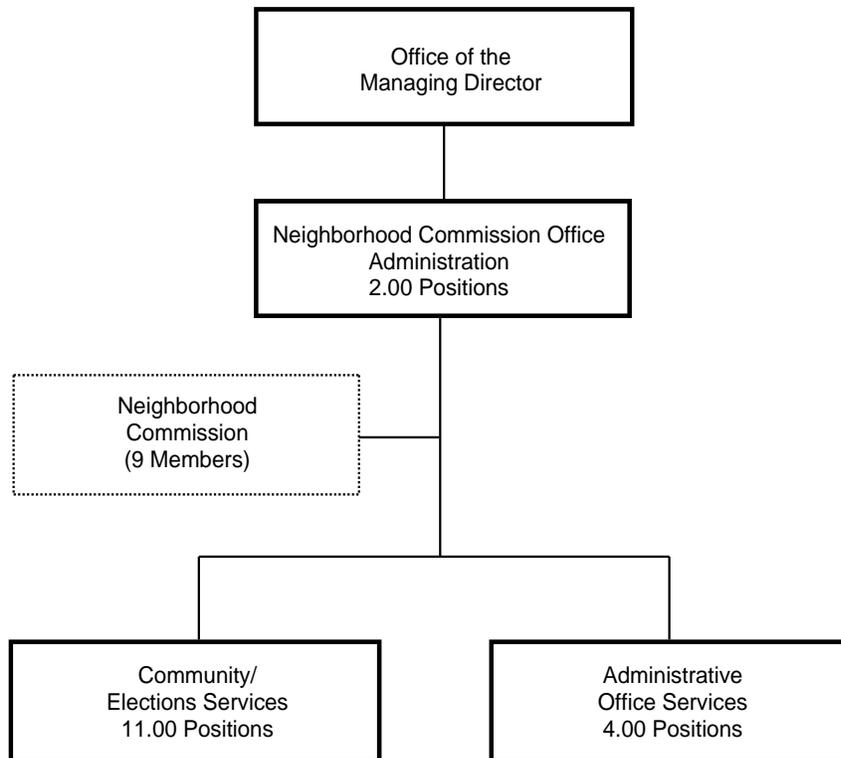
	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
General Fund	\$ 108,813	\$ 113,448	\$ 178,928	\$ 0	\$ 178,928
Affordable Housing Fund	0	75,000	0	0	0
<b>Total</b>	<b>\$ 108,813</b>	<b>\$ 188,448</b>	<b>\$ 178,928</b>	<b>\$ 0</b>	<b>\$ 178,928</b>

# Neighborhood Commission

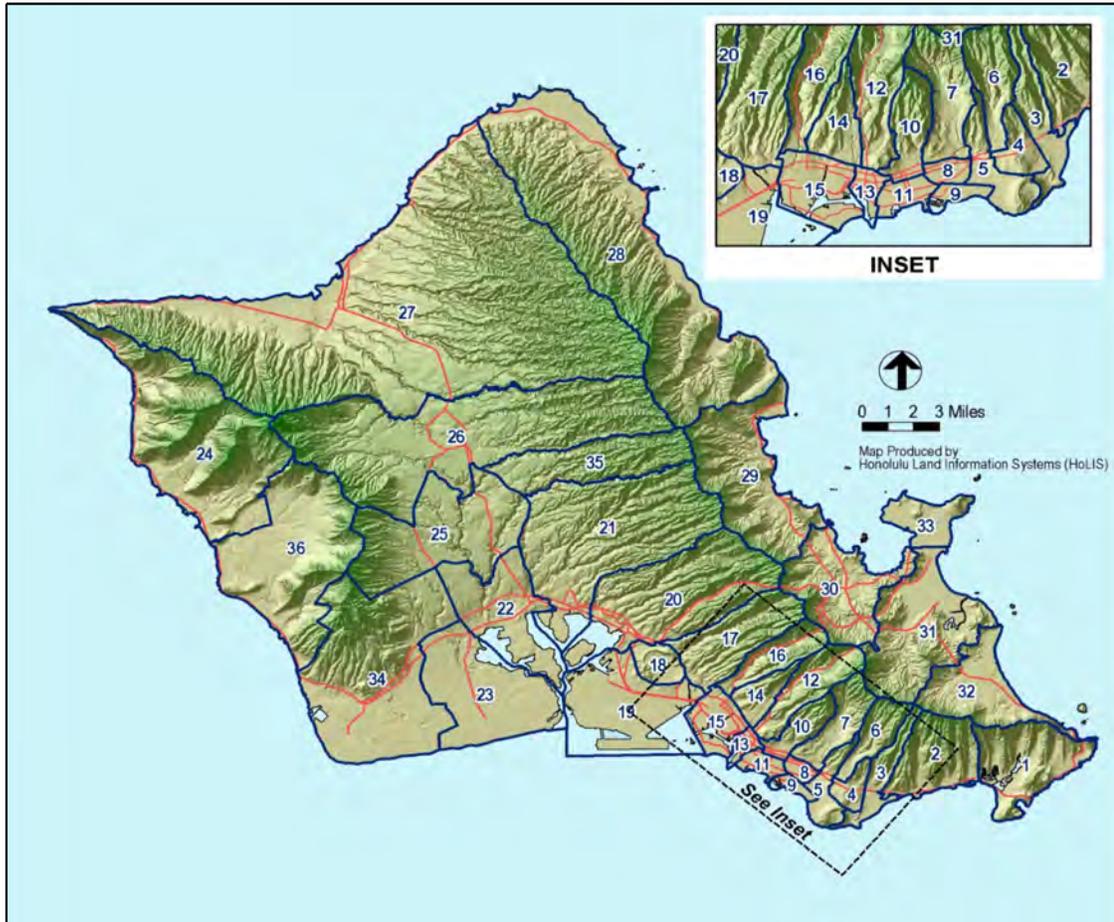


## NEIGHBORHOOD COMMISSION OFFICE (NCO) ORGANIZATION CHART

This chart reflects the number of full-time equivalent positions appropriated in Fiscal Year 2015.



**NEIGHBORHOOD COMMISSION OFFICE  
(NCO)  
NEIGHBORHOOD BOARDS BOUNDARIES**



No.	NEIGHBORHOOD BOARD	No.	NEIGHBORHOOD BOARD	No.	NEIGHBORHOOD BOARD
1	HAWAII KAI	13	DOWNTOWN	25	MILILANI/WAIPIO/ MELEMANU
2	KULIOUOU-KALANI IKI	14	LILIHA/ALEWA/PUUNUI KAMEHAMEHA HEIGHTS	26	WAHIAWA-WHITMORE VILLAGE
3	WAIALAE-KAHALA	15	KALIHI-PALAMA	27	NORTH SHORE
4	KAIMUKI	16	KALIHI VALLEY	28	KOOLAULOA
5	DIAMOND HEAD/KAPAHULU/ ST. LOUIS HEIGHTS	17	MOANALUA (Not Formed)	29	KAHALUU
6	PALOLO	18	ALIAMANU/SALT LAKE/ FOSTER VILLAGE	30	KANEOHE
7	MANOA	19	AIRPORT (Not Formed)	31	KAILUA
8	MCCULLY/MOILIILI	20	AIEA	32	WAIMANALO
9	WAIKIKI	21	PEARL CITY	33	MOKAPU (Not Formed)
10	MAKIKI/LOWER PUNCHBOWL/ TANTALUS	22	WAIPAHU	34	MAKAKILO/KAPOLEI/ HONOKAI HALE
11	ALA MOANA/KAKAAKO	23	EWA	35	MILILANI MAUKA/ LAULANI VALLEY
12	NUUANU/PUNCHBOWL	24	WAIANAE COAST	36	NANAKULI-MAILI

## Neighborhood Commission

### Roles and Responsibilities

The Neighborhood Commission (the Commission), with assistance from the Neighborhood Commission Office (NCO), is responsible for the mandated five-year review of the Neighborhood Plan. The Neighborhood Plan sets policy for the Neighborhood Board System. The Neighborhood Commission strives to fulfill its mission to increase and assure effective citizen participation in government through the Neighborhood Board System.

The NCO provides staff support to the nine-member Neighborhood Commission and the Neighborhood Board System comprised of 33 neighborhood boards. NCO staff attends regular monthly meetings, produces meeting minutes, and provides proper public notice of all meetings of the Commission and the neighborhood boards.

### Spending to Make a Difference

- Community Outreach. Host various community events to disseminate information, gain public input about the Neighborhood Board System, and to engage potential new board members. The NCO will also continue to participate at various community events island-wide to engage residents and other members of the public.
- Training. Develop training tools and informative memos for distribution to board members and make available to the public at-large. The NCO will increase training for staff to improve proficiency in governing policy and service provided.
- Improve communication and transparency by using social media tools.

### Budget Highlights

- Modest decline from FY 15 due to FY 16 being a non-election year, with no substantial growth in services or personnel. Salary and benefit increases due to mandated collective bargaining contract terms.
- One position has been deactivated to achieve a more accurate picture of the number of positions required by the department to deliver services within the given resources during a non-election year for the Neighborhood Board System.

### Performance Metrics

Performance Metric for FY 2015	Goal
Maintain the Neighborhood Board members' satisfaction with Neighborhood Assistants/staff services.	Conduct periodic surveys with a goal of achieving 95% satisfactory or better rating for NCO support services.
Obtain all Neighborhood Board member compliance with Sunshine Law Training and Certification.	Obtain 90% of the members' compliant with Sunshine Law Training and Certification.
Respond to and resolve community concerns transmitted to the Neighborhood Commission Office via Mayor's Representatives in a timely manner.	Respond and resolve 75% of the complaints received within 30 days.
Increase Neighborhood Board voter participation.	Increase Neighborhood Board return ballot rate by 10% this election year.

**DEPARTMENT POSITIONS**

	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
Permanent FTE	16.00	16.00	16.00	0.00	16.00
Temporary FTE	1.00	0.00	0.00	0.00	0.00
Contract FTE	0.00	1.00	0.00	0.00	0.00
<b>Total</b>	<b>17.00</b>	<b>17.00</b>	<b>16.00</b>	<b>0.00</b>	<b>16.00</b>

**EXPENDITURES BY PROGRAM**

	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
Neighborhood Commission	\$ 738,262	\$ 981,810	\$ 765,646	\$ 0	\$ 765,646
<b>Total</b>	<b>\$ 738,262</b>	<b>\$ 981,810</b>	<b>\$ 765,646</b>	<b>\$ 0</b>	<b>\$ 765,646</b>

**CHARACTER OF EXPENDITURES**

	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
Salaries	\$ 584,811	\$ 654,960	\$ 616,646	\$ 0	\$ 616,646
Current Expenses	153,451	326,850	149,000	0	149,000
Equipment	0	0	0	0	0
<b>Total</b>	<b>\$ 738,262</b>	<b>\$ 981,810</b>	<b>\$ 765,646</b>	<b>\$ 0</b>	<b>\$ 765,646</b>

**SOURCE OF FUNDS**

	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
General Fund	\$ 738,262	\$ 981,810	\$ 765,646	\$ 0	\$ 765,646
<b>Total</b>	<b>\$ 738,262</b>	<b>\$ 981,810</b>	<b>\$ 765,646</b>	<b>\$ 0</b>	<b>\$ 765,646</b>

## Neighborhood Commission

### Neighborhood Commission

#### Program Description

The operations of the Neighborhood Commission Office (NCO) include clerical and administrative support services to a nine-member Commission and 33 neighborhood boards with 437 board members. Each board is assigned a neighborhood assistant who serves as the primary liaison between the neighborhood boards and the NCO. The primary support function to the boards and the Commission includes attendance at regularly scheduled monthly meetings, facility preparations prior to each meeting, recording minutes, filing agendas, processing correspondence, and mailing minutes and agendas to a variety of recipients including residents, elected officials, and government agencies. The NCO also coordinates the biennial neighborhood board member election process to fill 437 seats on 33 neighborhood boards island-wide.

To support the Mayor, the NCO coordinates the Mayor's Representative program which includes 33 designated representatives to attend meetings on behalf of the Mayor and to serve as a liaison between the boards and the Office of the Mayor and City agencies. An integral part of the Mayor's Representative program, the NCO facilitates the collection of departmental responses to community concerns gathered by the Mayor's representatives during the neighborhood board meetings.

Other services provided by the NCO include: administrative and clerical support services to the Mayor's representatives; budget support services to the Commission and neighborhood boards; execution of personnel transactions, payroll, inventory, purchasing, and processing purchase orders and invoices from neighborhood boards; preparation of monthly board statements; and advising the boards and the Commission on compliance with laws and rules governing the Neighborhood Board system.

Annual appropriated funds enable the NCO to conduct necessary activities such as: the production and distribution of meeting agenda and minutes to the public; the production and distribution of board newsletters to respective communities; processing timely correspondence; and the planning and coordination of training sessions and workshops such as board orientation, parliamentary procedures, sunshine law, order and decorum, the neighborhood plan, and the acquisition of educational materials and use of video-recording and television to disseminate board meetings and information to the public at-large.

#### PROGRAM POSITIONS

	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
Permanent FTE	16.00	16.00	16.00	0.00	16.00
Temporary FTE	1.00	0.00	0.00	0.00	0.00
Contract FTE	0.00	1.00	0.00	0.00	0.00
<b>Total</b>	<b>17.00</b>	<b>17.00</b>	<b>16.00</b>	<b>0.00</b>	<b>16.00</b>

#### CHARACTER OF EXPENDITURES

	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
Salaries	\$ 584,811	\$ 654,960	\$ 616,646	\$ 0	\$ 616,646
Current Expenses	153,451	326,850	149,000	0	149,000
Equipment	0	0	0	0	0
<b>Total</b>	<b>\$ 738,262</b>	<b>\$ 981,810</b>	<b>\$ 765,646</b>	<b>\$ 0</b>	<b>\$ 765,646</b>

#### SOURCE OF FUNDS

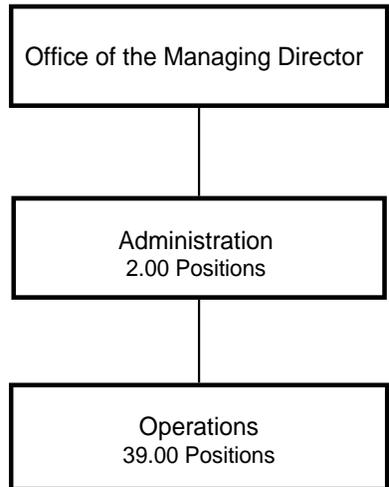
	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
General Fund	\$ 738,262	\$ 981,810	\$ 765,646	\$ 0	\$ 765,646
<b>Total</b>	<b>\$ 738,262</b>	<b>\$ 981,810</b>	<b>\$ 765,646</b>	<b>\$ 0</b>	<b>\$ 765,646</b>

# Royal Hawaiian Band



# ROYAL HAWAIIAN BAND (RHB) ORGANIZATION CHART

This chart reflects the number of full-time equivalent positions appropriated in Fiscal Year 2015.



## Royal Hawaiian Band

### Departmental Role and Responsibilities

The Royal Hawaiian Band represents the City at public events, including regular concerts, official ceremonies, special programs and parades with the music and dance of Hawaii.

### Mission Statement

The Royal Hawaiian Band serves as the official band representing the Mayor and the City and County of Honolulu at public functions and events to create goodwill and promote Honolulu through its music.

### Spending to Make a Difference

Maintain a high standard of musical performance and efficiently manage the resources of the band.

- Provide expanded musical services to different segments of the community through a variety of programs.
- Promote the City and County of Honolulu through concerts, tours and recordings, which feature the music and dance of Hawaii.
- Promote and perpetuate the Hawaiian culture through the performance of traditional Hawaiian music and dance.
- New initiative of an annual extravaganza show production featuring guest artists and dancers.

### Budget Highlights

- Modest increase over FY 2015 due to the expansion of core services (new initiative of annual large venue show production). Salary and benefit increases primarily due to the mandated collective bargaining contract terms.

### Performance Metrics

Performance Metric for FY 2015	Goal
Obtain a favorable rating from the Royal Hawaiian Band's clients and audiences to reveal the band's effectiveness, appreciation and impact on the community and the City and County of Honolulu.	Obtain a 75% favorable citizen survey rating this fiscal year.
Obtain information from the band's requests, clients/audiences and schedules that will reveal the amount of services and the band's diverse contribution to the varied demographics, locations and cultures in the community and the City and County of Honolulu.	Perform 90% of all requests this fiscal year.

### DEPARTMENT POSITIONS

	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
Permanent FTE	40.00	40.00	40.00	0.00	40.00
Temporary FTE	0.00	0.00	0.00	0.00	0.00
Contract FTE	1.00	1.00	1.50	0.00	1.50
<b>Total</b>	<b>41.00</b>	<b>41.00</b>	<b>41.50</b>	<b>0.00</b>	<b>41.50</b>

## Royal Hawaiian Band

### EXPENDITURES BY PROGRAM

	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
Royal Hawaiian Band	\$ 1,967,457	\$ 2,062,280	\$ 2,086,056	\$ 0	\$ 2,086,056
<b>Total</b>	<b>\$ 1,967,457</b>	<b>\$ 2,062,280</b>	<b>\$ 2,086,056</b>	<b>\$ 0</b>	<b>\$ 2,086,056</b>

### CHARACTER OF EXPENDITURES

	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
Salaries	\$ 1,836,032	\$ 1,898,740	\$ 1,923,616	\$ 0	\$ 1,923,616
Current Expenses	131,425	123,540	127,440	0	127,440
Equipment	0	40,000	35,000	0	35,000
<b>Total</b>	<b>\$ 1,967,457</b>	<b>\$ 2,062,280</b>	<b>\$ 2,086,056</b>	<b>\$ 0</b>	<b>\$ 2,086,056</b>

### SOURCE OF FUNDS

	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
General Fund	\$ 1,967,457	\$ 2,062,280	\$ 2,086,056	\$ 0	\$ 2,086,056
<b>Total</b>	<b>\$ 1,967,457</b>	<b>\$ 2,062,280</b>	<b>\$ 2,086,056</b>	<b>\$ 0</b>	<b>\$ 2,086,056</b>

Royal Hawaiian Band

## Royal Hawaiian Band

## Program Description

This activity provides music in concerts and parades for official governmental functions and at public venues for residents and visitors.

PROGRAM POSITIONS					
	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
Permanent FTE	40.00	40.00	40.00	0.00	40.00
Temporary FTE	0.00	0.00	0.00	0.00	0.00
Contract FTE	1.00	1.00	1.50	0.00	1.50
<b>Total</b>	<b>41.00</b>	<b>41.00</b>	<b>41.50</b>	<b>0.00</b>	<b>41.50</b>

CHARACTER OF EXPENDITURES					
	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
Salaries	\$ 1,836,032	\$ 1,898,740	\$ 1,923,616	\$ 0	\$ 1,923,616
Current Expenses	131,425	123,540	127,440	0	127,440
Equipment	0	40,000	35,000	0	35,000
<b>Total</b>	<b>\$ 1,967,457</b>	<b>\$ 2,062,280</b>	<b>\$ 2,086,056</b>	<b>\$ 0</b>	<b>\$ 2,086,056</b>

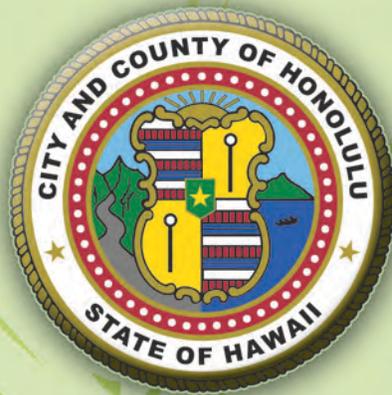
SOURCE OF FUNDS					
	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
General Fund	\$ 1,967,457	\$ 2,062,280	\$ 2,086,056	\$ 0	\$ 2,086,056
<b>Total</b>	<b>\$ 1,967,457</b>	<b>\$ 2,062,280</b>	<b>\$ 2,086,056</b>	<b>\$ 0</b>	<b>\$ 2,086,056</b>

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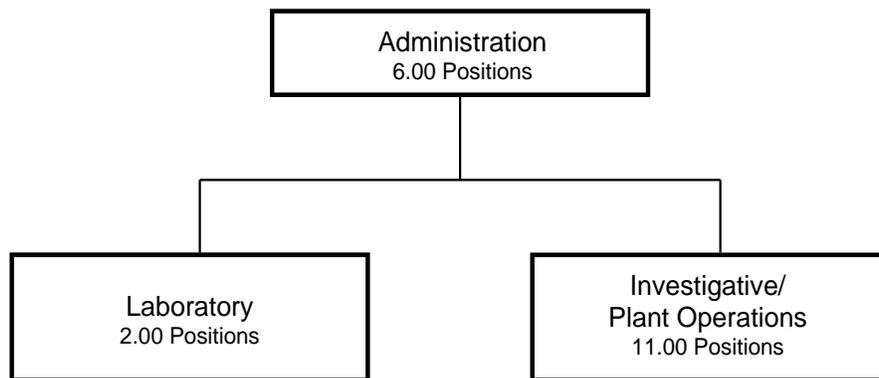
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# Department of the Medical Examiner



# DEPARTMENT OF THE MEDICAL EXAMINER (MED) ORGANIZATION CHART

This chart reflects the number of full-time equivalent positions appropriated in Fiscal Year 2015.



## Department of the Medical Examiner

### Roles and Responsibilities

The Department of the Medical Examiner is responsible for investigating unattended, sudden, unexpected, violent, and suspicious deaths. The purpose of such investigations is to discover, document, and preserve the medical, anatomic and/or evidentiary findings which will allow the department to determine the cause and manner of death; identify the deceased; help adjudicate an individual's guilt or innocence in courts of law; determine or exclude contributory or causative factors to the death and provide expert testimony in criminal and civil litigation. The Medical Examiner's Office also provides education and research assistance to local and national medical, legal, academic and law enforcement organizations and communities.

### Spending to Make a Difference

- Protect Public Health. Diagnose previously unsuspected contagious disease and identify trends affecting the lives of our citizens such as drug-related deaths, traffic fatalities, and teen suicides.
- Re-accreditation. Begin the process by the National Association of Medical Examiners to attain professional credibility and maintain standards.

### Budget Highlights

- Modest increase over FY 2015 because of expansion of core services due to the increased number of deaths investigated and one-time equipment expenses in FY 2016 to replace obsolete laboratory equipment.
- Salary and benefit increases for a part-time contractual Administrative Services Officer (ASO) and Prosecutor Assistant.

### DEPARTMENT POSITIONS

	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
Permanent FTE	19.00	19.00	19.00	0.00	19.00
Temporary FTE	0.00	0.00	0.00	0.00	0.00
Contract FTE	0.50	0.00	1.00	0.00	1.00
<b>Total</b>	<b>19.50</b>	<b>19.00</b>	<b>20.00</b>	<b>0.00</b>	<b>20.00</b>

### EXPENDITURES BY PROGRAM

	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
Investigation of Deaths	\$ 1,611,551	\$ 1,611,917	\$ 1,995,358	\$ 0	\$ 1,995,358
<b>Total</b>	<b>\$ 1,611,551</b>	<b>\$ 1,611,917</b>	<b>\$ 1,995,358</b>	<b>\$ 0</b>	<b>\$ 1,995,358</b>

### CHARACTER OF EXPENDITURES

	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
Salaries	\$ 1,189,073	\$ 1,251,002	\$ 1,528,718	\$ 0	\$ 1,528,718
Current Expenses	422,478	343,915	396,640	0	396,640
Equipment	0	17,000	70,000	0	70,000
<b>Total</b>	<b>\$ 1,611,551</b>	<b>\$ 1,611,917</b>	<b>\$ 1,995,358</b>	<b>\$ 0</b>	<b>\$ 1,995,358</b>

### SOURCE OF FUNDS

	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
General Fund	\$ 1,611,551	\$ 1,611,917	\$ 1,995,358	\$ 0	\$ 1,995,358
<b>Total</b>	<b>\$ 1,611,551</b>	<b>\$ 1,611,917</b>	<b>\$ 1,995,358</b>	<b>\$ 0</b>	<b>\$ 1,995,358</b>

Department of the Medical Examiner

Investigation of Deaths

Program Description

This activity investigates the circumstances surrounding all violent, non-natural, unattended, and suspicious deaths by interview of witnesses, examination and documentation of the death scene, researching information, and conducting postmortem and laboratory examinations.

In addition, deposition, preliminary hearing, grand jury and trial expert testimony is performed.

Identification of human remains and differentiation from non-human remains is also performed.

PROGRAM POSITIONS

	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
Permanent FTE	19.00	19.00	19.00	0.00	19.00
Temporary FTE	0.00	0.00	0.00	0.00	0.00
Contract FTE	0.50	0.00	1.00	0.00	1.00
<b>Total</b>	<b>19.50</b>	<b>19.00</b>	<b>20.00</b>	<b>0.00</b>	<b>20.00</b>

CHARACTER OF EXPENDITURES

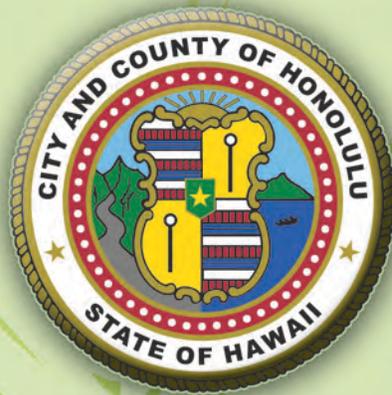
	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
Salaries	\$ 1,189,073	\$ 1,251,002	\$ 1,528,718	\$ 0	\$ 1,528,718
Current Expenses	422,478	343,915	396,640	0	396,640
Equipment	0	17,000	70,000	0	70,000
<b>Total</b>	<b>\$ 1,611,551</b>	<b>\$ 1,611,917</b>	<b>\$ 1,995,358</b>	<b>\$ 0</b>	<b>\$ 1,995,358</b>

SOURCE OF FUNDS

	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
General Fund	\$ 1,611,551	\$ 1,611,917	\$ 1,995,358	\$ 0	\$ 1,995,358
<b>Total</b>	<b>\$ 1,611,551</b>	<b>\$ 1,611,917</b>	<b>\$ 1,995,358</b>	<b>\$ 0</b>	<b>\$ 1,995,358</b>

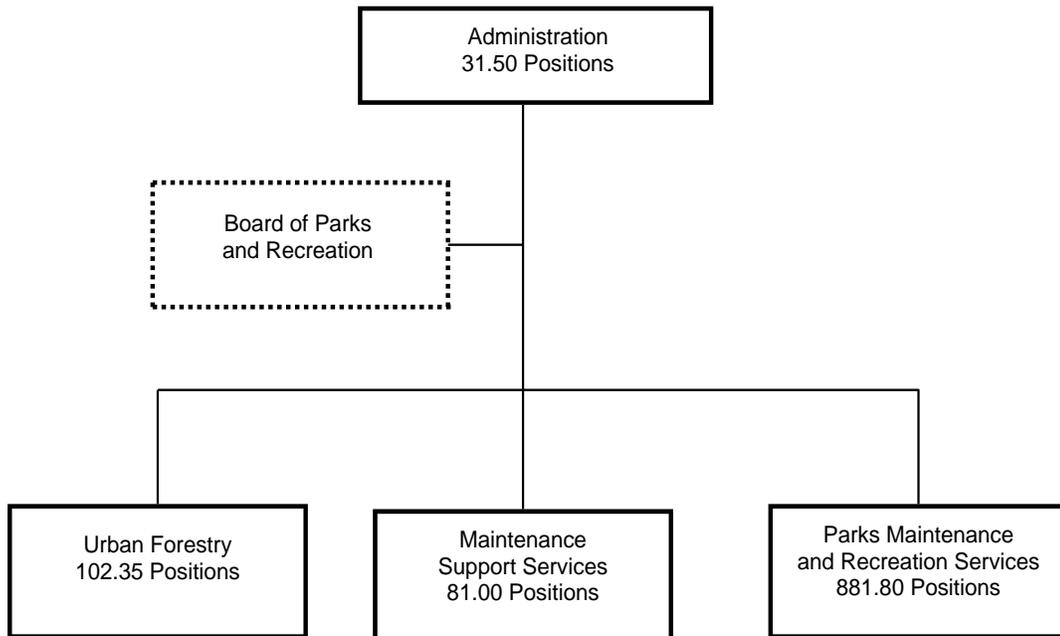
Medical Examiner

# Department of Parks and Recreation

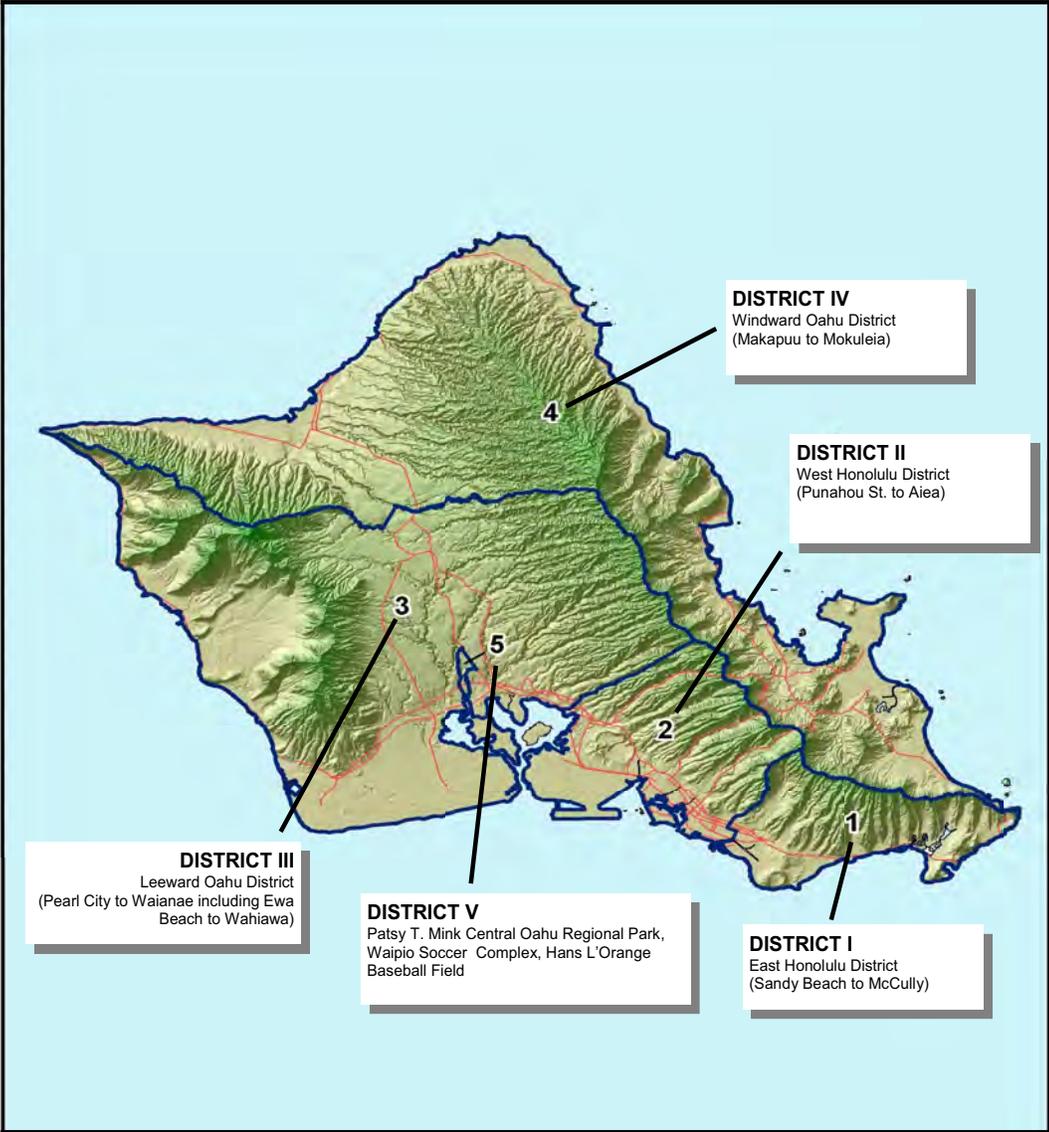


# DEPARTMENT OF PARKS AND RECREATION (DPR) ORGANIZATION CHART

This chart reflects the number of full-time equivalent positions appropriated in Fiscal Year 2015.



DEPARTMENT OF PARKS AND RECREATION  
(DPR)  
ISLANDWIDE PARK SYSTEM



Parks and Recreation

TOTAL NUMBER OF PARKS AND RECREATION AREAS: 393

- Including: 36 Regional Parks and District Parks
- 59 Beach Parks
- 183 Mini, Urban, Neighborhood, Community, and Miscellaneous Parks
- 2 Nature Parks and Preserves
- 5 Botanical Gardens
- 11 Community Gardens (1,300 plots)
- 90 Beach Access Right-of-Ways
- 7 Malls

## Department of Parks and Recreation

### Roles and Responsibilities

The Department of Parks and Recreation (DPR) maintains and operates parks and recreational facilities under city jurisdiction; develops and implements programs for cultural, recreational and other leisure-time activities; beautifies city streets, parks and recreational facilities, including planting, trimming and maintaining of shade trees, hedges and shrubs; and maintains and operates the City's botanical gardens.

The department also provides a wide range of recreational facilities and services that are readily available to all residents and fosters the multi-ethnic culture of Hawaii; protects historic, cultural and archaeological resources; fosters the visual and performing arts; and helps to preserve the natural environment and scenic views for the benefit of both residents and visitors.

### Spending to Make a Difference

- Install high-efficiency irrigation controllers to reduce potable water usage and associated costs.
- Identify opportunities to switch irrigation from potable to R-1 or non potable. Implement plans to switch irrigation to reduce water costs.
- Implement a new registration and point-of-sale system for class registration and use of facilities. This will help increase efficiency and improve customer service.
- Implement a high impact repair and maintenance project to address the Mayor's priority to improve our parks by renovating 24 comfort stations and refurbishing more than a dozen play apparatus systems in poor condition.

### Budget Highlights

- Substantial increase over FY 2015 due to expansion of core services to meet the addition of new parks in the Leeward area, provide subsidized summer fun programs for the Leeward Coast and dedicate funding to renovate bathrooms and play apparatus. Salary and benefit increases primarily due to mandated collective bargaining contract terms.
- Eighty positions have been deactivated to achieve a more accurate picture of the number of positions required by the department to deliver services within the given resources. The decrease is reflected in the department's full-time equivalent count.
- Approximately \$2 million is proposed to administer the high impact repair and maintenance project to address aging bathrooms and play apparatus. \$500,000 is added for the first year of a three year project to paint the Aiea gym. These amounts are in addition to the \$1 million grounds maintenance budget needed to address routine maintenance and emergency repairs.
- Approximately \$150,000 is included to provide subsidized and enhanced summer fun programs for children on the Leeward Coast.
- \$30,000 is proposed to continue the security services to keep the Kuhio Beach bathrooms open 24/7, as a match to funds provided by the Waikiki Business Improvement District.

Performance Metrics

Performance Metric for FY 2015	Goal
Decrease the amount of potable water used at City parks.	Decrease the amount of potable water used at City parks by 5% per year.
Increase efficiency in filling vacant job positions.	Complete 90% E-forms submitted within 10 days of the position becoming vacant. Complete 90% of the packets for positions interviewed within 10 days after receiving the list of eligible candidates.
Identify public awareness and satisfaction with City parks facilities and recreational programs, and collect data to assist in developing medium and long-range plans.	Establish a strategic plan to identify public perception and develop a plan to address issues.

DEPARTMENT POSITIONS

	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
Permanent FTE	933.00	864.10	864.10	0.00	864.10
Temporary FTE	8.25	4.15	4.15	0.00	4.15
Contract FTE	227.40	228.40	228.40	0.00	228.40
<b>Total</b>	<b>1,168.65</b>	<b>1,096.65</b>	<b>1,096.65</b>	<b>0.00</b>	<b>1,096.65</b>

EXPENDITURES BY PROGRAM

	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
Administration	\$ 1,938,530	\$ 2,791,448	\$ 3,763,132	\$ 0	\$ 3,763,132
Urban Forestry Program	8,411,475	8,484,464	9,464,730	0	9,464,730
Maintenance Support Services	5,451,225	5,508,379	6,086,717	500,000	6,586,717
Recreation Services	21,630,806	23,317,257	23,662,665	0	23,662,665
Grounds Maintenance	25,862,994	26,526,797	28,388,014	0	28,388,014
<b>Total</b>	<b>\$ 63,295,030</b>	<b>\$ 66,628,345</b>	<b>\$ 71,365,258</b>	<b>\$ 500,000</b>	<b>\$ 71,865,258</b>

CHARACTER OF EXPENDITURES

	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
Salaries	\$ 37,709,923	\$ 39,949,550	\$ 40,375,368	\$ 0	\$ 40,375,368
Current Expenses	25,435,862	26,001,795	27,723,890	500,000	28,223,890
Equipment	149,245	677,000	3,266,000	0	3,266,000
<b>Total</b>	<b>\$ 63,295,030</b>	<b>\$ 66,628,345</b>	<b>\$ 71,365,258</b>	<b>\$ 500,000</b>	<b>\$ 71,865,258</b>

**Department of Parks and Recreation**

<b>SOURCE OF FUNDS</b>					
	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
General Fund	\$ 59,174,844	\$ 62,297,024	\$ 67,503,574	\$ 500,000	\$ 68,003,574
Highway Beautification Fund	978,648	610,000	606,000	0	606,000
Bikeway Fund	4,907	0	0	0	0
Sewer Fund	325,140	0	0	0	0
Hanauma Bay Nature Preserve Fund	2,578,320	3,515,381	3,106,984	0	3,106,984
Special Projects Fund	59,849	10,000	0	0	0
Federal Grants Fund	173,322	195,940	148,700	0	148,700
<b>Total</b>	<b>\$ 63,295,030</b>	<b>\$ 66,628,345</b>	<b>\$ 71,365,258</b>	<b>\$ 500,000</b>	<b>\$ 71,865,258</b>

Parks and Recreation

**Administration**

**Program Description**

The Administration activity directs the overall management, maintenance and operations of the City's park system and respective programs and services. It provides staff and clerical services in personnel, professional development, safety, planning, purchasing, budgetary and organizational management; conducts research relating to resolving management issues; administers the agency's property control and inventory; coordinates administrative reporting activities; administers the issuance of permits for use of parks and recreational facilities; and enforces park rules and regulations in coordination with the Honolulu Police Department.

<b>PROGRAM POSITIONS</b>					
	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
Permanent FTE	31.00	30.00	30.00	0.00	30.00
Temporary FTE	0.50	0.50	0.50	0.00	0.50
Contract FTE	0.00	1.00	1.00	0.00	1.00
<b>Total</b>	<b>31.50</b>	<b>31.50</b>	<b>31.50</b>	<b>0.00</b>	<b>31.50</b>

<b>CHARACTER OF EXPENDITURES</b>					
	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
Salaries	\$ 1,722,380	\$ 1,795,248	\$ 1,570,382	\$ 0	\$ 1,570,382
Current Expenses	216,150	996,200	2,158,750	0	2,158,750
Equipment	0	0	34,000	0	34,000
<b>Total</b>	<b>\$ 1,938,530</b>	<b>\$ 2,791,448</b>	<b>\$ 3,763,132</b>	<b>\$ 0</b>	<b>\$ 3,763,132</b>

<b>SOURCE OF FUNDS</b>					
	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
General Fund	\$ 1,878,681	\$ 2,791,448	\$ 3,763,132	\$ 0	\$ 3,763,132
Special Projects Fund	59,849	0	0	0	0
<b>Total</b>	<b>\$ 1,938,530</b>	<b>\$ 2,791,448</b>	<b>\$ 3,763,132</b>	<b>\$ 0</b>	<b>\$ 3,763,132</b>

Department of Parks and Recreation

Urban Forestry Program

Program Description

The Urban Forestry activity manages the botanical garden and horticulture programs. The Honolulu Botanical Gardens encompass 650 acres including the Foster, Lili'uokalani, Koko Crater, Ho'omaluhia, and Wahiawa Botanical Gardens. The Community Recreational Gardening Program and other gardening-related recreational, environmental, and cultural public programs are also part of this activity. The horticulture programs plant, prune, trim, water, and maintain shade trees, palms, shrubs, and other plants along public roadways, parks and malls; keep street lights, power lines, traffic control devices, and rights-of-way free of imposing branches; grow plants for beautification projects and public gardens; grow and maintain ornamental plants for use in government offices and at city-sponsored events; and conduct a developmental and testing program for plant materials useful for the programs. The Exceptional Trees Program is also part of this activity.

PROGRAM POSITIONS

	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
Permanent FTE	107.00	99.00	99.00	0.00	99.00
Temporary FTE	2.85	1.85	1.85	0.00	1.85
Contract FTE	1.50	1.50	1.50	0.00	1.50
<b>Total</b>	<b>111.35</b>	<b>102.35</b>	<b>102.35</b>	<b>0.00</b>	<b>102.35</b>

CHARACTER OF EXPENDITURES

	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
Salaries	\$ 3,986,917	\$ 4,125,787	\$ 3,954,280	\$ 0	\$ 3,954,280
Current Expenses	4,424,558	4,358,677	4,492,450	0	4,492,450
Equipment	0	0	1,018,000	0	1,018,000
<b>Total</b>	<b>\$ 8,411,475</b>	<b>\$ 8,484,464</b>	<b>\$ 9,464,730</b>	<b>\$ 0</b>	<b>\$ 9,464,730</b>

SOURCE OF FUNDS

	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
General Fund	\$ 7,780,476	\$ 7,861,464	\$ 8,834,730	\$ 0	\$ 8,834,730
Highway Beautification Fund	609,999	610,000	606,000	0	606,000
Hanauma Bay Nature Preserve Fund	21,000	13,000	24,000	0	24,000
<b>Total</b>	<b>\$ 8,411,475</b>	<b>\$ 8,484,464</b>	<b>\$ 9,464,730</b>	<b>\$ 0</b>	<b>\$ 9,464,730</b>

**Maintenance Support Services**

**Program Description**

The Maintenance Support Services (MSS) activity is responsible for providing minor repair and/or replacement services to park buildings, ground facilities and equipment island-wide. The trades program, the mainstay in maintaining and repairing an aging inventory of facilities, diligently works to maintain buildings to an acceptable level. The work program, which contracts out work projects, is an integral part of the maintenance program. MSS provides heavy construction equipment support, utility crew support and a chemical unit that provides fertilizing, herbicide, and vector control to all parks. MSS also evaluates existing maintenance programs by compiling and analyzing statistical data, researching and evaluating new methods, techniques, equipment and materials to improve overall efficiency and service to the division and districts.

<b>PROGRAM POSITIONS</b>					
	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
Permanent FTE	81.00	81.00	80.00	0.00	80.00
Temporary FTE	0.00	0.00	0.00	0.00	0.00
Contract FTE	0.00	0.00	0.00	0.00	0.00
<b>Total</b>	<b>81.00</b>	<b>81.00</b>	<b>80.00</b>	<b>0.00</b>	<b>80.00</b>

<b>CHARACTER OF EXPENDITURES</b>					
	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
Salaries	\$ 3,205,562	\$ 3,380,593	\$ 3,647,210	\$ 0	\$ 3,647,210
Current Expenses	2,245,663	1,937,786	2,089,507	500,000	2,589,507
Equipment	0	190,000	350,000	0	350,000
<b>Total</b>	<b>\$ 5,451,225</b>	<b>\$ 5,508,379</b>	<b>\$ 6,086,717</b>	<b>\$ 500,000</b>	<b>\$ 6,586,717</b>

<b>SOURCE OF FUNDS</b>					
	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
General Fund	\$ 5,401,225	\$ 5,248,379	\$ 5,976,717	\$ 500,000	\$ 6,476,717
Hanauma Bay Nature Preserve Fund	50,000	260,000	110,000	0	110,000
<b>Total</b>	<b>\$ 5,451,225</b>	<b>\$ 5,508,379</b>	<b>\$ 6,086,717</b>	<b>\$ 500,000</b>	<b>\$ 6,586,717</b>

Department of Parks and Recreation

Recreation Services

Program Description

The Recreation Services activity plans, promotes, organizes, conducts and provides recreational services for all segments of the population on Oahu. This activity provides direct recreational services to the public through citywide, district and community programs involving cultural, recreational and other leisure time activities and special events.

PROGRAM POSITIONS					
	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
Permanent FTE	240.40	203.90	204.90	0.00	204.90
Temporary FTE	2.00	1.00	1.00	0.00	1.00
Contract FTE	223.90	223.90	223.90	0.00	223.90
<b>Total</b>	<b>466.30</b>	<b>428.80</b>	<b>429.80</b>	<b>0.00</b>	<b>429.80</b>

CHARACTER OF EXPENDITURES					
	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
Salaries	\$ 13,760,955	\$ 14,630,240	\$ 14,821,858	\$ 0	\$ 14,821,858
Current Expenses	7,766,055	8,517,017	8,485,807	0	8,485,807
Equipment	103,796	170,000	355,000	0	355,000
<b>Total</b>	<b>\$ 21,630,806</b>	<b>\$ 23,317,257</b>	<b>\$ 23,662,665</b>	<b>\$ 0</b>	<b>\$ 23,662,665</b>

SOURCE OF FUNDS					
	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
General Fund	\$ 19,574,941	\$ 20,865,007	\$ 21,316,045	\$ 0	\$ 21,316,045
Hanauma Bay Nature Preserve Fund	1,882,543	2,246,310	2,197,920	0	2,197,920
Special Projects Fund	0	10,000	0	0	0
Federal Grants Fund	173,322	195,940	148,700	0	148,700
<b>Total</b>	<b>\$ 21,630,806</b>	<b>\$ 23,317,257</b>	<b>\$ 23,662,665</b>	<b>\$ 0</b>	<b>\$ 23,662,665</b>

**Grounds Maintenance**

**Program Description**

The Grounds Maintenance activity provides grounds keeping, custodial and maintenance services to all parks and recreation facilities on the island of Oahu.

<b>PROGRAM POSITIONS</b>					
	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
Permanent FTE	473.60	450.20	450.20	0.00	450.20
Temporary FTE	2.90	0.80	0.80	0.00	0.80
Contract FTE	2.00	2.00	2.00	0.00	2.00
<b>Total</b>	<b>478.50</b>	<b>453.00</b>	<b>453.00</b>	<b>0.00</b>	<b>453.00</b>

<b>CHARACTER OF EXPENDITURES</b>					
	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
Salaries	\$ 15,034,109	\$ 16,017,682	\$ 16,381,638	\$ 0	\$ 16,381,638
Current Expenses	10,783,436	10,192,115	10,497,376	0	10,497,376
Equipment	45,449	317,000	1,509,000	0	1,509,000
<b>Total</b>	<b>\$ 25,862,994</b>	<b>\$ 26,526,797</b>	<b>\$ 28,388,014</b>	<b>\$ 0</b>	<b>\$ 28,388,014</b>

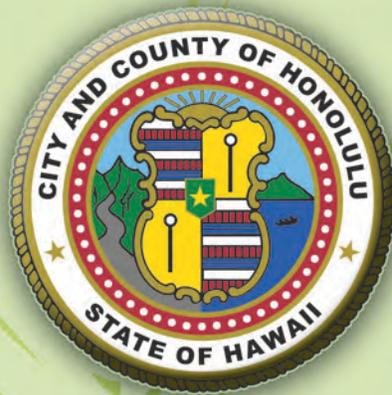
<b>SOURCE OF FUNDS</b>					
	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
General Fund	\$ 24,539,521	\$ 25,530,726	\$ 27,612,950	\$ 0	\$ 27,612,950
Highway Beautification Fund	368,649	0	0	0	0
Bikeway Fund	4,907	0	0	0	0
Sewer Fund	325,140	0	0	0	0
Hanauma Bay Nature Preserve Fund	624,777	996,071	775,064	0	775,064
<b>Total</b>	<b>\$ 25,862,994</b>	<b>\$ 26,526,797</b>	<b>\$ 28,388,014</b>	<b>\$ 0</b>	<b>\$ 28,388,014</b>

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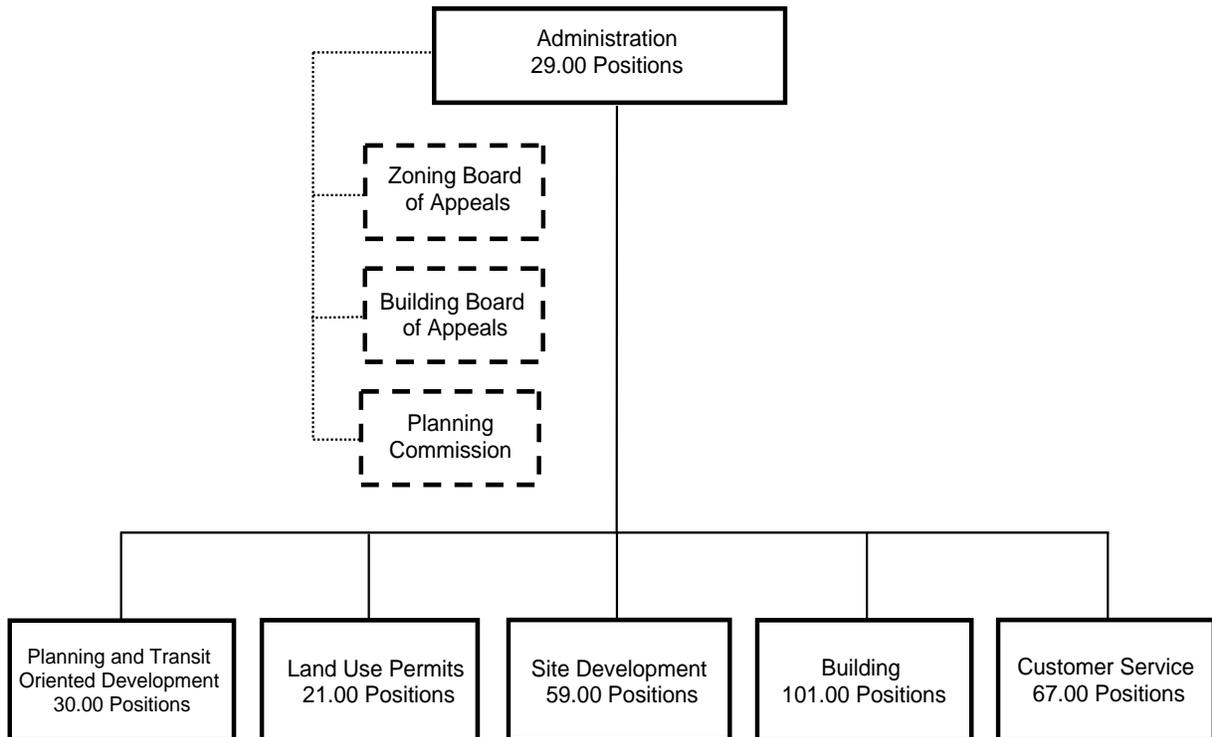
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# Department of Planning and Permitting



# DEPARTMENT OF PLANNING AND PERMITTING (DPP) ORGANIZATION CHART

This chart reflects the number of full-time equivalent positions appropriated in Fiscal Year 2015.



DEPARTMENT OF PLANNING AND PERMITTING  
(DPP)  
SUSTAINABLE COMMUNITIES PLAN AREAS



- 1 PRIMARY URBAN CENTER
- 2 EWA
- 3 CENTRAL OAHU
- 4 EAST HONOLULU
- 5 KOOLAUPOKO
- 6 KOOLAULOA
- 7 NORTH SHORE
- 8 WAIANAE

## Department of Planning and Permitting

### Role and Responsibilities

The Department of Planning and Permitting is responsible for the City's long-range planning and community planning efforts and for the administration and enforcement of various permits required for the development and use of land. It is also responsible for the administration and enforcement of various codes pertaining to the construction of buildings and for the administration and enforcement of various city standards and regulations pertaining to infrastructure requirements.

### Spending to Make a Difference

- Transit Oriented Development – Public and private investment in TOD will result in increased private sector development throughout the rail corridor, increasing the affordable housing supply and property tax revenues. On-going tasks include business and community outreach, finalizing and adopting eight Neighborhood TOD Plans; updating the Land Use Ordinances and creating TOD overlay zoning; assisting in implementing the island-wide affordable housing strategy; creating a TOD financial toolkit; developing relationships with state and federal agencies; and developing TOD supportive policies and projects.
- Planning – Development of Important Agricultural Lands (IAL) Maps for submittal to City Council and State Land Use Commission for adoption, as required by State Law. Also, the adoption of General Plan Updates and Finalizing Year 2040 population, housing and employment projections.
- Zoning Regulations – Completing the adoption of new zoning requirements for Transit-Oriented Development (TOD) and accessory dwelling units. The focus will be on adopting clear and effective regulations that provide robust TOD development and more affordable housing opportunities.
- Building – Updating the Building Code for building, electrical, plumbing and housing energy codes that are required to be updated in this cycle.

### Budget Highlights

- Department's budget is generally flat over FY 2015 due to small decrease in current expenses and slight increase in salaries attributed to mandated collective bargaining contract terms.
- 33 positions have been deactivated to reflect a more accurate picture of the number of positions required by the department to deliver core services.

### Performance Metrics

Performance Metric for FY 2015	Goal
Improve efficiency, effectiveness and output of building permits.	Set benchmarks by December 31, 2014 with goals of decreasing permitting approval time by 10%.
Increase the number of online permit issued.	Set benchmarks by December 31, 2014 with goal of issuing at least 50% of the total permits through the online system.

### DEPARTMENT POSITIONS

	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
Permanent FTE	337.00	304.00	304.00	0.00	304.00
Temporary FTE	0.00	0.00	0.00	0.00	0.00
Contract FTE	3.00	3.00	3.00	1.00	4.00
<b>Total</b>	<b>340.00</b>	<b>307.00</b>	<b>307.00</b>	<b>1.00</b>	<b>308.00</b>

**EXPENDITURES BY PROGRAM**

	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
Administration	\$ 2,762,953	\$ 2,948,253	\$ 3,269,876	\$ 0	\$ 3,269,876
Site Development	3,476,019	3,752,327	3,791,458	0	3,791,458
Land Use Permits	1,017,889	831,148	1,239,274	39,403	1,278,677
Planning	4,085,015	3,329,812	2,663,377	0	2,663,377
Customer Service	2,750,129	3,012,813	3,051,526	0	3,051,526
Building	5,357,022	5,213,137	5,005,924	0	5,005,924
<b>Total</b>	<b>\$ 19,449,027</b>	<b>\$ 19,087,490</b>	<b>\$ 19,021,435</b>	<b>\$ 39,403</b>	<b>\$ 19,060,838</b>

**CHARACTER OF EXPENDITURES**

	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
Salaries	\$ 15,380,233	\$ 15,327,822	\$ 15,758,260	\$ 38,118	\$ 15,796,378
Current Expenses	4,068,794	3,745,668	3,249,175	1,285	3,250,460
Equipment	0	14,000	14,000	0	14,000
<b>Total</b>	<b>\$ 19,449,027</b>	<b>\$ 19,087,490</b>	<b>\$ 19,021,435</b>	<b>\$ 39,403</b>	<b>\$ 19,060,838</b>

**SOURCE OF FUNDS**

	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
General Fund	\$ 13,909,158	\$ 15,419,561	\$ 15,346,971	\$ 39,403	\$ 15,386,374
Highway Fund	2,371,242	2,485,629	2,514,778	0	2,514,778
Sewer Fund	966,659	1,182,300	1,159,686	0	1,159,686
Special Projects Fund	13,102	0	0	0	0
Federal Grants Fund	2,188,866	0	0	0	0
<b>Total</b>	<b>\$ 19,449,027</b>	<b>\$ 19,087,490</b>	<b>\$ 19,021,435</b>	<b>\$ 39,403</b>	<b>\$ 19,060,838</b>

## Department of Planning and Permitting

### Administration

#### Program Description

This program plans, directs, and coordinates the activities of the Department of Planning and Permitting (DPP). It provides administrative service activities for the department, including personnel management, budget preparation, and fiscal management. The Honolulu Land Information System (HoLIS), which is part of the administration program, is responsible for the management of the City's Geographic Information System (GIS) and the associated tabular data bases. It oversees the operations that maintain, protect, store and utilize geospatial data in support of citywide programs and projects. HoLIS maintains, edits, and updates the City's multipurpose cadastre and land records base maps. It produces maps and other geo-spatial data products for city departments and programs. HoLIS provides coordination and technical support in the development and design of GIS applications and software programs. It also coordinates GIS data distribution and public access programs.

HoLIS is also responsible for managing and supporting the technical operations of the department's Automated Permit Tracking and Management System (AutoPermits). The AutoPermits program, commonly referred to as POSSE, enhances methods for processing development permits, and effectively identifies the status of permit applications in the review process. This includes services to modify and update permit tracking work flows, to modify application information content, and to generate permit production reports. Integration of scanned documents and the development of the department's internet customer services are also being managed by HoLIS. The department has also initiated a new program called ePlans to replace or minimize the submittal of paper plans with the permit applications that will allow for the review and approval of the plans electronically.

#### PROGRAM POSITIONS

	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
Permanent FTE	32.00	29.00	29.00	0.00	29.00
Temporary FTE	0.00	0.00	0.00	0.00	0.00
Contract FTE	0.00	0.00	0.00	0.00	0.00
<b>Total</b>	<b>32.00</b>	<b>29.00</b>	<b>29.00</b>	<b>0.00</b>	<b>29.00</b>

#### CHARACTER OF EXPENDITURES

	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
Salaries	\$ 1,661,073	\$ 1,702,265	\$ 1,795,626	\$ 0	\$ 1,795,626
Current Expenses	1,101,880	1,245,988	1,474,250	0	1,474,250
Equipment	0	0	0	0	0
<b>Total</b>	<b>\$ 2,762,953</b>	<b>\$ 2,948,253</b>	<b>\$ 3,269,876</b>	<b>\$ 0</b>	<b>\$ 3,269,876</b>

#### SOURCE OF FUNDS

	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
General Fund	\$ 2,556,506	\$ 2,677,707	\$ 3,022,682	\$ 0	\$ 3,022,682
Sewer Fund	193,345	270,546	247,194	0	247,194
Special Projects Fund	13,102	0	0	0	0
<b>Total</b>	<b>\$ 2,762,953</b>	<b>\$ 2,948,253</b>	<b>\$ 3,269,876</b>	<b>\$ 0</b>	<b>\$ 3,269,876</b>

Site Development

**Program Description**

The Site Development Division administers and enforces subdivision and grading ordinances, drainage regulations, and the National Flood Insurance Program on Oahu, and sets standards and regulates infrastructure requirements for site development. It also processes applications for subdivisions, reviews construction plans for subdivisions and improvements by private developers within City right-of-ways and easements, and conducts site inspections to ensure compliance with approved plans and City standards. The Division's responsibilities extend to new development of roads, drainage and sewer systems, street lights and signs, traffic signals, and pavement markings. The Division also processes and issues permits for both public and private projects for grading, excavation in City streets, and sewer and storm drain connections, and reviews various land development and building permit applications for adequacy of infrastructure. The Division is tasked with a portion of the City's National Pollutant Discharge Elimination System (NPDES) permit responsibilities.

**PROGRAM POSITIONS**

	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
Permanent FTE	75.00	59.00	59.00	0.00	59.00
Temporary FTE	0.00	0.00	0.00	0.00	0.00
Contract FTE	0.00	0.00	0.00	0.00	0.00
<b>Total</b>	<b>75.00</b>	<b>59.00</b>	<b>59.00</b>	<b>0.00</b>	<b>59.00</b>

**CHARACTER OF EXPENDITURES**

	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
Salaries	\$ 3,278,785	\$ 3,502,099	\$ 3,543,808	\$ 0	\$ 3,543,808
Current Expenses	197,234	250,228	247,650	0	247,650
Equipment	0	0	0	0	0
<b>Total</b>	<b>\$ 3,476,019</b>	<b>\$ 3,752,327</b>	<b>\$ 3,791,458</b>	<b>\$ 0</b>	<b>\$ 3,791,458</b>

**SOURCE OF FUNDS**

	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
General Fund	\$ 331,463	\$ 354,944	\$ 364,188	\$ 0	\$ 364,188
Highway Fund	2,371,242	2,485,629	2,514,778	0	2,514,778
Sewer Fund	773,314	911,754	912,492	0	912,492
<b>Total</b>	<b>\$ 3,476,019</b>	<b>\$ 3,752,327</b>	<b>\$ 3,791,458</b>	<b>\$ 0</b>	<b>\$ 3,791,458</b>

**Department of Planning and Permitting**

**Land Use Permits**

**Program Description**

The Land Use Permits Division (LUPD) administers the Land Use Ordinance (LUO) and all regulations pertaining to land use within the City and County of Honolulu. It reviews and prepares amendments to the LUO as required, coordinates interpretations of the LUO, and reviews and processes all LUO regulated land use permits. In addition, the division administers the Special Management Area (SMA) and Shoreline Setback Ordinances for the City, and processes all required SMA Permits, shoreline setback variances and permits for minor shoreline structures. It also processes requests for affordable housing exemptions under HRS Chapter 201H-38.

<b>PROGRAM POSITIONS</b>					
	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
Permanent FTE	24.00	21.00	21.00	0.00	21.00
Temporary FTE	0.00	0.00	0.00	0.00	0.00
Contract FTE	0.00	0.00	0.00	1.00	1.00
<b>Total</b>	<b>24.00</b>	<b>21.00</b>	<b>21.00</b>	<b>1.00</b>	<b>22.00</b>

<b>CHARACTER OF EXPENDITURES</b>					
	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
Salaries	\$ 1,017,889	\$ 831,098	\$ 1,239,224	\$ 38,118	\$ 1,277,342
Current Expenses	0	50	50	1,285	1,335
Equipment	0	0	0	0	0
<b>Total</b>	<b>\$ 1,017,889</b>	<b>\$ 831,148</b>	<b>\$ 1,239,274</b>	<b>\$ 39,403</b>	<b>\$ 1,278,677</b>

<b>SOURCE OF FUNDS</b>					
	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
General Fund	\$ 1,017,889	\$ 831,148	\$ 1,239,274	\$ 39,403	\$ 1,278,677
<b>Total</b>	<b>\$ 1,017,889</b>	<b>\$ 831,148</b>	<b>\$ 1,239,274</b>	<b>\$ 39,403</b>	<b>\$ 1,278,677</b>

Planning and Permitting

Planning

**Program Description**

The Planning Division is responsible for the preparation, evaluation and revision of the Oahu General Plan and long-range regional development plans. It processes applications for State land use boundary amendments for parcels equal to or less than 15 acres, and represents the City before the Land Use Commission for amendments larger than 15 acres. It also processes applications for Public Infrastructure Map amendments, zone changes, zoning district boundary amendments, and State Special Use Permits. The division monitors compliance with unilateral agreement conditions associated with zone changes, including affordable housing requirements. In addition, it develops community-based special area plans, prepares an annual report on current status of land use; and provides projections of population, housing, visitor units and employment for City and State land use and infrastructure planning. It provides land use and population planning assistance to the Oahu Metropolitan Planning Organization (OMPO). The division partners with the Census Bureau in revising Census geography for the county and in improving data coverage for national census purposes. The division provides special tabulations of the decennial census data as well as data from the annual American Community Survey to assist with local planning and grant application purposes. It assists infrastructure agencies in the preparation of functional plans consistent with land use plans and adopted population growth benchmark figures.

The newly created Transit Oriented Development (TOD) Division is responsible for guiding the development around the City's proposed train stations and route that is being built by the Honolulu Authority for Rapid Transportation (HART). TOD is also responsible for working with the City's legacy communities to promote their development consistent with their historical foundation.

<b>PROGRAM POSITIONS</b>					
	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
Permanent FTE	31.00	29.00	29.00	0.00	29.00
Temporary FTE	0.00	0.00	0.00	0.00	0.00
Contract FTE	1.00	1.00	1.00	0.00	1.00
<b>Total</b>	<b>32.00</b>	<b>30.00</b>	<b>30.00</b>	<b>0.00</b>	<b>30.00</b>

<b>CHARACTER OF EXPENDITURES</b>					
	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
Salaries	\$ 1,700,744	\$ 1,556,012	\$ 1,628,152	\$ 0	\$ 1,628,152
Current Expenses	2,384,271	1,773,800	1,035,225	0	1,035,225
Equipment	0	0	0	0	0
<b>Total</b>	<b>\$ 4,085,015</b>	<b>\$ 3,329,812</b>	<b>\$ 2,663,377</b>	<b>\$ 0</b>	<b>\$ 2,663,377</b>

<b>SOURCE OF FUNDS</b>					
	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
General Fund	\$ 1,896,149	\$ 3,329,812	\$ 2,663,377	\$ 0	\$ 2,663,377
Federal Grants Fund	2,188,866	0	0	0	0
<b>Total</b>	<b>\$ 4,085,015</b>	<b>\$ 3,329,812</b>	<b>\$ 2,663,377</b>	<b>\$ 0</b>	<b>\$ 2,663,377</b>

## Department of Planning and Permitting

### Customer Service

#### Program Description

The Customer Service division is responsible for various services and functions that involve “front line” interaction with the public. It operates the consolidated permit counter which is responsible for handling customer inquiries, processing minor permits over the counter, receiving permit applications for review and collecting permit fees. It also operates a consolidated permit records center which maintains the department’s various historical and current property and permit records. The Customer Service Division receives and processes all complaints, and inspects to ensure the compliance of existing buildings, structures, vacant lots, and sidewalks for the purpose of eliminating unsafe and substandard conditions, and to administer the civil fine program.

#### PROGRAM POSITIONS

	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
Permanent FTE	68.00	65.00	65.00	0.00	65.00
Temporary FTE	0.00	0.00	0.00	0.00	0.00
Contract FTE	2.00	2.00	2.00	0.00	2.00
<b>Total</b>	<b>70.00</b>	<b>67.00</b>	<b>67.00</b>	<b>0.00</b>	<b>67.00</b>

#### CHARACTER OF EXPENDITURES

	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
Salaries	\$ 2,674,322	\$ 2,851,320	\$ 2,898,976	\$ 0	\$ 2,898,976
Current Expenses	75,807	147,493	138,550	0	138,550
Equipment	0	14,000	14,000	0	14,000
<b>Total</b>	<b>\$ 2,750,129</b>	<b>\$ 3,012,813</b>	<b>\$ 3,051,526</b>	<b>\$ 0</b>	<b>\$ 3,051,526</b>

#### SOURCE OF FUNDS

	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
General Fund	\$ 2,750,129	\$ 3,012,813	\$ 3,051,526	\$ 0	\$ 3,051,526
<b>Total</b>	<b>\$ 2,750,129</b>	<b>\$ 3,012,813</b>	<b>\$ 3,051,526</b>	<b>\$ 0</b>	<b>\$ 3,051,526</b>

Planning and Permitting

**Building**

**Program Description**

The Building Program is responsible for the administration and enforcement of the building, electrical, plumbing, building energy efficiency and housing codes. It reviews permit applications, plans, specifications, and calculations in conjunction with the issuance of building, relocation, and sign permits. The division inspects buildings, structures, sidewalks, and driveways under construction for compliance with approved plans and pertinent codes.

<b>PROGRAM POSITIONS</b>					
	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
Permanent FTE	107.00	101.00	101.00	0.00	101.00
Temporary FTE	0.00	0.00	0.00	0.00	0.00
Contract FTE	0.00	0.00	0.00	0.00	0.00
<b>Total</b>	<b>107.00</b>	<b>101.00</b>	<b>101.00</b>	<b>0.00</b>	<b>101.00</b>

<b>CHARACTER OF EXPENDITURES</b>					
	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
Salaries	\$ 5,047,420	\$ 4,885,028	\$ 4,652,474	\$ 0	\$ 4,652,474
Current Expenses	309,602	328,109	353,450	0	353,450
Equipment	0	0	0	0	0
<b>Total</b>	<b>\$ 5,357,022</b>	<b>\$ 5,213,137</b>	<b>\$ 5,005,924</b>	<b>\$ 0</b>	<b>\$ 5,005,924</b>

<b>SOURCE OF FUNDS</b>					
	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
General Fund	\$ 5,357,022	\$ 5,213,137	\$ 5,005,924	\$ 0	\$ 5,005,924
<b>Total</b>	<b>\$ 5,357,022</b>	<b>\$ 5,213,137</b>	<b>\$ 5,005,924</b>	<b>\$ 0</b>	<b>\$ 5,005,924</b>

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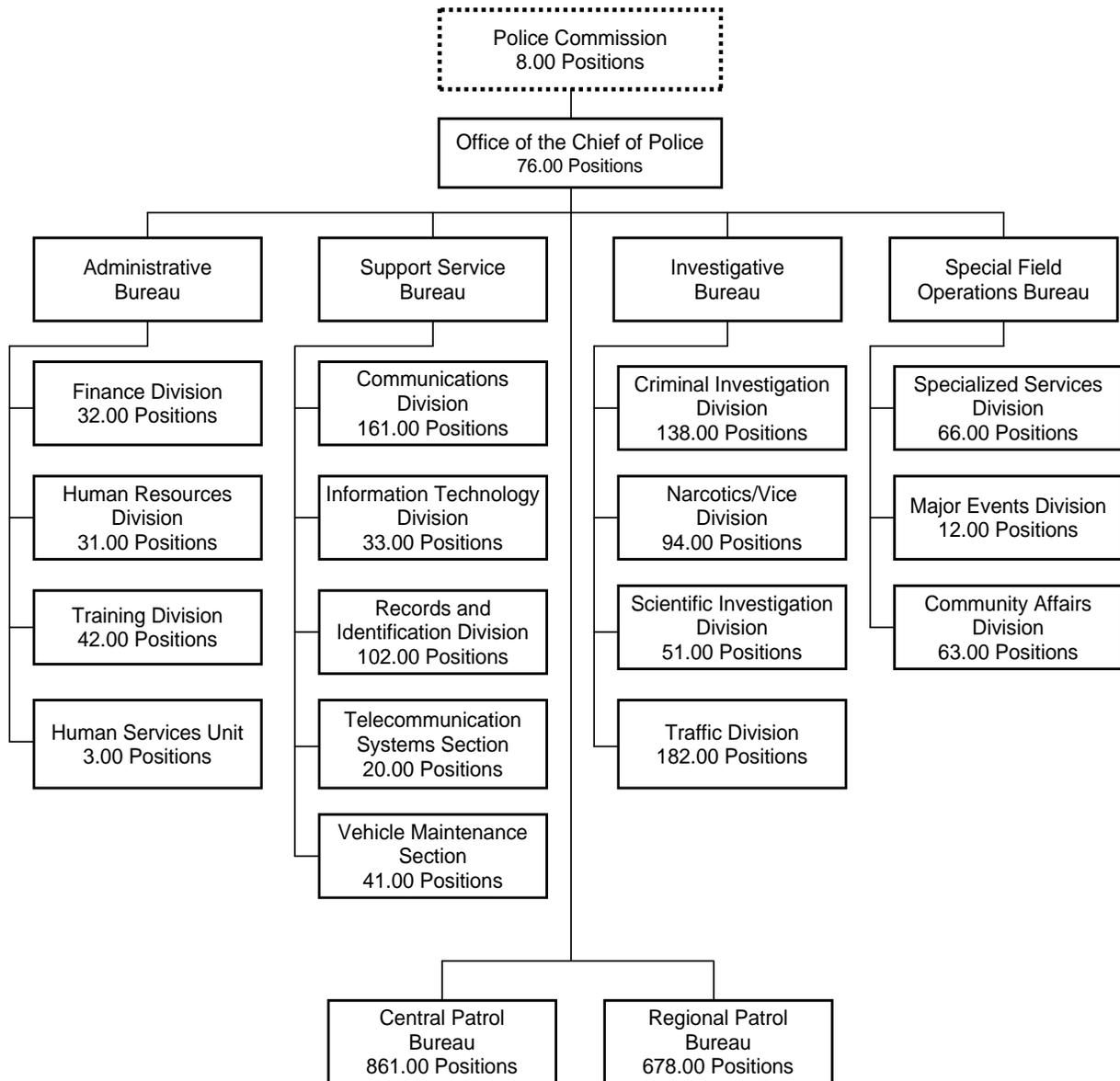
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# Honolulu Police Department



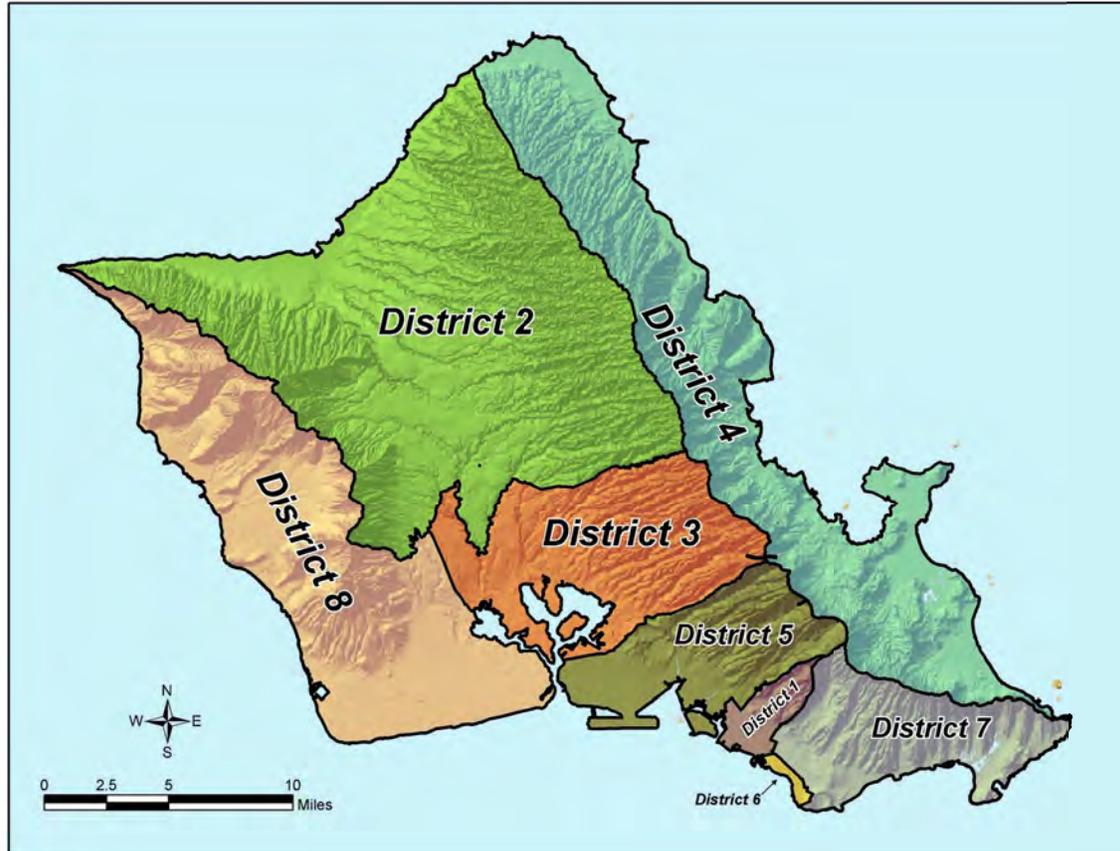
# HONOLULU POLICE DEPARTMENT (HPD) ORGANIZATION CHART

This chart reflects the number of full-time equivalent positions appropriated in Fiscal Year 2015.



Police

HONOLULU POLICE DEPARTMENT  
(HPD)  
PATROL DISTRICTS



DISTRICT	POPULATION	% OF TOTAL	SQ. MILES	OFFICERS AUTHORIZED	BEATS
1 CENTRAL HONOLULU	83,000	8%	7.6	208	24
2 WAHIAWA	116,900	12%	204	134	13
3 PEARL CITY	166,800	17%	64.8	152	17
4 KANEOHE	136,100	14%	126.9	197	22
5 KALIHI	141,000	14%	39.7	183	23
6 WAIKIKI	26,200	3%	1.3	166	13
7 EAST HONOLULU	158,600	16%	40.4	167	26
8 WAIANAЕ/KAPOLEI	154,800	16%	114.7	229	20

Police

## Honolulu Police Department

### Roles and Responsibilities

The Honolulu Police Department is responsible for the preservation of the public peace, prevention of crime, detection and apprehension of law offenders, protection of the rights of persons and property, and enforcement of federal and state laws and city ordinances and regulations.

### Spending to Make a Difference

The Honolulu Police Department has identified specific strategic outcomes for the Fiscal Year 2016. The Honolulu Police Department goals are commensurate with Mayor Caldwell's vision of providing a higher level of customer service to the public. The areas of focus include, but are not limited to:

- Focus on the Reduction of Property Crimes Reducing property crime (specifically Burglary 1<sup>o</sup> cases) is one of HPD's strategies in FY 2016. Conferrals and cases charged on property crime suspects will increase by enhancing the partnerships between detectives, crime reduction units, and patrol officers. The investigation of property crimes will include follow-up contact with the victims to ask questions or obtain additional information that may provide further leads on the case and improve customer service by assuring victims that their case is being investigated. The Crime Analysis Unit will provide intelligence reports regarding burglary, Unauthorized Entry into a Motor Vehicle, and theft incidents. Emphasis will be placed on Burglary 1st offenses due to the invasive nature of these cases.
- Increase Patrols in the Downtown/Chinatown area. An increase in police foot patrols in the Chinatown area (in particular its malls) will increase visibility, deter crime, improve obedience to traffic regulations, and improve police relations with the public. Encouraging the officers to engage people in the area and build a rapport with businesses will instill a sense of safety and encourage them to work with the police. Having the opportunity to interact with individuals that live, work, and visit the Chinatown area will help discourage crime from flourishing
- Traffic Safety Initiatives. Each patrol district and the Traffic Division will participate in the "Take 30 for Traffic" program, concentrating on impaired driving; speeding; hazardous movements; mobile electronic devices; motorcycle and moped; seat belt; and pedestrian violations. All employees will participate in the "Arrive Alive" campaign. Road closure times when investigating fatal motor vehicle collisions will be reduced.
- Better Community Partnerships. The HPD will improve Family and Domestic violence awareness. The Child and Family Violence Detail of the Criminal Investigation Division (CID) will improve the training and increase partnerships with the various domestic violence advocacy, nonprofit, and government working groups to improve the domestic violence education, response, support, and adjudication systems.
- Enhance Security Partnerships. Coordination will occur with other departments in preparation and response to all-hazards occurrences and the mitigation process. A team will be developed utilizing the Incident Command System to manage planned and unplanned events. Partnerships with other first responder agencies will be established in a unified command to more effectively manage an expanding incident. The partners include Central and Regional Patrol Bureaus, Communications Division, Telecommunications Systems Section, Department of Emergency Management, Hawaii State Department of Defense, Honolulu Emergency Services Department, Honolulu Fire Department, and critical infrastructure stakeholders.

### Budget Highlights

- The Current Expense budget is moderately reduced from FY 2015 (which had one time expenses) with no substantial growth in services or personnel. Overall, 1.9% salary increases due to mandated collective bargaining contract terms, with a substantial increase in the standard of conduct pay of approximately 43% over FY 2015.
- 80 sworn and 20 non-sworn positions have been deactivated to reflect a more accurate picture of the number of vacancies that can be filled over the fiscal year. The deactivated positions will not impact the department's ability to deliver services.

Performance Metrics

Performance Metric for FY 2015	Goal
Improve communication with victims of First Degree Burglary 1 complaints.	Personally contact 98% of the Burglary 1 victims at least once by the assigned detective or lieutenant.
Improve the complaint ratio (calls for service and moving citations).	Reduce the number of complaints to 1 per 10,000 police contacts.
Minimize the crime rate and number of calls for service in the Downtown area.	Reduce the number of reported crime and calls for service by 5% this fiscal year.
Improve response time for 911 calls for police service.	Reduce the response time to Priority 1 and 2 cases by 2% this fiscal year.
Expedite the opening of roadways for critical and fatal car crashes on major thoroughfares.	Reopen roadways in less than two hours 75% of the time for critical and fatal car crashes on major thoroughfares.

DEPARTMENT POSITIONS

	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
Permanent FTE	2,730.00	2,630.00	2,630.00	0.00	2,630.00
Temporary FTE	0.00	0.00	0.00	0.00	0.00
Contract FTE	64.00	64.00	64.00	0.00	64.00
<b>Total</b>	<b>2,794.00</b>	<b>2,694.00</b>	<b>2,694.00</b>	<b>0.00</b>	<b>2,694.00</b>

EXPENDITURES BY PROGRAM

	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
Police Commission	\$ 475,590	\$ 481,248	\$ 559,525	\$ 0	\$ 559,525
Office of the Chief of Police	7,593,246	6,678,359	6,840,927	0	6,840,927
Patrol	125,860,775	135,991,788	142,456,358	0	142,456,358
Special Field Operations	10,978,945	12,777,547	13,994,793	0	13,994,793
Investigations	34,298,541	37,878,829	38,952,759	0	38,952,759
Support Services	30,873,536	31,318,181	32,882,637	0	32,882,637
Administrative Services	25,149,551	27,609,945	23,411,498	0	23,411,498
HPD Grants	6,022,856	0	0	0	0
<b>Total</b>	<b>\$ 241,253,040</b>	<b>\$ 252,735,897</b>	<b>\$ 259,098,497</b>	<b>\$ 0</b>	<b>\$ 259,098,497</b>

## Honolulu Police Department

### CHARACTER OF EXPENDITURES

	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
Salaries	\$ 197,371,854	\$ 214,123,403	\$ 218,290,386	\$ 0	\$ 218,290,386
Current Expenses	43,711,028	38,378,494	38,122,111	0	38,122,111
Equipment	170,158	234,000	2,686,000	0	2,686,000
<b>Total</b>	<b>\$ 241,253,040</b>	<b>\$ 252,735,897</b>	<b>\$ 259,098,497</b>	<b>\$ 0</b>	<b>\$ 259,098,497</b>

### SOURCE OF FUNDS

	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
General Fund	\$ 210,137,519	\$ 224,834,590	\$ 230,007,165	\$ 0	\$ 230,007,165
Highway Fund	24,988,809	27,901,307	29,091,332	0	29,091,332
Special Projects Fund	853,099	0	0	0	0
Federal Grants Fund	5,273,613	0	0	0	0
<b>Total</b>	<b>\$ 241,253,040</b>	<b>\$ 252,735,897</b>	<b>\$ 259,098,497</b>	<b>\$ 0</b>	<b>\$ 259,098,497</b>

**Police Commission**

**Program Description**

The Police Commission appoints and may remove the Chief of Police; reviews the departmental budget and makes recommendations to the Mayor; submits an annual report to the Mayor and the City Council; receives, considers, and investigates charges brought by the public against the department or any of its members, and reports its findings to the Chief of Police; and reviews requests for legal counsel for police officers.

<b>PROGRAM POSITIONS</b>					
	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
Permanent FTE	8.00	8.00	8.00	0.00	8.00
Temporary FTE	0.00	0.00	0.00	0.00	0.00
Contract FTE	0.00	0.00	0.00	0.00	0.00
<b>Total</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>	<b>0.00</b>	<b>8.00</b>

<b>CHARACTER OF EXPENDITURES</b>					
	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
Salaries	\$ 365,909	\$ 373,148	\$ 415,428	\$ 0	\$ 415,428
Current Expenses	109,681	108,100	144,097	0	144,097
Equipment	0	0	0	0	0
<b>Total</b>	<b>\$ 475,590</b>	<b>\$ 481,248</b>	<b>\$ 559,525</b>	<b>\$ 0</b>	<b>\$ 559,525</b>

<b>SOURCE OF FUNDS</b>					
	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
General Fund	\$ 475,590	\$ 481,248	\$ 559,525	\$ 0	\$ 559,525
<b>Total</b>	<b>\$ 475,590</b>	<b>\$ 481,248</b>	<b>\$ 559,525</b>	<b>\$ 0</b>	<b>\$ 559,525</b>

## Honolulu Police Department

### Office of the Chief of Police

#### Program Description

The Office of the Chief of Police provides the overall administration of the Honolulu Police Department. It is responsible for the control, management and direction of its officers and civilian employees. It ensures that the department's operations are directed toward the preservation of the public peace, prevention of crime, detection and arrest of offenders of the law, protection of the rights of persons and property, and the enforcement of all state laws and city ordinances.

<b>PROGRAM POSITIONS</b>					
	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
Permanent FTE	91.00	76.00	76.00	0.00	76.00
Temporary FTE	0.00	0.00	0.00	0.00	0.00
Contract FTE	0.00	0.00	0.00	0.00	0.00
<b>Total</b>	<b>91.00</b>	<b>76.00</b>	<b>76.00</b>	<b>0.00</b>	<b>76.00</b>

<b>CHARACTER OF EXPENDITURES</b>					
	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
Salaries	\$ 6,899,174	\$ 6,112,061	\$ 6,276,823	\$ 0	\$ 6,276,823
Current Expenses	694,072	566,298	564,104	0	564,104
Equipment	0	0	0	0	0
<b>Total</b>	<b>\$ 7,593,246</b>	<b>\$ 6,678,359</b>	<b>\$ 6,840,927</b>	<b>\$ 0</b>	<b>\$ 6,840,927</b>

<b>SOURCE OF FUNDS</b>					
	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
General Fund	\$ 7,593,246	\$ 6,678,359	\$ 6,840,927	\$ 0	\$ 6,840,927
<b>Total</b>	<b>\$ 7,593,246</b>	<b>\$ 6,678,359</b>	<b>\$ 6,840,927</b>	<b>\$ 0</b>	<b>\$ 6,840,927</b>

## Patrol

**Program Description**

The Patrol Bureau plans, directs and coordinates the operations of all field uniformed police units. The Patrol Bureau is responsible for all operations related to the prevention of crime, enforcement of the laws of the State of Hawaii and City and County of Honolulu, and the apprehension and custody of violators.

The Central Receiving Division (CRD) provides support for the patrol and investigative units through efficient processing, custodial care, and security for all persons arrested in Central and East Honolulu. The division also provides custodial care and processing for those arrestees from the regional patrol divisions who are under investigation or unable to make bail. The CRD provides for the transportation of custodial arrestees to the Honolulu District Court, Circuit Court, Family Court and the various detention facilities in Honolulu.

The CRD is also responsible for the security of the Alapai police headquarters building. This includes monitoring of all closed circuit cameras and responding to all alarms within the building, as well as screening all building visitors and coordinating their visits.

<b>PROGRAM POSITIONS</b>					
	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
Permanent FTE	1,566.00	1,516.00	1,512.00	0.00	1,512.00
Temporary FTE	0.00	0.00	0.00	0.00	0.00
Contract FTE	23.00	23.00	23.00	0.00	23.00
<b>Total</b>	<b>1,589.00</b>	<b>1,539.00</b>	<b>1,535.00</b>	<b>0.00</b>	<b>1,535.00</b>

<b>CHARACTER OF EXPENDITURES</b>					
	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
Salaries	\$ 114,002,016	\$ 125,351,510	\$ 131,026,337	\$ 0	\$ 131,026,337
Current Expenses	11,858,759	10,608,278	11,068,021	0	11,068,021
Equipment	0	32,000	362,000	0	362,000
<b>Total</b>	<b>\$ 125,860,775</b>	<b>\$ 135,991,788</b>	<b>\$ 142,456,358</b>	<b>\$ 0</b>	<b>\$ 142,456,358</b>

<b>SOURCE OF FUNDS</b>					
	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
General Fund	\$ 110,865,371	\$ 119,684,774	\$ 125,361,594	\$ 0	\$ 125,361,594
Highway Fund	14,891,548	16,307,014	17,094,764	0	17,094,764
Federal Grants Fund	103,856	0	0	0	0
<b>Total</b>	<b>\$ 125,860,775</b>	<b>\$ 135,991,788</b>	<b>\$ 142,456,358</b>	<b>\$ 0</b>	<b>\$ 142,456,358</b>

Honolulu Police Department

Special Field Operations

Program Description

The Special Field Operations Bureau is comprised of the Specialized Services, Community Affairs, and Major Events Divisions.

The Specialized Services Division (SSD) is responsible for providing a coordinated tactical response to exceptionally hazardous situations such as barricaded suspects, hostage taking, and active-shooter incidents. Additional duties include dignitary and witness protection, high-risk warrant and restraining order service, fugitive searches, violent offender apprehension, operating the bomb detail, and helicopter and canine services.

The mission of the Community Affairs Division (CAD) is to reduce unlawful activities by juvenile offenders through prevention, intervention and education programs. It is the liaison between HPD, the State's Family Court, Alcohol and Drug Abuse Division, and Tobacco Coalition, and the City's Department of Community Services and the Oahu Workforce Investment Board Youth Council. This Division also runs the Drug Abuse Resistance Education (DARE) and the Police Activities League (PAL) programs.

The Major Events Division (MED) is responsible for preparing the department to prevent, respond to, and recover from acts, or potential acts, of terrorism or other hazardous events. Other duties include command or support at major events; interagency communications; coordination of threat assessments to critical infrastructure sites; and intelligence gathering, evaluation, and dissemination as appropriate.

PROGRAM POSITIONS					
	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
Permanent FTE	138.00	141.00	137.00	0.00	137.00
Temporary FTE	0.00	0.00	0.00	0.00	0.00
Contract FTE	0.00	0.00	0.00	0.00	0.00
<b>Total</b>	<b>138.00</b>	<b>141.00</b>	<b>137.00</b>	<b>0.00</b>	<b>137.00</b>

CHARACTER OF EXPENDITURES					
	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
Salaries	\$ 9,451,591	\$ 11,121,229	\$ 12,216,356	\$ 0	\$ 12,216,356
Current Expenses	1,527,354	1,656,318	1,778,437	0	1,778,437
Equipment	0	0	0	0	0
<b>Total</b>	<b>\$ 10,978,945</b>	<b>\$ 12,777,547</b>	<b>\$ 13,994,793</b>	<b>\$ 0</b>	<b>\$ 13,994,793</b>

SOURCE OF FUNDS					
	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
General Fund	\$ 10,978,945	\$ 12,777,547	\$ 13,994,793	\$ 0	\$ 13,994,793
<b>Total</b>	<b>\$ 10,978,945</b>	<b>\$ 12,777,547</b>	<b>\$ 13,994,793</b>	<b>\$ 0</b>	<b>\$ 13,994,793</b>

## Investigations

**Program Description**

The Investigative Bureau includes the Criminal Investigation, Narcotics/Vice, Scientific Investigation Section and Traffic Divisions.

The Criminal Investigation Division (CID) investigates cases involving murder, robbery, sexual assault, assault, domestic violence and child abuse, financial fraud and forgery, auto theft, and white collar crimes. The division increases community involvement through programs such as Crime Stoppers and the Business Police Academy, and fosters partnerships with other law enforcement agencies.

The Narcotics/Vice Division (NVD) enforces the laws relating to gambling, prostitution, pornography, intoxicants, and narcotics. Programs include marijuana eradication, seizure of the assets of major drug dealers, efforts to close and disrupt illegal gambling operations, addressing complaints of prostitution and narcotics violations, and investigating money laundering schemes and computer crimes against children.

The Scientific Investigation Section (SIS) operates the only full-service forensic laboratory in the State of Hawaii and provides services to Maui, Kauai and Hawaii and other city, state, federal and external jurisdictional law enforcement agencies. This Section includes units in forensic biology, drug analysis, trace evidence, firearm and toolmark, questioned documents, crime scene response, facial reconstruction, composite drawings and digital image processing. Accreditation has become nationally recognized as the standard for all forensic laboratories. To date, at SIS, the Forensic Biology, Drug Analysis, Firearm and Toolmark, Questioned Documents and Trace Evidence Units have been accredited.

The Traffic Division is responsible for promoting the safe and efficient movement of traffic on the public roadways through educational programs, traffic management, and enforcement of traffic laws; investigating death and critical injury collisions and felony traffic crimes; and overseeing the investigation and completion of Category A traffic collision cases. The Traffic Division provides highway traffic management through visible presence to deter traffic violations and prompt response to address traffic problems as they occur.

<b>PROGRAM POSITIONS</b>					
	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
Permanent FTE	435.00	425.00	418.00	0.00	418.00
Temporary FTE	0.00	0.00	0.00	0.00	0.00
Contract FTE	40.00	40.00	40.00	0.00	40.00
<b>Total</b>	<b>475.00</b>	<b>465.00</b>	<b>458.00</b>	<b>0.00</b>	<b>458.00</b>

<b>CHARACTER OF EXPENDITURES</b>					
	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
Salaries	\$ 30,876,986	\$ 34,399,057	\$ 35,268,419	\$ 0	\$ 35,268,419
Current Expenses	3,421,555	3,479,772	3,684,340	0	3,684,340
Equipment	0	0	0	0	0
<b>Total</b>	<b>\$ 34,298,541</b>	<b>\$ 37,878,829</b>	<b>\$ 38,952,759</b>	<b>\$ 0</b>	<b>\$ 38,952,759</b>

<b>SOURCE OF FUNDS</b>					
	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
General Fund	\$ 24,201,280	\$ 26,284,536	\$ 26,956,191	\$ 0	\$ 26,956,191
Highway Fund	10,097,261	11,594,293	11,996,568	0	11,996,568
<b>Total</b>	<b>\$ 34,298,541</b>	<b>\$ 37,878,829</b>	<b>\$ 38,952,759</b>	<b>\$ 0</b>	<b>\$ 38,952,759</b>

## Honolulu Police Department

### Support Services

#### Program Description

The Support Services Bureau is responsible for functions that support HPD's overall operations and help the department function on a daily basis. The bureau consists of the Communications, Records and Identification, Information Technology, Telecommunications Systems Section, Vehicle Maintenance Section.

The Communications Division is the largest Public Safety Answering Point (PSAP) in the State of Hawaii and serves as the PSAP for all 9-1-1 calls placed in the City and County of Honolulu. The division also serves as the Oahu Warning Point and the alternate Hawaii State Warning Point for civil defense emergencies.

The Records and Identification Division provides a variety of functions which include centralized recordkeeping, fingerprint identification and comparisons, criminal history checks, evidence storage and disposal, firearms permit applications and registrations, legislative testimony, control and service of legal documents, sex offender registration, alarm registration, and tracking and billing of false alarms.

The Information Technology Division (ITD) provides primary information technology, and research and statistical services for the department and other law enforcement, and supports all police operations during times of emergency and disaster.

The Telecommunications Systems Section (TSS) is responsible for the support for the City's public safety digital voice and digital microwave communication systems infrastructure. The TSS is also responsible for the maintenance of the police mobile and portable radios, emergency blue lights, and electronic sirens in the officers' subsidized and departmental fleet vehicles.

The Vehicle Maintenance Section (VMS) is responsible for the repair and maintenance of the department's fleet of police vehicles as well as motorcycles, support vehicles, trailers, and off-road gear. The section also includes a dispatch section and a service station that runs 24 hours a day, seven days a week. The VMS has repair facilities located at the Alapai headquarters and the Police Training Academy in Waipahu.

#### PROGRAM POSITIONS

	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
Permanent FTE	378.00	357.00	369.00	0.00	369.00
Temporary FTE	0.00	0.00	0.00	0.00	0.00
Contract FTE	0.00	0.00	0.00	0.00	0.00
<b>Total</b>	<b>378.00</b>	<b>357.00</b>	<b>369.00</b>	<b>0.00</b>	<b>369.00</b>

#### CHARACTER OF EXPENDITURES

	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
Salaries	\$ 17,972,077	\$ 18,521,576	\$ 18,531,855	\$ 0	\$ 18,531,855
Current Expenses	12,901,459	12,594,605	12,230,782	0	12,230,782
Equipment	0	202,000	2,120,000	0	2,120,000
<b>Total</b>	<b>\$ 30,873,536</b>	<b>\$ 31,318,181</b>	<b>\$ 32,882,637</b>	<b>\$ 0</b>	<b>\$ 32,882,637</b>

#### SOURCE OF FUNDS

	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
General Fund	\$ 30,873,536	\$ 31,318,181	\$ 32,882,637	\$ 0	\$ 32,882,637
<b>Total</b>	<b>\$ 30,873,536</b>	<b>\$ 31,318,181</b>	<b>\$ 32,882,637</b>	<b>\$ 0</b>	<b>\$ 32,882,637</b>

## Administrative Services

## Program Description

The Administrative Bureau consists of the Human Resources Division, Training Division, Finance Division and the Human Services Unit.

The Human Resources Division is responsible for the administration of all personnel matters within the Honolulu Police Department, working in conjunction with the City's Department of Human Resources. The staff is responsible for the entire employee hiring process, personnel transfers and promotions, labor relations and EEO related issues, coordinating the drug screening program, and maintaining the department's official personnel records.

The Training Division maintains and conducts a full-scale training program with modern police methods and practices. It focuses on three main areas: recruit training, annual recall training, and specialized training for officers in units requiring specific skills, and serves as one of the primary training centers for law enforcement in the State of Hawaii. The Division also maintains a training academy with multi-purpose classroom facilities, a gymnasium, outdoor training areas, buildings for training and simulations, driving and shooting simulators, and a canine facility.

The Finance Division is responsible for the overall management and administration of the department's fiscal program. Primary responsibilities include the processing of all cash receipts and disbursements, budget and special project funds, and payroll and deductions. The Division also administers, coordinates, develops, manages, and monitors approximately 46 federal and state grant awards totaling \$23 million. The grants focus on reducing crime, drug and gambling enforcement, predictive policing, traffic safety, domestic violence, community policing strategies, and forensic laboratory enhancement.

The Human Services Unit (HSU) provides assessment, intervention, operational support and consultative services to the Police Department and its employees. HSU's major function is to conduct pre-conditional offer of employment screenings, non-medical suitability screenings and post offer psychological evaluations of all applicants considered for employment for metropolitan police officer recruits and dispatchers.

PROGRAM POSITIONS					
	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
Permanent FTE	114.00	107.00	110.00	0.00	110.00
Temporary FTE	0.00	0.00	0.00	0.00	0.00
Contract FTE	1.00	1.00	1.00	0.00	1.00
<b>Total</b>	<b>115.00</b>	<b>108.00</b>	<b>111.00</b>	<b>0.00</b>	<b>111.00</b>

CHARACTER OF EXPENDITURES					
	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
Salaries	\$ 15,652,835	\$ 18,244,822	\$ 14,555,168	\$ 0	\$ 14,555,168
Current Expenses	9,496,716	9,365,123	8,652,330	0	8,652,330
Equipment	0	0	204,000	0	204,000
<b>Total</b>	<b>\$ 25,149,551</b>	<b>\$ 27,609,945</b>	<b>\$ 23,411,498</b>	<b>\$ 0</b>	<b>\$ 23,411,498</b>

SOURCE OF FUNDS					
	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
General Fund	\$ 25,149,551	\$ 27,609,945	\$ 23,411,498	\$ 0	\$ 23,411,498
<b>Total</b>	<b>\$ 25,149,551</b>	<b>\$ 27,609,945</b>	<b>\$ 23,411,498</b>	<b>\$ 0</b>	<b>\$ 23,411,498</b>

Honolulu Police Department

HPD Grants

**Program Description**

This activity provides an accounting for all federal and state grants received and expended by the department to supplement city funds in the accomplishment of the department's mission.

It administers, coordinates, develops, manages, and monitors approximately 46 federal and state grant awards totaling \$23 million. The grants focus on reducing crime, drug and gambling enforcement, predictive policing, traffic safety, domestic violence, community policing strategies, and forensic laboratory enhancement.

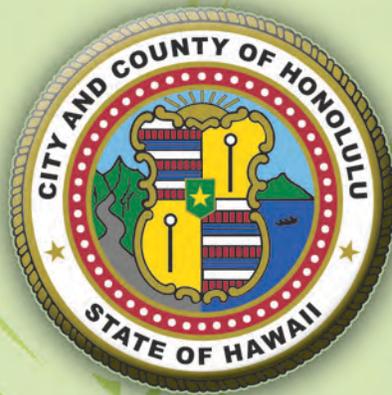
<b>PROGRAM POSITIONS</b>					
	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
Permanent FTE	0.00	0.00	0.00	0.00	0.00
Temporary FTE	0.00	0.00	0.00	0.00	0.00
Contract FTE	0.00	0.00	0.00	0.00	0.00
<b>Total</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

<b>CHARACTER OF EXPENDITURES</b>					
	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
Salaries	\$ 2,151,266	\$ 0	\$ 0	\$ 0	\$ 0
Current Expenses	3,701,432	0	0	0	0
Equipment	170,158	0	0	0	0
<b>Total</b>	<b>\$ 6,022,856</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>

<b>SOURCE OF FUNDS</b>					
	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
Special Projects Fund	\$ 853,099	\$ 0	\$ 0	\$ 0	\$ 0
Federal Grants Fund	5,169,757	0	0	0	0
<b>Total</b>	<b>\$ 6,022,856</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>

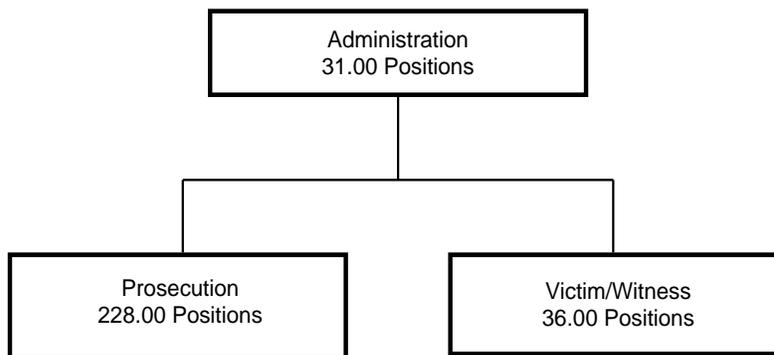
Police

# Department of the Prosecuting Attorney



## DEPARTMENT OF THE PROSECUTING ATTORNEY (PAT) ORGANIZATION CHART

This chart reflects the number of full-time equivalent positions appropriated in Fiscal Year 2015.



## Department of the Prosecuting Attorney

### Roles and Responsibilities

Represents the people in criminal proceedings in district, family and circuit courts. Handles appeals and other matters heard by the Hawaii Intermediate Court of Appeals and Hawaii Supreme Court. Presents cases to the Oahu grand jury. To promote and ensure public safety and order through effective, efficient and just prosecution.

### Spending to Make a Difference

- Honolulu Family Justice Center. Provides comprehensive services and long-term transitional housing for victims of domestic violence and sex assault. The housing component – the first of its kind in the state – will help victims break away from abusers, halt the cycle of violence and regain independence.
- Prosecutor by Karpel (PbK). Browser-based case management stores all events in a single database and can cross-reference a defendant's entire criminal history in a single search. PbK also allows deputy prosecutors to review their cases from laptops in court via the internet rather than having to transport bulky paper files.
- Radio System. The upgraded radio system for the investigators will be in conformance with the systems all the City's emergency response agencies will be utilizing.

### Budget Highlights

- The salaries budget includes salary adjustments due to mandated collective bargaining agreements.
- The salaries budget also includes \$311,000 in funding for Deputy Prosecuting Attorney merit raises, to allow the agency to recruit and retain highly-skilled and experienced attorneys.
- The budget reflects an increase of 6.50 FTE contract positions to the authorized position counts.
- The current expense budget includes funding for the PbK Case Management System multi-year contract to cover installation, annual support services and software license costs.
- Budget issues include funding for a half-time Medical Director position for the Sex Abuse Treatment Center.

DEPARTMENT POSITIONS					
	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
Permanent FTE	259.50	260.00	260.00	0.00	260.00
Temporary FTE	28.00	29.00	29.00	0.00	29.00
Contract FTE	3.50	6.00	12.50	0.00	12.50
<b>Total</b>	<b>291.00</b>	<b>295.00</b>	<b>301.50</b>	<b>0.00</b>	<b>301.50</b>

EXPENDITURES BY PROGRAM					
	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
Administration	\$ 4,730,019	\$ 5,905,416	\$ 6,166,524	\$ 100,000	\$ 6,266,524
Prosecution	12,577,171	13,794,259	14,368,458	0	14,368,458
Victim/Witness Assistance	2,605,181	2,341,848	2,419,718	0	2,419,718
<b>Total</b>	<b>\$ 19,912,371</b>	<b>\$ 22,041,523</b>	<b>\$ 22,954,700</b>	<b>\$ 100,000</b>	<b>\$ 23,054,700</b>

CHARACTER OF EXPENDITURES					
	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
Salaries	\$ 15,160,680	\$ 16,724,195	\$ 17,543,714	\$ 0	\$ 17,543,714
Current Expenses	4,751,691	5,317,328	5,140,933	100,000	5,240,933
Equipment	0	0	270,053	0	270,053
<b>Total</b>	<b>\$ 19,912,371</b>	<b>\$ 22,041,523</b>	<b>\$ 22,954,700</b>	<b>\$ 100,000</b>	<b>\$ 23,054,700</b>

**Department of the Prosecuting Attorney**

<b>SOURCE OF FUNDS</b>					
	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
General Fund	\$ 17,057,813	\$ 18,956,071	\$ 19,340,594	\$ 100,000	\$ 19,440,594
Special Projects Fund	989,616	2,458,056	2,659,354	0	2,659,354
Federal Grants Fund	1,864,942	627,396	954,752	0	954,752
<b>Total</b>	<b>\$ 19,912,371</b>	<b>\$ 22,041,523</b>	<b>\$ 22,954,700</b>	<b>\$ 100,000</b>	<b>\$ 23,054,700</b>

Prosecuting Attorney

Administration

**Program Description**

Directs all criminal prosecution and operations of the department. Establishes policies and priority programs aimed at enhancing public safety. Champions victims' rights. Engages and informs community about initiatives.

<b>PROGRAM POSITIONS</b>					
	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
Permanent FTE	22.00	22.00	22.00	0.00	22.00
Temporary FTE	3.00	3.00	3.00	0.00	3.00
Contract FTE	3.50	6.00	10.50	0.00	10.50
<b>Total</b>	<b>28.50</b>	<b>31.00</b>	<b>35.50</b>	<b>0.00</b>	<b>35.50</b>

<b>CHARACTER OF EXPENDITURES</b>					
	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
Salaries	\$ 1,461,425	\$ 1,567,672	\$ 1,886,250	\$ 0	\$ 1,886,250
Current Expenses	3,268,594	4,337,744	4,010,221	100,000	4,110,221
Equipment	0	0	270,053	0	270,053
<b>Total</b>	<b>\$ 4,730,019</b>	<b>\$ 5,905,416</b>	<b>\$ 6,166,524</b>	<b>\$ 100,000</b>	<b>\$ 6,266,524</b>

<b>SOURCE OF FUNDS</b>					
	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
General Fund	\$ 4,730,019	\$ 5,905,416	\$ 6,166,524	\$ 100,000	\$ 6,266,524
<b>Total</b>	<b>\$ 4,730,019</b>	<b>\$ 5,905,416</b>	<b>\$ 6,166,524</b>	<b>\$ 100,000</b>	<b>\$ 6,266,524</b>

Department of the Prosecuting Attorney

Prosecution

Program Description

Investigates and prosecutes violations of statutes, ordinances, and regulations within the City and County of Honolulu for which there are criminal sanctions.

PROGRAM POSITIONS					
	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
Permanent FTE	208.50	209.00	209.00	0.00	209.00
Temporary FTE	14.00	19.00	15.00	0.00	15.00
Contract FTE	0.00	0.00	1.00	0.00	1.00
<b>Total</b>	<b>222.50</b>	<b>228.00</b>	<b>225.00</b>	<b>0.00</b>	<b>225.00</b>

CHARACTER OF EXPENDITURES					
	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
Salaries	\$ 12,228,387	\$ 13,186,411	\$ 13,694,892	\$ 0	\$ 13,694,892
Current Expenses	348,784	607,848	673,566	0	673,566
Equipment	0	0	0	0	0
<b>Total</b>	<b>\$ 12,577,171</b>	<b>\$ 13,794,259</b>	<b>\$ 14,368,458</b>	<b>\$ 0</b>	<b>\$ 14,368,458</b>

SOURCE OF FUNDS					
	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
General Fund	\$ 11,530,718	\$ 11,879,683	\$ 12,220,740	\$ 0	\$ 12,220,740
Special Projects Fund	632,884	1,665,504	1,573,726	0	1,573,726
Federal Grants Fund	413,569	249,072	573,992	0	573,992
<b>Total</b>	<b>\$ 12,577,171</b>	<b>\$ 13,794,259</b>	<b>\$ 14,368,458</b>	<b>\$ 0</b>	<b>\$ 14,368,458</b>

Prosecuting Attorney

**Victim/Witness Assistance**

**Program Description**

Provides support services for crime victims and witnesses, with emphasis on victims of violent crimes. Counselors assist victims and witnesses in obtaining help from social service agencies, help guide them through the criminal justice system, and serve as liaisons with deputy prosecutors.

<b>PROGRAM POSITIONS</b>					
	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
Permanent FTE	29.00	29.00	29.00	0.00	29.00
Temporary FTE	11.00	7.00	11.00	0.00	11.00
Contract FTE	0.00	0.00	1.00	0.00	1.00
<b>Total</b>	<b>40.00</b>	<b>36.00</b>	<b>41.00</b>	<b>0.00</b>	<b>41.00</b>

<b>CHARACTER OF EXPENDITURES</b>					
	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
Salaries	\$ 1,470,868	\$ 1,970,112	\$ 1,962,572	\$ 0	\$ 1,962,572
Current Expenses	1,134,313	371,736	457,146	0	457,146
Equipment	0	0	0	0	0
<b>Total</b>	<b>\$ 2,605,181</b>	<b>\$ 2,341,848</b>	<b>\$ 2,419,718</b>	<b>\$ 0</b>	<b>\$ 2,419,718</b>

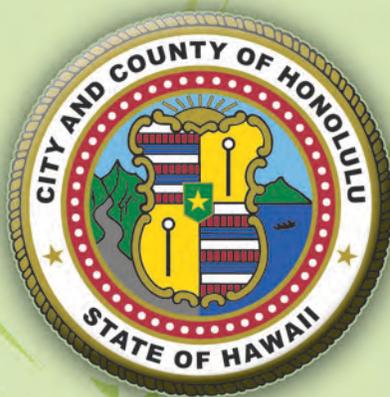
<b>SOURCE OF FUNDS</b>					
	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
General Fund	\$ 797,076	\$ 1,170,972	\$ 953,330	\$ 0	\$ 953,330
Special Projects Fund	356,732	792,552	1,085,628	0	1,085,628
Federal Grants Fund	1,451,373	378,324	380,760	0	380,760
<b>Total</b>	<b>\$ 2,605,181</b>	<b>\$ 2,341,848</b>	<b>\$ 2,419,718</b>	<b>\$ 0</b>	<b>\$ 2,419,718</b>

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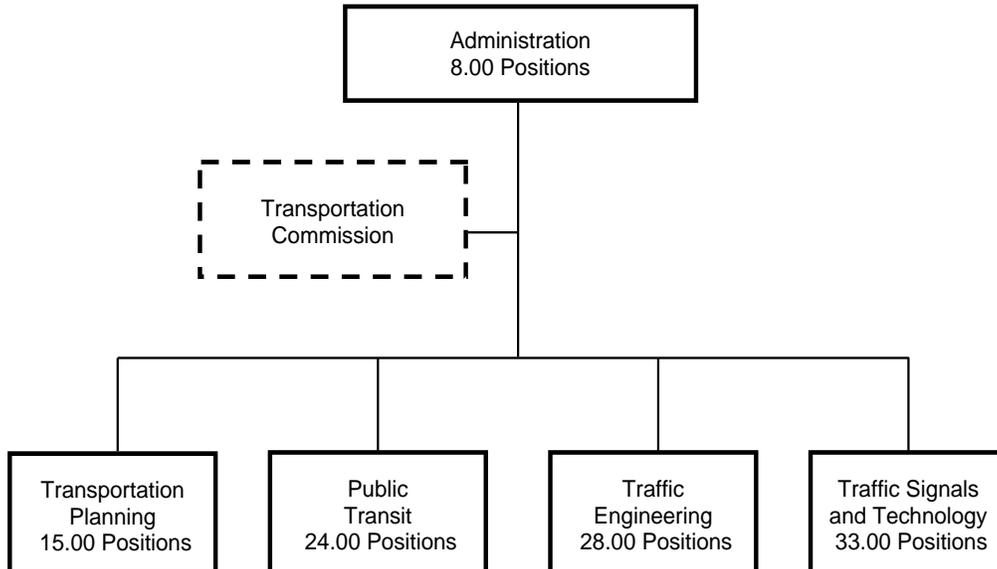
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# **Department of Transportation Services**



# DEPARTMENT OF TRANSPORTATION SERVICES (DTS) ORGANIZATION CHART

This chart reflects the number of full-time equivalent positions appropriated in Fiscal Year 2015.



DEPARTMENT OF TRANSPORTATION SERVICES  
(DTS)  
MAJOR TRANSPORTATION FACILITIES



Transportation Services

- 1 KALIHI-PALAMA BUS FACILITY
- 2 TRAFFIC CONTROL CENTER
- 3 JOINT TRAFFIC MANAGEMENT CENTER PARKING GARAGE
- 4 TRAFFIC SIGNAL FIELD OPERATION BRANCH
- 5 PEARL CITY BUS FACILITY

## Department of Transportation Services

### Roles and Responsibilities

The Department of Transportation Services (DTS) plans, operates and maintains the City and County of Honolulu multi-modal transportation systems including, but not limited to: transit, roadway and bikeway systems. DTS facilitates the movement of people and goods within the City and County of Honolulu, and responsibilities concern not only roadways, but public transit systems, inter-modal/multi-modal connections with rail, bicycle and pedestrian systems, traffic control facilities and systems, traffic signals, parking meters, traffic engineering of roadways and intersections, rules and regulations of City-owned streets, design of Complete Streets and the design and construction of transportation and transit facilities. The department prioritizes the safe and efficient movement of vehicles, bicycles, pedestrians and other modes of transportation through the City's transportation infrastructure. It oversees the provision of public transit on Oahu through its contract with the Oahu Transit Service (OTS), the operator of TheBus and the HandiVan. DTS also coordinates with the Honolulu Authority for Rapid Transportation (HART) in the implementation of the fixed rail system, transit-oriented development (TOD) and multi-modal connections with rail. DTS provides a venue for interaction between other governmental agencies and the public on transportation and transit issues concerning the City and County of Honolulu. Additionally, the department anticipates and plans for the future transportation and transit needs of the City and County of Honolulu.

### Spending to Make a Difference

- Bus-Rail Integration and TOD. Continue planning and implementation of access-related and TOD-supportive projects to create a seamless multi-modal transportation system that supports vibrant neighborhoods, expands housing options, and boosts economic development near transit.
- Electronic Multimodal Fare Collection System. Plan and coordinate proposal for electronic transit fare collection system for TheBus to support intermodal connection with rail and other modes such as parking and bike share.
- Bicycle Infrastructure. Install sharrows, bike lanes and protected bike lanes on City streets, as stand-alone contracted projects or in conjunction with the City's road repaving program.
- Bike Share. Partner with the State of Hawaii and private interests to implement Bikeshare Hawaii as a short-trip transportation alternative for Oahu residents and tourists and as a first mile, last mile for rail.
- Complete Streets. Continue to implement the City's Complete Streets Ordinance by updating plans, policies and programs, and by designing and installing projects in cooperation with other City, State and Federal transportation related agencies. Finalize Honolulu's Complete Streets Design Manual.
- Age-Friendly City. Develop and implement projects to support Honolulu's Age-Friendly City Initiative.
- Traffic Signal Safety. Continue to inspect traffic signal mast arms for corrosion and condition to ensure signal poles (standards) are structurally sound and do not present a safety hazard to the public.
- Joint Traffic Management Center. Construct the Joint Traffic Management Center, a facility that will provide comprehensive and coordinated transportation management by co-locating City transportation functions (active traffic management), transit monitoring systems (rail and TheBus), emergency response agencies (police, fire and emergency services) and state transportation elements (HDOT).
- Traffic Cameras. Continue to expand the City's traffic camera program geographically with the goal of achieving island-wide coverage thereby increasing the effectiveness of the existing DTS Traffic Management Center.

### Budget Highlights

- The department's salary budget is substantially increased over FY 2015 due to the increase in the Public Transit (OTS) budget. The current expense budget remains mostly flat over FY 2015.
- The Electronic Fare Collection System project requires an implementation manager in a personal services contract position to manage the procurement, design, installation, field testing, and implementation of TheBus' electronic fare collection system (including wireless communication system) for the Honolulu intermodal bus-rail collections system.
- The Traffic Signals and Technology program budget includes \$1,000,000 for Congestion Management to provide proactive traffic management, coordination and planning and to optimize traffic signal timing to reduce traffic congestion, volume and pollution island wide. The funds will also be used to build a database for the Joint Traffic Management Center (JTMC).
- Increase funding for consultants to assist with accessing and monitoring federal funding sources and meeting grant compliance requirements of the funding agency.
- Ten (10) positions have been deactivated to reflect a more accurate picture of the number of positions required by the department to deliver services within the given resources.
- The Public Transit program budget includes \$245.5 million in funding for contractual services for the operation of the City's bus and paratransit services. The budget includes approximately \$3.1 million for OTS collective bargaining agreements, \$1.6 million for restoration of routes, and \$3.2 million to address service challenges for traffic mitigation, expansion of the HandiVan fleet and Real Time scheduling.

Performance Metrics

Performance Metric for FY 2015	Goal
Minimize the time it takes to review and comment on Traffic Impact Analysis Reports (TIAR).	Complete 90% of the reviews within 30 days of receipt of TIAR.
Respond to public inquiries regarding traffic engineering in a timely manner.	Follow-up on 90% of telephone calls and emails received regarding traffic engineering issues.
Minimize the time it takes to respond and issue work orders to traffic sign complaints.	Respond to 90% of the traffic sign complaints within eight weeks.
Minimize the time it takes to respond to traffic light complaints.	Respond to 75% of the traffic light complaints within eight hours.
Install a robust bike infrastructure system.	Install/implement 5 miles of bike infrastructure per year, subject to available funds.

DEPARTMENT POSITIONS

	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
Permanent FTE	115.00	105.00	105.00	0.00	105.00
Temporary FTE	0.00	0.00	0.00	0.00	0.00
Contract FTE	2.00	3.00	3.00	1.00	4.00
<b>Total</b>	<b>117.00</b>	<b>108.00</b>	<b>108.00</b>	<b>1.00</b>	<b>109.00</b>

EXPENDITURES BY PROGRAM

	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
Administration	\$ 576,376	\$ 591,355	\$ 955,424	\$ 0	\$ 955,424
Traffic Engineering	2,233,024	3,067,551	2,352,182	0	2,352,182
Transportation Planning	1,199,404	1,670,669	1,426,630	0	1,426,630
Traffic Signals and Technology	3,721,734	3,879,896	4,247,374	1,000,000	5,247,374
Public Transit	227,426,666	242,249,250	251,274,066	153,096	251,427,162
<b>Total</b>	<b>\$ 235,157,204</b>	<b>\$ 251,458,721</b>	<b>\$ 260,255,676</b>	<b>\$ 1,153,096</b>	<b>\$ 261,408,772</b>

## Department of Transportation Services

### CHARACTER OF EXPENDITURES

	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
Salaries	\$ 123,120,571	\$ 124,277,361	\$ 132,579,067	\$ 153,096	\$ 132,732,163
Current Expenses	111,917,231	127,181,360	126,245,609	1,000,000	127,245,609
Equipment	119,402	0	1,431,000	0	1,431,000
<b>Total</b>	<b>\$ 235,157,204</b>	<b>\$ 251,458,721</b>	<b>\$ 260,255,676</b>	<b>\$ 1,153,096</b>	<b>\$ 261,408,772</b>

### SOURCE OF FUNDS

	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
General Fund	\$ 101,505	\$ 1,000,000	\$ 0	\$ 0	\$ 0
Highway Fund	6,819,039	7,468,914	8,176,991	1,000,000	9,176,991
Bikeway Fund	342,233	645,557	594,619	0	594,619
Bus Transportation Fund	205,437,392	212,596,322	229,440,024	153,096	229,593,120
Special Projects Fund	0	0	125,000	0	125,000
Federal Grants Fund	22,457,035	29,747,928	21,919,042	0	21,919,042
<b>Total</b>	<b>\$ 235,157,204</b>	<b>\$ 251,458,721</b>	<b>\$ 260,255,676</b>	<b>\$ 1,153,096</b>	<b>\$ 261,408,772</b>

Administration

**Program Description**

This program plans, directs, and coordinates the activities of the Department of Transportation Services in accordance with the provisions of the City Charter and the guidance of the Mayor and Managing Director. It provides administrative service activities for the department, including personnel management, budget preparation, and fiscal management. This program also serves as liaison to the Transportation Commission, which performs advisory duties on transportation issues in accordance with the City Charter.

**PROGRAM POSITIONS**

	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
Permanent FTE	9.00	8.00	8.00	0.00	8.00
Temporary FTE	0.00	0.00	0.00	0.00	0.00
Contract FTE	0.00	0.00	0.00	0.00	0.00
<b>Total</b>	<b>9.00</b>	<b>8.00</b>	<b>8.00</b>	<b>0.00</b>	<b>8.00</b>

**CHARACTER OF EXPENDITURES**

	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
Salaries	\$ 553,743	\$ 543,577	\$ 525,924	\$ 0	\$ 525,924
Current Expenses	22,633	47,778	429,500	0	429,500
Equipment	0	0	0	0	0
<b>Total</b>	<b>\$ 576,376</b>	<b>\$ 591,355</b>	<b>\$ 955,424</b>	<b>\$ 0</b>	<b>\$ 955,424</b>

**SOURCE OF FUNDS**

	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
General Fund	\$ 11,505	\$ 0	\$ 0	\$ 0	\$ 0
Highway Fund	564,871	591,355	955,424	0	955,424
<b>Total</b>	<b>\$ 576,376</b>	<b>\$ 591,355</b>	<b>\$ 955,424</b>	<b>\$ 0</b>	<b>\$ 955,424</b>

## Department of Transportation Services

### Traffic Engineering

#### Program Description

This program has oversight over two main aspects concerning the roads and streets of the City and County of Honolulu. The first is to provide for the safe and efficient operations of all the City's roads and streets as it relates to the movement of people and freight via both public and private vehicles, bicycles and walking. In concert with this, the division is responsible to maintain striping and signing plans; recommend and implement standards for signs, pavement markings and warning devices; receive, investigate, analyze and resolve queries from the public and government agencies regarding the operation of vehicular, pedestrian and bicycle traffic; maintain, review and revise the City's Traffic Code Ordinance; analyze and determine warrants for traffic signals; maintain worksheets of traffic control devices; and administer the School Traffic Safety Committee. This division also oversees implementation of the City's Complete Streets ordinance for the department in coordination with other City, State and Federal agencies.

The second main aspect of the division is to provide, administer, promote and implement various traffic improvement, safety and bikeway programs via the CIP program by working with consultants, community organizations, contractors and government officials. In addition, the division administers various educational promotions related to traffic and pedestrian safety (such as the Walk Wise Hawaii, Be Safe Be Seen, Ped Man, Safe Routes to School, and the production of public service media announcements); and participates in the Oahu Fleet Safety Organization.

#### PROGRAM POSITIONS

	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
Permanent FTE	28.00	28.00	28.00	0.00	28.00
Temporary FTE	0.00	0.00	0.00	0.00	0.00
Contract FTE	0.00	0.00	0.00	0.00	0.00
<b>Total</b>	<b>28.00</b>	<b>28.00</b>	<b>28.00</b>	<b>0.00</b>	<b>28.00</b>

#### CHARACTER OF EXPENDITURES

	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
Salaries	\$ 1,374,446	\$ 1,509,506	\$ 1,691,537	\$ 0	\$ 1,691,537
Current Expenses	858,578	1,558,045	660,645	0	660,645
Equipment	0	0	0	0	0
<b>Total</b>	<b>\$ 2,233,024</b>	<b>\$ 3,067,551</b>	<b>\$ 2,352,182</b>	<b>\$ 0</b>	<b>\$ 2,352,182</b>

#### SOURCE OF FUNDS

	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
General Fund	\$ 90,000	\$ 1,000,000	\$ 0	\$ 0	\$ 0
Highway Fund	1,333,345	1,326,994	1,547,563	0	1,547,563
Bikeway Fund	342,233	645,557	594,619	0	594,619
Special Projects Fund	0	0	125,000	0	125,000
Federal Grants Fund	467,446	95,000	85,000	0	85,000
<b>Total</b>	<b>\$ 2,233,024</b>	<b>\$ 3,067,551</b>	<b>\$ 2,352,182</b>	<b>\$ 0</b>	<b>\$ 2,352,182</b>

Transportation Planning

**Program Description**

The Transportation Planning Division coordinates the department's transportation planning concepts and initiatives; represents the City and coordinates with the Oahu Metropolitan Planning Organization regarding the Oahu Regional Transportation Plan, Transportation Improvement Program, and Overall Work Program; serves as the department's clearinghouse for the review of environmental assessment and impact submittals; administers, programs, and manages the City's federal-aid transportation funding for multi-modal and complete-street initiatives including roadway, intersection, pedestrian, bikeway, and transit improvements; monitors, oversees, and regulates mandatory State and Federal funding certifications and assurances to insure and maintain compliance as a grant recipient; regulates federal-aid compliance of the Disadvantaged Business Enterprise and Equal Employment Opportunity Programs for the City; coordinates, budgets, and programs the department's Capital Improvement Program and incorporates Federal Transit Administration (FTA) and Federal Highway Administration (FHWA) federal funding; conducts, analyzes, and organizes transportation data necessary for transportation planning and traffic engineering functions; and coordinates and implements short- and long-range parking master plans, financials, and technology to improve operations, utilization, and asset resources.

<b>PROGRAM POSITIONS</b>					
	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
Permanent FTE	19.00	15.00	15.00	0.00	15.00
Temporary FTE	0.00	0.00	0.00	0.00	0.00
Contract FTE	0.00	0.00	0.00	0.00	0.00
<b>Total</b>	<b>19.00</b>	<b>15.00</b>	<b>15.00</b>	<b>0.00</b>	<b>15.00</b>

<b>CHARACTER OF EXPENDITURES</b>					
	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
Salaries	\$ 943,341	\$ 1,006,648	\$ 883,270	\$ 0	\$ 883,270
Current Expenses	256,063	664,021	543,360	0	543,360
Equipment	0	0	0	0	0
<b>Total</b>	<b>\$ 1,199,404</b>	<b>\$ 1,670,669</b>	<b>\$ 1,426,630</b>	<b>\$ 0</b>	<b>\$ 1,426,630</b>

<b>SOURCE OF FUNDS</b>					
	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
Highway Fund	1,199,089	1,670,669	1,426,630	0	1,426,630
Federal Grants Fund	315	0	0	0	0
<b>Total</b>	<b>\$ 1,199,404</b>	<b>\$ 1,670,669</b>	<b>\$ 1,426,630</b>	<b>\$ 0</b>	<b>\$ 1,426,630</b>

Department of Transportation Services

Traffic Signals and Technology

Program Description

This program's goals are to effectively and efficiently manage, operate, develop, and implement Honolulu's traffic signal systems operations, Traffic Management Center activities and expansion, traffic camera coverage, traveler information program, Intelligent Transportation Systems (ITS) projects and transit applications, and management of street use permits and its related traffic management. The division is developing and establishing the next generation of smart traffic technology and ITS projects. The division optimizes the existing traffic signal operation for maximum throughput volumes with minimum delays while addressing safety, maintenance, and operational considerations. The division provides and researches real time traveler information to drivers, commuters, transit vehicles, and news media on current traffic conditions. The information is networked to the internet, Police, Civil Defense, Fire, local television and radio stations, and other transportation-related agencies.

The division includes the Street Usage Section, which reviews and issues traffic control permits for parades, special events, construction and other street usage. The section monitors the permits issued. It also coordinates and utilizes the Traffic Management Center functions and special duty police, signs, barricades, cones and changeable-message displays to reroute or warn commuters and to maintain a safe construction, special event, or parade travel area.

PROGRAM POSITIONS

	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
Permanent FTE	34.00	32.00	32.00	0.00	32.00
Temporary FTE	0.00	0.00	0.00	0.00	0.00
Contract FTE	0.00	1.00	1.00	0.00	1.00
<b>Total</b>	<b>34.00</b>	<b>33.00</b>	<b>33.00</b>	<b>0.00</b>	<b>33.00</b>

CHARACTER OF EXPENDITURES

	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
Salaries	\$ 1,624,564	\$ 1,691,348	\$ 1,639,216	\$ 0	\$ 1,639,216
Current Expenses	2,097,170	2,188,548	2,418,158	1,000,000	3,418,158
Equipment	0	0	190,000	0	190,000
<b>Total</b>	<b>\$ 3,721,734</b>	<b>\$ 3,879,896</b>	<b>\$ 4,247,374</b>	<b>\$ 1,000,000</b>	<b>\$ 5,247,374</b>

SOURCE OF FUNDS

	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
Highway Fund	3,721,734	3,879,896	4,247,374	1,000,000	5,247,374
<b>Total</b>	<b>\$ 3,721,734</b>	<b>\$ 3,879,896</b>	<b>\$ 4,247,374</b>	<b>\$ 1,000,000</b>	<b>\$ 5,247,374</b>

Transportation Services

Public Transit

**Program Description**

This program is responsible for planning and directing the city island wide public transit system, including establishing policies for the operation of the fixed route and paratransit services; conducting appropriate reviews of established routes and determining adjustments required; providing equipment; procuring new buses and paratransit vans; overseeing the planning, design, construction and maintenance of transit centers, installing and maintaining bus shelters and bus stops; and reviewing and overseeing the contractor conducting the in-person functional assessments used for determining eligibility for paratransit services in accordance with the Americans with Disabilities Act of 1990. This division oversees the contractor operating the City's public transit system and responds to recommendations, complaints and questions received from the community and public officials.

<b>PROGRAM POSITIONS</b>					
	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
Permanent FTE	25.00	22.00	22.00	0.00	22.00
Temporary FTE	0.00	0.00	0.00	0.00	0.00
Contract FTE	2.00	2.00	2.00	1.00	3.00
<b>Total</b>	<b>27.00</b>	<b>24.00</b>	<b>24.00</b>	<b>1.00</b>	<b>25.00</b>

<b>CHARACTER OF EXPENDITURES</b>					
	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
Salaries	\$ 118,624,477	\$ 119,526,282	\$ 127,839,120	\$ 153,096	\$ 127,992,216
Current Expenses	108,682,787	122,722,968	122,193,946	0	122,193,946
Equipment	119,402	0	1,241,000	0	1,241,000
<b>Total</b>	<b>\$ 227,426,666</b>	<b>\$ 242,249,250</b>	<b>\$ 251,274,066</b>	<b>\$ 153,096</b>	<b>\$ 251,427,162</b>

<b>SOURCE OF FUNDS</b>					
	FY 2014 Actual	FY 2015 Appropriated	Current Svcs	Budget Issues	FY 2016 Total Budget
Bus Transportation Fund	205,437,392	212,596,322	229,440,024	153,096	229,593,120
Federal Grants Fund	21,989,274	29,652,928	21,834,042	0	21,834,042
<b>Total</b>	<b>\$ 227,426,666</b>	<b>\$ 242,249,250</b>	<b>\$ 251,274,066</b>	<b>\$ 153,096</b>	<b>\$ 251,427,162</b>

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# Revenues



## Detailed Statement of Revenues and Surplus

### Budget Basis

The accounts of the City are organized on the basis of funds, each of which is considered a separate accounting entity. The operations of each fund are accounted for with a separate set of self-balancing accounts that comprise its assets, liabilities, fund equity, revenues and expenditures. Government resources are allocated to and accounted for

in individual funds based upon the purposes for which the resources are to be spent and the means by which spending activities are controlled.

The City's accounting records for the governmental funds and expendable trust and agency funds are maintained on a modified accrual basis.

### Budgeted Revenues

Budgeted revenues are based on estimates of the financial resources used for financing operations and development of new facilities. Tax revenues are relatively stable and predictable. Fee schedules, historical trends, and economic and demographic patterns largely determine levels of other

revenues.

The comparative revenue schedules that follow generally reflect prior years' trends even though some may be irregular. In large part, revenue projections are a continuation of these trends.

# Detailed Statement of Revenues and Surplus

## General Fund (110)

This fund accounts for all financial resources except those required to be accounted for in another fund. The major revenue source in the General Fund is the real property tax.

Source of Receipts	FY 2014 Actual	FY 2015 Estimate	FY 2016 Estimated
<b>Taxes</b>			
Real Property Taxes - Current Year	\$ 250,606,301	\$ 928,814,583	\$1,005,471,000
Real Property Taxes - Prior Year	13,123,258	3,000,000	3,000,000
R P T - Lock Box	261,704,766	0	0
R P T Mortgage Company	318,001,275	0	0
RPT - Epay	6,831,614	0	0
Public Svc Company Tax	53,107,837	51,115,000	51,098,000
<b>Total — Taxes</b>	<b>\$ 903,375,051</b>	<b>\$ 982,929,583</b>	<b>\$1,059,569,000</b>
<b>Licenses and Permits</b>			
Auctioneer & Pawn Broker	\$ 7,958	\$ 7,960	\$ 7,960
Firearms	2,212	2,430	2,430
Second-Hand & Junk Dealer	21,275	21,280	21,280
Used Mtr Veh Part Dealer	838	840	840
Wreck Salv Reblid Mtr Veh	614	610	610
Peddler/Itinerant Vendor	2,754	2,750	2,750
Tear Gas/Othr Noxious Sub	100	110	110
Scrap Dealers	4,900	4,900	4,900
Pedicab License Fees	22	20	20
HPD Alarm Permits	233,274	240,000	240,000
Regis-Third Party Reviewr	300	1,200	1,200
Building Permits	19,046,490	20,000,000	20,000,000
Signs	24,436	25,000	25,000
Motor Vehicle Plate Fees	559,674	567,950	567,950
Mtr Veh Spc No Plate Fee	807,765	811,600	811,600
Motor Vehicle Tag Fees	365,636	379,700	379,700
Motor Veh Trfr Fee & Pen	2,606,885	2,612,900	2,612,900
Dupl Regis/Ownership Cert	195,120	196,300	196,300
Tax Liens	0	200	200
Correction Fees	7,990	5,300	5,300
Mvr-Annual Fee	14,059,171	14,207,800	14,207,800
Reconstr Inspec Fees	48,150	48,150	48,150
Passenger & Frt Veh Lic	108,451	108,450	108,450
Nonresident Vehicle Prmt	26,310	26,300	26,300
Motor Vehicle Drivers Lic	3,274,020	3,344,690	2,327,020

# Detailed Statement of Revenues and Surplus

## General Fund (110)

Source of Receipts	FY 2014 Actual	FY 2015 Estimate	FY 2016 Estimated
<b>Licenses and Permits</b>			
Dog Licenses	191,728	191,670	191,670
Dog Tag Fees	7,987	7,990	7,990
Easement Grants	87,822	80,000	80,000
Newsstands	14,245	14,250	14,250
Telephone Enclosures	224	224	224
Dispensing Rack	208,450	201,132	201,132
Fire Code Permit & Lic	431,596	366,500	390,000
Fireworks License Fees	34,500	48,000	37,000
Camping Permits	318,919	325,300	328,500
<b>Total — Licenses and Permits</b>	<b>\$ 42,699,816</b>	<b>\$ 43,851,506</b>	<b>\$ 42,849,536</b>
<b>Intergovernmental Revenue</b>			
Transient Accomdtn Tax	\$ 41,013,000	\$ 45,423,000	\$ 45,423,000
Fish and Wildlife Svcs	46,742	50,000	50,000
<b>Total — Intergovernmental Revenue</b>	<b>\$ 41,059,742</b>	<b>\$ 45,473,000</b>	<b>\$ 45,473,000</b>
<b>Charges for Services</b>			
Duplication-Master Tapes	\$ 61,758	\$ 45,500	\$ 45,500
Data Proc Svc-State	938,459	850,000	850,000
Data Proc Svc-US Govt	2,001	2,000	2,000
Data Proc Svc-Othr County	482,391	400,000	400,000
Legal Services (BWS)	30,000	165,000	155,000
Svc Fee-Dishonored Checks	23,862	22,570	22,570
Band Collection	0	0	2,500
Sale of Gasoline and Oil	224,148	210,000	220,000
Subdivision Fees	65,750	124,000	124,000
Zoning Reg Applcn Fees	135,400	355,000	355,000
Nomination Fees	2,175	0	3,550
Witness Fees	52	0	0
Nonconform Certi Renewal	98,439	230,600	100,000
Plan Review Fee	1,629,139	2,040,000	2,100,000
Adm Fee-Mult-Fam Hsg Prgm	45,066	44,000	44,000
Exam Fees-Spec Inspectors	39,531	40,000	40,000
Reg Fees-Spec Inspectors	3,300	3,300	3,500
Military Hsg Fee-Lieu Rpt	946,843	977,000	977,000
Zoning/Flood Clear Fee	78,550	85,000	85,000
Duplicate Copy-Any Record	152,353	146,488	145,700
Abstract of Information	1,574	4,100	4,100
Copy-Map, Plan, Diagram	2,745	2,730	2,670
Cert Voter Registration	252	800	200
Voter Registration Lists	5,752	12,000	4,000
Medical Examiner's Report	2,424	3,000	3,000
Cert-Correctness of Info	23	45	30
Prop Tax Record Search	7,344	7,250	7,250

# Detailed Statement of Revenues and Surplus

General Fund (110)

Source of Receipts	FY 2014 Actual	FY 2015 Estimate	FY 2016 Estimated
<b>Charges for Services</b>			
HPD Alarm Service Charges	127,930	130,000	130,000
Custodial Services	28,149	0	0
Attendant Services	353,122	356,600	360,200
Spay-Neuter Service	432,160	431,100	431,100
Kitchen & Facility Usage	8,600	9,000	9,100
Other Misc Services	304	100	50
Taxi/Pedicab Drivers Cert	43,805	43,780	43,780
HPD Special Duty Fees	337,301	330,000	330,000
Electrical Inspection	397	400	400
Bldg Code Variance/Appeal	127	100	100
Sidewalk Nuisance Fee	800	0	0
City Employees Parking	701,973	700,000	700,000
HPD Parking Lot	116,176	120,000	120,000
Scuba and Snorkeling	30,080	30,300	30,600
Commercial Filming	42,950	43,400	43,800
Summer Fun Program	190,575	192,480	194,400
Fall and Spring Programs	34,000	1,000	1,000
Parks District V Fees	262,342	265,000	267,600
Foster Botanic Garden	133,915	141,000	142,400
Fees for Community Garden	44,873	47,115	47,115
<b>Total — Charges for Services</b>	<b>\$ 7,868,910</b>	<b>\$ 8,611,758</b>	<b>\$ 8,548,215</b>
<b>Fines and Forfeits</b>			
HPD Alarm Fines	\$ 192,300	\$ 200,000	\$ 200,000
Fines-Storm Water	10,000	0	0
Fines-Viol Bldg Elec Etc	591,335	500,000	500,000
Liquidated Contr Damages	7,300	0	0
Forfeiture of Seized Prop	48,691	50,000	50,000
<b>Total — Fines and Forfeits</b>	<b>\$ 849,626</b>	<b>\$ 750,000</b>	<b>\$ 750,000</b>
<b>Miscellaneous Revenues</b>			
Investments	\$ (97,489)	\$ 0	\$ 0
Investments-Pool	567,706	344,000	344,000
Other Sources-Interest Earnings	756	0	0
Rental Units (City Prop)	226,070	261,145	261,145
Rental Units (Hcd Prop)	223,214	205,613	205,613
Rental-Amb Facil-Fire Stn	63,900	63,900	63,900
Other Rents Recreat Facil	3,610	0	0
Perquisite Housing	30,636	34,030	36,030
Rental of Equipment	13,874	18,000	18,000
Rental for Use of Land	211,553	333,440	333,440
Public Pay Phone Conces	315	315	315
Other Escheats	160,640	100,000	100,000
Police Department	15,550	0	0

General Fund

# Detailed Statement of Revenues and Surplus

## General Fund (110)

Source of Receipts	FY 2014 Actual	FY 2015 Estimate	FY 2016 Estimated
<b>Miscellaneous Revenues</b>			
Develop Prem-Royal Kunia	38,285	0	0
Recov of Utility Charges	10,492	9,750	9,750
Recov-Workers' Comp Paymt	260,776	600,000	500,000
Recov-Crt Odr Restitution	15,178	6,200	6,200
Misc Recov,Collect,Etc	3,504	0	0
Recov State-Emerg Amb Svc	33,495,665	38,172,985	38,909,865
Recov State-Hawaii State ID	459,725	704,626	704,626
Recov-Real Prop Tax Svc	66,250	81,540	81,540
Recov State-Motor Vehicle	825,873	998,633	998,633
Recov Work Comp-3Rd Party	121,835	350,000	100,000
Recov-State-Comml Drv Lic	469,498	583,353	583,353
Recovery-Interest-Federal Subsidy	1,246,382	1,343,200	1,329,000
Recov-Direct Costs HART	402,251	1,021,401	1,021,400
Recoveries - Others	6,039	0	0
Reimb State-Fireboat Oper	1,637,421	0	0
Reimb State-HPD Civil Def	0	58,000	29,000
Reimb State-MV Insp Prgm	705,531	764,998	764,998
Reimb of Admin Cost-Ewa	4,911	15,000	15,000
Reimb State - DPP Placard	125,053	122,140	122,140
Reimb From Org. Plates	18,010	14,540	14,540
Towing Service Premiums	360,500	120,000	120,000
Disposal of Derelict Vehicles	16,460	0	0
Other Sundry Realization	31,760	0	0
Sund Refunds-Prior Expend	3,199,661	1,125,536	1,132,536
Sund Refunds-Curr Exp	173,422	90,000	90,000
Sundry Ref-Pcard Rebate	361,132	390,140	409,647
Vacation Accum Deposits	299,582	50,000	50,000
Misc Rev/Cash Over/Short	40	0	0
Auction Sale-Impound Veh	326,639	266,770	266,770
Auction Sale-Unclaim Prop	42,605	35,000	35,000
Sale-Other Mtls & Suppl	567,159	565,460	565,460
Sale of Scrap Materials	373,078	300,000	300,000
<b>Total — Miscellaneous Revenues</b>	<b>\$ 47,085,052</b>	<b>\$ 49,149,715</b>	<b>\$ 49,521,901</b>
<b>Revolving Fund Revenues</b>			
Repay Dchd Loans-Others	\$ 73,984	\$ 0	\$ 0
<b>Total — Revolving Fund Revenues</b>	<b>\$ 73,984</b>	<b>\$ 0</b>	<b>\$ 0</b>
<b>Utilities or Other Enterprises</b>			
Interest Earnings-Others	\$ 1,550	\$ 0	\$ 0
Miscellaneous Revenues	168	0	0
<b>Total — Utilities or Other Enterprises</b>	<b>\$ 1,718</b>	<b>\$ 0</b>	<b>\$ 0</b>

# Detailed Statement of Revenues and Surplus

General Fund (110)

Source of Receipts	FY 2014 Actual	FY 2015 Estimate	FY 2016 Estimated
<b>Non-Revenue Receipts</b>			
Recov-Debt Svc Wf/Refuse	\$ 14,019,408	\$ 14,177,000	\$ 14,762,000
Recov Debt Sv-Swdf Sp Fd	23,161,765	27,950,000	33,060,000
Recov Debt Svc-Hsg Sp Fd	3,269,000	5,540,400	5,940,000
Recov Debt Svc-Swr Fund	5,265,684	2,541,000	2,446,000
Recov Debt Svc-HART	0	0	8,000,000
Recov Swr Fd(Wwm Radio)	35,000	35,000	35,000
Recov-Debt Svc Golf Fd	2,631,000	1,166,000	1,169,000
Recov D/S-Spec Events Fd	4,827,000	4,548,000	4,740,000
Recov D/S-Hanauma Bay Fd	1,330,000	1,306,000	1,453,000
Recov Debt Svc-Hwy Fund	79,416,486	84,524,000	103,638,000
Recov CASE-Spec Events Fd	1,076,300	910,868	1,177,600
Recov CASE-Hanauma Bay Fd	368,700	405,900	423,300
Recov CASE - Hwy Beaut Fd	226,391	210,700	277,100
Recov CASE - Sw Sp Fd	12,794,800	12,178,900	13,229,000
Recov CASE-Golf Fund	855,600	397,430	760,000
Recov CASE-Hwy Fund	13,335,000	11,970,900	13,204,300
Recov CASE-Sewer Fund	9,407,100	13,297,500	12,918,800
Recov CASE-Liquor Comm Fd	287,500	297,100	295,400
Recov CASE - Bikeway Fd	46,700	31,000	35,700
Recovery CASE-BWS	3,300,000	3,300,000	3,300,000
Recov CASE-HART	923,621	1,022,906	1,010,100
Trans Fr Ref Gnl Ac-Rent	263,500	263,500	263,500
Trf-Sewer Fund for Rent	472,500	472,500	472,500
General Trust Receipts	400	0	0
<b>Total — Non-Revenue Receipts</b>	<b>\$ 177,313,455</b>	<b>\$ 186,546,604</b>	<b>\$ 222,610,300</b>
<b>Unreserved Fund Balance</b>	<b>\$ 228,382,280</b>	<b>\$ 185,568,462</b>	<b>\$ 141,207,008</b>
<b>Interfund Transfer</b>	<b>\$(227,536,159)</b>	<b>\$(257,846,342)</b>	<b>\$(313,354,765)</b>
<b>Total — General Fund</b>	<b>\$1,221,173,475</b>	<b>\$1,245,034,286</b>	<b>\$1,257,174,195</b>

General Fund

# Detailed Statement of Revenues and Surplus

## Highway Fund (120)

This fund accounts for the disposition of proceeds from special revenues earmarked by law for highway and related activities. Major revenue sources include the City fuel tax, vehicle weight tax, and public utility franchise tax.

Source of Receipts	FY 2014 Actual	FY 2015 Estimate	FY 2016 Estimated
<b>Taxes</b>			
Franchise Tax - HECO	\$ 53,115,081	\$ 53,000,000	\$ 52,000,000
Franchise Tax - GASCO	3,157,535	3,121,957	3,200,000
Fuel Tax - Current Year	51,423,978	51,676,000	51,934,000
<b>Total — Taxes</b>	<b>\$ 107,696,594</b>	<b>\$ 107,797,957</b>	<b>\$ 107,134,000</b>
<b>Licenses and Permits</b>			
Storm Drain Conn Fee	\$ 6,800	\$ 10,000	\$ 10,000
Grading Excavation & Fill	221,753	250,000	250,000
Motor Vehicle Weight Tax	121,097,255	121,111,690	121,111,690
Dlnqt Mtr Veh Wt Tax Pen	1,030,283	1,031,400	1,031,400
Other Vehicle Weight Tax	3,692,981	3,692,870	3,692,870
Dlnqt Othr Veh Wt Tax Pen	29,020	29,160	29,160
Taxi Stand Permit Fee	25,971	25,970	25,970
Taxi Stand Decals	291	290	290
Frt Curb Load Zone-Permit	230,478	230,480	230,480
Frt Curb Load Zone-Decals	10,307	10,310	10,310
Pass Loading Zone-Permit	19,202	19,200	19,200
Pass Loading Zone-Decals	859	860	860
Excav/Rep-St & Sidewalk	96,039	140,000	140,000
<b>Total — Licenses and Permits</b>	<b>\$ 126,461,239</b>	<b>\$ 126,552,230</b>	<b>\$ 126,552,230</b>
<b>Charges for Services</b>			
Witness Fees	\$ 4	\$ 50	\$ 50
Sidewalk Specs File Fee	13,200	22,000	22,000
Driveway Specs File Fee	4,400	7,500	7,500
Duplicate Copy-Any Record	556	0	0
Sidewalk Area Cleaning	0	4,000	4,000
Sidewalk Repair	71,732	70,000	70,000
Parking Placards	7,900	6,000	7,900
Street Parking Meter	3,456,230	3,385,000	3,385,000
Frm Damaged Parking Meter	2,208	2,000	2,000
Kuhio-Kaiolu Parking Lot	137,240	135,000	135,000
Kaimuki Parking Lot #2	243,219	235,000	235,000

# Detailed Statement of Revenues and Surplus

Highway Fund (120)

Source of Receipts	FY 2014 Actual	FY 2015 Estimate	FY 2016 Estimated
<b>Charges for Services</b>			
Kailua Parking Lot	217,993	210,000	210,000
Kalakaua Parking Lot	227,832	220,000	220,000
Civic Center Parking Lot	71,907	70,000	70,000
Parking Chgs - Salt Lake-	42,869	40,000	40,000
Parking Charges-Palace Sq	66,396	65,000	65,000
HPD Parking Lot	18,881	20,000	20,000
Kailua Elderly Hsg P/Lot	117,344	110,000	110,000
Kaimuki Parking Lot Concession	540,012	540,000	540,000
Lamppost Banner Display	39,195	45,000	45,000
<b>Total — Charges for Services</b>	<b>\$ 5,279,118</b>	<b>\$ 5,186,550</b>	<b>\$ 5,188,450</b>
<b>Miscellaneous Revenues</b>			
Marin Tower Pkg Garage	\$ 223,686	\$ 220,000	\$ 220,000
Harbor Court Garage	505,756	475,000	475,000
Other Sources-Interest Earnings	646	0	0
Rental for Use of Land	91,910	0	0
Kukui Plaza Garage	301,200	316,400	316,400
Smith-Beretania Parking	330,754	316,400	316,400
Recov-Damaged St Lights	23,113	23,000	24,000
Recov-Damaged Traf Signal	47,238	50,000	50,000
Recovery of Traffic Signs	35,148	35,000	37,000
Other Comp-Loss of Fixed Asset	41,506	0	0
Recov-Overhead Charges	13,040	0	0
Recov-Overtime Inspection	0	100	100
Recovery-Interest-Federal Subsidy	2,308,241	2,487,400	2,462,600
Reimb State-Traf Sig Main	250,708	300,000	300,000
Sund Refunds-Prior Expend	2,184,826	500,000	500,000
Sund Refunds-Curr Exp	4,783	0	0
Vacation Accum Deposits	65,517	0	0
Misc Rev/Cash Over/Short	(23,782)	0	0
Sale-Other Mtls & Suppl	5,776	500	500
<b>Total — Miscellaneous Revenues</b>	<b>\$ 6,410,066</b>	<b>\$ 4,723,800</b>	<b>\$ 4,702,000</b>
<b>Unreserved Fund Balance</b>	<b>\$ 39,492,773</b>	<b>\$ 37,093,536</b>	<b>\$ 33,713,831</b>
<b>Interfund Transfer</b>	<b>\$(143,543,444)</b>	<b>\$(135,629,091)</b>	<b>\$(152,368,685)</b>
<b>Total — Highway Fund</b>	<b>\$ 141,796,346</b>	<b>\$ 145,724,982</b>	<b>\$ 124,921,826</b>

## Detailed Statement of Revenues and Surplus

### Highway Beautification Fund (130)

The Highway Beautification and Disposal of Abandoned Vehicles Revolving Fund accounts for receipts (\$7.00 per vehicle) collected for each certificate of registration. These monies are expended primarily for the beautification of highways under the jurisdiction of the City and the disposition of abandoned vehicles.

Source of Receipts	FY 2014 Actual	FY 2015 Estimate	FY 2016 Estimated
<b>Charges for Services</b>			
Hwy Beautification Fees	\$ 4,459,824	\$ 4,281,070	\$ 4,281,070
<b>Total — Charges for Services</b>	<b>\$ 4,459,824</b>	<b>\$ 4,281,070</b>	<b>\$ 4,281,070</b>
<b>Unreserved Fund Balance</b>	<b>\$ 6,079,432</b>	<b>\$ 8,200,757</b>	<b>\$ 8,199,789</b>
<b>Interfund Transfer</b>	<b>\$ (226,400)</b>	<b>\$ (210,700)</b>	<b>\$ (277,100)</b>
<b>Total — Highway Beautification Fund</b>	<b>\$ 10,312,856</b>	<b>\$ 12,271,127</b>	<b>\$ 12,203,759</b>

## Detailed Statement of Revenues and Surplus

### Bikeway Fund (140)

This fund accounts for receipts from the bicycle registration fee of \$15.00 which is earmarked for operating costs and acquisition, design, construction, improvement, repair and maintenance costs related to bike-ways, including the installation and repair of storm drains and bridges.

Source of Receipts	FY 2014 Actual	FY 2015 Estimate	FY 2016 Estimated
<b>Licenses and Permits</b>			
Bicycle Licenses	\$ 492,114	\$ 492,150	\$ 492,150
<b>Total — Licenses and Permits</b>	<b>\$ 492,114</b>	<b>\$ 492,150</b>	<b>\$ 492,150</b>
<b>Miscellaneous Revenues</b>			
Sund Refunds-Prior Expend	\$ 4,632	\$ 0	\$ 0
<b>Total — Miscellaneous Revenues</b>	<b>\$ 4,632</b>	<b>\$ 0</b>	<b>\$ 0</b>
<b>Non-Revenue Receipts</b>			
Transfer Fr General Fd	\$ 0	\$ 209,162	\$ 43,958
Trfr-Capital Projects Fd	20,000	0	0
<b>Total — Non-Revenue Receipts</b>	<b>\$ 20,000</b>	<b>\$ 209,162</b>	<b>\$ 43,958</b>
<b>Unreserved Fund Balance</b>	<b>\$ 548,232</b>	<b>\$ 545,324</b>	<b>\$ 213,527</b>
<b>Interfund Transfer</b>	<b>\$ (46,700)</b>	<b>\$ (31,000)</b>	<b>\$ (35,700)</b>
<b>Total — Bikeway Fund</b>	<b>\$ 1,018,278</b>	<b>\$ 1,215,636</b>	<b>\$ 713,935</b>

## Detailed Statement of Revenues and Surplus

### Parks and Playgrounds Fund (150)

This fund accounts for all monies received in lieu of providing land in perpetuity or dedicating land, together with facilities for park and playground purposes. These monies must be expended for the purchase of land for parks and playgrounds, purchase of park and playground equipment, and/or other improvement of existing parks and playgrounds.

Source of Receipts	FY 2014 Actual	FY 2015 Estimate	FY 2016 Estimated
<b>Miscellaneous Revenues</b>			
Subdividers-Park/Playgrnd	\$ 619,125	\$ 0	\$ 0
<b>Total — Miscellaneous Revenues</b>	<b>\$ 619,125</b>	<b>\$ 0</b>	<b>\$ 0</b>
<b>Non-Revenue Receipts</b>			
Trfr-Capital Projects Fd	\$ 17,090	\$ 0	\$ 0
<b>Total — Non-Revenue Receipts</b>	<b>\$ 17,090</b>	<b>\$ 0</b>	<b>\$ 0</b>
<b>Unreserved Fund Balance</b>	<b>\$ 5,385,689</b>	<b>\$ 5,990,779</b>	<b>\$ 1,027,388</b>
<b>Total — Parks and Playgrounds Fund</b>	<b>\$ 6,021,904</b>	<b>\$ 5,990,779</b>	<b>\$ 1,027,388</b>

# Detailed Statement of Revenues and Surplus

## Sewer Fund (170)

This fund accounts for all monies received pursuant to the provisions of the Federal Water Pollution Control Act amendments of 1972 and the Hawaii Revised Statutes and expended for the purposes authorized.

Source of Receipts	FY 2014 Actual	FY 2015 Estimate	FY 2016 Estimated
<b>Licenses and Permits</b>			
Non-Storm Wtr Dischg Pmt	\$ 600	\$ 0	\$ 0
<b>Total — Licenses and Permits</b>	<b>\$ 600</b>	<b>\$ 0</b>	<b>\$ 0</b>
<b>Charges for Services</b>			
Duplicate Copy-Any Record	\$ 50	\$ 0	\$ 100
Sewer Lateral Instal	456,250	0	0
Sewer Service Charges	388,478,053	425,977,653	448,606,972
Other Sewer Chgs	1,561	0	136,000
Wstwtr Sys Facil Chgs	5,507,380	9,977,600	10,276,800
<b>Total — Charges for Services</b>	<b>\$ 394,443,294</b>	<b>\$ 435,955,253</b>	<b>\$ 459,019,872</b>
<b>Fines and Forfeits</b>			
Fines-Indust Ww Discharge	\$ 0	\$ 0	\$ 30,000
<b>Total — Fines and Forfeits</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 30,000</b>
<b>Miscellaneous Revenues</b>			
Investments	\$ (42,241)	\$ 0	\$ 0
Investments-Pool	531,426	418,000	418,000
Rental for Use of Land	119,955	0	0
Recov-Overtime Inspection	168,322	0	0
Recovery-Interest-Federal Subsidy	4,980,689	5,367,100	5,367,100
Sund Refunds-Prior Expend	253	0	0
Vacation Accum Deposits	48,002	0	0
Sale of Scrap Materials	1,331	0	0
<b>Total — Miscellaneous Revenues</b>	<b>\$ 5,807,737</b>	<b>\$ 5,785,100</b>	<b>\$ 5,785,100</b>
<b>Utilities or Other Enterprises</b>			
Miscellaneous Revenues	\$ 1,550	\$ 0	\$ 0
<b>Total — Utilities or Other Enterprises</b>	<b>\$ 1,550</b>	<b>\$ 0</b>	<b>\$ 0</b>
<b>Unreserved Fund Balance</b>	<b>\$ 411,604,518</b>	<b>\$ 462,756,323</b>	<b>\$ 454,636,901</b>
<b>Interfund Transfer</b>	<b>\$(15,180,284)</b>	<b>\$(16,346,000)</b>	<b>\$(15,872,300)</b>
<b>Total — Sewer Fund</b>	<b>\$ 796,677,415</b>	<b>\$ 888,150,676</b>	<b>\$ 903,599,573</b>

# Detailed Statement of Revenues and Surplus

## Bus Transportation Fund (180)

This fund was created for the management, operation, and maintenance of the bus transportation system. All revenues generated or received for these purposes, including City appropriations, are deposited in this fund and expended for such purposes.

Source of Receipts	FY 2014 Actual	FY 2015 Estimate	FY 2016 Estimated
<b>Charges for Services</b>			
Witness Fees	\$ 215	\$ 0	\$ 0
JTMC Parking	96,012	127,000	146,000
Spc Handicap Transp Fares	1,712,732	1,650,000	1,650,000
<b>Total — Charges for Services</b>	<b>\$ 1,808,959</b>	<b>\$ 1,777,000</b>	<b>\$ 1,796,000</b>
<b>Miscellaneous Revenues</b>			
Rental Units (City Prop)	\$ 21,300	\$ 21,300	\$ 213,000
Sund Refunds-Prior Expend	529,294	0	0
Vacation Accum Deposits	6,898	0	0
<b>Total — Miscellaneous Revenues</b>	<b>\$ 557,492</b>	<b>\$ 21,300</b>	<b>\$ 213,000</b>
<b>Utilities or Other Enterprises</b>			
Bus Fare	\$ 53,167,233	\$ 52,250,000	\$ 52,250,000
U-Pass	2,694,670	3,000,000	3,000,000
Recovery of Damages	129,161	0	0
Bus Advertising	134,284	160,000	160,000
Ots-Employee Parking Chge	151,159	160,000	160,000
Bus Royalty Income	1,305	0	0
Other Bus Transportation	2,050	0	0
<b>Total — Utilities or Other Enterprises</b>	<b>\$ 56,279,862</b>	<b>\$ 55,570,000</b>	<b>\$ 55,570,000</b>
<b>Non-Revenue Receipts</b>			
Bus Subsidy-General Fund	\$ 99,419,338	\$ 109,585,286	\$ 126,180,452
Bus Subsidy-Highway Fund	50,791,958	39,134,191	35,526,385
<b>Total — Non-Revenue Receipts</b>	<b>\$ 150,211,296</b>	<b>\$ 148,719,477</b>	<b>\$ 161,706,837</b>
<b>Unreserved Fund Balance</b>	<b>\$ 10,600,814</b>	<b>\$ 11,190,306</b>	<b>\$ 12,869,283</b>
<b>Total — Bus Transportation Fund</b>	<b>\$ 219,458,423</b>	<b>\$ 217,278,083</b>	<b>\$ 232,155,120</b>

## Detailed Statement of Revenues and Surplus

### Liquor Commission Fund (190)

This fund accounts for all monies collected by as well as received on behalf of the Liquor Commission and used for the operational and administrative costs of the Liquor Commission.

Source of Receipts	FY 2014 Actual	FY 2015 Estimate	FY 2016 Estimated
<b>Licenses and Permits</b>			
Direct Wine Shipper	\$ 44,470	\$ 45,000	\$ 45,000
Personal Shipment Permit	792	800	800
Basic Liquor Lic(New Lic)	96,631	100,000	100,000
Liquor Applcn Filing Fee	5,300	4,000	4,000
Addtl Liqr Lic (Gr Sale)	1,485,626	2,350,000	3,000,000
Renewal Liquor License	1,849,860	1,853,000	1,850,000
<b>Total — Licenses and Permits</b>	<b>\$ 3,482,679</b>	<b>\$ 4,352,800</b>	<b>\$ 4,999,800</b>
<b>Charges for Services</b>			
Liqr Licensee Change Name	\$ 2,370	\$ 3,000	\$ 3,000
Charge for Photo Id	116,380	120,000	120,000
Charges for Publications	2,080	3,000	3,000
Duplicate Copy-Any Record	2,781	3,000	3,000
<b>Total — Charges for Services</b>	<b>\$ 123,611</b>	<b>\$ 129,000</b>	<b>\$ 129,000</b>
<b>Fines and Forfeits</b>			
Fines-Liquor Commission	\$ 79,710	\$ 100,000	\$ 100,000
<b>Total — Fines and Forfeits</b>	<b>\$ 79,710</b>	<b>\$ 100,000</b>	<b>\$ 100,000</b>
<b>Miscellaneous Revenues</b>			
Sund Refunds-Prior Expend	\$ 1,500	\$ 0	\$ 0
Sund Refunds-Curr Exp	108	0	0
Misc Rev/Cash Over/Short	10	0	0
<b>Total — Miscellaneous Revenues</b>	<b>\$ 1,618</b>	<b>\$ 0</b>	<b>\$ 0</b>
<b>Unreserved Fund Balance</b>	<b>\$ 3,242,359</b>	<b>\$ 2,202,003</b>	<b>\$ 1,291,786</b>
<b>Interfund Transfer</b>	<b>\$ (287,500)</b>	<b>\$ (297,100)</b>	<b>\$ (295,400)</b>
<b>Total — Liquor Commission Fund</b>	<b>\$ 6,642,477</b>	<b>\$ 6,486,703</b>	<b>\$ 6,225,186</b>

## Detailed Statement of Revenues and Surplus

### Rental Assistance Fund (203)

This fund accounts for all net receipts from the Hale Pauahi parking structure which are expended for monthly rental assistance payments to landlords on behalf of an eligible applicant.

Source of Receipts	FY 2014 Actual	FY 2015 Estimate	FY 2016 Estimated
Miscellaneous Revenues			
Parking Stalls	\$ 272,762	\$ 233,000	\$ 233,000
Recov-Embezzlement Loss	354	0	0
<b>Total — Miscellaneous Revenues</b>	<b>\$ 273,116</b>	<b>\$ 233,000</b>	<b>\$ 233,000</b>
<b>Unreserved Fund Balance</b>	<b>\$ 1,190,747</b>	<b>\$ 1,336,067</b>	<b>\$ 861,722</b>
<b>Total — Rental Assistance Fund</b>	<b>\$ 1,463,863</b>	<b>\$ 1,569,067</b>	<b>\$ 1,094,722</b>

Rental Assistance Fund

## Detailed Statement of Revenues and Surplus

### Zoo Animal Purchase Fund (207)

This fund accounts for the proceeds from the sale of surplus animals from the Honolulu Zoo and all donations made specifically for the purchase of animals. Funds in this account shall be expended for the acquisition on zoo animals to include shipping, insurance, travel, and other related costs.

Source of Receipts	FY 2014 Actual	FY 2015 Estimate	FY 2016 Estimated
Unreserved Fund Balance	\$ 1,704	\$ 2,304	\$ 2,304
<b>Total — Zoo Animal Purchase Fund</b>	<b>\$ 1,704</b>	<b>\$ 2,304</b>	<b>\$ 2,304</b>

# Detailed Statement of Revenues and Surplus

## Grants in Aid Fund (220)

This fund shall be used by the City to award grants in aid to federal income tax exempt non-profit organizations that provide services to economically and/or socially disadvantaged populations or provide services for public benefit in the areas of the arts, culture, economic development or the environment.

Source of Receipts	FY 2014 Actual	FY 2015 Estimate	FY 2016 Estimated
<b>Miscellaneous Revenues</b>			
Investments-Pool	\$ 18	\$ 0	\$ 0
<b>Total — Miscellaneous Revenues</b>	<b>\$ 18</b>	<b>\$ 0</b>	<b>\$ 0</b>
<b>Non-Revenue Receipts</b>			
Transfer Fr General Fd	\$ 5,544,851	\$ 5,638,543	\$ 6,033,558
<b>Total — Non-Revenue Receipts</b>	<b>\$ 5,544,851</b>	<b>\$ 5,638,543</b>	<b>\$ 6,033,558</b>
<b>Unreserved Fund Balance</b>	<b>\$ 0</b>	<b>\$ 237,155</b>	<b>\$ 412,028</b>
<b>Total — Grants in Aid Fund</b>	<b>\$ 5,544,869</b>	<b>\$ 5,875,698</b>	<b>\$ 6,445,586</b>

## Detailed Statement of Revenues and Surplus

### Hanauma Bay Nature Preserve Fund (230)

This fund accounts for receipts from the entrance and vehicle admission fees to Hanauma Bay Nature Preserve and is earmarked primarily for the operation, maintenance, and improvement of the Nature Preserve.

Source of Receipts	FY 2014 Actual	FY 2015 Estimate	FY 2016 Estimated
<b>Charges for Services</b>			
Hanauma Bay Parking	\$ 199,873	\$ 203,900	\$ 207,900
Hanauma Bay-Admission	4,403,727	4,500,000	4,590,000
<b>Total — Charges for Services</b>	<b>\$ 4,603,600</b>	<b>\$ 4,703,900</b>	<b>\$ 4,797,900</b>
<b>Miscellaneous Revenues</b>			
Hanauma Beach Park Conces	\$ 291,024	\$ 291,024	\$ 292,000
Hanauma Shuttle Bus Svc	66,600	66,600	70,000
Hanauma Snorkling Rental	1,352,000	1,606,000	1,872,000
Hanauma Gift Shop Concess	206,567	210,000	217,000
Misc Rev/Cash Over/Short	2	0	0
<b>Total — Miscellaneous Revenues</b>	<b>\$ 1,916,193</b>	<b>\$ 2,173,624</b>	<b>\$ 2,451,000</b>
<b>Unreserved Fund Balance</b>	<b>\$ 3,890,106</b>	<b>\$ 4,178,077</b>	<b>\$ 1,641,269</b>
<b>Interfund Transfer</b>	<b>\$ (1,698,700)</b>	<b>\$ (1,711,900)</b>	<b>\$ (1,876,300)</b>
<b>Total — Hanauma Bay Nature Preserve Fund</b>	<b>\$ 8,711,199</b>	<b>\$ 9,343,701</b>	<b>\$ 7,013,869</b>

# Detailed Statement of Revenues and Surplus

## Reserve for Fiscal Stability Fund (240)

This fund is designated as a reserve for economic and revenue downturns and emergency situations.

Source of Receipts	FY 2014 Actual	FY 2015 Estimate	FY 2016 Estimated
<b>Licenses and Permits</b>			
Easement Grants	\$ 98,400	\$ 0	\$ 0
<b>Total — Licenses and Permits</b>	<b>\$ 98,400</b>	<b>\$ 0</b>	<b>\$ 0</b>
<b>Miscellaneous Revenues</b>			
Investments-Pool	\$ 41,441	\$ 34,000	\$ 34,000
Land	56,000	0	0
<b>Total — Miscellaneous Revenues</b>	<b>\$ 97,441</b>	<b>\$ 34,000</b>	<b>\$ 34,000</b>
<b>Non-Revenue Receipts</b>			
Transfer Fr General Fd	\$ 13,754,187	\$ 10,000,000	\$ 30,000,000
<b>Total — Non-Revenue Receipts</b>	<b>\$ 13,754,187</b>	<b>\$ 10,000,000</b>	<b>\$ 30,000,000</b>
<b>Unreserved Fund Balance</b>	<b>\$ 47,886,310</b>	<b>\$ 61,836,338</b>	<b>\$ 71,870,338</b>
<b>Total — Reserve for Fiscal Stability Fund</b>	<b>\$ 61,836,338</b>	<b>\$ 71,870,338</b>	<b>\$ 101,904,338</b>

# Detailed Statement of Revenues and Surplus

## Solid Waste Special Fund (250)

This fund accounts for all revenues derived from the operation of the City's Refuse Division, solid waste disposal programs, glass recycling program, and other recycling programs. All monies placed in this fund are maintained in separate accounts identified with, and expended for, the intended purpose.

Source of Receipts	FY 2014 Actual	FY 2015 Estimate	FY 2016 Estimated
<b>Licenses and Permits</b>			
Glass Recycler	\$ 500	\$ 500	\$ 500
Refuse Collector-Decal	876	900	900
Refuse Collector-Lic	9,417	9,420	9,420
<b>Total — Licenses and Permits</b>	<b>\$ 10,793</b>	<b>\$ 10,820</b>	<b>\$ 10,820</b>
<b>Intergovernmental Revenue</b>			
Pymt Fr St-Glass Disp Fee	\$ 340,400	\$ 250,000	\$ 250,000
<b>Total — Intergovernmental Revenue</b>	<b>\$ 340,400</b>	<b>\$ 250,000</b>	<b>\$ 250,000</b>
<b>Charges for Services</b>			
Disp Chgs Surcharge - C&C	\$ 1,591,658	\$ 1,800,000	\$ 2,500,000
Disp Chgs Surcharge-Other	4,084,162	3,950,000	4,000,000
Bus. Automated Refuse Pu	160	0	0
Duplicate Copy-Any Record	384	0	0
Business Premises	693,602	456,000	410,000
Disposal Charges	5,306,037	4,900,000	1,400,000
Pre-Paid Coll/Disp Chgs	1,476	0	0
<b>Total — Charges for Services</b>	<b>\$ 11,677,479</b>	<b>\$ 11,106,000</b>	<b>\$ 8,310,000</b>
<b>Fines and Forfeits</b>			
Fines-Unpaid Civil	\$ 1,750	\$ 0	\$ 0
<b>Total — Fines and Forfeits</b>	<b>\$ 1,750</b>	<b>\$ 0</b>	<b>\$ 0</b>
<b>Miscellaneous Revenues</b>			
Investments-Pool	\$ 93,705	\$ 67,000	\$ 67,000
Sale-Other Mtls & Suppl	1,404	0	0
Vacation Accum Deposits	68,036	0	0
Sund Refunds-Prior Expend	(16,209)	0	0
Recovery-Recycled Materials	1,310,145	0	2,300,000
Investments	(13,657)	0	0
Recovery-Damaged Refuse Carts	450	0	0
Recoveries - Others	1,152,051	0	0
<b>Total — Miscellaneous Revenues</b>	<b>\$ 2,595,925</b>	<b>\$ 67,000</b>	<b>\$ 2,367,000</b>
<b>Utilities or Other Enterprises</b>			
Tip Fees-Private Direct	\$ 30,976,446	\$ 30,000,000	\$ 30,000,000
Easement-AES Barbers Pt	172,689	0	36,000
Electrical Energy Revenue	65,572,720	67,000,000	70,000,000
Tip Fees-Other	14,423,225	14,500,000	22,000,000
S/H Disposal Chrg H-Power	10,142	0	0
<b>Total — Utilities or Other Enterprises</b>	<b>\$ 111,155,222</b>	<b>\$ 111,500,000</b>	<b>\$ 122,036,000</b>

# Detailed Statement of Revenues and Surplus

## Solid Waste Special Fund (250)

Source of Receipts	FY 2014 Actual	FY 2015 Estimate	FY 2016 Estimated
Non-Revenue Receipts			
Transfer Fr General Fd	\$ 88,929,699	\$ 102,565,077	\$ 117,435,664
<b>Total — Non-Revenue Receipts</b>	<b>\$ 88,929,699</b>	<b>\$ 102,565,077</b>	<b>\$ 117,435,664</b>
Unreserved Fund Balance	\$ 57,680,740	\$ 43,425,832	\$ 29,900,871
Interfund Transfer	\$(50,239,473)	\$(54,569,400)	\$(61,314,500)
<b>Total — Solid Waste Special Fund (250)</b>	<b>\$ 222,152,535</b>	<b>\$ 214,355,329</b>	<b>\$ 218,995,855</b>

Solid Waste Special Fund

## Detailed Statement of Revenues and Surplus

### Land Conservation Fund (260)

The fund accounts for all gifts, voluntary contributions to the city, and all revenues designated by ordinance or resolution for deposit into the fund. All monies deposited into this fund shall be used to purchase or otherwise acquire lands or property entitlements for natural resource land conservation purposes of the city.

Source of Receipts	FY 2014 Actual	FY 2015 Estimate	FY 2016 Estimated
Unreserved Fund Balance	\$ 220	\$ 220	\$ 220
<b>Total — Land Conservation Fund</b>	<b>\$ 220</b>	<b>\$ 220</b>	<b>\$ 220</b>

# Detailed Statement of Revenues and Surplus

## Clean Water and Natural Lands Fund (270)

This fund accounts for monies transferred from real property tax revenues to be used to purchase or otherwise acquire real estate or any interest therein for land conservation in the city. The monies may be used for the purposes of: protection of watershed lands to preserve water quality and water supply; preservation of forests, beaches, coastal areas and agricultural lands; public outdoor recreation and education, including access to beaches sand mountains; preservation of historic or cultural important land areas and sites; protection of significant habitats or ecosystems, including buffer zones; conservation of land in order to reduce erosion, floods, landslides, and runoff; and acquisition of public access to public land and open spaces.

Source of Receipts	FY 2014 Actual	FY 2015 Estimate	FY 2016 Estimated
<b>Miscellaneous Revenues</b>			
Investments-Pool	\$ 16,637	\$ 13,000	\$ 13,000
<b>Total — Miscellaneous Revenues</b>	<b>\$ 16,637</b>	<b>\$ 13,000</b>	<b>\$ 13,000</b>
<b>Non-Revenue Receipts</b>			
Transfer Fr General Fd	\$ 4,159,240	\$ 4,644,820	\$ 5,027,355
<b>Total — Non-Revenue Receipts</b>	<b>\$ 4,159,240</b>	<b>\$ 4,644,820</b>	<b>\$ 5,027,355</b>
<b>Unreserved Fund Balance</b>	<b>\$ 19,381,003</b>	<b>\$ 22,906,881</b>	<b>\$ 54,401</b>
<b>Total — Clean Water and Natural Lands Fund</b>	<b>\$ 23,556,880</b>	<b>\$ 27,564,701</b>	<b>\$ 5,094,756</b>

## Detailed Statement of Revenues and Surplus

### Affordable Housing Fund (280)

This fund accounts for monies transferred from real property tax revenues to provide for and maintain affordable housing for persons earning less than fifty percent of the median household income in the city. Monies may be used for: the provision and expansion of affordable housing and suitable living environments principally for persons of low and moderate income through land acquisition, development, construction, and maintenance of affordable housing for sale or for rental, provided that the housing remains affordable in perpetuity.

Source of Receipts	FY 2014 Actual	FY 2015 Estimate	FY 2016 Estimated
<b>Miscellaneous Revenues</b>			
Investments-Pool	\$ 17,565	\$ 14,000	\$ 14,000
<b>Total — Miscellaneous Revenues</b>	<b>\$ 17,565</b>	<b>\$ 14,000</b>	<b>\$ 14,000</b>
<b>Non-Revenue Receipts</b>			
Transfer Fr General Fd	\$ 4,159,240	\$ 4,644,820	\$ 5,027,355
<b>Total — Non-Revenue Receipts</b>	<b>\$ 4,159,240</b>	<b>\$ 4,644,820</b>	<b>\$ 5,027,355</b>
<b>Unreserved Fund Balance</b>	<b>\$ 20,794,035</b>	<b>\$ 24,963,747</b>	<b>\$ 13,564,567</b>
<b>Total — Affordable Housing Fund</b>	<b>\$ 24,970,840</b>	<b>\$ 29,622,567</b>	<b>\$ 18,605,922</b>

## Detailed Statement of Revenues and Surplus

### Transit Fund (290)

This fund accounts for all monies transferred from the general fund for the county surcharge on state tax and all revenues generated by or received for the transit project. All funds are expended for the operating or capital costs of the transit project.

Source of Receipts	FY 2014 Actual	FY 2015 Estimate	FY 2016 Estimated
<b>Intergovernmental Revenue</b>			
Excise Surcharge-Transit	\$ 219,289,704	\$ 0	\$ 0
<b>Total — Intergovernmental Revenue</b>	<b>\$ 219,289,704</b>	<b>\$ 0</b>	<b>\$ 0</b>
<b>Charges for Services</b>			
Duplicate Copy-Any Record	\$ 1,431	\$ 0	\$ 0
<b>Total — Charges for Services</b>	<b>\$ 1,431</b>	<b>\$ 0</b>	<b>\$ 0</b>
<b>Miscellaneous Revenues</b>			
Investments-Pool	\$ 284,619	\$ 0	\$ 0
Equipment	11,677	0	0
Vacation Accum Deposits	10,836	0	0
Sund Refunds-Prior Expend	194,004,186	0	0
Investments	(27,126)	0	0
<b>Total — Miscellaneous Revenues</b>	<b>\$ 194,284,192</b>	<b>\$ 0</b>	<b>\$ 0</b>
<b>Utilities or Other Enterprises</b>			
Miscellaneous Revenues	\$ 1,322	\$ 0	\$ 0
<b>Total — Utilities or Other Enterprises</b>	<b>\$ 1,322</b>	<b>\$ 0</b>	<b>\$ 0</b>
<b>Non-Revenue Receipts</b>			
Transit Authority-Trust Receipts	\$ 715,466	\$ 0	\$ 0
General Trust Receipts	7,960	0	0
<b>Total — Non-Revenue Receipts</b>	<b>\$ 723,426</b>	<b>\$ 0</b>	<b>\$ 0</b>
<b>Unreserved Fund Balance</b>	<b>\$ 218,973</b>	<b>\$ 0</b>	<b>\$ 0</b>
<b>Total — Transit Fund (290)</b>	<b>\$ 414,519,048</b>	<b>\$ 0</b>	<b>\$ 0</b>

## Detailed Statement of Revenues and Surplus

### Community Development Fund (310)

This fund accounts for monies provided by the Federal government under the Housing and Community Development Act of 1974, as amended; the National Affordable Housing Act of 1990, as amended; monies generated as program income; and monies carried over from prior years. Funds are expended to carry out the objectives of the Acts. Funds under the HOME program are funded under the Federal Grants Projects Fund beginning in fiscal year 1977.

Source of Receipts	FY 2014 Actual	FY 2015 Estimate	FY 2016 Estimated
<b>Intergovernmental Revenue</b>			
CDBG, PI-93-383	\$ 11,826,856	\$ 7,593,075	\$ 7,286,071
CDBG-Program Income	183,529	886,766	1,239,424
Phdep Grant	317,492	0	0
<b>Total — Intergovernmental Revenue</b>	<b>\$ 12,327,877</b>	<b>\$ 8,479,841</b>	<b>\$ 8,525,495</b>
<b>Total — Community Development Fund</b>	<b>\$ 12,327,877</b>	<b>\$ 8,479,841</b>	<b>\$ 8,525,495</b>

## Detailed Statement of Revenues and Surplus

### Golf Fund (350)

This fund accounts for all receipts derived from the operation of the City's golf facilities. All funds are expended for the management, operation and maintenance of the municipal golf courses.

Source of Receipts	FY 2014 Actual	FY 2015 Estimate	FY 2016 Estimated
<b>Charges for Services</b>			
Duplicate Copy-Any Record	\$ 49	\$ 0	\$ 0
Golf Course Fees	6,843,180	6,739,494	6,739,494
<b>Total — Charges for Services</b>	<b>\$ 6,843,229</b>	<b>\$ 6,739,494</b>	<b>\$ 6,739,494</b>
<b>Miscellaneous Revenues</b>			
Golf Course Cart Rentals	\$ 2,182,266	\$ 2,178,115	\$ 2,178,115
Rental for Use of Land	6,000	0	0
Golf Course-Pro Shops	3,450	13,200	10,800
Golf Course Food Conces	94,600	109,612	116,912
Golf Course Driving Range	521,886	450,000	400,000
Sund Refunds-Prior Expend	1,151	0	0
Sund Refunds-Curr Exp	256	0	0
Misc Rev/Cash Over/Short	(268)	0	0
<b>Total — Miscellaneous Revenues</b>	<b>\$ 2,809,341</b>	<b>\$ 2,750,927</b>	<b>\$ 2,705,827</b>
<b>Non-Revenue Receipts</b>			
Transfer Fr General Fd	\$ 4,978,352	\$ 5,504,976	\$ 6,514,091
<b>Total — Non-Revenue Receipts</b>	<b>\$ 4,978,352</b>	<b>\$ 5,504,976</b>	<b>\$ 6,514,091</b>
<b>Unreserved Fund Balance</b>	<b>\$ 1,505,725</b>	<b>\$ (204,773)</b>	<b>\$ 0</b>
<b>Interfund Transfer</b>	<b>\$ (3,486,600)</b>	<b>\$ (1,410,150)</b>	<b>\$ (1,929,000)</b>
<b>Total — Golf Fund</b>	<b>\$ 12,650,047</b>	<b>\$ 13,380,474</b>	<b>\$ 14,030,412</b>

# Detailed Statement of Revenues and Surplus

## Special Events Fund (360)

This fund accounts for all revenues derived from the operation of the City's auditorium facilities, Waikiki Shell and Honolulu Zoo. All funds are expended for the operation of the Department of Enterprise Services.

Source of Receipts	FY 2014 Actual	FY 2015 Estimate	FY 2016 Estimated
<b>Charges for Services</b>			
Surcharge On Tickets	\$ 98,105	\$ 133,000	\$ 135,000
Zoo Parking Lot	615,934	586,000	590,000
Honolulu Zoo	3,800,295	3,600,000	3,750,000
<b>Total — Charges for Services</b>	<b>\$ 4,514,334</b>	<b>\$ 4,319,000</b>	<b>\$ 4,475,000</b>
<b>Miscellaneous Revenues</b>			
Investments	\$ 0	\$ 1,000	\$ 1,000
Investments-Pool	3,869	2,000	2,000
Rental for Use of Land	21,342	19,000	20,000
Arena	631,946	585,000	595,000
Assembly Hall (Pikake Room)	61,919	90,000	95,000
Meeting Room	168,362	186,000	187,000
Exhibition Pavilion	570,701	560,000	565,000
Theater-Concert Hall	575,065	530,000	535,000
Waikiki Shell	93,206	150,000	175,000
Galleria (Other Area)	27,236	25,000	27,000
Riser and Chair Setup	9,100	13,000	13,000
Chair and Table Setup	145,036	147,000	150,000
Stage Setup	87,957	85,000	85,000
Moving Equipment	1,650	1,300	1,350
Ushering Service	256,432	260,000	265,000
Spotlight and Sound Setup	132,077	170,000	175,000
Excessive Cleanup	28,813	10,000	12,000
Piano	7,630	11,000	11,500
Box Office Service	670,749	335,000	340,000
Other Personal Services	126,554	122,000	124,000
Food Conces-Auditoriums	246,751	705,000	750,000
Parking-Auditoriums	2,104,676	2,100,000	2,125,000
Other-Auditoriums	5,490	6,600	6,700
Novelty Sales Concess-Aud	90,656	92,000	93,000
Ala Moana Conces-Waikiki	13,261	15,000	17,750
Honolulu Zoo Food Conces	342,759	352,000	350,000
Kapiolani Beach Conces	76,593	60,000	60,000
Waikiki Beach Food Conces	78,180	65,000	68,000
Sandy Beach Mob Fd Conces	8,000	6,000	6,000
Waikiki Surfbd Lockr Conc	173,120	170,000	172,000
Pouring Rts-Vending Mach	29,036	65,000	68,000
Koko Head Stables Conces	26,490	24,000	24,000
Waikiki Beach Conces-Othr	703,233	690,012	690,000

# Detailed Statement of Revenues and Surplus

## Special Events Fund (360)

Special Events Fund

Source of Receipts	FY 2014 Actual	FY 2015 Estimate	FY 2016 Estimated
<b>Miscellaneous Revenues</b>			
Golf Course Driving Range	1,750	0	0
Aquatics Ctr Food Concess	12,699	15,000	15,000
Veh-Mounted Food Conces	11,600	9,600	9,600
Automatic Teller Machines	135,015	38,800	30,200
Recov of Utility Charges	14,400	0	0
Sund Refunds-Prior Expend	40	0	0
Vacation Accum Deposits	48,621	0	0
Misc Rev/Cash Over/Short	(272)	0	0
Sale of Animals	1,200	0	0
<b>Total — Miscellaneous Revenues</b>	<b>\$ 7,742,942</b>	<b>\$ 7,716,312</b>	<b>\$ 7,864,100</b>
<b>Non-Revenue Receipts</b>			
Transfer Fr General Fd	\$ 6,591,252	\$ 10,151,458	\$ 12,390,332
<b>Total — Non-Revenue Receipts</b>	<b>\$ 6,591,252</b>	<b>\$ 10,151,458</b>	<b>\$ 12,390,332</b>
<b>Unreserved Fund Balance</b>	<b>\$ 3,845,069</b>	<b>\$ 440,501</b>	<b>\$ 0</b>
<b>Interfund Transfer</b>	<b>\$ (5,903,300)</b>	<b>\$ (5,249,763)</b>	<b>\$ (5,917,600)</b>
<b>Total — Special Events Fund</b>	<b>\$ 16,790,297</b>	<b>\$ 17,377,508</b>	<b>\$ 18,811,832</b>

# Detailed Statement of Revenues and Surplus

## Special Projects Fund (380)

This fund accounts for all monies received under special contracts entered into, by and between the City and the State. Monies received from various sources for operating and capital improvement expenditures for which no financing has been provided in other funds, such as contributions from property owners exclusive of improvement district assessment collections, are also accounted for in this fund.

Source of Receipts	FY 2014 Actual	FY 2015 Estimate	FY 2016 Estimated
<b>Intergovernmental Revenue</b>			
Food Stamp Employment Training	\$ 11,120	\$ 0	\$ 0
Mayor's Lei Day Program	0	10,000	0
Voc Rehab Svs for Blind	62,667	23,022	23,022
HTA-Cnty Product Enrich	400,000	0	0
HI Home Rehab-Other Reimb	0	298,656	249,886
Lifeguard Svcs At St Park	584,216	642,809	642,809
Program On Aging-State Sh	931,377	3,368,848	3,370,654
LEPC Emergency Planning	55,885	27,722	27,722
Wireless Enhanced 911	2,028,231	0	0
AFC Admin Assist's Pay	106,000	106,000	106,000
State Department of Transportation	0	0	125,000
Public Health Preparedness	1,731,058	0	0
State Department of Human Svcs	1,849,218	0	0
State Department of the Attorney General	230,147	0	0
HI Career Crim Prosecutn	441,206	1,078,716	1,490,700
Victim/Witness Kokua Prgm	249,248	1,080,684	1,083,078
<b>Total — Intergovernmental Revenue</b>	<b>\$ 8,680,373</b>	<b>\$ 6,636,457</b>	<b>\$ 7,118,871</b>
<b>Miscellaneous Revenues</b>			
For Community Programming	\$ 61,390	\$ 48,419	\$ 48,479
Contributions to The City	186,825	0	0
Recov-Crt Odr Restitution	1,300	0	0
<b>Total — Miscellaneous Revenues</b>	<b>\$ 249,515</b>	<b>\$ 48,419</b>	<b>\$ 48,479</b>
<b>Non-Revenue Receipts</b>			
State Grants	\$ 0	\$ 0	\$ 805,114
General Trust Receipts	30,357	0	0
<b>Total — Non-Revenue Receipts</b>	<b>\$ 30,357</b>	<b>\$ 0</b>	<b>\$ 805,114</b>
<b>Total — Special Projects Fund</b>	<b>\$ 8,960,245</b>	<b>\$ 6,684,876</b>	<b>\$ 7,972,464</b>

# Detailed Statement of Revenues and Surplus

## Federal Grants Fund (390)

This fund accounts for all monies received from the Federal government as grants for specific projects as well as supporting monies from other sources, where such monies are not accountable in any other fund. All monies placed in this fund are maintained in separate accounts identified with, and expended for, the intended purpose.

Source of Receipts	FY 2014 Actual	FY 2015 Estimate	FY 2016 Estimated
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### Federal Grants Fund - Operating

Intergovernmental Revenue			
HOME Grant	\$ 205,271	\$ 116,300	\$ 1,725,324
HUD-Youthbuild Prgm	105,777	733,498	586,481
Workforce Investment Act	2,061,738	7,602,399	6,625,765
Voc Rehab Svs for Blind	248,258	0	0
Food Stamp Employment Training	11,120	0	0
First to Work Program	0	3,113,453	2,518,854
Program On Aging	169,659	3,312,607	3,356,227
Supportive Housing Pgm	227,780	550,088	550,088
Shelter Plus Care Pgm	5,258,953	6,597,143	6,597,143
Federal DOT MVSO Grants	677,884	0	0
Federal DOT Grants	23,927	0	0
EPA Grant Projects	170,572	0	0
HOME Grant-Program Income	746,689	0	0
Traffic Safety Ed Prg	65,719	45,440	85,000
FTA-49 USC Chapter 53	29,104,445	21,834,042	21,834,042
FHWA-Bridge Inspections	0	720,000	720,000
USDOT - FHWA	929	0	0
Summer Food Service Prgm	160,608	195,940	148,700
Volunteer Fire Assistance	96,458	0	0
Crime Victim Assist Grant	822,763	378,324	392,646
Justice Assistance Grant	641,167	249,072	285,556
Community Prosecution	36,305	0	0
Adolecent Wellness Center	5,369	0	0
US Dept of Commerce	27,936	0	0
Drug Recognition Expert	825,318	0	0
Byrne Formula Grant	36,501	0	0
US Dept of Justice Crime	1,217,298	0	0
US Dept of Interior	0	0	83,784
Local Law Enforcement Block Grant-Year 5	2,965,964	0	0
Local Law Enf Blk Gr-Yr 6	565,971	0	0
DARE Program	320,533	0	0
Dea Marijuana Grant	200,000	0	0

# Detailed Statement of Revenues and Surplus

## Federal Grants Fund (390)

Source of Receipts	FY 2014 Actual	FY 2015 Estimate	FY 2016 Estimated
<b>Intergovernmental Revenue</b>			
Phdep Grant	1,361,011	0	0
Forensic DNA Test Pgm	222,658	0	0
Domestic Violence/VAWA 99	105,341	0	202,288
Cops Grant	178,583	0	0
HIDTA Program	1,916,269	0	0
Juvenile Accountability	98,690	116,000	53,409
Homeland Security Grants	3,693,683	122,124	221,900
21St Century Learning Ctr	12,714	0	0
HUD-Special Project Grant	2,352,193	0	0
<b>Total — Intergovernmental Revenue</b>	<b>\$ 56,942,054</b>	<b>\$ 45,686,430</b>	<b>\$ 45,987,207</b>
<b>Miscellaneous Revenues</b>			
Investments	\$ 415	\$ 0	\$ 0
Sund Refunds-Prior Expend	89,833	0	0
<b>Total — Miscellaneous Revenues</b>	<b>\$ 90,248</b>	<b>\$ 0</b>	<b>\$ 0</b>
<b>Total — Federal Grants Fund - Operating</b>	<b>\$ 57,032,302</b>	<b>\$ 45,686,430</b>	<b>\$ 45,987,207</b>
<b>Federal Grants Fund - CIP</b>			
<b>Intergovernmental Revenue</b>			
HOME Grant	\$ 0	\$ 2,325,524	\$ 477,918
CDBG-Program Income	27,076	0	0
Housing Opportunity-HOPWA	258,049	436,722	434,616
HOME Grant-Program Income	61,146	1,550,000	2,904,977
FTA-49 USC Chapter 53	1,299,386	21,011,000	16,193,000
FHWA Traffic Ctrl Ctr Ops	0	3,766,000	3,150,000
USDOT - FHWA	188,664	0	0
Federal Highway Admin	0	12,515,000	10,001,000
Emerg Shelter Grants Prgm	62,829	635,084	676,821
<b>Total — Intergovernmental Revenue</b>	<b>\$ 1,897,150</b>	<b>\$ 42,239,330</b>	<b>\$ 33,838,332</b>
<b>Total — Federal Grants Fund - CIP</b>	<b>\$ 1,897,150</b>	<b>\$ 42,239,330</b>	<b>\$ 33,838,332</b>
<b>Total — Federal Grants Fund (390)</b>	<b>\$ 58,929,452</b>	<b>\$ 87,925,760</b>	<b>\$ 79,825,539</b>

# Detailed Statement of Revenues and Surplus

## Housing & Comm Dev Rehab Fund (410)

This fund makes loan monies available-primarily to low and moderate income applicants unable to secure or qualify for funds-under the Rehabilitation Loan Program sponsored by the Federal government.

Source of Receipts	FY 2014 Actual	FY 2015 Estimate	FY 2016 Estimated
<b>Miscellaneous Revenues</b>			
Investments	\$ 2,057	\$ 0	\$ 0
Other Sources-Interest Earnings	214	0	0
<b>Total — Miscellaneous Revenues</b>	<b>\$ 2,271</b>	<b>\$ 0</b>	<b>\$ 0</b>
<b>Revolving Fund Revenues</b>			
Principal	\$ 1,624,067	\$ 3,111,800	\$ 3,111,800
Interest	55,434	0	0
Late Charge	1,767	0	0
<b>Total — Revolving Fund Revenues</b>	<b>\$ 1,681,268</b>	<b>\$ 3,111,800</b>	<b>\$ 3,111,800</b>
<b>Unreserved Fund Balance</b>	<b>\$ (420,505)</b>	<b>\$ 0</b>	<b>\$ 0</b>
<b>Total — Housing &amp; Comm Dev Rehab Fund</b>	<b>\$ 1,263,034</b>	<b>\$ 3,111,800</b>	<b>\$ 3,111,800</b>

Housing & Comm Dev Rehab Fund

## Detailed Statement of Revenues and Surplus

### Pauahi Project Expend, HI R-15 Fund (430)

This fund was created to facilitate financing of the Pauahi Project redevelopment plan providing for the acquisition, clearance, construction of site improvements, and sale or lease of home, apartment, and commercial sites to private parties for development in accordance with said plans.

Source of Receipts	FY 2014 Actual	FY 2015 Estimate	FY 2016 Estimated
Miscellaneous Revenues			
Investments	\$ 665	\$ 0	\$ 0
<b>Total — Miscellaneous Revenues</b>	<b>\$ 665</b>	<b>\$ 0</b>	<b>\$ 0</b>
Unreserved Fund Balance	\$ 959,436	\$ 960,101	\$ 960,101
<b>Total — Pauahi Project Expend, HI R-15 Fund</b>	<b>\$ 960,101</b>	<b>\$ 960,101</b>	<b>\$ 960,101</b>

# Detailed Statement of Revenues and Surplus

## Housing & Comm Dev Sec 8 Fund (470)

This fund accounts for all monies received from the Federal government under the Housing and Community Development Act of 1974 for the purpose set forth under Title II of the Act.

Source of Receipts	FY 2014 Actual	FY 2015 Estimate	FY 2016 Estimated
<b>Intergovernmental Revenue</b>			
Sec 8 Mainstream Voucher	\$ 1,774,050	\$ 1,934,000	\$ 1,934,000
Sec 8 Mod Rehab (001)	204,028	152,000	172,000
Sec 8 Exstg Hsg Vou Prgm	45,193,552	47,388,732	48,000,784
<b>Total — Intergovernmental Revenue</b>	<b>\$ 47,171,630</b>	<b>\$ 49,474,732</b>	<b>\$ 50,106,784</b>
<b>Miscellaneous Revenues</b>			
Investments	\$ 1,758	\$ 0	\$ 0
Other Sources-Interest Earnings	32,775	0	0
Other Escheats	18,068	0	0
<b>Total — Miscellaneous Revenues</b>	<b>\$ 52,601</b>	<b>\$ 0</b>	<b>\$ 0</b>
<b>Total — Housing &amp; Comm Dev Sec 8 Fund</b>	<b>\$ 47,224,231</b>	<b>\$ 49,474,732</b>	<b>\$ 50,106,784</b>

## Detailed Statement of Revenues and Surplus

### Leasehold Conversion Fund (490)

This fund accounts for all monies to assist lessees of land upon which are situated either residential condominium, cooperative housing, or residential planned development to purchase those lands at fair and reasonable prices.

Source of Receipts	FY 2014 Actual	FY 2015 Estimate	FY 2016 Estimated
<b>Miscellaneous Revenues</b>			
Investments	\$ 63	\$ 0	\$ 0
Other Sources-Interest Earnings	377	0	0
<b>Total — Miscellaneous Revenues</b>	<b>\$ 440</b>	<b>\$ 0</b>	<b>\$ 0</b>
<b>Non-Revenue Receipts</b>			
Trust Rec'Ts-Lease to Fee	\$ 13,853	\$ 0	\$ 0
<b>Total — Non-Revenue Receipts</b>	<b>\$ 13,853</b>	<b>\$ 0</b>	<b>\$ 0</b>
<b>Unreserved Fund Balance</b>	<b>\$ 182,607</b>	<b>\$ 182,607</b>	<b>\$ 167,040</b>
<b>Total — Leasehold Conversion Fund</b>	<b>\$ 196,900</b>	<b>\$ 182,607</b>	<b>\$ 167,040</b>

# Detailed Statement of Revenues and Surplus

## General Improvement Bond Fund (610)

This fund accounts for proceeds of general obligation bonds issued to pay all or part of those appropriations for public improvements specified to be expended from this fund.

Source of Receipts	FY 2014 Actual	FY 2015 Estimate	FY 2016 Estimated
<b>Non-Revenue Receipts</b>			
General Obligation Bonds	\$ 11,152,452	\$ 134,846,863	\$ 40,091,000
<b>Total — Non-Revenue Receipts</b>	<b>\$ 11,152,452</b>	<b>\$ 134,846,863</b>	<b>\$ 40,091,000</b>
<b>Total — General Improvement Bond Fund</b>	<b>\$ 11,152,452</b>	<b>\$ 134,846,863</b>	<b>\$ 40,091,000</b>

General Improvement Bond Fund

## Detailed Statement of Revenues and Surplus

### Highway Improvement Bond Fund (620)

This fund accounts for proceeds of general obligation bonds issued to pay all or part of those appropriations for highway and related public improvements specified to be expended from this fund.

Source of Receipts	FY 2014 Actual	FY 2015 Estimate	FY 2016 Estimated
<b>Non-Revenue Receipts</b>			
General Obligation Bonds	\$ 0	\$ 178,973,000	\$ 154,110,000
<b>Total — Non-Revenue Receipts</b>	<b>\$ 0</b>	<b>\$ 178,973,000</b>	<b>\$ 154,110,000</b>
<b>Total — Highway Improvement Bond Fund</b>	<b>\$ 0</b>	<b>\$ 178,973,000</b>	<b>\$ 154,110,000</b>

## Detailed Statement of Revenues and Surplus

### Capital Projects Fund (640)

This fund accounts for monies received from sources other than the federal government, in form of grants, entitlements, shared revenues or payments in lieu of taxes, to fund capital projects, and city monies appropriated for capital projects.

Source of Receipts	FY 2014 Actual	FY 2015 Estimate	FY 2016 Estimated
<b>Miscellaneous Revenues</b>			
Othr Share of Constr Cost	\$ 0	\$ 100,000	\$ 100,000
<b>Total — Miscellaneous Revenues</b>	<b>\$ 0</b>	<b>\$ 100,000</b>	<b>\$ 100,000</b>
<b>Non-Revenue Receipts</b>			
Id B&I Rdmpn Fund	\$ 8,393	\$ 0	\$ 0
<b>Total — Non-Revenue Receipts</b>	<b>\$ 8,393</b>	<b>\$ 0</b>	<b>\$ 0</b>
<b>Total — Capital Projects Fund</b>	<b>\$ 8,393</b>	<b>\$ 100,000</b>	<b>\$ 100,000</b>

Capital Projects Fund

## Detailed Statement of Revenues and Surplus

### Housing Development Special Fund (655)

This fund accounts for the proceeds of general obligation bonds and bond anticipation notes authorized and issued for the purpose of developing housing for sale or for rental and for the proceeds from the sale or rental of housing.

Source of Receipts	FY 2014 Actual	FY 2015 Estimate	FY 2016 Estimated
<b>Licenses and Permits</b>			
Easement Grants	\$ 61,281	\$ 40,000	\$ 40,000
<b>Total — Licenses and Permits</b>	<b>\$ 61,281</b>	<b>\$ 40,000</b>	<b>\$ 40,000</b>
<b>Charges for Services</b>			
Chinatown Gateway-Parking	\$ 366,490	\$ 316,400	\$ 316,400
River-Nimitz-Parking	92,142	90,000	90,000
<b>Total — Charges for Services</b>	<b>\$ 458,632</b>	<b>\$ 406,400</b>	<b>\$ 406,400</b>
<b>Miscellaneous Revenues</b>			
Investments	\$ 489	\$ 0	\$ 0
Other Sources-Interest Earnings	20,235	0	0
Rental Units (Hcd Prop)	27,447	0	0
Manoa Elderly-Res	175,156	0	0
Land	11,152,452	0	0
Sund Refunds-Prior Expend	2,640	0	0
Hsg Buyback-Shared Equity	2,547,774	1,000,000	1,000,000
<b>Total — Miscellaneous Revenues</b>	<b>\$ 13,926,193</b>	<b>\$ 1,000,000</b>	<b>\$ 1,000,000</b>
<b>Non-Revenue Receipts</b>			
Transfer Fr General Fd	\$ 0	\$ 4,902,200	\$ 4,702,000
<b>Total — Non-Revenue Receipts</b>	<b>\$ 0</b>	<b>\$ 4,902,200</b>	<b>\$ 4,702,000</b>
<b>Unreserved Fund Balance</b>	<b>\$ (187,468)</b>	<b>\$ (253,963)</b>	<b>\$ 1,000</b>
<b>Interfund Transfer</b>	<b>\$ (3,269,000)</b>	<b>\$ (5,540,400)</b>	<b>\$ (5,940,000)</b>
<b>Total — Housing Development Special Fund</b>	<b>\$ 10,989,638</b>	<b>\$ 554,237</b>	<b>\$ 209,400</b>

## Detailed Statement of Revenues and Surplus

### Sewer Revenue Bond (670)

This fund accounts for proceeds of revenue bonds issued to pay all or part of those appropriations for improvements, repairs, and maintenance of the wastewater system.

Source of Receipts	FY 2014 Actual	FY 2015 Estimate	FY 2016 Estimated
<b>Miscellaneous Revenues</b>			
Investments	\$ 633,378	\$ 0	\$ 0
Investments-Pool	200,412	0	0
<b>Total — Miscellaneous Revenues</b>	<b>\$ 833,790</b>	<b>\$ 0</b>	<b>\$ 0</b>
<b>Non-Revenue Receipts</b>			
Sale of Sewer Rev Bonds	\$ 0	\$ 191,328,000	\$ 142,497,000
State Revolving Fund	44,444,652	0	0
<b>Total — Non-Revenue Receipts</b>	<b>\$ 44,444,652</b>	<b>\$ 191,328,000</b>	<b>\$ 142,497,000</b>
<b>Total — Sewer Revenue Bond</b>	<b>\$ 45,278,442</b>	<b>\$ 191,328,000</b>	<b>\$ 142,497,000</b>

Sewer Revenue Bond

## Detailed Statement of Revenues and Surplus

### Sld Wst Improvement Bond Fund (680)

This fund accounts for proceeds of general obligation bonds issued to pay all or part of those appropriations for solid waste disposal and related public improvements specified to be expended from this fund.

Source of Receipts	FY 2014 Actual	FY 2015 Estimate	FY 2016 Estimated
<b>Miscellaneous Revenues</b>			
Sund Refunds-Prior Expend	\$ 353,999	\$ 0	\$ 0
<b>Total — Miscellaneous Revenues</b>	<b>\$ 353,999</b>	<b>\$ 0</b>	<b>\$ 0</b>
<b>Non-Revenue Receipts</b>			
General Obligation Bonds	\$ 0	\$ 32,685,900	\$ 9,827,000
<b>Total — Non-Revenue Receipts</b>	<b>\$ 0</b>	<b>\$ 32,685,900</b>	<b>\$ 9,827,000</b>
<b>Total — Sld Wst Improvement Bond Fund</b>	<b>\$ 353,999</b>	<b>\$ 32,685,900</b>	<b>\$ 9,827,000</b>

# Detailed Statement of Revenues and Surplus

## Transit Improvement Bond Fund (695)

Transit Improvement Bond Fund

Source of Receipts	FY 2014 Actual	FY 2015 Estimate	FY 2016 Estimated
Miscellaneous Revenues			
Investments-Pool	\$ 1	\$ 0	\$ 0
<b>Total — Miscellaneous Revenues</b>	<b>\$ 1</b>	<b>\$ 0</b>	<b>\$ 0</b>
<b>Total — Transit Improvement Bond Fund</b>	<b>\$ 1</b>	<b>\$ 0</b>	<b>\$ 0</b>

# Departmental Revenue Summary

## Department of Budget and Fiscal Services

Source of Receipts	FY 2014 Actual	FY 2015 Estimate	FY 2016 Estimated
<b>Taxes</b>			
Real Property Taxes - Current Year	\$ 250,606,301	\$ 928,814,583	\$1,005,471,000
Real Property Taxes - Prior Year	13,123,258	3,000,000	3,000,000
R P T - Lock Box	261,704,766	0	0
R P T Mortgage Company	318,001,275	0	0
RPT - Epay	6,831,614	0	0
Public Svc Company Tax	53,107,837	51,115,000	51,098,000
Franchise Tax - HECO	53,115,081	53,000,000	52,000,000
Franchise Tax - GASCO	3,157,535	3,121,957	3,200,000
Fuel Tax - Current Year	51,423,978	51,676,000	51,934,000
<b>Total — Taxes</b>	<b>\$1,011,071,645</b>	<b>\$1,090,727,540</b>	<b>\$1,166,703,000</b>
<b>Licenses and Permits</b>			
Direct Wine Shipper	\$ 44,470	\$ 45,000	\$ 45,000
Personal Shipment Permit	792	800	800
Basic Liquor Lic(New Lic)	96,631	100,000	100,000
Liquor Applcn Filing Fee	5,300	4,000	4,000
Addtl Liqr Lic (Gr Sale)	1,485,626	2,350,000	3,000,000
Renewal Liquor License	1,849,860	1,853,000	1,850,000
Easement Grants	98,400	0	0
Telephone Enclosures	224	224	224
<b>Total — Licenses and Permits</b>	<b>\$ 3,581,303</b>	<b>\$ 4,353,024</b>	<b>\$ 5,000,024</b>
<b>Intergovernmental Revenue</b>			
Sec 8 Mainstream Voucher	\$ 4,584	\$ 0	\$ 0
Sec 8 Mod Rehab (001)	1,048	0	0
HOME Grant	9,853	2,441,824	2,203,242
CDBG, PI-93-383	422,614	7,593,075	7,286,071
Sec 8 Exstg Hsg Vou Prgm	117,053	0	0
CDBG-Program Income	82,711	886,766	1,239,424
Housing Opportunity-HOPWA	0	436,722	434,616
HOME Grant-Program Income	0	1,550,000	2,904,977
FTA-49 USC Chapter 53	0	21,011,000	16,193,000
FHWA Traffic Ctrl Ctr Ops	0	3,766,000	3,150,000
Federal Highway Admin	0	12,515,000	10,001,000
Emerg Shelter Grants Prgm	0	635,084	676,821
Phdep Grant	96,218	0	0
Transient Accomdtn Tax	41,013,000	45,423,000	45,423,000
Fish and Wildlife Svcs	46,742	50,000	50,000
<b>Total — Intergovernmental Revenue</b>	<b>\$ 41,793,823</b>	<b>\$ 96,308,471</b>	<b>\$ 89,562,151</b>

# Departmental Revenue Summary

## Department of Budget and Fiscal Services

Source of Receipts	FY 2014 Actual	FY 2015 Estimate	FY 2016 Estimated
<b>Charges for Services</b>			
Duplication-Master Tapes	\$ 48,758	\$ 35,500	\$ 35,500
Svc Fee-Dishonored Checks	790	600	600
Witness Fees	6	0	0
Liqr Licensee Change Name	2,370	3,000	3,000
Charge for Photo Id	116,380	120,000	120,000
Adm Fee-Mult-Fam Hsg Prgm	0	44,000	44,000
Military Hsg Fee-Lieu Rpt	946,843	977,000	977,000
Charges for Publications	2,080	3,000	3,000
Duplicate Copy-Any Record	11,650	11,500	11,500
Abstract of Information	0	2,500	2,500
Copy-Map, Plan, Diagram	2,315	2,500	2,500
Cert-Correctness of Info	20	25	25
Prop Tax Record Search	7,344	7,250	7,250
Pre-Paid Coll/Disp Chgs	1,476	0	0
<b>Total — Charges for Services</b>	<b>\$ 1,140,032</b>	<b>\$ 1,206,875</b>	<b>\$ 1,206,875</b>
<b>Fines and Forfeits</b>			
Fines-Liquor Commission	\$ 79,710	\$ 100,000	\$ 100,000
<b>Total — Fines and Forfeits</b>	<b>\$ 79,710</b>	<b>\$ 100,000</b>	<b>\$ 100,000</b>
<b>Miscellaneous Revenues</b>			
Investments	\$ 452,865	\$ 0	\$ 0
Investments-Pool	1,757,399	892,000	892,000
Rental Units (City Prop)	77,837	261,145	261,145
Rental Units (Hcd Prop)	205,613	205,613	205,613
Rental for Use of Land	252,613	332,440	332,440
Public Pay Phone Conces	315	315	315
Land	11,208,452	0	0
Other Escheats	160,640	100,000	100,000
Othr Share of Constr Cost	0	100,000	100,000
Subdividers-Park/Playgrnd	619,125	0	0
Recov-Real Prop Tax Svc	66,250	81,540	81,540
Recovery-Interest-Federal Subsidy	8,535,312	9,197,700	9,158,700
Recov-Direct Costs HART	402,251	1,021,401	1,021,400
Other Sundry Realization	31,760	0	0
Sund Refunds-Prior Expend	61,643	0	0
Sund Refunds-Curr Exp	160	0	0
Sundry Ref-Pcard Rebate	361,132	390,140	409,647
Vacation Accum Deposits	15,491	0	0
Misc Rev/Cash Over/Short	11	0	0
Sale-Other Mtls & Suppl	566,699	565,000	565,000
Sale of Scrap Materials	371,637	300,000	300,000
<b>Total — Miscellaneous Revenues</b>	<b>\$ 25,147,205</b>	<b>\$ 13,447,294</b>	<b>\$ 13,427,800</b>

# Departmental Revenue Summary

Department of Budget and Fiscal Services

Source of Receipts	FY 2014 Actual	FY 2015 Estimate	FY 2016 Estimated
<b>Non-Revenue Receipts</b>			
Recov-Debt Svc Wf/Refuse	\$ 14,019,408	\$ 14,177,000	\$ 14,762,000
Recov Debt Sv-Swdf Sp Fd	23,161,765	27,950,000	33,060,000
Recov Debt Svc-Hsg Sp Fd	3,269,000	5,540,400	5,940,000
Recov Debt Svc-Swr Fund	5,265,684	2,541,000	2,446,000
Recov Debt Svc-HART	0	0	8,000,000
Recov Swr Fd(Wwm Radio)	35,000	35,000	35,000
Recov-Debt Svc Golf Fd	2,631,000	1,166,000	1,169,000
Recov D/S-Spec Events Fd	4,827,000	4,548,000	4,740,000
Recov D/S-Hanauma Bay Fd	1,330,000	1,306,000	1,453,000
Recov Debt Svc-Hwy Fund	79,416,486	84,524,000	103,638,000
Recov CASE-Spec Events Fd	1,076,300	910,868	1,177,600
Recov CASE-Hanauma Bay Fd	368,700	405,900	423,300
Recov CASE - Hwy Beaut Fd	226,400	210,700	277,100
Recov CASE - Sw Sp Fd	12,794,800	12,178,900	13,229,000
Recov CASE-Golf Fund	855,600	397,430	760,000
Recov CASE-Hwy Fund	13,335,000	11,970,900	13,204,300
Recov CASE-Sewer Fund	9,407,100	13,297,500	12,918,800
Recov CASE-Liquor Comm Fd	287,500	297,100	295,400
Recov CASE - Bikeway Fd	46,700	31,000	35,700
Recovery CASE-BWS	3,300,000	3,300,000	3,300,000
Recov CASE-HART	923,621	1,022,906	1,010,100
Transfer Fr General Fd	128,116,821	148,261,056	187,174,313
Bus Subsidy-General Fund	99,419,338	109,585,286	126,180,452
Bus Subsidy-Highway Fund	50,791,958	39,134,191	35,526,385
Trfr-Capital Projects Fd	37,090	0	0
Trans Fr Ref Gnl Ac-Rent	263,500	263,500	263,500
Id B&I Rdmpn Fund	8,393	0	0
Trf-Sewer Fund for Rent	472,500	472,500	472,500
General Obligation Bonds	11,152,452	346,505,763	204,028,000
Sale of Sewer Rev Bonds	0	191,328,000	142,497,000
<b>Total — Non-Revenue Receipts</b>	<b>\$ 466,839,116</b>	<b>\$1,021,360,900</b>	<b>\$ 918,016,450</b>
<b>Total — Department of Budget and Fiscal Services</b>	<b>\$1,549,652,834</b>	<b>\$2,227,504,104</b>	<b>\$2,194,016,300</b>

# Departmental Revenue Summary

## Department of Community Services

Community Services

Source of Receipts	FY 2014 Actual	FY 2015 Estimate	FY 2016 Estimated
<b>Intergovernmental Revenue</b>			
Sec 8 Mainstream Voucher	\$ 1,769,466	\$ 1,934,000	\$ 1,934,000
Sec 8 Mod Rehab (001)	202,980	152,000	172,000
HOME Grant	195,418	0	0
HUD-Youthbuild Prgm	105,777	733,498	586,481
CDBG, PI-93-383	11,404,242	0	0
Workforce Investment Act	2,061,738	7,602,399	6,625,765
Sec 8 Exstg Hsg Vou Prgm	45,076,499	47,388,732	48,000,784
CDBG-Program Income	127,894	0	0
Housing Opportunity-HOPWA	258,049	0	0
Voc Rehab Svs for Blind	248,258	0	0
Food Stamp Employment Training	22,240	0	0
First to Work Program	0	3,113,453	2,518,854
Program On Aging	169,659	3,312,607	3,356,227
Supportive Housing Pgm	227,780	550,088	550,088
Shelter Plus Care Pgm	5,258,953	6,597,143	6,597,143
HOME Grant-Program Income	807,835	0	0
Emerg Shelter Grants Prgm	62,829	0	0
Community Prosecution	36,305	0	0
Adolecent Wellness Center	5,369	0	0
Drug Recognition Expert	461,484	0	0
US Dept of Justice Crime	86,709	0	0
Local Law Enforcement Block Grant-Year 5	2,965,964	0	0
DARE Program	320,533	0	0
Phdep Grant	1,582,285	0	0
Juvenile Accountability	98,690	116,000	53,409
HUD-Special Project Grant	163,327	0	0
Voc Rehab Svs for Blind	62,667	23,022	23,022
Program On Aging-State Sh	931,377	3,368,848	3,370,654
Public Health Preparedness	1,664,859	0	0
State Department of Human Svcs	1,849,218	0	0
<b>Total — Intergovernmental Revenue</b>	<b>\$ 78,228,404</b>	<b>\$ 74,891,790</b>	<b>\$ 73,788,427</b>
<b>Charges for Services</b>			
Adm Fee-Mult-Fam Hsg Prgm	\$ 45,066	\$ 0	\$ 0
Chinatown Gateway-Parking	42,490	0	0
<b>Total — Charges for Services</b>	<b>\$ 87,556</b>	<b>\$ 0</b>	<b>\$ 0</b>

# Departmental Revenue Summary

## Department of Community Services

Source of Receipts	FY 2014 Actual	FY 2015 Estimate	FY 2016 Estimated
<b>Miscellaneous Revenues</b>			
Investments	\$ 5,188	\$ 0	\$ 0
Other Sources-Interest Earnings	54,327	0	0
Rental Units (City Prop)	147,695	0	0
Rental Units (Hcd Prop)	45,048	0	0
Rental for Use of Land	1,650	0	0
Parking Stalls	272,762	233,000	233,000
Other Escheats	18,068	0	0
Contributions to The City	6,146	0	0
Recov-Embezzlement Loss	354	0	0
Recoveries - Others	3,100	0	0
Sund Refunds-Prior Expend	253,668	0	0
Vacation Accum Deposits	22,845	0	0
Hsg Buyback-Shared Equity	2,547,774	1,000,000	1,000,000
<b>Total — Miscellaneous Revenues</b>	<b>\$ 3,378,625</b>	<b>\$ 1,233,000</b>	<b>\$ 1,233,000</b>
<b>Revolving Fund Revenues</b>			
Principal	\$ 1,624,067	\$ 3,111,800	\$ 3,111,800
Interest	55,434	0	0
Late Charge	1,767	0	0
Repay Dchd Loans-Others	73,984	0	0
<b>Total — Revolving Fund Revenues</b>	<b>\$ 1,755,252</b>	<b>\$ 3,111,800</b>	<b>\$ 3,111,800</b>
<b>Utilities or Other Enterprises</b>			
Miscellaneous Revenues	\$ 150	\$ 0	\$ 0
<b>Total — Utilities or Other Enterprises</b>	<b>\$ 150</b>	<b>\$ 0</b>	<b>\$ 0</b>
<b>Non-Revenue Receipts</b>			
State Grants	\$ 0	\$ 0	\$ 805,114
Trust Rec'Ts-Lease to Fee	13,853	0	0
<b>Total — Non-Revenue Receipts</b>	<b>\$ 13,853</b>	<b>\$ 0</b>	<b>\$ 805,114</b>
<b>Total — Department of Community Services</b>	<b>\$ 83,463,840</b>	<b>\$ 79,236,590</b>	<b>\$ 78,938,341</b>

# Departmental Revenue Summary

## Corporation Counsel

Source of Receipts	FY 2014 Actual	FY 2015 Estimate	FY 2016 Estimated
<b>Charges for Services</b>			
Legal Services (BWS)	\$ 30,000	\$ 165,000	\$ 155,000
Witness Fees	4	0	0
Duplicate Copy-Any Record	122	200	200
<b>Total — Charges for Services</b>	<b>\$ 30,126</b>	<b>\$ 165,200</b>	<b>\$ 155,200</b>
<b>Miscellaneous Revenues</b>			
Misc Recov,Collect,Etc	\$ 3,288	\$ 0	\$ 0
Sund Refunds-Prior Expend	336	0	0
Vacation Accum Deposits	9,336	0	0
<b>Total — Miscellaneous Revenues</b>	<b>\$ 12,960</b>	<b>\$ 0</b>	<b>\$ 0</b>
<b>Total — Corporation Counsel</b>	<b>\$ 43,086</b>	<b>\$ 165,200</b>	<b>\$ 155,200</b>

Corporation Counsel

# Departmental Revenue Summary

## Department of Customer Services

Source of Receipts	FY 2014 Actual	FY 2015 Estimate	FY 2016 Estimated
<b>Licenses and Permits</b>			
Auctioneer & Pawn Broker	\$ 7,958	\$ 7,960	\$ 7,960
Firearms	432	430	430
Second-Hand & Junk Dealer	21,275	21,280	21,280
Used Mtr Veh Part Dealer	838	840	840
Wreck Salv Reblld Mtr Veh	614	610	610
Peddler/Itinerant Vendor	2,754	2,750	2,750
Tear Gas/Othr Noxious Sub	100	110	110
Scrap Dealers	4,900	4,900	4,900
Pedicab License Fees	22	20	20
Refuse Collector-Lic	9,417	9,420	9,420
Glass Recycler	500	500	500
Motor Vehicle Weight Tax	121,097,255	121,111,690	121,111,690
Motor Vehicle Plate Fees	559,674	567,950	567,950
Mtr Veh Spc No Plate Fee	807,765	811,600	811,600
Motor Vehicle Tag Fees	365,636	379,700	379,700
Motor Veh Trfr Fee & Pen	2,606,885	2,612,900	2,612,900
Dupl Regis/Ownership Cert	195,120	196,300	196,300
Dlnqt Mtr Veh Wt Tax Pen	1,030,283	1,031,400	1,031,400
Tax Liens	0	200	200
Correction Fees	7,990	5,300	5,300
Mvr-Annual Fee	14,059,171	14,207,800	14,207,800
Reconstr Inspec Fees	48,150	48,150	48,150
Other Vehicle Weight Tax	3,692,981	3,692,870	3,692,870
Dlnqt Othr Veh Wt Tax Pen	29,020	29,160	29,160
Bicycle Licenses	492,114	492,150	492,150
Passenger & Frt Veh Lic	108,451	108,450	108,450
Nonresident Vehicle Prmt	26,310	26,300	26,300
Motor Vehicle Drivers Lic	3,274,020	3,344,690	2,327,020
Dog Licenses	191,728	191,670	191,670
Dog Tag Fees	7,987	7,990	7,990
Newsstands	14,245	14,250	14,250
Taxi Stand Permit Fee	25,971	25,970	25,970
Taxi Stand Decals	291	290	290
Dispensing Rack	208,450	201,132	201,132
Frt Curb Load Zone-Permit	230,478	230,480	230,480
Frt Curb Load Zone-Decals	10,307	10,310	10,310
Pass Loading Zone-Permit	19,202	19,200	19,200
Pass Loading Zone-Decals	859	860	860
<b>Total — Licenses and Permits</b>	<b>\$ 149,159,153</b>	<b>\$ 149,417,582</b>	<b>\$ 148,399,912</b>

# Departmental Revenue Summary

## Department of Customer Services

Customer Services

Source of Receipts	FY 2014 Actual	FY 2015 Estimate	FY 2016 Estimated
<b>Charges for Services</b>			
Svc Fee-Dishonored Checks	\$ 20,872	\$ 20,870	\$ 20,870
Witness Fees	33	0	0
Duplicate Copy-Any Record	152	150	150
Spay-Neuter Service	432,160	431,100	431,100
Taxi/Pedicab Drivers Cert	43,805	43,780	43,780
Hwy Beautification Fees	4,459,824	4,281,070	4,281,070
<b>Total — Charges for Services</b>	<b>\$ 4,956,846</b>	<b>\$ 4,776,970</b>	<b>\$ 4,776,970</b>
<b>Fines and Forfeits</b>			
Liquidated Contr Damages	\$ 3,500	\$ 0	\$ 0
<b>Total — Fines and Forfeits</b>	<b>\$ 3,500</b>	<b>\$ 0</b>	<b>\$ 0</b>
<b>Miscellaneous Revenues</b>			
For Community Programming	\$ 61,390	\$ 48,419	\$ 48,479
Recov of Utility Charges	10,492	9,750	9,750
Recov-Crt Odr Restitution	120	0	0
Recov State-Hawaii State ID	459,725	704,626	704,626
Recov State-Motor Vehicle	825,873	998,633	998,633
Recov-State-Comml Drv Lic	469,498	583,353	583,353
Reimb State-MV Insp Prgm	705,531	764,998	764,998
Reimb State - DPP Placard	125,053	122,140	122,140
Reimb From Org. Plates	18,010	14,540	14,540
Towing Service Premiums	360,000	120,000	120,000
Disposal of Derelict Vehicles	16,460	0	0
Sund Refunds-Prior Expend	52,259	0	0
Sund Refunds-Curr Exp	6,959	0	0
Vacation Accum Deposits	21,564	0	0
Misc Rev/Cash Over/Short	(23,723)	0	0
Auction Sale-Impound Veh	326,639	266,770	266,770
Sale-Other Mtls & Suppl	460	460	460
<b>Total — Miscellaneous Revenues</b>	<b>\$ 3,436,310</b>	<b>\$ 3,633,689</b>	<b>\$ 3,633,749</b>
<b>Total — Department of Customer Services</b>	<b>\$ 157,555,809</b>	<b>\$ 157,828,241</b>	<b>\$ 156,810,631</b>

# Departmental Revenue Summary

## Department of Design and Construction

Source of Receipts	FY 2014 Actual	FY 2015 Estimate	FY 2016 Estimated
<b>Intergovernmental Revenue</b>			
FHWA-Bridge Inspections	\$ 0	\$ 720,000	\$ 720,000
<b>Total — Intergovernmental Revenue</b>	<b>\$ 0</b>	<b>\$ 720,000</b>	<b>\$ 720,000</b>
<b>Charges for Services</b>			
Duplicate Copy-Any Record	\$ 25	\$ 0	\$ 0
<b>Total — Charges for Services</b>	<b>\$ 25</b>	<b>\$ 0</b>	<b>\$ 0</b>
<b>Miscellaneous Revenues</b>			
Rental Units (City Prop)	\$ 538	\$ 0	\$ 0
Recov-Overtime Inspection	168,322	0	0
Sund Refunds-Prior Expend	758,507	0	0
Sund Refunds-Curr Exp	4,783	0	0
Vacation Accum Deposits	10,583	0	0
<b>Total — Miscellaneous Revenues</b>	<b>\$ 942,733</b>	<b>\$ 0</b>	<b>\$ 0</b>
<b>Total — Department of Design and Construction</b>	<b>\$ 942,758</b>	<b>\$ 720,000</b>	<b>\$ 720,000</b>

# Departmental Revenue Summary

## Department of Emergency Management

Emergency Management

Source of Receipts	FY 2014 Actual	FY 2015 Estimate	FY 2016 Estimated
<b>Intergovernmental Revenue</b>			
US Dept of Commerce	\$ 27,936	\$ 0	\$ 0
Homeland Security Grants	3,647,500	122,124	221,900
LEPC Emergency Planning	55,885	27,722	27,722
<b>Total — Intergovernmental Revenue</b>	<b>\$ 3,731,321</b>	<b>\$ 149,846</b>	<b>\$ 249,622</b>
<b>Miscellaneous Revenues</b>			
Reimb State-HPD Civil Def	\$ 0	\$ 58,000	\$ 29,000
Sund Refunds-Prior Expend	109,240	0	0
Sund Refunds-Curr Exp	11,860	0	0
<b>Total — Miscellaneous Revenues</b>	<b>\$ 121,100</b>	<b>\$ 58,000</b>	<b>\$ 29,000</b>
<b>Total — Department of Emergency Management</b>	<b>\$ 3,852,421</b>	<b>\$ 207,846</b>	<b>\$ 278,622</b>

# Departmental Revenue Summary

## Department of Emergency Services

Source of Receipts	FY 2014 Actual	FY 2015 Estimate	FY 2016 Estimated
<b>Intergovernmental Revenue</b>			
Lifeguard Svcs At St Park	\$ 584,216	\$ 642,809	\$ 642,809
Wireless Enhanced 911	97,376	0	0
<b>Total — Intergovernmental Revenue</b>	<b>\$ 681,592</b>	<b>\$ 642,809</b>	<b>\$ 642,809</b>
<b>Charges for Services</b>			
Duplicate Copy-Any Record	\$ 46	\$ 0	\$ 0
Abstract of Information	1,574	1,600	1,600
<b>Total — Charges for Services</b>	<b>\$ 1,620</b>	<b>\$ 1,600</b>	<b>\$ 1,600</b>
<b>Miscellaneous Revenues</b>			
Rental of Equipment	\$ 1,025	\$ 0	\$ 0
Recov State-Emerg Amb Svc	33,495,665	38,172,985	38,909,865
Sund Refunds-Prior Expend	23,135	0	0
Sund Refunds-Curr Exp	25,767	0	0
<b>Total — Miscellaneous Revenues</b>	<b>\$ 33,545,592</b>	<b>\$ 38,172,985</b>	<b>\$ 38,909,865</b>
<b>Utilities or Other Enterprises</b>			
Interest Earnings-Others	\$ 1,550	\$ 0	\$ 0
<b>Total — Utilities or Other Enterprises</b>	<b>\$ 1,550</b>	<b>\$ 0</b>	<b>\$ 0</b>
<b>Total — Department of Emergency Services</b>	<b>\$ 34,230,354</b>	<b>\$ 38,817,394</b>	<b>\$ 39,554,274</b>

# Departmental Revenue Summary

## Department of Enterprise Services

Source of Receipts	FY 2014 Actual	FY 2015 Estimate	FY 2016 Estimated
<b>Charges for Services</b>			
Surcharge On Tickets	\$ 98,105	\$ 133,000	\$ 135,000
Duplicate Copy-Any Record	49	0	0
Zoo Parking Lot	615,934	586,000	590,000
Golf Course Fees	6,843,180	6,739,494	6,739,494
Honolulu Zoo	3,800,295	3,600,000	3,750,000
<b>Total — Charges for Services</b>	<b>\$ 11,357,563</b>	<b>\$ 11,058,494</b>	<b>\$ 11,214,494</b>

<b>Miscellaneous Revenues</b>			
Investments	\$ 0	\$ 1,000	\$ 1,000
Golf Course Cart Rentals	2,182,266	2,178,115	2,178,115
Rental for Use of Land	27,342	19,000	20,000
Arena	631,946	585,000	595,000
Assembly Hall (Pikake Room)	61,919	90,000	95,000
Meeting Room	168,362	186,000	187,000
Exhibition Pavilion	570,701	560,000	565,000
Theater-Concert Hall	575,065	530,000	535,000
Waikiki Shell	93,206	150,000	175,000
Galleria (Other Area)	27,236	25,000	27,000
Riser and Chair Setup	9,100	13,000	13,000
Chair and Table Setup	145,036	147,000	150,000
Stage Setup	87,957	85,000	85,000
Moving Equipment	1,650	1,300	1,350
Ushering Service	256,432	260,000	265,000
Spotlight and Sound Setup	132,077	170,000	175,000
Excessive Cleanup	28,813	10,000	12,000
Piano	7,630	11,000	11,500
Box Office Service	670,749	335,000	340,000
Other Personal Services	126,554	122,000	124,000
Food Conces-Auditoriums	246,751	705,000	750,000
Golf Course-Pro Shops	3,450	13,200	10,800
Parking-Auditoriums	2,104,676	2,100,000	2,125,000
Other-Auditoriums	5,490	6,600	6,700
Novelty Sales Concess-Aud	90,656	92,000	93,000
Ala Moana Conces-Waikiki	13,261	15,000	17,750
Hanauma Beach Park Conces	291,024	291,024	292,000
Honolulu Zoo Food Conces	342,759	352,000	350,000
Kapiolani Beach Conces	76,593	60,000	60,000
Waikiki Beach Food Conces	78,180	65,000	68,000
Sandy Beach Mob Fd Conces	8,000	6,000	6,000
Waikiki Surfbd Lockr Conc	173,120	170,000	172,000
Pouring Rts-Vending Mach	29,036	65,000	68,000
Hanauma Shuttle Bus Svc	66,600	66,600	70,000
Koko Head Stables Conces	26,490	24,000	24,000

# Departmental Revenue Summary

## Department of Enterprise Services

Source of Receipts	FY 2014 Actual	FY 2015 Estimate	FY 2016 Estimated
<b>Miscellaneous Revenues</b>			
Hanauma Snorkling Rental	1,352,000	1,606,000	1,872,000
Waikiki Beach Conces-Othr	703,233	690,012	690,000
Hanauma Gift Shop Concess	206,567	210,000	217,000
Golf Course Food Conces	94,600	109,612	116,912
Golf Course Driving Range	523,636	450,000	400,000
Aquatics Ctr Food Concess	12,699	15,000	15,000
Veh-Mounted Food Conces	11,600	9,600	9,600
Automatic Teller Machines	135,015	38,800	30,200
Develop Prem-Royal Kunia	38,285	0	0
Recov of Utility Charges	14,400	0	0
Sund Refunds-Prior Expend	1,191	0	0
Sund Refunds-Curr Exp	256	0	0
Vacation Accum Deposits	48,621	0	0
Misc Rev/Cash Over/Short	(540)	0	0
Sale of Animals	1,200	0	0
<b>Total — Miscellaneous Revenues</b>	<b>\$ 12,502,890</b>	<b>\$ 12,638,863</b>	<b>\$ 13,018,927</b>
<b>Total — Department of Enterprise Services</b>	<b>\$ 23,860,453</b>	<b>\$ 23,697,357</b>	<b>\$ 24,233,421</b>

# Departmental Revenue Summary

## Department of Environmental Services

Source of Receipts	FY 2014 Actual	FY 2015 Estimate	FY 2016 Estimated
<b>Licenses and Permits</b>			
Refuse Collector-Decal	\$ 876	\$ 900	\$ 900
Non-Storm Wtr Dischg Pmt	600	0	0
<b>Total — Licenses and Permits</b>	<b>\$ 1,476</b>	<b>\$ 900</b>	<b>\$ 900</b>
<b>Intergovernmental Revenue</b>			
EPA Grant Projects	\$ 39,155	\$ 0	\$ 0
Pynt Fr St-Glass Disp Fee	340,400	250,000	250,000
<b>Total — Intergovernmental Revenue</b>	<b>\$ 379,555</b>	<b>\$ 250,000</b>	<b>\$ 250,000</b>
<b>Charges for Services</b>			
Svc Fee-Dishonored Checks	\$ 25	\$ 0	\$ 0
Duplicate Copy-Any Record	434	0	100
Bus. Automated Refuse Pu	160	0	0
Sewer Lateral Instal	456,250	0	0
Sewer Service Charges	388,478,053	425,977,653	448,606,972
Other Sewer Chgs	1,561	0	136,000
Wstwtr Sys Facil Chgs	5,507,380	9,977,600	10,276,800
Business Premises	693,602	456,000	410,000
Disposal Charges	5,306,037	4,900,000	1,400,000
Disp Chgs Surcharge-Other	4,084,162	3,950,000	4,000,000
Disp Chgs Surcharge - C&C	1,591,658	1,800,000	2,500,000
<b>Total — Charges for Services</b>	<b>\$ 406,119,322</b>	<b>\$ 447,061,253</b>	<b>\$ 467,329,872</b>
<b>Fines and Forfeits</b>			
Fines-Unpaid Civil	\$ 1,750	\$ 0	\$ 0
Fines-Indust Ww Discharge	0	0	30,000
Fines-Storm Water	10,000	0	0
<b>Total — Fines and Forfeits</b>	<b>\$ 11,750</b>	<b>\$ 0</b>	<b>\$ 30,000</b>
<b>Miscellaneous Revenues</b>			
Rental for Use of Land	\$ 116,775	\$ 0	\$ 0
Recovery-Recycled Materials	1,310,145	0	2,300,000
Recovery-Damaged Refuse Carts	450	0	0
Recoveries - Others	1,152,051	0	0
Sund Refunds-Prior Expend	377,198	0	0
Vacation Accum Deposits	105,455	0	0
Sale-Other Mtls & Suppl	1,404	0	0
Sale of Scrap Materials	1,331	0	0
<b>Total — Miscellaneous Revenues</b>	<b>\$ 3,064,809</b>	<b>\$ 0</b>	<b>\$ 2,300,000</b>

# Departmental Revenue Summary

## Department of Environmental Services

Source of Receipts	FY 2014 Actual	FY 2015 Estimate	FY 2016 Estimated
<b>Utilities or Other Enterprises</b>			
Tip Fees-Private Direct	\$ 30,976,446	\$ 30,000,000	\$ 30,000,000
Electrical Energy Revenue	65,572,720	67,000,000	70,000,000
Tip Fees-Other	14,423,225	14,500,000	22,000,000
Miscellaneous Revenues	1,550	0	0
S/H Disposal Chrg H-Power	10,142	0	0
Easement-AES Barbers Pt	172,689	0	36,000
<b>Total — Utilities or Other Enterprises</b>	<b>\$ 111,156,772</b>	<b>\$ 111,500,000</b>	<b>\$ 122,036,000</b>
<b>Non-Revenue Receipts</b>			
State Revolving Fund	\$ 44,444,652	\$ 0	\$ 0
<b>Total — Non-Revenue Receipts</b>	<b>\$ 44,444,652</b>	<b>\$ 0</b>	<b>\$ 0</b>
<b>Total — Department of Environmental Services</b>	<b>\$ 565,178,336</b>	<b>\$ 558,812,153</b>	<b>\$ 591,946,772</b>

# Departmental Revenue Summary

## Department of Facility Maintenance

Source of Receipts	FY 2014 Actual	FY 2015 Estimate	FY 2016 Estimated
<b>Intergovernmental Revenue</b>			
EPA Grant Projects	\$ 131,417	\$ 0	\$ 0
<b>Total — Intergovernmental Revenue</b>	<b>\$ 131,417</b>	<b>\$ 0</b>	<b>\$ 0</b>
<b>Charges for Services</b>			
Sale of Gasoline and Oil	\$ 224,148	\$ 210,000	\$ 220,000
Sidewalk Area Cleaning	0	4,000	4,000
Sidewalk Repair	71,732	70,000	70,000
Sidewalk Nuisance Fee	800	0	0
City Employees Parking	701,973	700,000	700,000
JTMC Parking	0	127,000	146,000
Chinatown Gateway-Parking	324,000	316,400	316,400
Lamppost Banner Display	39,195	45,000	45,000
<b>Total — Charges for Services</b>	<b>\$ 1,361,848</b>	<b>\$ 1,472,400</b>	<b>\$ 1,501,400</b>
<b>Miscellaneous Revenues</b>			
Marin Tower Pkg Garage	\$ 223,686	\$ 220,000	\$ 220,000
Harbor Court Garage	505,756	475,000	475,000
Manoa Elderly-Res	175,156	0	0
Perquisite Housing	9,768	11,700	13,700
Kukui Plaza Garage	301,200	316,400	316,400
Smith-Beretania Parking	330,754	316,400	316,400
Recov-Damaged St Lights	23,113	23,000	24,000
Recovery of Traffic Signs	35,148	35,000	37,000
Other Comp-Loss of Fixed Asset	41,506	0	0
Recov-Overhead Charges	13,040	0	0
Recov-Crt Odr Restitution	6,688	5,000	5,000
Sund Refunds-Prior Expend	44,702	5,000	5,000
Vacation Accum Deposits	37,491	0	0
Sale-Other Mtls & Suppl	5,776	500	500
<b>Total — Miscellaneous Revenues</b>	<b>\$ 1,753,784</b>	<b>\$ 1,408,000</b>	<b>\$ 1,413,000</b>
<b>Total — Department of Facility Maintenance</b>	<b>\$ 3,247,049</b>	<b>\$ 2,880,400</b>	<b>\$ 2,914,400</b>

# Departmental Revenue Summary

Honolulu Fire Department

Source of Receipts	FY 2014 Actual	FY 2015 Estimate	FY 2016 Estimated
<b>Licenses and Permits</b>			
Fire Code Permit & Lic	\$ 431,596	\$ 366,500	\$ 390,000
Fireworks License Fees	34,500	48,000	37,000
<b>Total — Licenses and Permits</b>	<b>\$ 466,096</b>	<b>\$ 414,500</b>	<b>\$ 427,000</b>
<b>Intergovernmental Revenue</b>			
Federal DOT Grants	\$ 23,927	\$ 0	\$ 0
Volunteer Fire Assistance	96,458	0	0
AFC Admin Assist's Pay	106,000	106,000	106,000
<b>Total — Intergovernmental Revenue</b>	<b>\$ 226,385</b>	<b>\$ 106,000</b>	<b>\$ 106,000</b>
<b>Charges for Services</b>			
Svc Fee-Dishonored Checks	\$ 125	\$ 0	\$ 0
Duplicate Copy-Any Record	2,667	988	900
<b>Total — Charges for Services</b>	<b>\$ 2,792</b>	<b>\$ 988</b>	<b>\$ 900</b>
<b>Miscellaneous Revenues</b>			
Rental-Amb Facil-Fire Stn	\$ 63,900	\$ 63,900	\$ 63,900
Rental of Equipment	0	10,000	10,000
Contributions to The City	19,400	0	0
Recov-Crt Odr Restitution	1,300	0	0
Misc Recov,Collect,Etc	216	0	0
Reimb State-Fireboat Oper	1,637,421	0	0
Sund Refunds-Prior Expend	307,799	0	0
Sund Refunds-Curr Exp	11,535	0	0
Vacation Accum Deposits	4,115	0	0
<b>Total — Miscellaneous Revenues</b>	<b>\$ 2,045,686</b>	<b>\$ 73,900</b>	<b>\$ 73,900</b>
<b>Total — Honolulu Fire Department</b>	<b>\$ 2,740,959</b>	<b>\$ 595,388</b>	<b>\$ 607,800</b>

Fire

# Departmental Revenue Summary

## Department of Human Resources

Source of Receipts	FY 2014 Actual	FY 2015 Estimate	FY 2016 Estimated
<b>Charges for Services</b>			
Duplicate Copy-Any Record	\$ 53	\$ 50	\$ 50
Other Misc Services	304	100	50
<b>Total — Charges for Services</b>	<b>\$ 357</b>	<b>\$ 150</b>	<b>\$ 100</b>
<b>Miscellaneous Revenues</b>			
Recov-Workers' Comp Paymt	\$ 260,776	\$ 600,000	\$ 500,000
Recov Work Comp-3Rd Party	121,835	350,000	100,000
Sund Refunds-Prior Expend	116,145	119,000	126,000
Vacation Accum Deposits	6,104	0	0
<b>Total — Miscellaneous Revenues</b>	<b>\$ 504,860</b>	<b>\$ 1,069,000</b>	<b>\$ 726,000</b>
<b>Utilities or Other Enterprises</b>			
Miscellaneous Revenues	\$ 18	\$ 0	\$ 0
<b>Total — Utilities or Other Enterprises</b>	<b>\$ 18</b>	<b>\$ 0</b>	<b>\$ 0</b>
<b>Total — Department of Human Resources</b>	<b>\$ 505,235</b>	<b>\$ 1,069,150</b>	<b>\$ 726,100</b>

# Departmental Revenue Summary

## Department of Information Technology

Source of Receipts	FY 2014 Actual	FY 2015 Estimate	FY 2016 Estimated
<b>Licenses and Permits</b>			
Easement Grants	\$ 149,103	\$ 120,000	\$ 120,000
<b>Total — Licenses and Permits</b>	<b>\$ 149,103</b>	<b>\$ 120,000</b>	<b>\$ 120,000</b>
<b>Intergovernmental Revenue</b>			
Wireless Enhanced 911	\$ 1,298,745	\$ 0	\$ 0
<b>Total — Intergovernmental Revenue</b>	<b>\$ 1,298,745</b>	<b>\$ 0</b>	<b>\$ 0</b>
<b>Charges for Services</b>			
Duplication-Master Tapes	\$ 13,000	\$ 10,000	\$ 10,000
Data Proc Svc-State	938,459	850,000	850,000
Data Proc Svc-US Govt	2,001	2,000	2,000
Data Proc Svc-Othr County	482,391	400,000	400,000
Witness Fees	5	0	0
<b>Total — Charges for Services</b>	<b>\$ 1,435,856</b>	<b>\$ 1,262,000</b>	<b>\$ 1,262,000</b>
<b>Miscellaneous Revenues</b>			
Rental for Use of Land	\$ 52,380	\$ 1,000	\$ 1,000
Sund Refunds-Prior Expend	593	0	0
<b>Total — Miscellaneous Revenues</b>	<b>\$ 52,973</b>	<b>\$ 1,000</b>	<b>\$ 1,000</b>
<b>Total — Department of Information Technology</b>	<b>\$ 2,936,677</b>	<b>\$ 1,383,000</b>	<b>\$ 1,383,000</b>

# Departmental Revenue Summary

## Office of the Mayor

Source of Receipts	FY 2014 Actual	FY 2015 Estimate	FY 2016 Estimated
Miscellaneous Revenues			
Sund Refunds-Prior Expend	\$ 471	\$ 0	\$ 0
Vacation Accum Deposits	34,073	0	0
<b>Total — Miscellaneous Revenues</b>	<b>\$ 34,544</b>	<b>\$ 0</b>	<b>\$ 0</b>
<b>Total — Office of the Mayor</b>	<b>\$ 34,544</b>	<b>\$ 0</b>	<b>\$ 0</b>

Mayor

# Departmental Revenue Summary

Office of the Managing Director

Source of Receipts	FY 2014 Actual	FY 2015 Estimate	FY 2016 Estimated
<b>Intergovernmental Revenue</b>			
HTA-Cnty Product Enrich	\$ 400,000	\$ 0	\$ 0
<b>Total — Intergovernmental Revenue</b>	<b>\$ 400,000</b>	<b>\$ 0</b>	<b>\$ 0</b>
<b>Miscellaneous Revenues</b>			
Contributions to The City	\$ 2,400	\$ 0	\$ 0
<b>Total — Miscellaneous Revenues</b>	<b>\$ 2,400</b>	<b>\$ 0</b>	<b>\$ 0</b>
<b>Total — Office of the Managing Director</b>	<b>\$ 402,400</b>	<b>\$ 0</b>	<b>\$ 0</b>

# Departmental Revenue Summary

## Royal Hawaiian Band

Source of Receipts	FY 2014 Actual	FY 2015 Estimate	FY 2016 Estimated
Charges for Services			
Band Collection	\$ 0	\$ 0	\$ 2,500
Total — Charges for Services	\$ 0	\$ 0	\$ 2,500
Total — Royal Hawaiian Band	\$ 0	\$ 0	\$ 2,500

Royal Hawaiian Band

# Departmental Revenue Summary

## Department of the Medical Examiner

Source of Receipts	FY 2014 Actual	FY 2015 Estimate	FY 2016 Estimated
<b>Charges for Services</b>			
Medical Examiner's Report	\$ 2,424	\$ 3,000	\$ 3,000
<b>Total — Charges for Services</b>	<b>\$ 2,424</b>	<b>\$ 3,000</b>	<b>\$ 3,000</b>
<b>Miscellaneous Revenues</b>			
Sund Refunds-Prior Expend	\$ 1,369	\$ 0	\$ 0
<b>Total — Miscellaneous Revenues</b>	<b>\$ 1,369</b>	<b>\$ 0</b>	<b>\$ 0</b>
<b>Total — Department of the Medical Examiner</b>	<b>\$ 3,793</b>	<b>\$ 3,000</b>	<b>\$ 3,000</b>

# Departmental Revenue Summary

## Department of Parks and Recreation

Source of Receipts	FY 2014 Actual	FY 2015 Estimate	FY 2016 Estimated
<b>Licenses and Permits</b>			
Camping Permits	\$ 318,919	\$ 325,300	\$ 328,500
<b>Total — Licenses and Permits</b>	<b>\$ 318,919</b>	<b>\$ 325,300</b>	<b>\$ 328,500</b>
<b>Intergovernmental Revenue</b>			
Summer Food Service Prgm	\$ 160,608	\$ 195,940	\$ 148,700
21St Century Learning Ctr	12,714	0	0
Mayor's Lei Day Program	0	10,000	0
<b>Total — Intergovernmental Revenue</b>	<b>\$ 173,322</b>	<b>\$ 205,940</b>	<b>\$ 148,700</b>
<b>Charges for Services</b>			
Svc Fee-Dishonored Checks	\$ 750	\$ 0	\$ 0
Duplicate Copy-Any Record	36	0	0
Custodial Services	28,149	0	0
Attendant Services	353,122	356,600	360,200
Kitchen & Facility Usage	8,600	9,000	9,100
Hanauma Bay Parking	199,873	203,900	207,900
Scuba and Snorkeling	30,080	30,300	30,600
Commercial Filming	42,950	43,400	43,800
Summer Fun Program	190,575	192,480	194,400
Fall and Spring Programs	34,000	1,000	1,000
Parks District V Fees	262,342	265,000	267,600
Foster Botanic Garden	133,915	141,000	142,400
Hanauma Bay-Admission	4,403,727	4,500,000	4,590,000
Fees for Community Garden	44,873	47,115	47,115
<b>Total — Charges for Services</b>	<b>\$ 5,732,992</b>	<b>\$ 5,789,795</b>	<b>\$ 5,894,115</b>
<b>Fines and Forfeits</b>			
Liquidated Contr Damages	\$ 3,800	\$ 0	\$ 0
<b>Total — Fines and Forfeits</b>	<b>\$ 3,800</b>	<b>\$ 0</b>	<b>\$ 0</b>
<b>Miscellaneous Revenues</b>			
Other Rents Recreat Facil	\$ 3,610	\$ 0	\$ 0
Perquisite Housing	20,868	22,330	22,330
Contributions to The City	83,879	0	0
Recoveries - Others	2,939	0	0
Sund Refunds-Prior Expend	57,737	0	0
Sund Refunds-Curr Exp	8	0	0
Vacation Accum Deposits	30,673	0	0
Misc Rev/Cash Over/Short	(17)	0	0
Sale of Scrap Materials	152	0	0
<b>Total — Miscellaneous Revenues</b>	<b>\$ 199,849</b>	<b>\$ 22,330</b>	<b>\$ 22,330</b>
<b>Non-Revenue Receipts</b>			
General Trust Receipts	\$ 12,500	\$ 0	\$ 0
<b>Total — Non-Revenue Receipts</b>	<b>\$ 12,500</b>	<b>\$ 0</b>	<b>\$ 0</b>

# Departmental Revenue Summary

## Department of Parks and Recreation

Source of Receipts	FY 2014 Actual	FY 2015 Estimate	FY 2016 Estimated
Total — Department of Parks and Recreation	\$ 6,441,382	\$ 6,343,365	\$ 6,393,645

# Departmental Revenue Summary

## Department of Planning and Permitting

Planning and Permitting

Source of Receipts	FY 2014 Actual	FY 2015 Estimate	FY 2016 Estimated
<b>Licenses and Permits</b>			
Regis-Third Party Review	\$ 300	\$ 1,200	\$ 1,200
Building Permits	19,046,490	20,000,000	20,000,000
Storm Drain Conn Fee	6,800	10,000	10,000
Signs	24,436	25,000	25,000
Grading Excavation & Fill	221,753	250,000	250,000
Excav/Rep-St & Sidewalk	96,039	140,000	140,000
<b>Total — Licenses and Permits</b>	<b>\$ 19,395,818</b>	<b>\$ 20,426,200</b>	<b>\$ 20,426,200</b>
<b>Intergovernmental Revenue</b>			
HUD-Special Project Grant	\$ 2,188,866	\$ 0	\$ 0
<b>Total — Intergovernmental Revenue</b>	<b>\$ 2,188,866</b>	<b>\$ 0</b>	<b>\$ 0</b>
<b>Charges for Services</b>			
Svc Fee-Dishonored Checks	\$ 425	\$ 100	\$ 100
Subdivision Fees	65,750	124,000	124,000
Zoning Reg Applcn Fees	135,400	355,000	355,000
Nonconform Certi Renewal	98,439	230,600	100,000
Plan Review Fee	1,629,139	2,040,000	2,100,000
Exam Fees-Spec Inspectors	39,531	40,000	40,000
Reg Fees-Spec Inspectors	3,300	3,300	3,500
Zoning/Flood Clear Fee	78,550	85,000	85,000
Sidewalk Specs File Fee	13,200	22,000	22,000
Driveway Specs File Fee	4,400	7,500	7,500
Duplicate Copy-Any Record	47,138	50,000	50,000
Copy-Map, Plan, Diagram	75	150	150
Electrical Inspection	397	400	400
Bldg Code Variance/Appeal	127	100	100
<b>Total — Charges for Services</b>	<b>\$ 2,115,871</b>	<b>\$ 2,958,150</b>	<b>\$ 2,887,750</b>
<b>Fines and Forfeits</b>			
Fines-Viol Bldg Elec Etc	\$ 591,335	\$ 500,000	\$ 500,000
<b>Total — Fines and Forfeits</b>	<b>\$ 591,335</b>	<b>\$ 500,000</b>	<b>\$ 500,000</b>
<b>Miscellaneous Revenues</b>			
Reimb of Admin Cost-Ewa	\$ 4,911	\$ 15,000	\$ 15,000
Sund Refunds-Prior Expend	12,700	0	0
Vacation Accum Deposits	36,706	0	0
<b>Total — Miscellaneous Revenues</b>	<b>\$ 54,317</b>	<b>\$ 15,000</b>	<b>\$ 15,000</b>
<b>Non-Revenue Receipts</b>			
Recov CASE - Hwy Beaut Fd	\$ (9)	\$ 0	\$ 0
General Trust Receipts	18,257	0	0
<b>Total — Non-Revenue Receipts</b>	<b>\$ 18,248</b>	<b>\$ 0</b>	<b>\$ 0</b>
<b>Total — Department of Planning and Permitting</b>	<b>\$ 24,364,455</b>	<b>\$ 23,899,350</b>	<b>\$ 23,828,950</b>

# Departmental Revenue Summary

Honolulu Police Department

Source of Receipts	FY 2014 Actual	FY 2015 Estimate	FY 2016 Estimated
<b>Licenses and Permits</b>			
Firearms	\$ 1,780	\$ 2,000	\$ 2,000
HPD Alarm Permits	233,274	240,000	240,000
<b>Total — Licenses and Permits</b>	<b>\$ 235,054</b>	<b>\$ 242,000</b>	<b>\$ 242,000</b>
<b>Intergovernmental Revenue</b>			
Federal DOT MVSO Grants	\$ 677,884	\$ 0	\$ 0
Justice Assistance Grant	318,138	0	0
Drug Recognition Expert	363,834	0	0
Byrne Formula Grant	36,501	0	0
US Dept of Justice Crime	717,755	0	0
Local Law Enf Blk Gr-Yr 6	564,858	0	0
Dea Marijuana Grant	200,000	0	0
Forensic DNA Test Pgm	222,658	0	0
Domestic Violence/VAWA 99	76,930	0	0
Cops Grant	178,583	0	0
HIDTA Program	1,916,269	0	0
Wireless Enhanced 911	632,110	0	0
Public Health Preparedness	66,199	0	0
<b>Total — Intergovernmental Revenue</b>	<b>\$ 5,971,719</b>	<b>\$ 0</b>	<b>\$ 0</b>
<b>Charges for Services</b>			
Svc Fee-Dishonored Checks	\$ 675	\$ 1,000	\$ 1,000
Witness Fees	4	0	0
Duplicate Copy-Any Record	76,034	75,000	75,000
HPD Alarm Service Charges	127,930	130,000	130,000
HPD Special Duty Fees	337,301	330,000	330,000
Street Parking Meter	3,265,841	3,200,000	3,200,000
Frm Damaged Parking Meter	2,208	2,000	2,000
Kuhio-Kaiolu Parking Lot	137,240	135,000	135,000
Kaimuki Parking Lot #2	243,219	235,000	235,000
Kailua Parking Lot	217,993	210,000	210,000
Kalakaua Parking Lot	227,832	220,000	220,000
Civic Center Parking Lot	71,907	70,000	70,000
River-Nimitz-Parking	92,142	90,000	90,000
Parking Chgs - Salt Lake-	42,869	40,000	40,000
Parking Charges-Palace Sq	66,396	65,000	65,000
HPD Parking Lot	135,057	140,000	140,000
Kailua Elderly Hsg P/Lot	117,344	110,000	110,000
<b>Total — Charges for Services</b>	<b>\$ 5,161,992</b>	<b>\$ 5,053,000</b>	<b>\$ 5,053,000</b>
<b>Fines and Forfeits</b>			
HPD Alarm Fines	\$ 192,300	\$ 200,000	\$ 200,000
Forfeiture of Seized Prop	48,691	50,000	50,000
<b>Total — Fines and Forfeits</b>	<b>\$ 240,991</b>	<b>\$ 250,000</b>	<b>\$ 250,000</b>

# Departmental Revenue Summary

## Honolulu Police Department

Source of Receipts	FY 2014 Actual	FY 2015 Estimate	FY 2016 Estimated
Miscellaneous Revenues			
Investments	\$ 245	\$ 0	\$ 0
Rental of Equipment	12,849	8,000	8,000
Contributions to The City	75,000	0	0
Police Department	15,550	0	0
Towing Service Premiums	500	0	0
Sund Refunds-Prior Expend	1,965,403	1,500,000	1,500,000
Sund Refunds-Curr Exp	117,084	90,000	90,000
Vacation Accum Deposits	66,173	50,000	50,000
Auction Sale-Unclaim Prop	42,605	35,000	35,000
Sale of Scrap Materials	1,289	0	0
<b>Total — Miscellaneous Revenues</b>	<b>\$ 2,296,698</b>	<b>\$ 1,683,000</b>	<b>\$ 1,683,000</b>
<b>Total — Honolulu Police Department</b>	<b>\$ 13,906,454</b>	<b>\$ 7,228,000</b>	<b>\$ 7,228,000</b>

Police

# Departmental Revenue Summary

## Department of the Prosecuting Attorney

Source of Receipts	FY 2014 Actual	FY 2015 Estimate	FY 2016 Estimated
<b>Intergovernmental Revenue</b>			
Crime Victim Assist Grant	\$ 822,763	\$ 378,324	\$ 392,646
Justice Assistance Grant	323,029	249,072	285,556
US Dept of Justice Crime	412,834	0	0
US Dept of Interior	0	0	83,784
Domestic Violence/VAWA 99	28,411	0	202,288
HI Home Rehab-Other Reimb	0	298,656	249,886
State Department of the Attorney General	230,147	0	0
HI Career Crim Prosecutn	441,206	1,078,716	1,490,700
Victim/Witness Kokua Prgm	249,248	1,080,684	1,083,078
<b>Total — Intergovernmental Revenue</b>	<b>\$ 2,507,638</b>	<b>\$ 3,085,452</b>	<b>\$ 3,787,938</b>
<b>Charges for Services</b>			
Duplicate Copy-Any Record	\$ 17,109	\$ 10,800	\$ 10,800
<b>Total — Charges for Services</b>	<b>\$ 17,109</b>	<b>\$ 10,800</b>	<b>\$ 10,800</b>
<b>Miscellaneous Revenues</b>			
Investments	\$ 170	\$ 0	\$ 0
Recov-Crt Odr Restitution	8,370	1,200	1,200
Sund Refunds-Prior Expend	758	1,536	1,536
Vacation Accum Deposits	28,734	0	0
Misc Rev/Cash Over/Short	(1)	0	0
<b>Total — Miscellaneous Revenues</b>	<b>\$ 38,031</b>	<b>\$ 2,736</b>	<b>\$ 2,736</b>
<b>Total — Department of the Prosecuting Attorney</b>	<b>\$ 2,562,778</b>	<b>\$ 3,098,988</b>	<b>\$ 3,801,474</b>

# Departmental Revenue Summary

## Department of Transportation Services

Source of Receipts	FY 2014 Actual	FY 2015 Estimate	FY 2016 Estimated
<b>Intergovernmental Revenue</b>			
Traffic Safety Ed Prg	\$ 65,719	\$ 45,440	\$ 85,000
FTA-49 USC Chapter 53	30,403,831	21,834,042	21,834,042
USDOT - FHWA	189,593	0	0
Local Law Enf Blk Gr-Yr 6	1,113	0	0
Homeland Security Grants	46,183	0	0
State Department of Transportation	0	0	125,000
<b>Total — Intergovernmental Revenue</b>	<b>\$ 30,706,439</b>	<b>\$ 21,879,482</b>	<b>\$ 22,044,042</b>
<b>Charges for Services</b>			
Svc Fee-Dishonored Checks	\$ 200	\$ 0	\$ 0
Witness Fees	219	50	50
Duplicate Copy-Any Record	556	0	0
JTMC Parking	96,012	0	0
Parking Placards	7,900	6,000	7,900
Street Parking Meter	190,389	185,000	185,000
Kaimuki Parking Lot Concession	540,012	540,000	540,000
Spc Handicap Transp Fares	1,712,732	1,650,000	1,650,000
<b>Total — Charges for Services</b>	<b>\$ 2,548,020</b>	<b>\$ 2,381,050</b>	<b>\$ 2,382,950</b>
<b>Miscellaneous Revenues</b>			
Other Sources-Interest Earnings	\$ 676	\$ 0	\$ 0
Rental Units (City Prop)	21,300	21,300	213,000
Recov-Damaged Traf Signal	47,238	50,000	50,000
Recov-Overtime Inspection	0	100	100
Reimb State-Traf Sig Main	250,708	300,000	300,000
Sund Refunds-Prior Expend	1,712,327	0	0
Vacation Accum Deposits	58,692	0	0
<b>Total — Miscellaneous Revenues</b>	<b>\$ 2,090,941</b>	<b>\$ 371,400</b>	<b>\$ 563,100</b>
<b>Utilities or Other Enterprises</b>			
Bus Fare	\$ 53,167,233	\$ 52,250,000	\$ 52,250,000
U-Pass	2,694,670	3,000,000	3,000,000
Recovery of Damages	129,161	0	0
Bus Advertising	134,284	160,000	160,000
Ots-Employee Parking Chge	151,159	160,000	160,000
Bus Royalty Income	1,305	0	0
Other Bus Transportation	2,050	0	0
<b>Total — Utilities or Other Enterprises</b>	<b>\$ 56,279,862</b>	<b>\$ 55,570,000</b>	<b>\$ 55,570,000</b>
<b>Total — Department of Transportation Services</b>	<b>\$ 91,625,262</b>	<b>\$ 80,201,932</b>	<b>\$ 80,560,092</b>

# Departmental Revenue Summary

Legislative

Source of Receipts	FY 2014 Actual	FY 2015 Estimate	FY 2016 Estimated
<b>Charges for Services</b>			
Nomination Fees	\$ 2,175	\$ 0	\$ 3,550
Duplicate Copy-Any Record	98	800	100
Copy-Map, Plan, Diagram	355	80	20
Cert Voter Registration	252	800	200
Voter Registration Lists	5,752	12,000	4,000
Cert-Correctness of Info	3	20	5
<b>Total — Charges for Services</b>	<b>\$ 8,635</b>	<b>\$ 13,700</b>	<b>\$ 7,875</b>
<b>Miscellaneous Revenues</b>			
Sund Refunds-Prior Expend	\$ 98	\$ 0	\$ 0
Sund Refunds-Curr Exp	157	0	0
<b>Total — Miscellaneous Revenues</b>	<b>\$ 255</b>	<b>\$ 0</b>	<b>\$ 0</b>
<b>Total — Legislative</b>	<b>\$ 8,890</b>	<b>\$ 13,700</b>	<b>\$ 7,875</b>

Legislative

# Departmental Revenue Summary

**Provisional**

Source of Receipts	FY 2014 Actual	FY 2015 Estimate	FY 2016 Estimated
<b>Charges for Services</b>			
Duplicate Copy-Any Record	\$ 4	\$ 0	\$ 0
<b>Total — Charges for Services</b>	<b>\$ 4</b>	<b>\$ 0</b>	<b>\$ 0</b>
<b>Miscellaneous Revenues</b>			
Sund Refunds-Prior Expend	\$ 506,841	\$ 0	\$ 0
<b>Total — Miscellaneous Revenues</b>	<b>\$ 506,841</b>	<b>\$ 0</b>	<b>\$ 0</b>
<b>Total — Provisional</b>	<b>\$ 506,845</b>	<b>\$ 0</b>	<b>\$ 0</b>

Provisional

## Cash Projections for Trust Funds, Debt Service Funds, and Revolving Funds

FUNDS	Cash Balance (incl cash in transit) 6/30/2013		ACTUAL FY 2014		ESTIMATED FY2015		ESTIMATED FY2016		Estimated Cash Balance 6/30/2016
			Receipts	Disbursements	Receipts	Disbursements	Receipts	Disbursements	
<i>TRUST FUNDS</i>									
General Trust Fund	\$ 50,781,489	\$ 107,328,872	\$ 110,025,445	\$ 48,084,916	\$ 101,368,415	\$ 97,550,957	\$ 106,010,196	\$ 105,480,464	\$ 52,432,106
Treasury Trust Fund	2,874,763	21,572,742	21,966,044	2,481,461	13,346,549	10,647,221	17,939,262	18,081,027	5,039,024
Real Property Tax Trust Fund	16,487,347	10,956,532	14,867,111	12,576,768	9,304,599	6,868,438	8,256,618	9,548,212	13,721,335
<b>Total</b>	<b>\$ 70,143,599</b>	<b>\$ 139,858,146</b>	<b>\$ 146,858,600</b>	<b>\$ 63,143,145</b>	<b>\$ 124,019,563</b>	<b>\$ 115,066,616</b>	<b>\$ 132,206,076</b>	<b>\$ 133,109,703</b>	<b>\$ 71,192,465</b>
<i>DEBT SERVICE FUNDS</i>									
General Obligation Bond and Interest Redemption Fund	\$ 320,615	\$ 261,473,333	\$ 261,473,333	\$ 320,615	\$ 231,767,924	\$ 231,767,924	\$ 244,874,168	\$ 244,874,168	\$ 320,615
Improvement District Bond and Interest Redemption Fund	189,363	8,394	26,268	171,489	8,757	-	11,675	8,756	183,165
<b>Total</b>	<b>\$ 509,978</b>	<b>\$ 261,481,727</b>	<b>\$ 261,499,601</b>	<b>\$ 492,104</b>	<b>\$ 231,776,681</b>	<b>\$ 231,767,924</b>	<b>\$ 244,885,843</b>	<b>\$ 244,882,924</b>	<b>\$ 503,780</b>
<i>REVOLVING FUNDS</i>									
Improvement District Revolving Fund	\$ 1,962,572	\$ -	\$ -	\$ 1,962,572	\$ 262	\$ -	\$ 87	\$ -	\$ 1,962,921
Housing and Community Development Revolving Fund	224,641	155	-	224,796	-	-	87	-	224,883
<b>Total</b>	<b>\$ 2,187,213</b>	<b>\$ 155</b>	<b>\$ -</b>	<b>\$ 2,187,368</b>	<b>\$ 262</b>	<b>\$ -</b>	<b>\$ 174</b>	<b>\$ -</b>	<b>\$ 2,187,804</b>

## Fund Definitions

**General Trust Fund** — This fund accounts for monies received by the various agencies of the City for specific purposes, as trustee, donee, escrow agent, beneficiary, custodian or security holder, for which no special trust fund exists. This fund is distinguished from the Treasury Trust Fund in that all disbursements are made through claims vouchers.

**Treasury Trust Fund** — Monies of the same nature as are accounted for in the General Trust Fund but which require expeditious disbursements are deposited in this fund. In contrast with the General Trust Fund, disbursements are made from this fund through commercial checking accounts authorized by the Director of Budget and Fiscal Services instead of by claims vouchers.

**Real Property Tax Trust Fund** — This fund is used for the purpose of making refunds and adjustments relating to real property taxes.

**General Obligation Bond and Interest Redemption Fund** — This fund accounts for the payment

of principal and interest on general obligation serial bonds issued by the City.

**Improvement District Bond and Interest Redemption Fund** — This fund accounts for the redemption of maturing City improvement district assessment bonds and collections of special assessments.

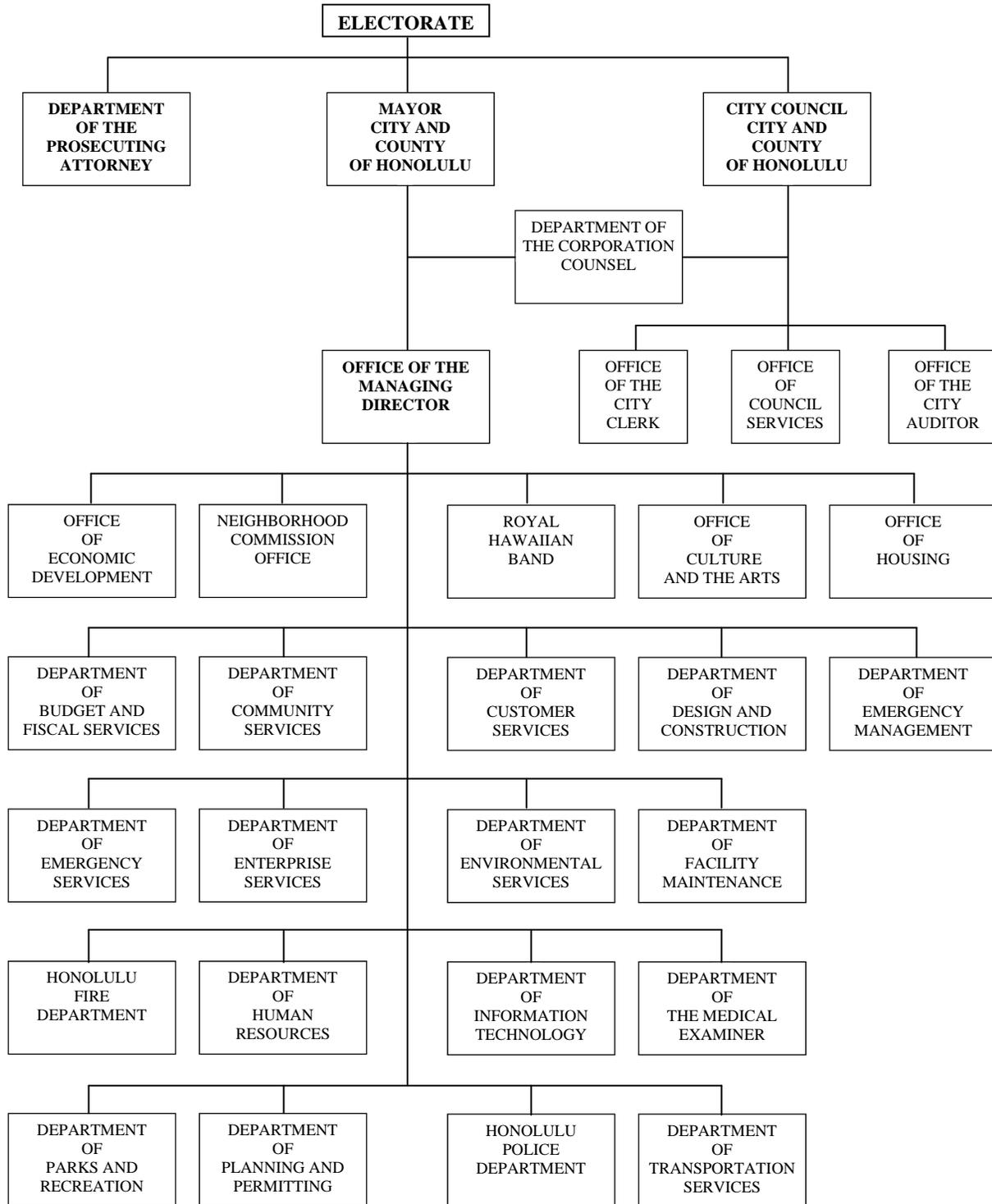
**Improvement District Revolving Fund** — Monies in this revolving fund are available to cover deficiencies, advance interest due, reimburse the General Fund in the event the payment of assessments are late or insufficient, and pay all expenses in connection with the sale of delinquent lots as bid for and purchased for the City by the Director of Budget and Fiscal Services.

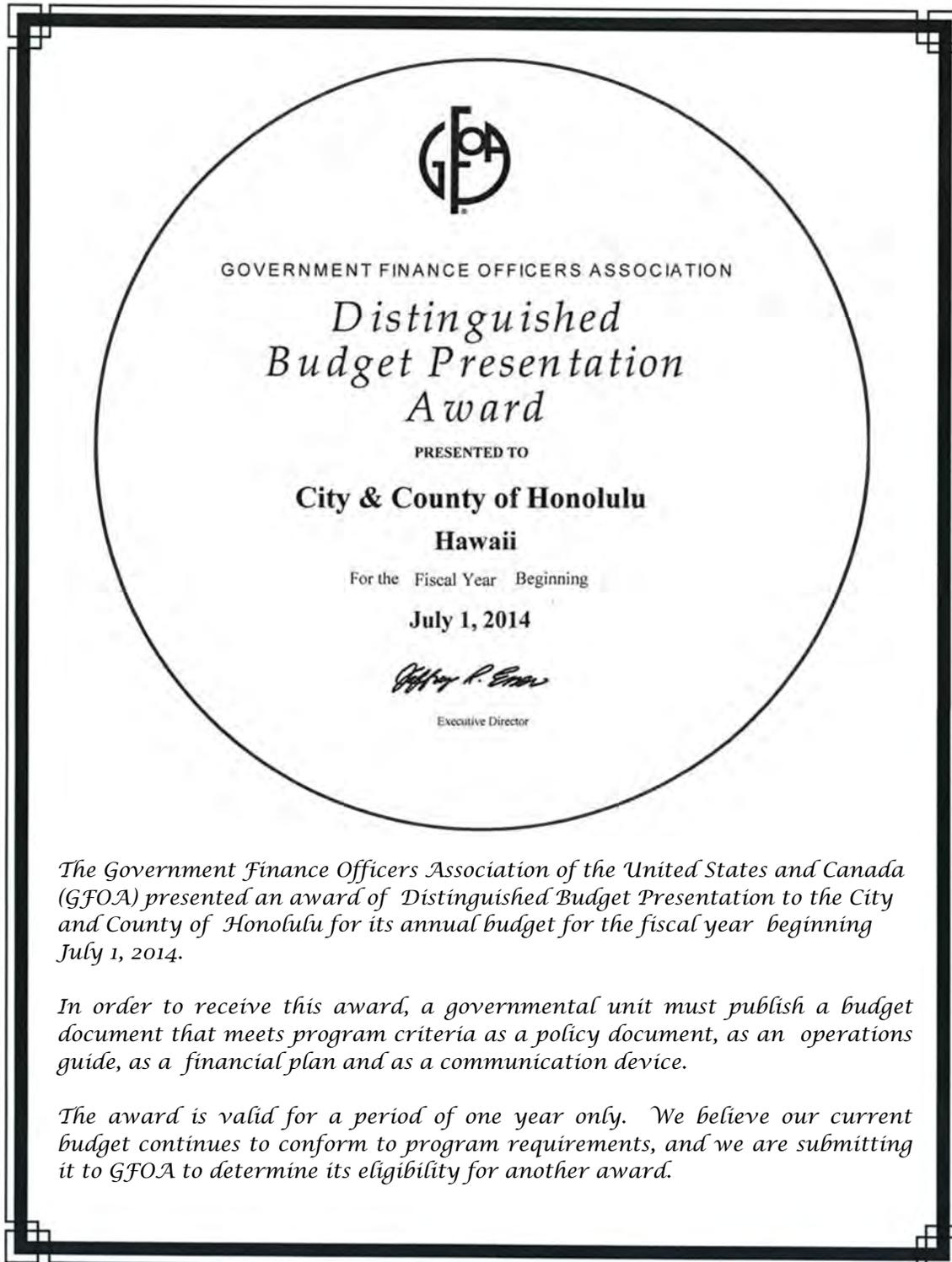
**Housing and Community Development Revolving Fund** — This fund serves as a working capital fund to facilitate the expenditure of joint costs.

# Appendix



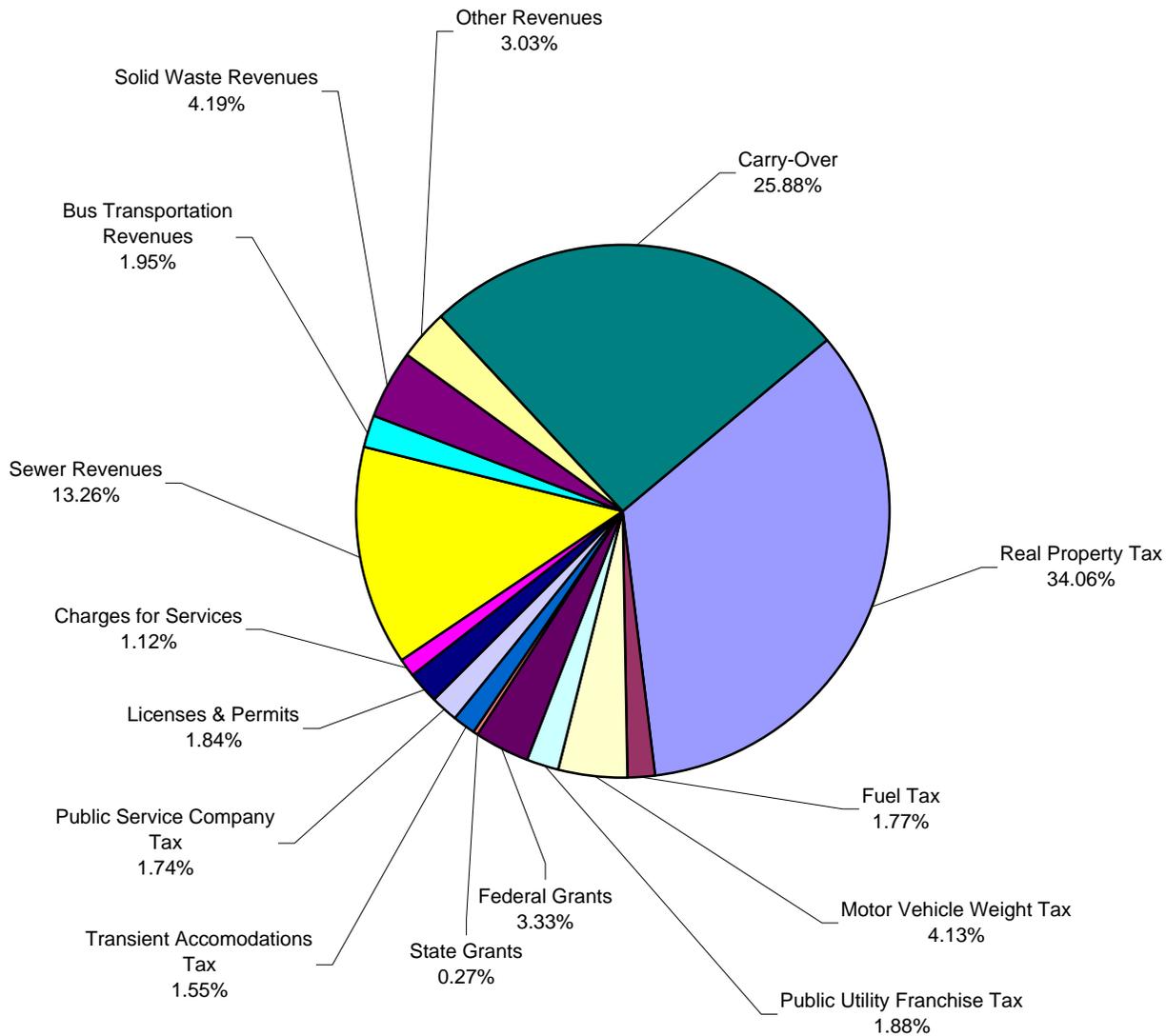
## CITY AND COUNTY OF HONOLULU ORGANIZATION CHART





# Where the City Gets Its Dollars

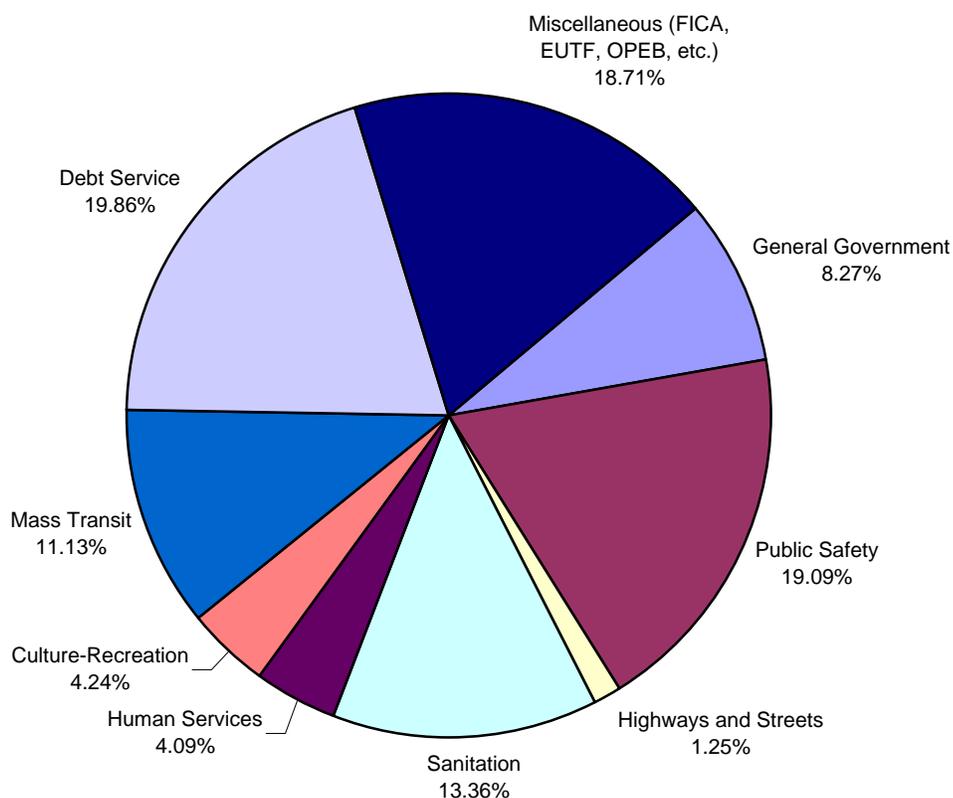
## FY2016 Operating Resources (\$2.933 Billion)



Note: This pie chart shows the different sources of funding for the City's operations. Carryover includes unappropriated and restricted fund balances.

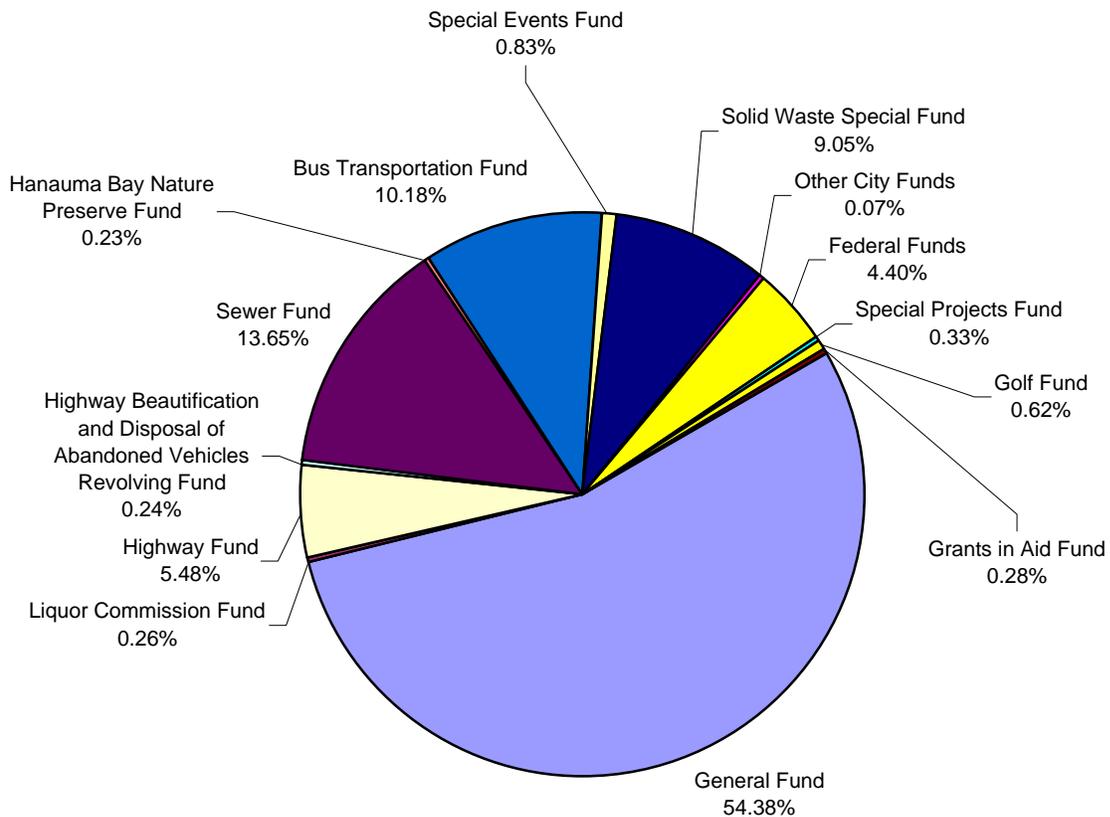
# Where the City Spends Its Dollars

## FY2016 Operating Expenditures (\$2.281 Billion)



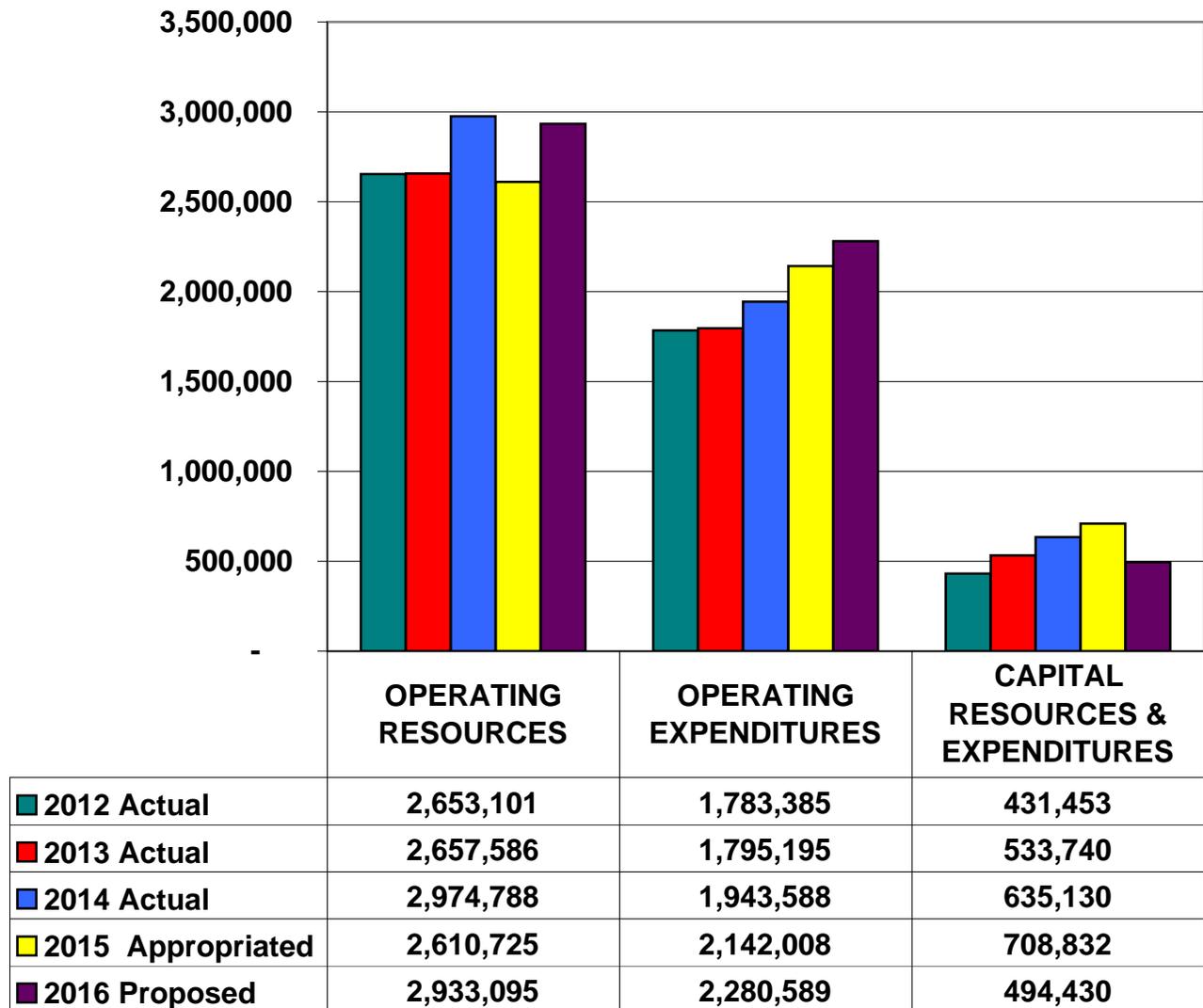
Note: This pie chart shows the amount spent on different types of City operations.

# General and Special Funds in the FY 2016 Operating Budget (\$2.281 Billion)



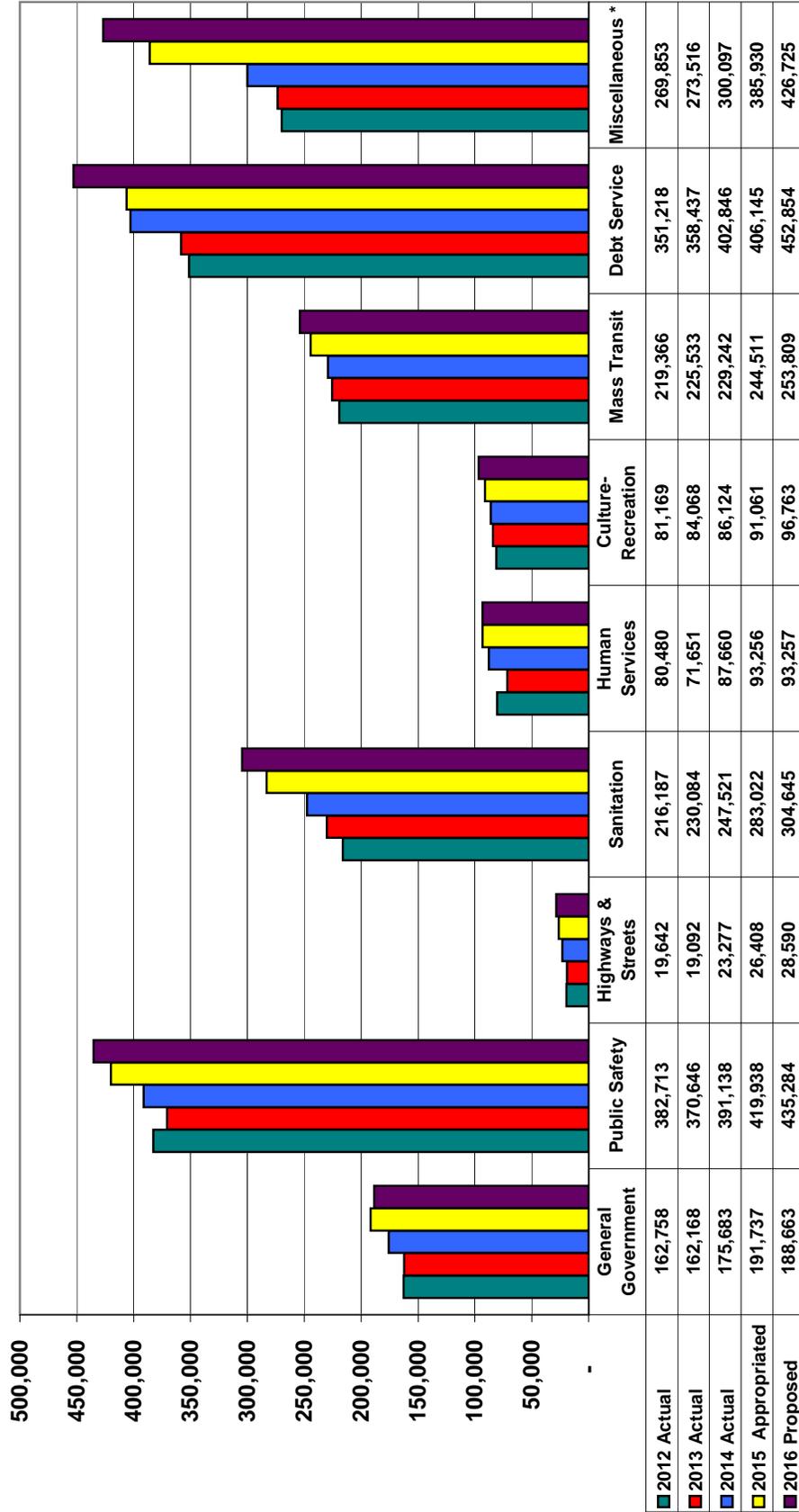
Note: This pie chart shows the different sources of funding for the City's operations. Carry over includes unappropriated and restricted fund balances that may not be used to support general fund activities.

## Five Year History of Resources and Expenditures (Dollars in Thousands)



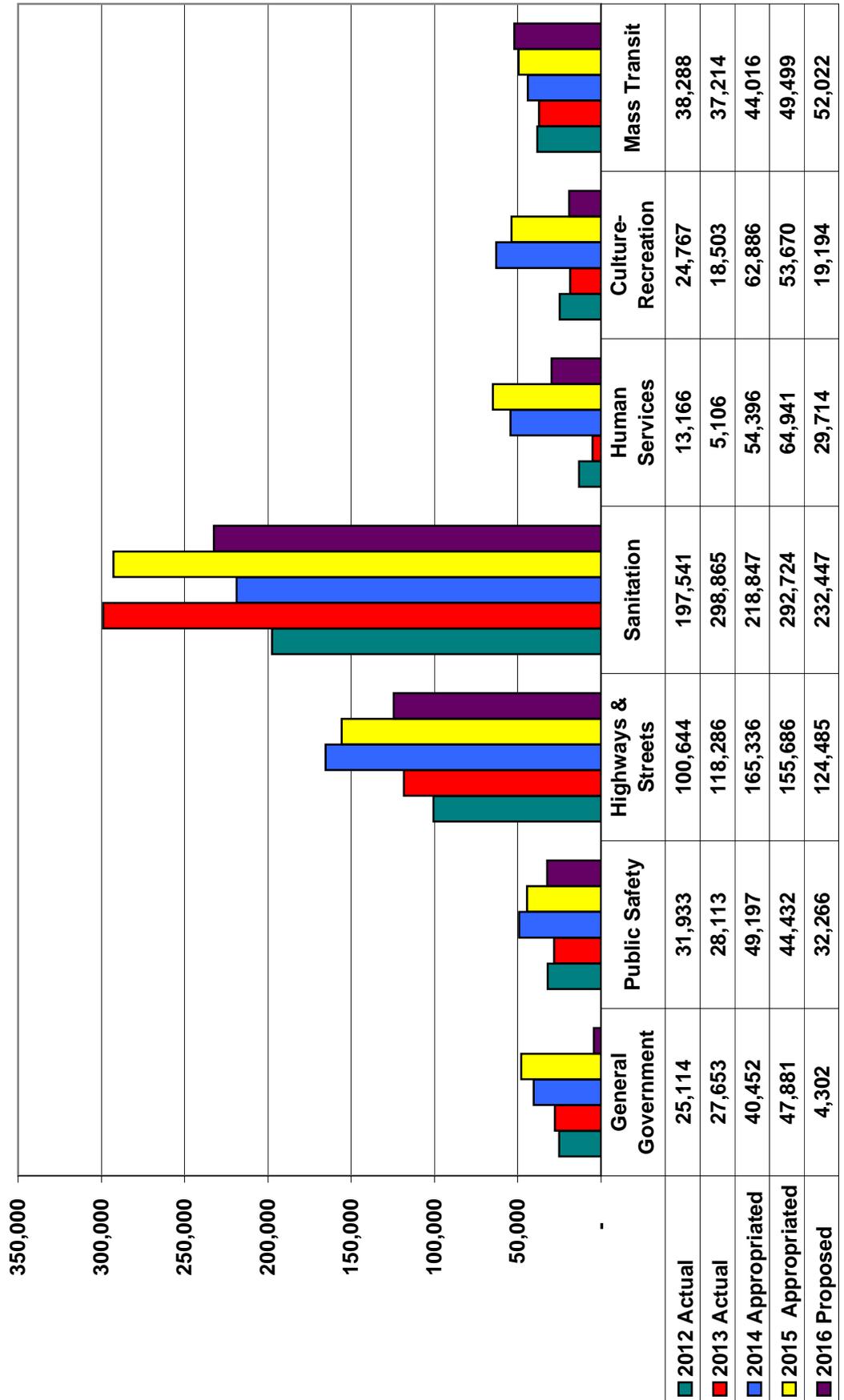
Note: 2014 Capital Resources and Expenditures reflect appropriated amounts. The 2014 Capital Budget begins on July 1, 2013 and ends on June 30, 2015.

## Five Year History of Executive Operating Expenditures by Function (Dollars in Thousands) ALL FUNDS



\*Miscellaneous function includes 1) Provisional appropriations such as Retirement System Contributions, and 2) Transfers between funds.

## Five Year History of Executive Capital Expenditures by Function (Dollars in Thousands) ALL FUNDS



**BUDGET AT A GLANCE**  
**OPERATING BUDGET EXPENDITURES BY COST ELEMENT**  
**FISCAL YEAR 2016**

DEPARTMENT/AGENCY	SALARIES	CURRENT EXPENSES	EQUIPMENT	TOTAL
Budget & Fiscal Services	\$ 18,416,700	\$ 3,529,409	\$ 250,000	\$ 22,196,109
Community Services	11,724,669	81,508,871	23,000	93,256,540
Corporation Counsel	6,668,486	2,086,895	-	8,755,381
Customer Services	11,671,340	11,039,984	-	22,711,324
Design and Construction	10,805,893	4,847,281	12,800	15,665,974
Emergency Management	828,014	504,688	135,000	1,467,702
Emergency Services	32,806,025	6,570,216	1,795,000	41,171,241
Enterprise Services	12,263,670	9,822,950	724,600	22,811,220
Environmental Services	60,866,297	236,564,029	7,214,700	304,645,026
Facility Maintenance	28,681,425	47,103,276	3,924,000	79,708,701
Fire	103,578,599	12,730,219	3,256,000	119,564,818
Human Resources	5,565,382	708,206	10,430	6,284,018
Information Technology	8,611,623	10,307,865	932,860	19,852,348
Mayor	608,832	129,049	-	737,881
Managing Director	1,894,876	952,215	-	2,847,091
Neighborhood Commission	616,646	149,000	-	765,646
Royal Hawaiian Band	1,923,616	127,440	35,000	2,086,056
Medical Examiner	1,528,718	396,640	70,000	1,995,358
Parks and Recreation	40,375,368	28,223,890	3,266,000	71,865,258
Planning and Permitting	15,796,378	3,250,460	14,000	19,060,838
Police	218,290,386	38,122,111	2,686,000	259,098,497
Prosecuting Attorney	17,543,714	5,240,933	270,053	23,054,700
Transportation Services	132,732,163	127,245,609	1,431,000	261,408,772
	<b>\$ 743,798,820</b>	<b>\$ 631,161,236</b>	<b>\$ 26,050,443</b>	<b>\$ 1,401,010,499</b>
Debt Service	\$ -	\$ 452,854,000	\$ -	\$ 452,854,000
Retirement System Contributions	-	135,705,000	-	135,705,000
FICA and Pension Costs	-	29,787,000	-	29,787,000
Health Benefits Contributions	-	112,214,000	-	112,214,000
Other Post-Employment Benefits	-	51,517,000	-	51,517,000
Provision for Vacant Positions	-	33,332,000	-	33,332,000
Miscellaneous	-	64,170,000	-	64,170,000
	<b>\$ -</b>	<b>\$ 879,579,000</b>	<b>\$ -</b>	<b>\$ 879,579,000</b>
<b>TOTAL EXPENDITURES</b>	<b>\$ 743,798,820</b>	<b>\$ 1,510,740,236</b>	<b>\$ 26,050,443</b>	<b>\$ 2,280,589,499</b>

**AT A GLANCE FY 2016**  
**SUMMARY OF OPERATING AND CAPITAL BUDGET**  
**REVENUE, EXPENDITURE AND UNRESERVED FUND BALANCE**

	General Fund	Special Revenue Funds	Enterprise Funds	Total Funds
<b>REVENUES</b>				
Operating Revenue	\$ 1,217,971,752	\$ 365,816,208	\$ 576,711,192	\$ 2,160,499,152
Capital Revenue	1,050,000	260,932,895	232,447,000	494,429,895
<b>TOTAL REVENUE</b>	<b>\$ 1,219,021,752</b>	<b>\$ 626,749,103</b>	<b>\$ 809,158,192</b>	<b>\$ 2,654,929,047</b>
<b>EXPENDITURES</b>				
Executive Operating Budget	\$ 1,240,215,901	\$ 290,256,799	\$ 750,116,799	\$ 2,280,589,499
Legislative Operating Budget	15,908,294	-	125,000	16,033,294
Executive Capital Budget	1,050,000	260,932,895	232,447,000	494,429,895
<b>TOTAL EXPENDITURES</b>	<b>\$ 1,257,174,195</b>	<b>\$ 551,189,694</b>	<b>\$ 982,688,799</b>	<b>\$ 2,791,052,688</b>
<b>REVENUE OVER/(UNDER) EXPENDITURES</b>	<b>\$ (38,152,443)</b>	<b>\$ 75,559,409</b>	<b>\$ (173,530,607)</b>	<b>\$ (136,123,641)</b>
NET INTERFUND TRANSFERS	\$ (103,054,565)	\$ (97,663,136)	\$ 200,717,701	\$ -
<b>NET CHANGE IN FUND BALANCE</b>	<b>\$ (141,207,008)</b>	<b>\$ (22,103,727)</b>	<b>\$ 27,187,094</b>	<b>\$ (136,123,641)</b>
<b>UNRESERVED FUND BALANCE</b>				
Beginning	\$ 141,207,008	\$ 133,980,311	\$ 497,408,055	\$ 772,595,374
Net Change	(141,207,008)	(22,103,727)	27,187,094	(136,123,641)
<b>Ending</b>	<b>\$ -</b>	<b>\$ 111,876,584</b>	<b>\$ 524,595,149</b>	<b>\$ 636,471,733</b>

## Strategic Planning Six-Year Projection by Function (Dollars in Millions)

	ESTIMATED					
	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
<b>OPERATING EXPENDITURES</b>						
<i>Executive</i>						
General Government	\$ 188.7	\$ 194.2	\$ 197.6	\$ 201.2	\$ 204.8	\$ 208.4
Public Safety	435.3	450.9	459.6	468.4	477.4	486.6
Highways and Streets	28.6	29.4	29.9	30.5	31.0	31.5
Sanitation	304.6	311.3	317.8	324.5	330.5	336.7
Human Services	93.3	94.9	96.4	97.9	99.5	101.0
Culture-Recreation	96.8	99.6	101.4	103.2	105.0	106.9
Utilities or Other Enterprises (Mass Transit)	253.8	316.9	338.4	401.1	419.9	436.7
Debt Service	444.9	498.3	547.4	561.5	599.6	614.1
Retirement System Contributions	135.7	141.2	144.2	147.3	150.4	153.5
FICA and Pension Costs	29.8	31.0	31.7	32.4	33.1	33.8
Health Benefits Contributions	112.2	122.0	132.6	144.1	156.7	170.4
Other Post-Employment Benefits	51.5	53.6	54.7	80.5	78.0	75.9
Provision for Vacant Positions	33.3	34.7	35.4	36.1	36.8	37.5
Miscellaneous	64.2	64.5	64.8	65.1	65.3	65.6
<i>Legislative</i>						
General Government	16.0	16.3	16.5	16.8	17.0	17.3
<b>TOTAL OPERATING EXPENDITURES</b>	<b>\$ 2,288.7</b>	<b>\$ 2,458.8</b>	<b>\$ 2,568.4</b>	<b>\$ 2,710.6</b>	<b>\$ 2,805.0</b>	<b>\$ 2,875.9</b>
HART Related Debt Service	\$ 8.0	\$ 30.0	\$ 38.0	\$ 249.0	\$ 326.0	\$ 342.0

## Strategic Planning Six-Year Projection by Function (Dollars in Millions)

	ESTIMATED					
	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
<b>CAPITAL EXPENDITURES</b>						
General Government	\$ 4.3	\$ 7.5	\$ 42.1	\$ 33.2	\$ 28.8	\$ 26.0
Public Safety	32.3	18.8	66.5	56.6	69.0	93.3
Highways and Streets	124.5	157.1	131.9	138.2	107.5	95.0
Sanitation	232.4	652.8	559.4	245.9	369.6	247.7
Human Services	29.7	15.9	15.9	15.9	15.9	15.9
Culture-Recreation	19.2	20.1	24.5	43.9	57.4	47.0
Utilities or Other Enterprises (Mass Transit)	52.0	28.9	29.1	22.5	24.0	11.7
<b>TOTAL CAPITAL EXPENDITURES</b>	<b>\$ 494.4</b>	<b>\$ 901.1</b>	<b>\$ 869.4</b>	<b>\$ 556.2</b>	<b>\$ 672.2</b>	<b>\$ 536.6</b>

### Expenditure Assumptions:

- \* Annual increase in salaries of 4% for FY 16-17 and 2% thereafter
- \* Annual increase in current expense & equipment 1.5%
- \* Debt service projections are based on prior year debt issuances and estimated FY 15 and future year debt issuances in the 6-Year CIP.
- \* HART General Obligation Bond debt service amounts are from the HART June 2014 Financial Plan
- \* ERS - Statutory rates for FY 15-16, flat thereafter
- \* Health Benefits - 9% annual increase
- \* OPEB - Based on salary increase, amount of EUTF retiree funding amount and state law funding requirement
- \* Risk Management & Energy - 1.5% annual increase
- \* Other provisionals - 0% increase

## Six-Year Projection of Resources (Dollars in Millions)

	FY 2016	FY 2017	ESTIMATED			
			FY 2018	FY 2019	FY 2020	FY 2021
<b>OPERATING RESOURCES</b>						
Real Property Tax	\$ 998.9	\$ 1,058.7	\$ 1,090.4	\$ 1,123.0	\$ 1,156.6	\$ 1,191.3
Fuel Tax	51.9	52.2	52.5	52.7	53.0	53.2
Motor Vehicle Weight Tax	121.1	121.1	121.1	121.1	121.1	121.1
Public Utility Franchise Tax	55.2	57.1	59.1	61.2	63.3	65.6
Federal Grants	97.8	103.3	103.8	103.8	103.8	103.8
State Grants	7.9	7.9	7.9	7.9	7.9	7.9
Transient Accommodations Tax	45.4	41.0	41.0	41.0	41.0	41.0
Public Service Company Tax	51.1	53.0	55.0	57.0	59.1	61.3
Licenses and Permits	53.8	54.2	57.3	57.4	56.5	56.6
Charges for Services	33.0	36.8	36.1	36.8	36.8	37.1
Sewer Revenues	388.9	496.0	540.6	591.8	639.5	685.1
Bus Transportation Revenues	57.2	57.2	57.2	57.2	57.2	57.2
Solid Waste Disposal Revenues	122.9	132.9	132.9	132.9	132.9	132.9
Other Revenues	80.9	82.5	82.7	83.0	82.8	82.8
Subtotal-Operating Resources	2,166.0	2,353.9	2,437.6	2,526.8	2,611.5	2,696.9
Carry-Over	759.0	688.5	679.0	527.5	453.5	440.5
<b>TOTAL OPERATING RESOURCES</b>	<b>\$ 2,925.0</b>	<b>\$ 3,042.4</b>	<b>\$ 3,116.6</b>	<b>\$ 3,054.3</b>	<b>\$ 3,065.0</b>	<b>\$ 3,137.4</b>
HART Reimbursement for Debt Service	\$ 8.0	\$ 30.0	\$ 38.0	\$ 249.0	\$ 326.0	\$ 342.0

## Six-Year Projection of Resources (Dollars in Millions)

	ESTIMATED					
	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
<b>CAPITAL RESOURCES</b>						
General Obligation Bonds	\$ 204.0	\$ 206.5	\$ 257.4	\$ 259.1	\$ 252.6	\$ 254.1
General Fund	1.1	0.3	0.2	0.3	0.2	0.3
Highway Fund	-	0.1	0.1	0.1	-	-
Solid Waste Special Fund	10.0	2.0	-	-	-	-
Bikeway Fund	-	0.9	0.9	0.9	0.9	0.9
Hanauma Bay Nature Preserve Fund	1.7	1.0	1.0	1.0	1.0	1.0
Parks and Playgrounds Fund	1.0	0.5	0.5	-	-	-
Sewer Fund	70.1	81.6	66.6	58.6	53.2	53.1
Sewer Revenue Bond Improvement Fund	142.5	562.7	486.0	178.3	314.1	192.1
Federal Grants Fund	33.8	26.3	37.4	37.7	30.0	14.8
Community Development Fund	6.9	7.1	7.2	7.1	7.1	7.2
State Funds	-	2.0	2.0	3.0	3.0	3.0
Utilities' Share	0.1	0.1	0.1	0.1	0.1	0.1
Clean Water and Natural Lands Fund	4.8	5.0	5.0	5.0	5.0	5.0
Affordable Housing Fund	18.4	5.0	5.0	5.0	5.0	5.0
<b>TOTAL CAPITAL RESOURCES</b>	<b>\$ 494.4</b>	<b>\$ 901.1</b>	<b>\$ 869.4</b>	<b>\$ 556.2</b>	<b>\$ 672.2</b>	<b>\$ 536.6</b>

### Resource Assumptions:

\*Real Property Tax annual increases due to increased valuation of 5% for FY17 and 3% for the remaining years.

FY 2016 Real Property Tax includes \$998.9 Operating Resources and \$9.6 Capital Resources amounting to \$1,008.5M.

\* The future year projections for the Public Service Company, Franchise and Fuel Taxes are based on the Council of Revenues projections.

\* The Transient Accommodations Tax for Years 1 to 5 is recorded at the capped amount of 44.1% (\$41,013,000) of the \$93,000,000 permanently allocated to the four counties by recent state legislation.

\* All remaining multi-year projections were made by the City agencies based on their historical experience.

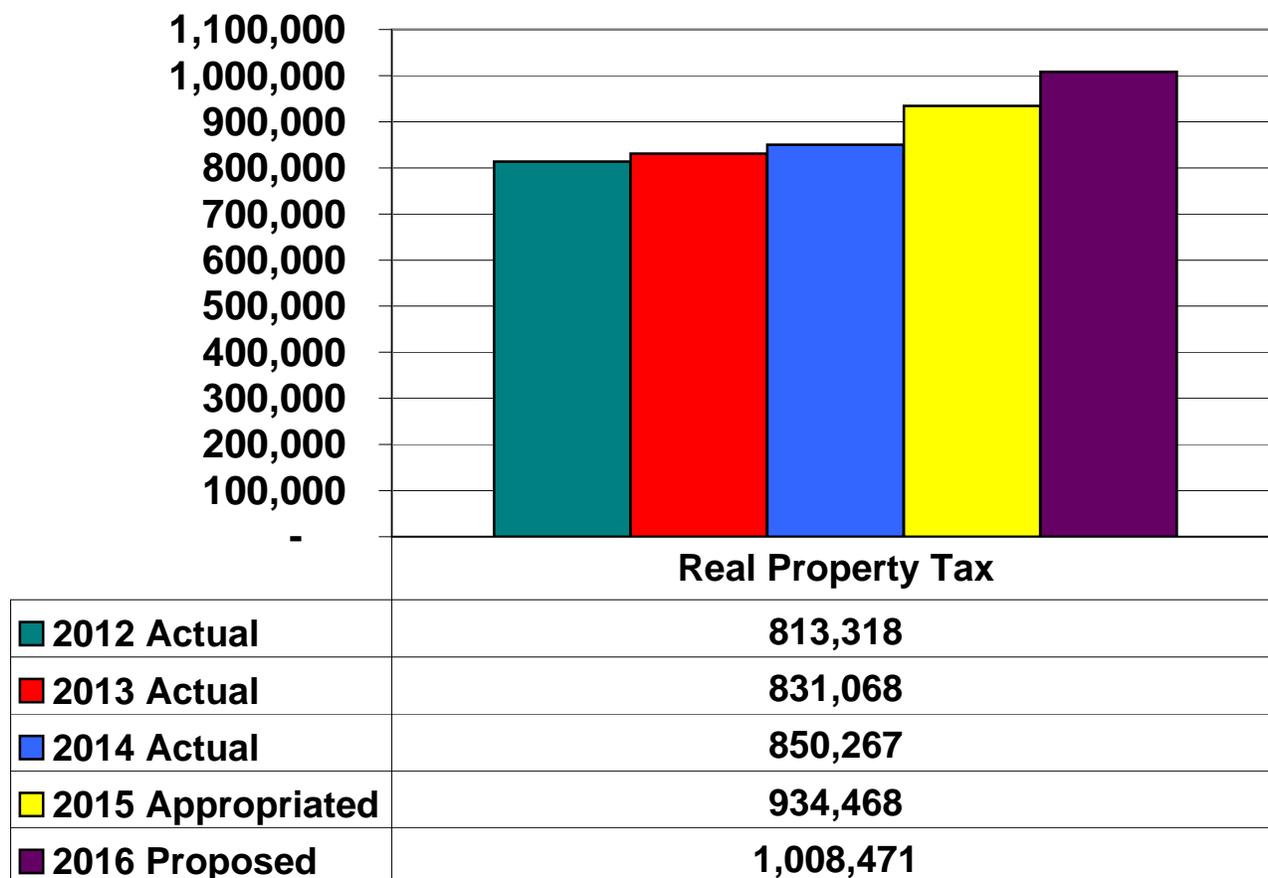
\* Reimbursements from HART for debt service equals the amount of HART debt service for general obligation bonds.

## Summary of Six-Year Projection of Expenditures and Resources (Dollars in Millions)

	FY 2016	FY 2017	ESTIMATED		FY 2020	FY 2021
			FY 2018	FY 2019		
<b>EXPENDITURES</b>						
OPERATING	\$ 2,288.7	\$ 2,458.8	\$ 2,568.4	\$ 2,710.6	\$ 2,805.0	\$ 2,875.9
CAPITAL	494.4	901.1	869.4	556.2	672.2	536.6
<b>TOTAL EXPENDITURES</b>	<b>\$ 2,783.1</b>	<b>\$ 3,359.9</b>	<b>\$ 3,437.8</b>	<b>\$ 3,266.8</b>	<b>\$ 3,477.2</b>	<b>\$ 3,412.5</b>
<b>RESOURCES</b>						
OPERATING	\$ 2,925.0	\$ 3,042.4	\$ 3,116.6	\$ 3,054.3	\$ 3,065.0	\$ 3,137.4
CAPITAL	494.4	901.1	869.4	556.2	672.2	536.6
<b>TOTAL RESOURCES</b>	<b>\$ 3,419.4</b>	<b>\$ 3,943.5</b>	<b>\$ 3,986.0</b>	<b>\$ 3,610.5</b>	<b>\$ 3,737.2</b>	<b>\$ 3,674.0</b>
<b>DIFFERENCE</b>	<b>\$ 636.3</b>	<b>\$ 583.6</b>	<b>\$ 548.2</b>	<b>\$ 343.7</b>	<b>\$ 260.0</b>	<b>\$ 261.5</b>
HART Related Debt Service	\$ 8.0	\$ 30.0	\$ 38.0	\$ 249.0	\$ 326.0	\$ 342.0
HART Reimbursement for Debt Service	\$ 8.0	\$ 30.0	\$ 38.0	\$ 249.0	\$ 326.0	\$ 342.0

# Real Property Tax

(Dollars in Thousands)



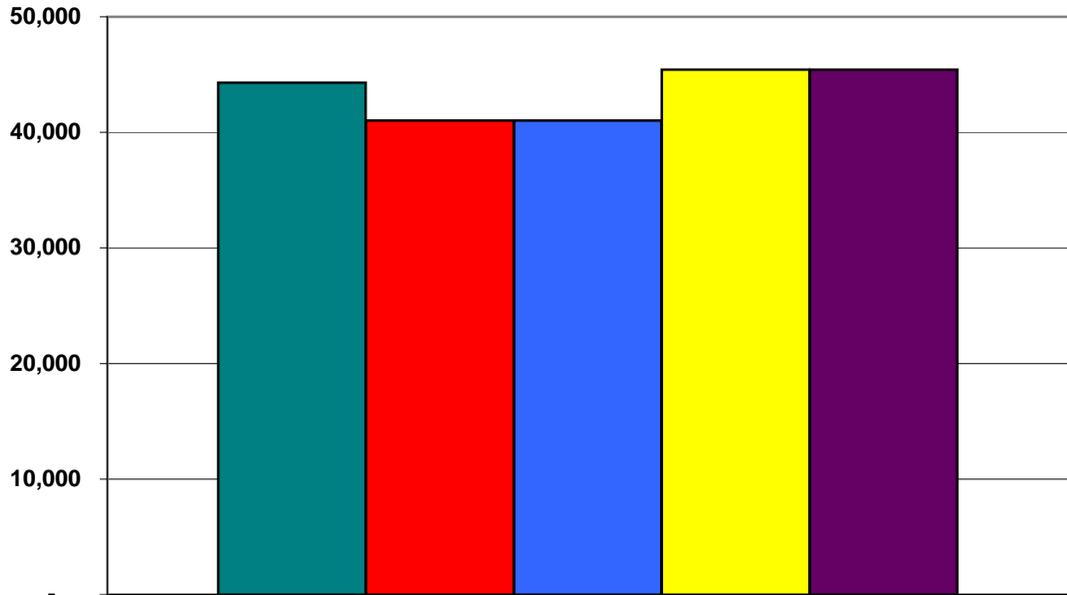
The Real Property Tax is a tax on real property (land and improvements) based on the assessed valuation at 100% of fair market value in its entirety. The exemption for owner-occupied homes is \$80,000 with a higher exemption of \$120,000 allowed for those 65 years of age and older. Rates are set for various classes of property.

The 2016 proposed revenue is based upon estimates of the assessed values at current rates of real property by the City's Real Property Tax Division.

Revenue from Real Property Tax is reflected in the General Fund.

# Transient Accommodations Tax

## (Dollars in Thousands)



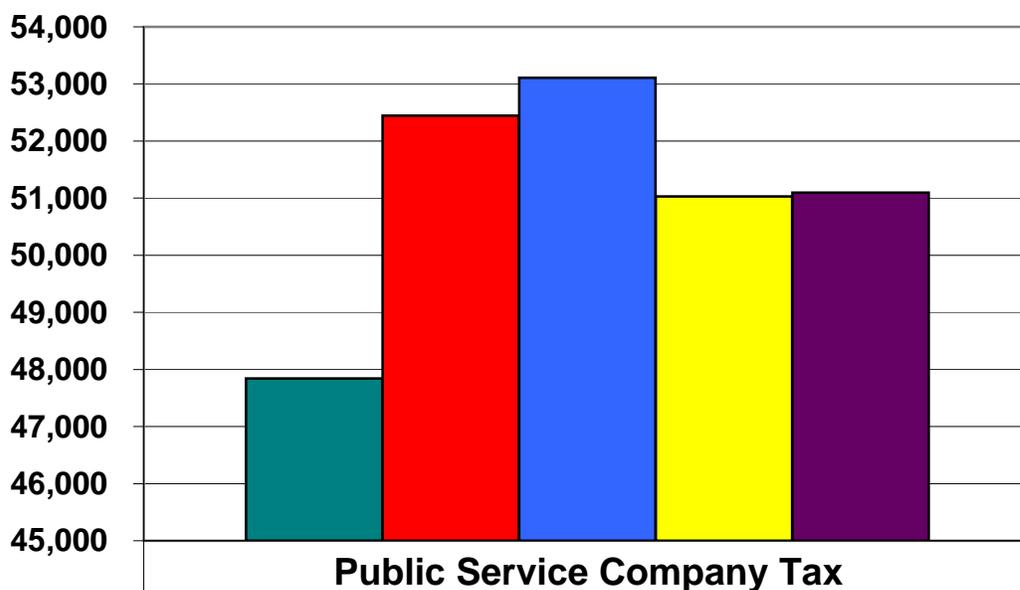
Transient Accommodations Tax	
<span style="color: teal;">■</span> <b>2012 Actual</b>	<b>44,305</b>
<span style="color: red;">■</span> <b>2013 Actual</b>	<b>41,013</b>
<span style="color: blue;">■</span> <b>2014 Actual</b>	<b>41,013</b>
<span style="color: yellow;">■</span> <b>2015 Appropriated</b>	<b>45,423</b>
<span style="color: purple;">■</span> <b>2016 Proposed</b>	<b>45,423</b>

The Transient Accommodations Tax rate of 9.25% of gross proceeds received as compensation for the furnishing of transient accommodations was made permanent effective July 1, 2013. A permanent allocation of up to \$93 million was also made to the four counties with the City and County of Honolulu receiving 44.1% (\$41,013,000) of the Counties' share. Act 174(14) temporarily increases this allocation to up to \$103 million for fiscal years 2015 and 2016 with the City and County of Honolulu receiving up to \$45,423,000 for its 44.1% share.

Revenue from the Transient Accommodations Tax is reflected in the General Fund.

# Public Service Company Tax

(Dollars in Thousands)



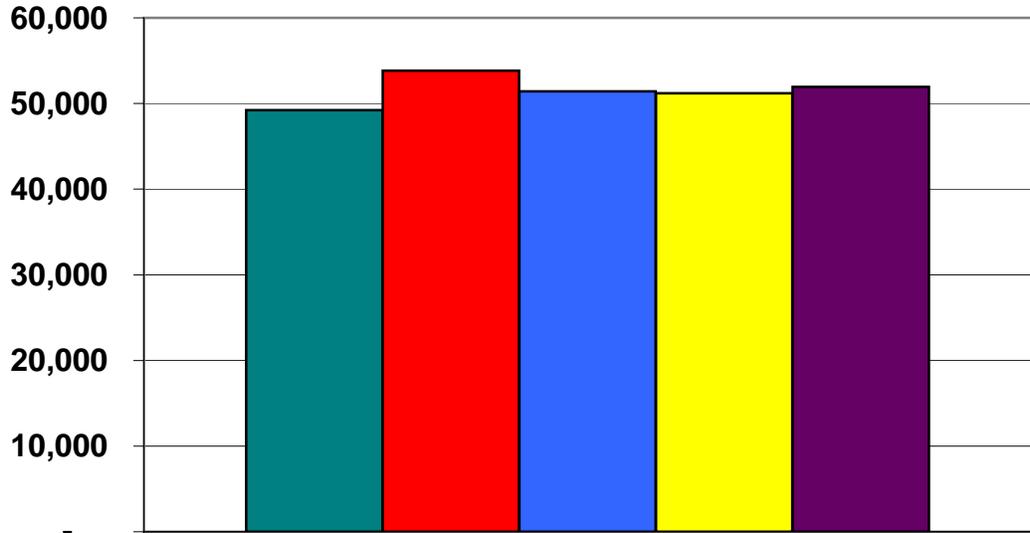
■ 2012 Actual	47,842
■ 2013 Actual	52,444
■ 2014 Actual	53,108
■ 2015 Appropriated	51,028
■ 2016 Proposed	51,098

Revenue from the Public Service Company Tax reflects a 1.885 percent tax on the gross income of public service companies, as defined by Chapter 239 of the Hawaii Revised Statutes. The 2016 proposed estimate is based upon estimates provided by these companies.

Public Service Company Tax revenues is reflected in the General Fund.

# Fuel Taxes

(Dollars in Thousands)



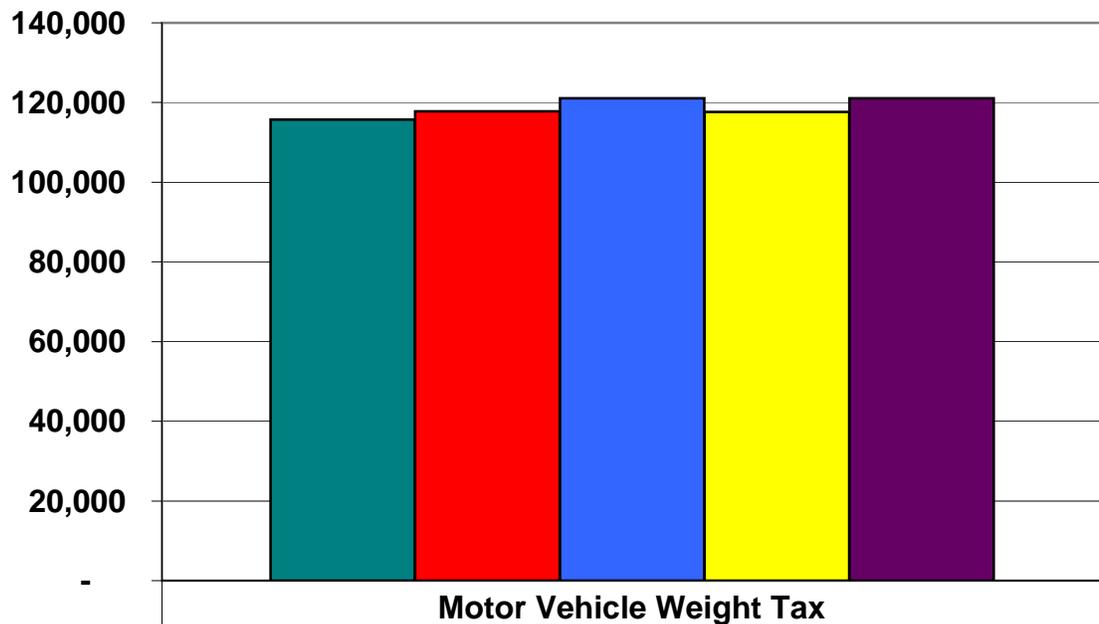
Fuel Tax	
■ 2012 Actual	49,220
■ 2013 Actual	53,825
■ 2014 Actual	51,424
■ 2015 Appropriated	51,179
■ 2016 Proposed	51,934

The Fuel Tax reflects a tax imposed on liquid fuels sold or used within the City’s jurisdiction. The tax does not apply to aviation fuel nor diesel fuel used on non-public highways. The 2016 estimate reflects a projected 1.48% increase in collections.

Revenue from Fuel Taxes is reflected in the Highway Fund.

# Motor Vehicle Weight Tax

(Dollars in Thousands)



	Motor Vehicle Weight Tax
2012 Actual	115,744
2013 Actual	117,832
2014 Actual	121,097
2015 Appropriated	117,624
2016 Proposed	121,112

The Motor Vehicle Weight Tax is a tax imposed on the net weight of all vehicles used on the public highways. The following tax rates have been in effect as of January 1, 2011:

Passenger vehicles and noncommercial vehicles not exceeding 6,500 pounds (automobiles, buses and ambulances) - tax rate currently of 5 cents per pound (net weight).

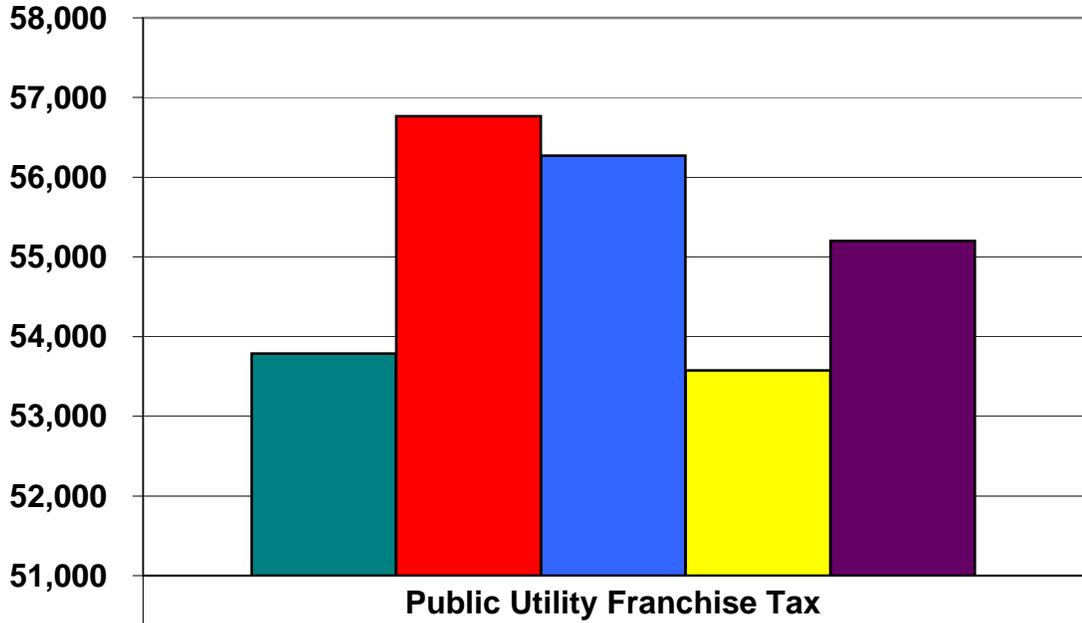
Motor vehicles and other vehicles designed for other than carrying passengers (trucks, truck-tractors, road tractors, trailers and semi-trailers) - tax rate currently of 5.5 cents per pound (net weight).

The 2016 proposed estimate is based upon projections developed by the City's Customer Services Department.

Motor Vehicle Weight Tax revenue is reflected in the Highway Fund.

# Public Utility Franchise Tax

(Dollars in Thousands)



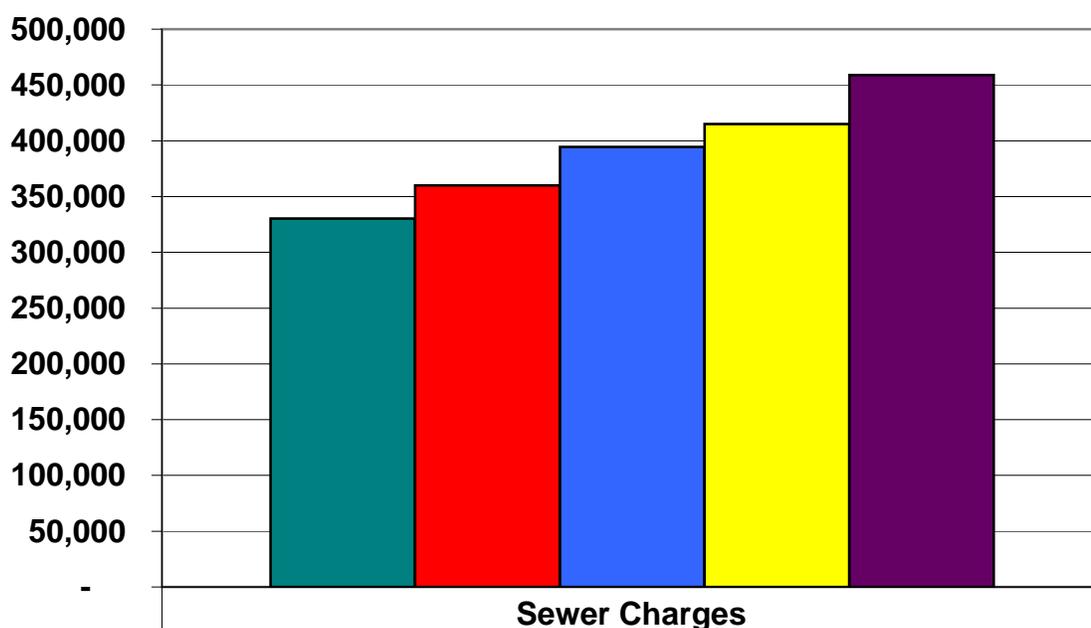
■ 2012 Actual	53,787
■ 2013 Actual	56,768
■ 2014 Actual	56,273
■ 2015 Appropriated	53,577
■ 2016 Proposed	55,200

Revenue from the Public Utility Franchise Tax reflects a 2.5% tax on the gross receipts for sales of electric power and gas companies (but not telephone or cable television companies). The 2016 proposed estimate is based primarily upon estimates provided by these companies.

Public Utility Franchise Tax revenues are reflected in the Highway Fund.

# Sewer Service Charges

(Dollars in Thousands)



■ 2012 Actual	330,152
■ 2013 Actual	359,890
■ 2014 Actual	394,443
■ 2015 Appropriated	414,989
■ 2016 Proposed	459,020

Sewer Service Charges reflect charges primarily related to the discharge of wastewater from residential dwellings and non-residential facilities. The 2016 proposed estimate is developed by the City's Department of Environmental Services and takes into account historical data, certain additional demand requirements and rate changes.

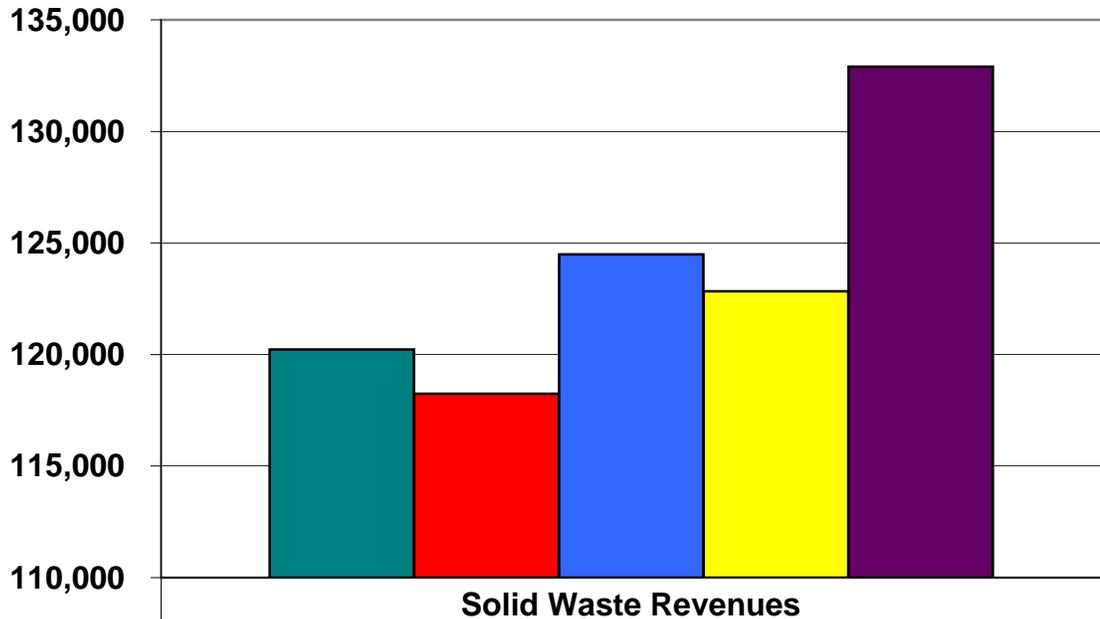
Sewer Service Charges are reflected in the Sewer Fund.

The following are the basic charges for 2014 - 2017 for Sewer Service Charges:

<b>Residential</b>	<b>7/1/2013</b>	<b>7/1/2014</b>	<b>7/1/2015</b>	<b>7/1/2016</b>
Single family & duplex dwellings per dwelling unit per month:				
Monthly base charge	\$65.76	\$68.39	\$71.81	\$77.55
Monthly usage charge per 1,000 gallons of metered water consumed	\$3.93	\$4.08	\$4.29	\$4.63
Multiple unit dwellings per dwelling unit per month:				
Monthly base charge	\$45.21	\$47.02	\$49.37	\$53.32
Monthly usage charge per 1,000 gallons of metered water consumed	\$3.93	\$4.08	\$4.29	\$4.63
<b>Non-Residential:</b>				
Various rates based on water usage or wastewater discharge				

# Solid Waste Revenues

(Dollars in Thousands)



Solid Waste Revenues	
■ 2012 Actual	120,221
■ 2013 Actual	118,246
■ 2014 Actual	124,484
■ 2015 Appropriated	122,840
■ 2016 Proposed	132,897

Solid Waste revenues are primarily fees charged for the disposal of refuse and other solid wastes delivered to disposal facilities by any business or any federal or state agency. The increase in Solid Waste Revenues is due to an increase in charges for city agencies. The 2016 proposed estimate is based upon estimates from the Department of Environmental Services.

The rates below have been in effect since January 1, 2005:

H-Power Facility - \$81.00 per ton

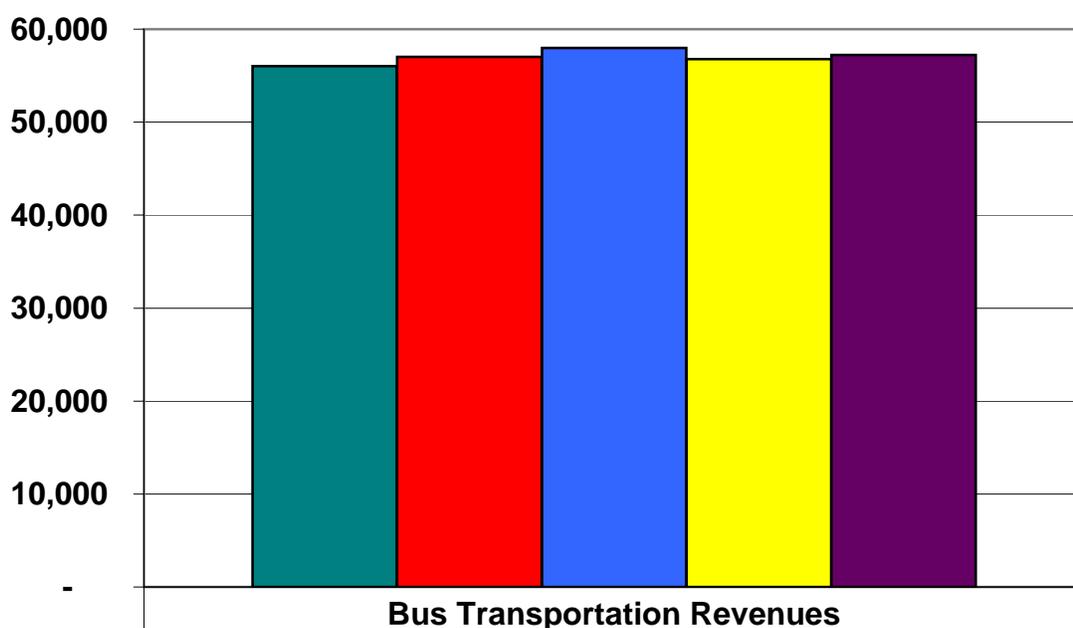
Transfer Stations - \$110.60 per ton

Landfills - \$81.00 per ton

Solid Waste revenues are reflected in the Solid Waste Special Fund.

# Bus Transportation Revenues

(Dollars in Thousands)



■ 2012 Actual	56,037
■ 2013 Actual	57,013
■ 2014 Actual	57,993
■ 2015 Appropriated	56,770
■ 2016 Proposed	57,220

Bus Transportation Revenues reflect revenues collected primarily from the City's island wide public transit system. The 2016 proposed estimate is based upon estimates from the Department of Transportation Services.

Bus Transportation revenues are reflected in the Bus Transportation Fund.

Summarized below are the authorized fares:

Adult cash fare	\$2.50
Youth cash fare	1.25
Senior cash fare	1.00
Disabled cash fare	1.00
Adult monthly pass / 4-day pass	60.00 / 35.00
Youth monthly pass	30.00
Senior monthly pass	5.00
Disabled monthly pass	5.00
Adult annual pass	660.00
Youth annual pass	330.00
Senior annual pass / biennial pass	30.00 / 60.00
Disabled annual pass / biennial pass	30.00 / 60.00
Senior/Disabled ID Card	10.00

## SUMMARY OF RESOURCES BY SOURCE

SOURCE	FY 2014 ACTUAL *	FY 2015 APPROPRIATED	FY 2016 PROPOSED
<i>OPERATING RESOURCES</i>			
Real Property Tax	\$ 850,267,214	\$ 925,253,651	\$ 998,916,290
Fuel Tax	51,423,978	51,179,000	51,934,000
Motor Vehicle Weight Tax	121,097,255	117,624,350	121,111,690
Public Utility Franchise Tax	56,272,616	53,577,000	55,200,000
Federal Grants	75,867,527	101,188,747	97,756,205
State Grants	8,669,253	9,510,540	7,923,985
Transient Accommodations Tax	41,013,000	45,423,000	45,423,000
Public Service Company Tax	53,107,837	51,028,000	51,098,000
Licenses and Permits	52,208,791	54,022,270	53,831,946
Charges for Services	33,162,350	34,148,187	32,964,657
Sewer Charges	323,864,302	334,790,784	388,896,772
Bus Transportation Revenues	57,992,594	56,770,000	57,220,000
Solid Waste Revenues	118,730,736	122,839,900	122,896,900
Other Revenues	288,197,102	79,696,666	88,912,919
Carry-Over	842,913,499	573,672,777	759,008,162
<b>TOTAL OPERATING RESOURCES</b>	<b>\$ 2,974,788,054</b>	<b>\$ 2,610,724,872</b>	<b>\$ 2,933,094,526</b>
<i>CAPITAL RESOURCES</i>			
General Obligation Bonds			
General Obligation Bonds (includes General Improvement, Highway Improvement and Solid Waste Improvement Bonds)	\$ 313,317,300	\$ 346,505,763	\$ 204,028,000
General Fund			
Other Revenues	520,000	250,000	1,050,000
Highway Fund			
Other Revenues	-	-	-
Solid Waste Special Fund			
Solid Waste Revenues	5,753,002	-	10,000,000
Bus Transportation Fund			
Bus Transportation Revenues	-	-	-
Special Events Fund			
Other Revenues	-	-	-
Golf Fund			
Other Revenues	-	-	-
Bikeway Fund			
Other Revenues	334,000	-	-
Hanauma Bay Nature Preserve Fund			
Charges for Services	1,087,000	880,000	1,746,972
Parks and Playgrounds Fund			
Other Revenues	1,361,352	3,602,039	1,027,388
Sewer Fund			
Sewer Charges	70,578,942	80,198,300	70,123,000
Sewer Revenue Bond Improvement Fund			

## SUMMARY OF RESOURCES BY SOURCE

SOURCE	FY 2014	FY 2015	FY 2016
	ACTUAL *	APPROPRIATED	PROPOSED
Revenue Bonds	139,184,000	191,328,000	142,497,000
Other Revenues - Investments	-	-	-
Federal Grants Fund			
Federal Grants	40,353,023	42,239,330	33,838,332
Community Development Fund			
Federal Grants	40,585,154	6,916,341	6,863,281
State Funds			
State Grants	2,000,000	-	-
Developer	-	-	-
Other Revenues	-	-	-
Housing Development Special Fund			
Other Revenues	605,000	-	-
Utilities' Share			
Other Revenues	100,000	100,000	100,000
Clean Water and Natural Lands Fund			
Real Property Tax	-	4,644,820	4,777,355
Carry-Over	11,750,300	11,090,180	22,645
Affordable Housing Fund			
Real Property Tax	-	4,569,820	4,777,355
Other Revenues	-	-	14,000
Carry-Over	7,601,000	16,507,180	13,564,567
Ewa Highway Impact Fee			
Other Revenues	-	-	-
General Trust Fund			
Other Revenues	-	-	-
<b>TOTAL CAPITAL RESOURCES</b>	<b>\$ 635,130,073</b>	<b>\$ 708,831,773</b>	<b>\$ 494,429,895</b>
<b>TOTAL RESOURCES</b>	<b>\$ 3,609,918,127</b>	<b>\$ 3,319,556,645</b>	<b>\$ 3,427,524,421</b>

\*The capital budget for fiscal year 2014 ends on June 30, 2015.

The actuals reported for Capital Resources reflect the appropriated amounts.

# Debt and Financial Policies of the City

The Debt and Financial Policies of the City and County of Honolulu is guided by Resolution No. 06-222, adopted on July 19, 2006. The policies state:

## I. OPERATING BUDGET

### A. OVERALL

1. The operating budget details a financing and spending program to meet the goals and objectives of the City which have been established by the City administration, the City Council and the public. It contains information and data regarding expected revenues, expected expenditures and expected service and performance outcomes. To the extent feasible, the budget also should include outcome measures which reflect each programs' success in meeting established goals and objectives.
2. Operating expenses are the costs for personnel, materials, equipment required for a government entity to function. Operating expenses are expenditures for day to day operations and exclude expenditures for capital purposes, as defined herein. Operating expenses include the cost of paying salaries and benefits to civil service employees except that salaries for employees funded with cash from the sewer fund may be included in the capital budget.
3. The City administration shall have written policies with respect to the preparation and implementation of the City's operating budget that incorporate the guidelines and definitions contained herein.
4. As a comprehensive business plan, the budget includes the following elements as recommended by the Government Finance Officers Association: public policies, financial plan, operations plan, and communications device.
5. The City's annual budget presentation should display the City's service deliv-

ery/performance plan in a public-friendly format.

6. Under the Mayor's direction, the Department Directors have primary responsibility to formulate budget proposals and implement the budgets appropriated by the City Council and allotted by the Mayor.

### B. FISCAL INTEGRITY

1. The City will maintain the fiscal integrity of its operating and capital budgets by maximizing its level of public services while minimizing its level of debt.
2. Cash balances in excess of the amount required to maintain a long-term contingency reserve shall be used to fund one-time or non-recurring costs.

### C. RESERVE FOR FISCAL STABILITY FUND

1. The City shall maintain the reserve for fiscal stability fund to accommodate economic and revenue downturns and emergency situations.
2. The City shall make every effort to attain a minimal fund balance of five percent and an optimal fund balance of eight percent of annual General Fund and Highway Fund operating expenditures.
3. The City shall make every effort to replenish monies expended from the fund when conditions that necessitated the expenditure cease to exist.

### D. REVENUES

1. The City shall make every effort to maintain a very high tax collection rate (over 98.5 percent) to the extent consistent with the marginal costs of collection.
2. The City shall place increased emphasis on user fees to finance municipal services.
3. The City shall seek to diversify its revenue mix to be less dependent on prop-

erty tax revenues and temporary revenues.

4. The City annually shall review all revenue schedules, including taxes, rates, licenses, user fees, and other charges to determine the appropriate level of each revenue source required for the operating and capital costs of the programs they finance. Multi-year rate schedules shall be established whenever feasible.
5. The City shall maintain a sewer fee rate structure which is adequate to insure that the programs the sewer funds finance remain firmly and separately self-supporting, including the costs of operations, maintenance, and debt service; provided that this shall not preclude the use of community facilities districts, benefit districts, unilateral agreements, development agreements, user fees and impact fees to pay for sewer capital improvements.
6. The City shall make every effort to maximize investment income by achieving and maintaining a high level of prudent and legally appropriate cash investments.
7. The City diligently shall seek Federal, State and other revenues to fund its current and new programs. However, the City shall ensure that its long-term financial planning considers the eventual loss of these temporary financing sources.
8. No monies from the sale of any city property shall be budgeted as revenue in the executive operating budget unless the City has an executed contract with a realtor concerning the listing of the property and public notice of the listing of the property has been given.

#### E. SELF-INSURANCE PROGRAM

1. The City shall continue to set aside funding in the City's risk management account. As the City's mix and level of liabilities increase, the City should implement a cost-effective program to

mitigate the expense of commercial insurance.

#### F. MINIMIZATION OF ADMINISTRATIVE COSTS

1. Administrative costs should reflect an appropriate balance between resources allocated for direct services to the public and resources allocated to ensure sound management, internal controls, and legal compliance.

#### G. MULTI-YEAR ESTIMATES

1. With every annual budget, the Mayor shall propose a six-year operating and capital expenditure and revenue plan for the City which shall include estimated operating costs for future capital project proposals that are included in the Capital Program. The plan for the operating and capital components shall detail the six-year projections according to the categories of expenditures and revenues shown in tables A and B, made a part hereof, and shall show how future expenditures are to be met by existing or new revenue sources.
2. This budget data shall be presented to elected officials in a form that will facilitate annual budget decisions, based on a multi-year strategic planning perspective.

#### H. CITIZEN INVOLVEMENT

1. Citizen involvement shall be encouraged in the annual budget decision-making process through public hearings and community meetings. Such involvement shall include assistance in establishing program and budget priorities for the City.
2. Involvement shall also be facilitated through City boards, task forces and commissions, which shall serve in advisory capacities to the City Council and the Mayor.

#### I. USER FEES

1. Whenever the City charges user fees, those fees shall be phased toward covering 100 percent of the cost of service delivery, including debt service costs,

unless such amount prevents an individual from obtaining an essential service. Fees may be less than 100 percent if certain factors (e.g., market forces, competitive position, etc.) need to be considered.

J. NON-PROFIT ORGANIZATIONS

1. All grants of public funds to private organizations shall be based on standards established in ordinance.

II. CAPITAL BUDGET

A. OVERALL

1. Capital costs funded in the capital budget shall be limited to costs that do not recur annually. These include equipment having a unit cost of \$5,000 or more and estimated service life of 5 years or more, except for equipment funded with cash from the sewer fund. Items such as light poles and playground equipment whose individual cost is less than \$5,000 may be funded in the capital budget if aggregated and made an integral part of a project costing \$25,000 or more and the estimated service life of every major component of the project is 5 years or more, such as a project to replace all of the light poles in neighborhood or a project to replace a park's facilities including playground equipment. To be included, improvement and replacement costs of public infrastructure must substantially expand the capacity or extend the life of the public infrastructure. Eligible capital costs would include the repaving of parking lots but not painting and slurry sealing of parking lots. It would include the installation of a new roofing surface but not spot patching of a roof. Contracts to hire engineering and design professionals under a personal services contract with a definite termination date may also be included. Costs associated with paying the salaries of civil service employees shall not be included except for salaries funded with cash from the sewer fund. Major renovations costing more than \$5,000 to existing facilities may qualify as a capital project.

Routine maintenance of existing facilities, however, shall not qualify; instead, such costs shall be included in the operating budget. All other necessary costs that do not qualify for funding in the capital budget shall be included in the operating budget and deemed operational costs.

2. The City administration shall have written policies with respect to the preparation and implementation of the City's capital budget that incorporate the guidelines and definitions contained herein.
3. The preparation and adoption of the capital budget shall be coordinated with the operating budget so that the City may ensure that sufficient resources are available to operate and maintain its facilities.

B. FISCAL POLICIES

1. Capital project proposals should include as complete, reliable, and attainable cost estimates as possible. Project cost estimates for the capital budget should be based on a thorough analysis of each project and be as reliable as the level of detail known about the project. Project cost estimates for the six-year Capital Program may vary in reliability depending on when they are to be undertaken during the first through sixth year of the Program.
2. Capital project proposals should include a comprehensive resource plan. This plan should include the amount and type of resources required, and the funding and financing strategies to be employed. The specific fund and timing should be outlined. The plan should indicate resources needed to complete any given phase of a project in addition to the total project.
3. All proposals for the expenditure of capital funds shall be formulated and presented to the City Council within the framework of the capital budget.
4. Project proposals will include the project's impact on the operating budget,

including, but not limited to, additional personnel requirements and long-term maintenance costs necessary to support the project.

5. At the time of a contract award, each project shall include a reasonable provision for contingencies. The amount set aside for contingencies shall correspond with industry standards and should not exceed ten percent of the estimated project costs.
6. The City administration shall minimize administrative costs of the Capital Program.
7. The annual capital budget shall include those projects which can reasonably be accomplished in the time frame indicated. The capital budget shall include a projected time schedule for each project.

### C. CAPITAL PROGRAM POLICIES

1. Citizen participation in the Capital Program formulation is a priority for the City. Among the activities which shall be conducted to address this need are the following:
  - a. Community meetings shall be held in a timely manner to receive community input to the Capital Program before it is submitted to the City Council.
  - b. Council deliberations on the Capital Program shall be open to the public and advertised sufficiently in advance of the meetings to allow for the attendance of interested citizens.
  - c. Prior to the adoption of the Capital Program, the Council shall hold noticed public hearings to provide opportunities for citizens to express their opinions on the proposed Capital Program.
2. All projects included in the Capital Program shall be consistent with the City's General Plan and Development Plans. The goals and policies for services, facilities, and transportation should

serve as guidelines for the development of the Capital Program.

3. Capital projects shall be financed when possible through user fees, impact fees, community facilities districts, benefit districts, unilateral agreements and development agreements.
4. Projects that involve intergovernmental cooperation in planning and funding shall be established by an agreement that sets forth the basic responsibilities of the parties involved.
5. The City annually shall review and establish criteria to evaluate capital project proposals. Factors to be considered for priority-ranking include the following:
  - a. Projects required to meet public health and safety needs;
  - b. Projects mandated by federal or state law;
  - c. Projects which have a positive impact on the operating budget (i.e., reduces expenditures, increases revenues);
  - d. Projects which are programmed in the operating budget multi-year estimates;
  - e. Projects which can be completed or significantly advanced during the six-year Capital Program; and
  - f. Projects which realistically can be initiated during the year they are scheduled.

### III. DEBT POLICIES

- A. Debt shall not be used to finance ongoing operational costs as defined herein.
- B. Whenever possible, the City shall pursue alternative sources of funding in order to minimize the level of debt.
- C. When feasible, the City shall use special assessment, revenue, or reimbursable bonds in lieu of general obligation debt.
- D. Long-term general obligation debt may be incurred when necessary, based on the

## Appendix

City's ability to pay. This debt shall be limited to those capital projects that cannot be financed from existing revenues and when there is an existing or near-term need for the project. The project also should be integrated with the City's long-term financial plan and Capital Program.

- E. The maturity date for any debt shall not exceed the reasonable expected useful life of the project so financed.
  - F. The City shall encourage and maintain good relations with financial and bond rating agencies and will follow a policy of full and open disclosure on every financial report and bond prospectus. A rating agency presentation/update shall be conducted at least once annually.
  - G. The City shall establish affordability guidelines in order to preserve credit quality. Guidelines, which may be suspended for emergency purposes or because of unusual circumstances, are as follows:
    - 1. Debt service for general obligation bonds including self-supported bonds as a percentage of the City's total Operating budget, including enterprise and special revenue funds, should not exceed 20 percent.
    - 2. Debt service on direct debt, excluding self-supported bonds, as a percentage
- of General Fund revenues should not exceed 20 percent.
- H. The total outstanding principal of the City's variable rate debt should not exceed 120% of the City's total short-term investments.
  - I. Variable rate debt should be used only as a source of interim or construction financing, financing of equipment with a useful life of five years, and short-term financing of debt service. In the event variable rate debt is used to finance debt service, the variable rate debt shall be refunded as a part of the next long-term bond issuance.
  - J. Whenever possible, the City shall seek State funding for financing of qualified wastewater projects.
  - K. The City continually shall review outstanding City debt and initiate refinancing when feasible.
  - L. Unless the refunding of bonds is for the purpose of restructuring existing debt service on outstanding bonds or to refund outstanding bonds which bear interest at a rate or rates which shall vary from time to time, the City shall refund callable fixed rate bonds only if the present value savings which shall inure to the City as a result of the refunding shall not be less than 2%.

## Fact Sheet on Budget Trends

	Actual FY 2012	Actual FY 2013	Actual FY 2014	Budgeted FY 2015	Budgeted FY 2016
<i>REAL PROPERTY TAX:</i>					
Net Assessed Value <sup>a,b</sup>	\$ 153,592,618	\$ 155,333,754	\$ 159,095,726	\$ 174,335,550	\$ 187,718,834
Average Rate <sup>c</sup>	5.30	5.35	5.34	5.36	5.37
Collections <sup>a</sup>	\$ 813,318	\$ 831,068	\$ 850,267	\$ 934,468	\$ 1,008,471
<b>EXECUTIVE AND LEGISLATIVE</b>					
<i>OPERATING BUDGETS:</i>					
Appropriations <sup>a</sup>	\$ 1,938,593	\$ 1,979,348	\$ 2,177,247	\$ 2,159,116	\$ 2,296,623
<i>CAPITAL BUDGET:</i>					
Appropriations <sup>a</sup>	\$ 547,417	\$ 620,092	\$ 635,130	\$ 708,832	\$ 494,430
<i>LONG-TERM DEBT:</i>					
Debt Service Charges <sup>a</sup>	\$ 351,218	\$ 358,437	\$ 402,846	\$ 406,145	\$ 452,854
<i>NUMBER OF POSITIONS: <sup>d</sup></i>					
Police	2,794	2,794	2,794	2,694	2,694
Fire	1,193	1,193	1,193	1,168	1,157
Environmental Services	1,175	1,169	1,172	1,070	1,065
Parks and Recreation	1,158	1,169	1,169	1,097	1,097
Prosecuting Attorney	289	291	291	295	302
Other Executive Agencies	3,808	3,796	3,838	3,574	3,621
<b>Total Executive Branch</b>	<b>10,417</b>	<b>10,412</b>	<b>10,457</b>	<b>9,898</b>	<b>9,936</b>
<b>MOTOR VEHICLE REGISTRATIONS <sup>e,f,g</sup></b>	<b>814,361</b>	<b>848,567</b>	<b>884,210</b>	<b>921,350</b>	<b>960,050</b>
<b>RESIDENT POPULATION (July 1st) <sup>f,g</sup></b>	<b>974,990</b>	<b>983,429</b>	<b>991,941</b>	<b>1,000,527</b>	<b>1,009,187</b>

a) Dollars in thousands

b) Valuation 100% of fair market value

c) Per thousand dollars

d) Rounded; temporary and contract positions included; authorized full-time equivalent positions

e) Calendar year

f) Source: State of Hawaii Data Book 2013

g) 2014 - 2016 based on estimates

## City and County Profile

<b>Land Area *</b>	596.7	square miles
<b>Racial composition based on Hawaii State Department of Health survey *</b>		
Mixed (except Hawaiian)	22.6	percent
Hawaiian/part Hawaiian	21.6	percent
Caucasian	13.7	percent
Japanese	21.3	percent
Filipino	13.6	percent
Chinese	4.4	percent
Korean	1.4	percent
Others	1.4	percent
<b>Median Age (2000) *</b>		
	37.8	years
<b>Age Composition *</b>		
Under 18 years	21.7	percent
18 - 64 years	62.8	percent
65 years and over	15.5	percent
<b>Elections ***</b>		
Registered Voters, Primary Election 2014	466,553	
Votes Cast, Primary Election 2014	202,728	
Registered Voters, General Election 2014	472,556	
Votes Cast, General Election 2014	249,436	
<b>Educational Attainment of Persons 25 Years Old and Over*</b>		
Less than High School Diploma	9.5	percent
High School Graduate or Higher	90.5	percent
Bachelor's Degree or Higher	32.2	percent
<b>Median Household Income **</b>		
	\$72,292	
<b>Number of Housing Units (7/1/2013)*</b>		
	340,392	
<b>Building Permits Issued (Fiscal 2014) ****</b>		
Number Issued	23,391	
Estimated Value(dollars in thousands)	\$2,210,539	
<b>Unemployment Rate (2013) *****</b>		
	5.1	percent
* 2013 State of Hawaii Data Book		
** U. S. Census Bureau		
*** Office of Elections		
**** Honolulu Department of Planning and Permitting		
***** Hawaii State Department of Labor and Industrial Relations		

# The Budget Process

## Introduction

At first exposure, the annual budget may appear to be complicated and difficult to understand. This section describes the many facets of the budget process so that it is easier for our readers to use.

Each year, the City adopts three budgets:

- The **Executive Operating Budget** explains where the City gets its money and how it will be spent to pay for day-to-day operations of the executive branch.
- The **Legislative Budget** describes how the City Council and its activities will be funded.
- The **Capital Budget** lists and describes long-lived projects, such as highways, parks and buildings, which the City will undertake during the next six years as well as identifying in what years appropriations will be required. The Capital Budget is commonly referred to as the “CIP” for Capital Improvement Program.

The following sections explain how the budgets are put together and what they contain.

## The Annual Budget

The annual budget of the City and County of Honolulu establishes the City’s policies and fulfills the legal requirement that a balanced financial plan be adopted to set the spending limits of the City. The budget also estimates the revenues and other financial resources that will be used to pay for the City’s operations during the fiscal year. Honolulu’s fiscal year begins on the first day of July and ends on the last day of June of the following year.

The Mayor’s budget message identifies the City’s major goals and objectives and explains how the administration plans to achieve them. The budget ensures that executive and legislative policies will

be followed by detailing costs, making historical comparisons, and establishing performance measures against which City agencies can be evaluated throughout the year.

The budget process includes many open meetings and public hearings in order to ensure the public’s participation and input. The budget itself is a public information document providing readers with an overview of the City and its workings.

The budget is based on guidelines and restrictions established by the Hawaii Constitution, State statutes, Honolulu’s City Charter and City ordinances.

The Revised Charter of the City and County of Honolulu provides for an annual executive budget consisting of an operating budget and a capital budget including a statement of relationships between operating and capital items for the executive branch. Section 9 of the Revised Charter sets forth the contents of the budgets, the officers or agencies responsible for their preparation, and the manner and timetable of the Council’s review process. To comply with these requirements, the City administration prepares an Executive Program and Operating Budget (Volume I) and an Executive Program and Capital Budget (Volume II). The budget documents must be submitted to the City Council by March 2, 120 days before the start of the fiscal year, as required by the Charter.

In addition to the two Budget Volumes, the City administration also prepares and submits to the City Council a bill for an Operating Budget ordinance and a bill for a Capital Budget ordinance. These proposed ordinances provide for appropriations to fund the activities of the executive branch. Requirements and presentation details of the budget ordinances are set forth in Articles 17 and 18 of Section 2, Revised Ordinances of Honolulu.

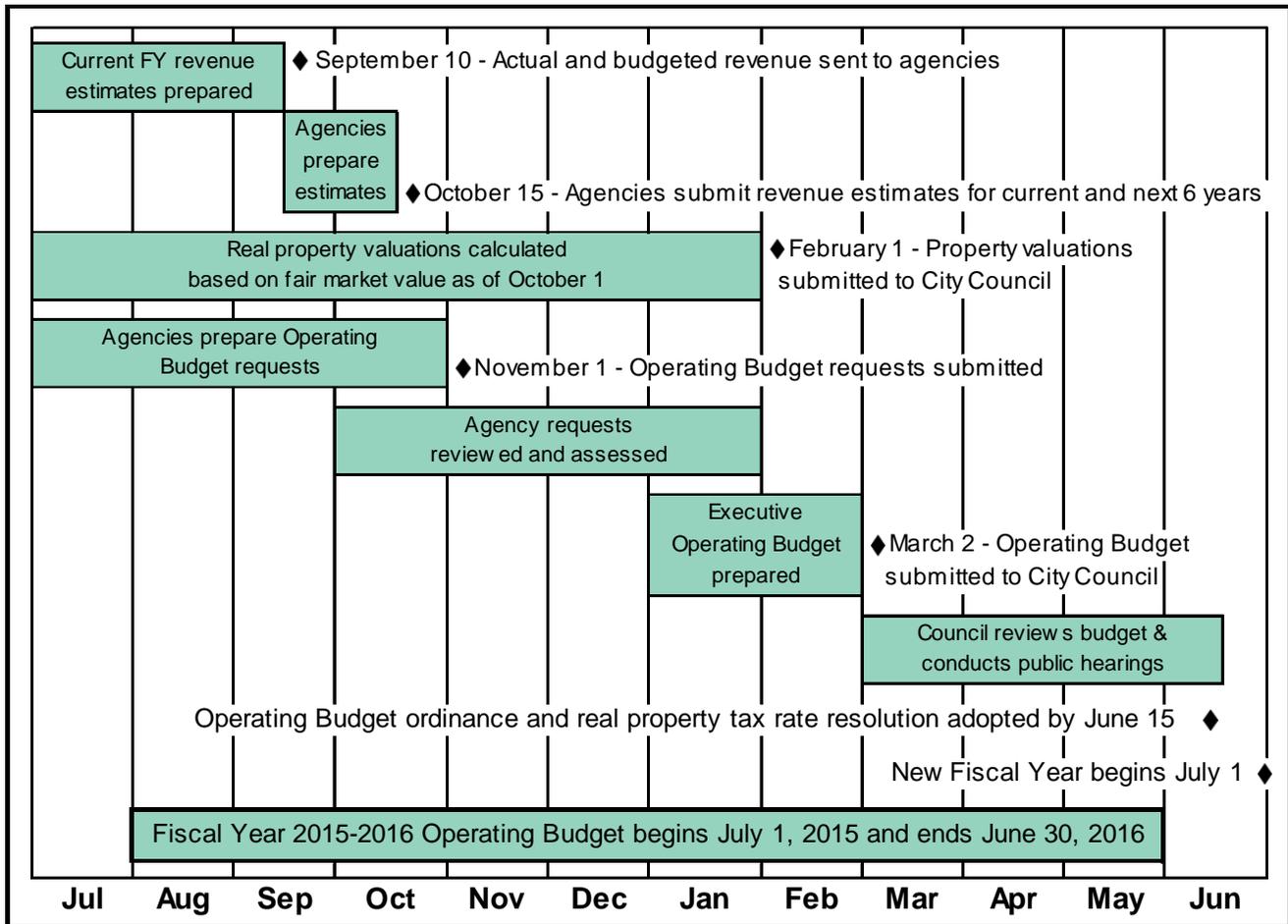
**The Revised City Charter can be found on-line at [www.honolulu.gov/refs/rch](http://www.honolulu.gov/refs/rch). The Revised Ordinances of Honolulu can be accessed at [www.honolulu.gov/refs/roh](http://www.honolulu.gov/refs/roh). Additional information concerning public hearings, a synopsis of the budget ordinance, City Council actions and the budget ordinances’ status can be found at [www.honolulu.gov/council](http://www.honolulu.gov/council). The site is maintained by the Department of Information Technology, City and County of Honolulu. To report problems, contact [webmaster@honolulu.gov](mailto:webmaster@honolulu.gov)**

## The Operating Budget

Appropriations contained in the executive operating budget ordinances are valid only for the fiscal year for which they were made. Any part of the

appropriations which is not spent or reserved to pay for expenses lapses after June 30, the end of the fiscal year.

### OPERATING BUDGET CALENDAR



## Revenue Estimating Process

The revenue estimating process determines how much money will be available to pay for City services during the following fiscal year. The process begins in July with an analysis of current revenue collections, Oahu’s economic trends, projections of the State of Hawaii’s Council on Revenues and other data. Revenue estimates for the current year are forwarded to the executive agencies in September. Based on their past experience and knowledge of factors which may affect future collections, the agencies respond in October with their estimate of revenues for the next six years.

Real property assessments are calculated throughout the year. For the purpose of determining the following fiscal year’s real property tax revenues,

valuations are calculated based on the fair market value as of October 1. The valuations are submitted to the City Council by February 1 in accordance with Ordinance 8-11.1(e).

## The Operating Budget Preparation Process

Guidelines for the preparation of the operating budget are forwarded to the executive agencies in September. Agencies respond in November with details of expenditure proposals and their justifications. Agency requests are reviewed, assessed and weighed against anticipated revenues and the requirements of non-agency expenditures such as debt service, employees’ health benefit costs and retirement benefit contributions. The Mayor makes

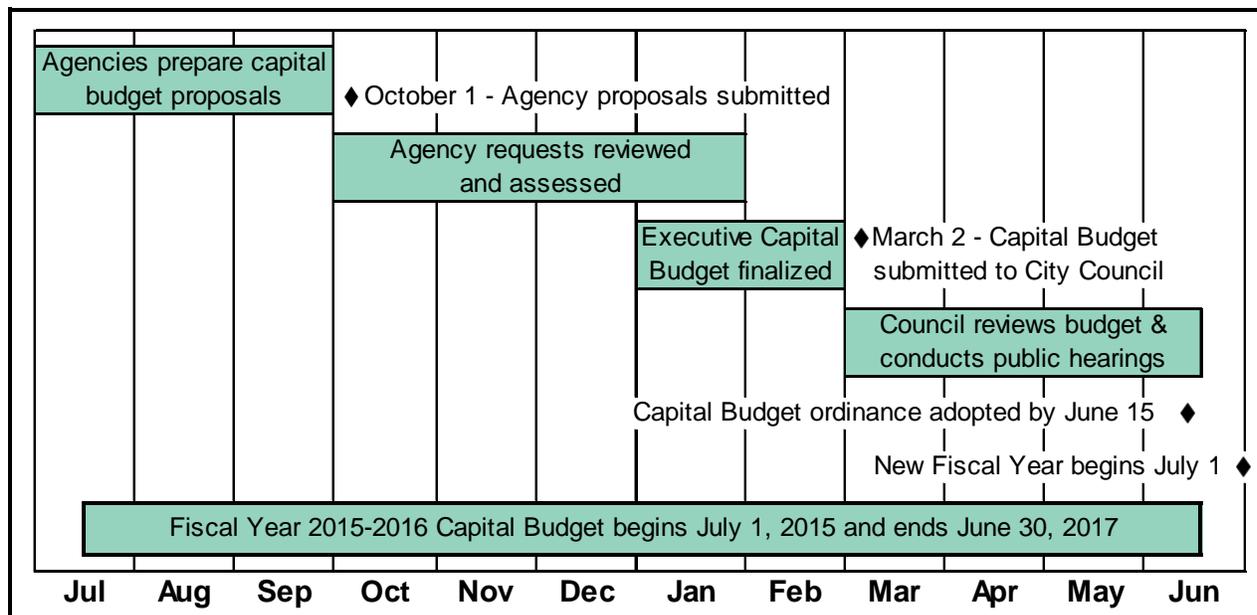
the final program decisions and submits the operating budget proposal to the City Council by March 2 in accordance with City Charter Section 9-102.1.

### The Capital Budget

Appropriations in the executive capital budget ordinance are valid only for the fiscal year for which

they were made and for 12 months thereafter. Any part of the appropriations not spent or encumbered to pay expenses lapses 12 months after the end of the fiscal year. Capital budget appropriations are available for a 24 month period beginning from the first day of July until the last day of June of the succeeding fiscal year.

**CAPITAL BUDGET CALENDAR**



### The Capital Budget Preparation Process

Budget preparation instructions are forwarded to executive agencies in July. Upon receipt, agencies prepare project proposals and submit them by October 1.

All proposed projects are reviewed and assessed by the Mayor and his staff, with the finalized proposed Capital Budget submitted to the City Council by March 2 in accordance with City Charter Section 9-102.1.

### The Legislative Budget

As with the executive operating budget, legislative budget appropriations are valid only for the fiscal year for which they are made. Any part of the appropriation that has not been spent or reserved to pay expenses lapses at the end of the fiscal year. The fiscal year begins on the first day of July and ends on the last day of June of the following year.

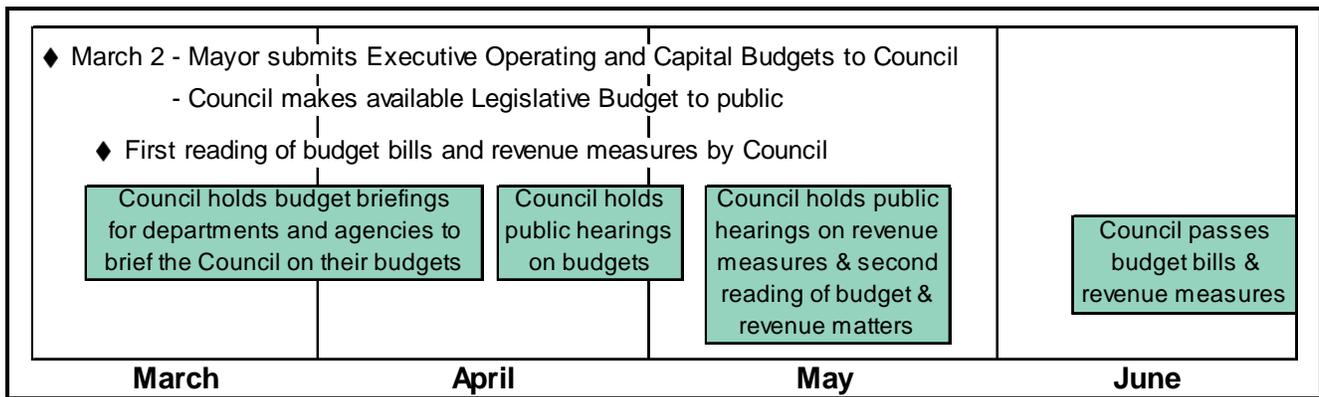
The legislative budget must be prepared and available for public review by March 2. The City Council conducts hearings and must pass the legislative budget ordinance by June 15.

## Consideration and Adoption by the City Council

Upon receipt of the executive program, annual budget and proposed ordinances from the Mayor, the Council immediately notifies the public of its intention to hold public hearing on the executive submissions and also on the legislative annual budget and ordinance. Upon the conclusion of the hearings, the Council may add new items to, delete

or amend any item in the executive and legislative proposals. Like other bills, the Council adopts the executive and legislative programs and budget ordinances by majority vote after three readings on separate days. The Council must pass a resolution establishing the real property tax rates and all budget ordinances by June 15. If final action is not taken on or prior to that day, the executive budget ordinances as submitted by the Mayor go into effect

### COUNCIL DELIBERATION CALENDAR



The Mayor has 10 working days in which to (1) sign the ordinances, (2) veto the measures or (3) to return the

measures unsigned, in which case the measures become law as if he had approved them.

**For information about how bills become law or the Council's procedures and schedules, see [www.honolulu.gov/council/ord.htm](http://www.honolulu.gov/council/ord.htm).**

## Amendments to the Budget and Other Appropriations

Amendments to the executive budget ordinances and program may be submitted by the Mayor and considered by the Council under the same procedures prescribed for the enactment of the annual executive budget ordinances and program, and amendments to the legislative budget ordinance may be initiated and considered by the Council under the same procedures prescribed for the adoption of the annual legislative budget ordinance, provided that:

- (a) No amendment shall increase the aggregate of authorized expenditures to an amount greater than the estimate of available resources for the fiscal year.
- (b) Amendments to the capital budget ordinance shall conform to the operating and capital program, as amended.

Appropriations for items not included in the annual executive or legislative budget ordinances may be proposed by the Council or by the Mayor and enacted for the following purposes only:

- (a) To meet contingencies which could not be anticipated when the budget ordinances were passed.
- (b) To pay the expenses of holding special elections and elections on proposals to amend the charter.

No part of the budget ordinances can be amended, revised or repealed by the Council except by another ordinance.

## Budget and Budgetary Accounting

The budgets are on a basis consistent with GAAP (generally accepted accounting practices, see GLOSSARY OF TERMS) except that encum-

branches are treated as budgeted expenditures in the year the commitments are made.

Formal budgetary integration is employed (i.e., annual operating budgets are legally adopted) for the general fund and special revenue funds (except the farmers home administration loan and revolving funds). Effective budgetary control for debt service, trust and agency, and revolving funds is achieved through bond indentures, contractual provisions and legislation. Formal budgetary integration is not employed for capital projects because

effective budgetary control is achieved through contractual provisions and project oversight. Flexible budgeting (i.e., the relationship of costs to revenues) is employed for enterprise funds.

The Mayor is authorized to transfer appropriations between activities within a department. To transfer appropriations between departments, the legal level of budgeting, amendment must be made to the enacted budget ordinance. Amendments to the enacted budget ordinance may be proposed only by the Mayor.

## Glossary of Terms

**Administration** — The Executive branch of the City and County of Honolulu headed by an elected Mayor.

**Activity** — The smallest unit of budgetary accountability and control that encompasses specific and distinguishable lines of work performed by an organizational unit to accomplish a function for which the City is responsible.

**Agency** — Any department, office, board, commission or other governmental unit of the City.

**Allotment** — An agency's plan of estimated expenditures, revenues, cash disbursements, and cash receipts for each quarter of the fiscal year.

**Appropriation** — Authorization granted by the City Council to make expenditures and incur obligations for purposes specified in the appropriation ordinance.

**Assessed Valuation** — The value of real estate or other property used as a basis for levying real property taxes.

**Authorized Positions** — The maximum number of positions approved in the adopted operating budget.

**Bond** — A written instrument to pay a sum of money on a specific date at a specified interest rate. The interest payments and the repayment of the principal are detailed in a bond resolution or ordinance. The most common types of bonds are general obligation and revenue bonds that are most frequently used for construction of large capital projects such as buildings, streets and sewers.

**Bond Funds** — Monies derived from the issuance of bonds used to finance authorized capital expenditures.

**Budget (Proposed and Adopted)** — The Mayor submits to the City Council a proposed budget reflecting the expenditure and revenue level for the coming fiscal year. When the Mayor and City Council have formally endorsed the expenditure and revenue level, the proposed budget becomes the adopted budget, appropriating funds and establishing legal expenditure limits.

**Budget Issue** — Items that require special management attention, including, but not limited to, proposed new programs or projects, expansion of

current services, items to be delineated as an issue such as new equipment, or drastically increased costs for continuation of programs or items as they currently exist.

**Budget Message** — A document included with the budget through which the Mayor provides the City Council and the public with a general summary of the most important budget issues, changes from recent fiscal years, and recommendations regarding the financial policy for the coming fiscal year(s).

**Budget Ordinance** — The official enactment by the City Council creating an adopted budget to establish legal authority for City officials to expend and obligate resources.

**CAFR** — The Comprehensive Annual Financial Report which is an audited and printed copy of the City's financial statement at the end of each fiscal year.

**Capital Budget** — A plan for capital expenditures to be incurred during the budget year (see "fiscal year") from funds appropriated for projects scheduled in the capital program for the first year thereof.

**Capital Improvement Program (CIP)** — A plan for capital expenditures to be incurred each year over a fixed period of years, specifying the full resources estimated to be available to finance the projected expenditures.

**Carry-over** — See Fund Balance, Unreserved.

**Character of Expenditure** — A classification identifying the purpose of the expenditures. The operating budget classifies expenditures as salaries, current expenses, and equipment.

**City** — Refers to the City and County of Honolulu.

**City Council** — The Legislative branch of the City consisting of nine councilmembers, each elected from one of Oahu's nine separate geographic districts; for a term of two or four years.

**Contingency** — Funds reserved to cover unforeseen expenditures that occur during the fiscal year.

**Collective Bargaining Unit** — An organized group of employees represented by a labor union for the purpose of collective decision making with public employers.

**Contingency** — A budgetary reserve set aside for unforeseen or large, shared expenditures that require flexibility in its allotment.

**Cost Elements** — See “Character of Expenditure.”

**Current Expenses** — A Character of Expenditure. Expenditures for materials, supplies, and services which are ordinarily consumed within a fiscal year and which are not classified as capitalized assets.

**Current Services** — The amount of budgetary resources needed to provide the existing level of services based on the current workload.

**Deactivated Positions** — Positions that are not authorized in the budget and not included in the full-time equivalent position count in the budget ordinance.

**Debt Service** — The principal and interest payments on an obligation resulting from the issuance of bonds and notes.

**Employees' Retirement System (ERS), State of Hawaii** — A statewide entity that provides retirement allowances and other benefits to State and County government employees.

**Employer-Union Trust Fund (EUTF), Hawaii** — A statewide entity that provides health and other benefit plans to State and County government employees and retirees.

**Encumbrance** — Commitments to incur obligations in the form of purchase orders, contracts, or other commitments that are chargeable to an appropriation and for which part of the appropriation is reserved. They cease to be encumbrances when expended.

**Enterprise Fund** — A governmental accounting fund in which the services provided are financed and operated similarly to those of a private business (a) where the intent of the governing body is that costs of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges; or (b) where the governing body has decided that periodic determination of revenues earned, expenses incurred and/or net income is appropriate for capital maintenance, public policy, management control, accountability or other purposes. Funds included are sewer fund, solid waste special fund, housing development special fund and bus transportation fund. User fees are established and

revised to ensure that revenues are adequate to meet all necessary expenditures.

**Equipment** — A Character of Expenditure. Expenditures to acquire new or replacement assets that are less than \$5,000 with a useful life of more than five years or more than \$5,000 with a useful life of less than five years.

**Expenditures** — Cost of goods delivered or services rendered, whether paid or unpaid, including expenses and capital outlays. Expenditures are distinguished from encumbrances in that expenditures relate to goods delivered or services rendered, whereas encumbrances represent commitments or obligations for goods to be delivered or services to be rendered in the future and for which no actual liability has yet been incurred.

**Federal Aid** — Funds received from the Federal Government.

**FICA** — Federal Insurance Contributions Act, a payroll expenditure representing social security tax.

**Fiscal Year** — The fiscal year of the City begins on the first day of July and ends on the last day of June of the succeeding year. (Appropriations in the capital budget ordinance are valid for the fiscal year for which they are made and continue for 12 months thereafter.)

**Fringe Benefits** — Payments made by the City to cover social security, retirement, health insurance, workers' compensation, and other benefits for its employees and retirees.

**Full-Time Equivalent Position** — A number representing a part-time position converted to the decimal equivalent of a full-time position. Most full-time employees (1.00 FTE) are paid for 2,080 hours in a year. A position budgeted to work half-time for a full year, or full-time for only six months, is 0.50 FTE.

**Fund** — An independent fiscal and accounting entity with a self-balancing set of accounts recording cash and/or other resources together with all related liabilities, obligations, reserves and equities which are segregated for the purpose of carrying on specific activities or attaining certain objectives in accordance with regulations, restrictions or limitations.

**Fund Balance, Unreserved** — Actual or estimated unreserved fund balance carried over from

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the prior fiscal year and available for appropriation. The estimated fund balance together with the estimated revenues and inter-fund transfers for the upcoming year determine the maximum amount available for appropriation in the proposed year's budget.

**General Fund** — The general fund is the general operating fund of the City. It is used to account for all financial resources except those required to be accounted for in another fund. General Fund revenues include all General Fund resources, excluding non-revenue receipts and unreserved fund balance.

**General Obligation Bonds** — Bonds for which the full faith and credit of the City are pledged for the payment of debt service.

**Generally Accepted Accounting Principles (GAAP)** — GAAP are the uniform minimum standards of and guidelines to financial accounting and reporting. GAAP provide a standard by which to measure financial presentations.

**Goal** — A broad statement of a desired end result.

**Grant** — A funding source that includes State, Federal and private subsidies received in aid of a public undertaking.

**Honolulu, City and County** — The consolidated city-county was incorporated in 1907 and consists of the entire island of Oahu. Honolulu is the 10th largest City in the United States and has a population of over 900,000. The City and County of Honolulu consists of 22 agencies and departments.

**Inter-Fund Transfer** — Legally authorized transfer from a fund receiving revenues to a fund through which the resources are to be expended.

**Lapse** — The automatic termination of the authority to expend money or incur obligations granted earlier by an appropriation. Except for continuing or indefinite appropriations, an appropriation is made for a certain period of time. At the end of that period, any unexpended or unencumbered balance thereof lapses unless otherwise provided by law.

**Line-item** — See "Object Code".

**Means of Financing** — The source of funds from which appropriations are made.

**Modified Accrual Basis of Accounting** — Under this system of accounting, recommended for use by governmental funds, revenues are recognized

in the period in which they become available and measurable, and expenditures are recognized at the time a liability is incurred except for inventories, prepaid insurance, certain employee benefits, and principal and interest.

**Multi-Year Financial Outlook** — A six-year forecast of expenditures and revenues of both the operating and capital budgets.

**Object Code** — A numeric code that is used to categorize the expense or revenue type of a transaction.

**O'ahu** — Known as "The Gathering Place", O'ahu is the third largest of the Hawaiian Islands and most populous island in the State of Hawaii. The state capital Honolulu is located on the southeast coast. In the greatest dimension, the island is 44 miles long and 30 miles across.

**Objective** — A statement of the end result, product, or condition desired, for the accomplishment of which a course of action is to be taken.

**Operating Budget** — A financial plan for the operation of government and the provision of services for the fiscal year. Excluded from the operating budget are funds appropriated in the capital budget.

**Operating Costs** — The recurring costs of operating, supporting and maintaining authorized programs, including costs for salaries, employee fringe benefits, current expenses (supplies and materials) and equipment (including motor vehicles).

**Operating Funds** — Resources derived from recurring revenue sources that are used to finance ongoing operating expenditures and pay-as-you-go capital projects and are reflected in the appropriation ordinances.

**Ordinance** — A formal legislative enactment by the City Council. It has the full force and effect of law within the City boundaries unless it is in conflict with any higher form of law, such as a State statute or constitutional provision. An ordinance has higher legal standing than a resolution.

**Other Post-Employment Benefits (OPEB)** — The Governmental Accounting Standards Board adopted Statements 43 and 45 which require state and local governments to account for the value of liabilities accrued over an employee's working lifetime and for the values of those benefits to be

reported annually on the CAFR. OPEB includes medical, prescription drug, dental, vision and life insurance benefits.

**Positions** — The full-time equivalent of salaried personnel. Positions are categorized as Permanent, Temporary, or Contract.

**Program** — A group of related activities performed by one or more organizational units for the purpose of accomplishing a specific function of the City.

**Program Measures** — The numerical means (such as the number of persons serviced by a program) of expressing the magnitude of a program or the degree to which the program's objective is attained.

**Provisional Accounts** — An amount that is budgeted centrally that allows for flexibility in expenditure when an allocation by department is indeterminable. Definitions for the provisional accounts are listed on page D-26.

**Proviso** — A condition, stipulation, or limitation inserted in a budget ordinance.

**Real Property** — All land and the improvements upon it including buildings, other structures, fences and any fixtures attached to them that cannot be removed without substantial damage to such land and improvements.

**Real Property, Net Taxable Valuation** — The fair market value of property less exemptions provided by ordinances.

**Real Property Tax Rate** — A value, which when used to multiply the net taxable real property valuation, yields real property tax revenues for the City. The tax rate for Honolulu is expressed as dollars per \$1,000 of property value and is set by the City Council by adoption of a resolution.

**Reserve** — An account used to earmark a portion of the fund balance as legally segregated for a specific use.

**Resolution** — A special order of the City Council that requires less legal formality than an ordinance in terms of public notice and the number of public readings prior to approval.

**Resources** — Amount available for appropriation including estimated revenues, inter-fund transfers and unreserved fund balances.

**Revenue Bonds** — A debt instrument whereby the debt service is payable solely from the revenues

generated by the operations of the facilities being financed by the bonds or by other non-tax sources.

**Revolving Fund** — A fund used to finance certain goods and services provided by City agencies on a self-supporting basis. It is used to pay for the cost of goods and services and is replenished through charges made for those goods or services or through transfers from other accounts or funds.

**Salaries** — A Character of Expenditure. The amount budgeted or paid to City employees. The amounts may include regular pay, overtime and other premium pays as required by statute and collective bargaining agreements.

**Special Revenue Funds** — Resources which are dedicated or set aside by law for a specified object or purpose, but excluding the general fund, enterprise funds and revolving and trust funds.

**Special Assessment** — A charge made against certain properties to help pay for all or part of the cost of a specific capital improvement project. Also park land or a monetary assessment fee received from new developments.

**Subsidized Funds** — Funds that have dedicated sources that is to be used for specific purposes or functions, but are not able to cover all operating expenses with only their dedicated sources of revenue. Subsidies from other funds such as the General Fund is required.

**Supplemental Budget** — An amendment to the original budget ordinance.

**Tax Exempt Commercial Paper (TECP)** — A short-term promissory note supported by a bank line or letter of credit used as bridge financing for bond financed projects.

**Tax Revenues** — The amounts collected from compulsory charges, in the form of taxes, levied by the City for the purpose of financing services performed for the public benefit. Sources of City tax revenues are the real property tax, fuel tax, vehicle weight tax, public service company tax, public utility franchise tax and excise surcharge tax-transit.

**Transient Accommodations Tax (TAT)** — Also known as the "hotel room tax". The TAT is 9.25% of transient accommodation gross proceeds received as compensation for the furnishing of public improvements and services. Two percent goes to the State of Hawaii and of the remaining 7.25%, the State distributes 44.8%, or up to \$93 million, to the

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counties, with the City receiving 44.1% of the Counties' share.

**Trust Fund** — A fund used to account for assets held by the City as a trustee or agent for individuals, private organizations, other governmental units, and/or other funds and which was created or established by a gift, grant, contribution, devise, or bequest that limits the use of the fund to designated objects or purposes.

**Unreserved Fund Balance** — See “Fund Balance, Unreserved”.

**User Fees** — Fees for a public service paid by the user of the service.

**Valuation** — See “Real Property, Net Taxable Valuation”.

# Summary of Provisionals

## Executive Program

The Miscellaneous Function consists of centralized accounts that cover operational costs attributable to several or all City agencies. These accounts for the FY 2016 budget and their purposes are outlined below.

Account	Purpose
Retirement System Contributions	Funds mandatory employer's share of contributions to the State Employees' Retirement System.
Pension Contributions	Funds mandatory employer's share of pension contributions.
FICA Tax	Funds mandatory employer's share of contributions to the FICA tax.
Workers' Compensation	Funds medical and other payments for employees' work-related injuries and illnesses.
Unemployment Compensation	Funds mandatory employer's contribution to the State Unemployment Compensation Fund.
Health Benefits Contributions	Funds mandatory employer's contribution and certain other post-employment benefit costs to the Hawaii Employer-Union Benefits Trust Fund.
Provision for Salary Adjustments and Accrued Vacation Pay	Funds salary, fringe benefit, and collective bargaining related requirements that have not been budgeted in agencies' accounts; and funds lump-sum payments for accrued vacation requirements for individuals who leave City employment.
Provision for Judgments, Settlements and Losses	Funds the City's legal liability for judgments, settlements and losses not covered by insurance.
Provision for Risk Management	Funds the City's insurance costs including premiums and deductible, and risk management information, claims adjustment, actuarial and other services required for the sound administration of the City's risk financing program.
Provision for Grants, Partnerships and Security	Funds City advances and matching funding requirements of new and/or unanticipated Federal and State grants, City's participation in public-private partnerships and security services and needs for international events.
Provision for Energy Costs	Funds energy costs that exceed amounts appropriated in departmental budgets.
Provision for Other Post-Employment Benefits (OPEB)	Funds a portion of the City's costs to provide health care, life insurance and other post-employment benefits to retirees and their dependents.
Provision for Vacant Positions	Funds expenditures associated with any position vacancy and unbudgeted salary expenses incurred during the fiscal year.
Provision for Overtime Pay	Funds overtime for emergency and disaster responses, significant unanticipated work adjustments necessary to maintain core services and exigent circumstances.

## Highlights of FY 2016 Provisionals

**Provision for Energy Costs** — Due to declining crude oil prices and decreases in the cost of fuel, the city's projected fuel budget was reduced by 10 percent in FY 2106. While fuel prices are significantly lower than previous years, trends indicate that both oil and gas prices have bottomed out and slight increases in prices have been reported. While we do not expect to tap this provisional account in FY 2015 as long as prices remain low, it is prudent to maintain this provisional account at the same level of funding in FY 2016 to avoid impacts on city operations should prices escalate.

**Provision for Vacant Positions**— Only funding for vacant positions funded by the General, Highway, and subsidized funds is transferred to this provisional account. Funding for Special funds, Federal and State grants, State-reimbursed, and uniformed fire and police funded vacancies are provided within the salaries of each agency. The FY 2016 budget proposes an increase to this provi-

sional to provide for full funding of vacant positions and a required quarterly reporting rather than prior notification to the Council to streamline the process of filling positions.

**Provision for Salary Adjustments and Accrued Vacation Pay**— An increase in funding is proposed for FY 2016 to provide for collective bargaining related costs for bargaining units that are currently under negotiations and have not reached a contract agreement.

**Provision for Overtime Pay**— A reduction was made to the city's overtime budget, approximately \$2.6 million less than the amount budgeted in FY 2015. To enable agencies to meet emergency or unanticipated needs to maintain core services and exigent circumstances, a new provisional is proposed in FY 2016 to allow for the transfer of up to \$500,000 to agencies.

### Executive Budget

Activity	Expended FY 2014	Appropriated FY 2015	Proposed Budget for Fiscal Year 2016		
			Current Services	Budget Issues	Total
Retirement System Contributions	\$ 102,701,240	\$ 122,341,000	\$ 135,705,000	\$ -	\$ 135,705,000
Pension Contributions	10,361	17,000	10,000	-	10,000
FICA Tax	23,622,698	27,874,000	29,777,000	-	29,777,000
Workers' Compensation	13,607,287	16,820,000	19,220,000	-	19,220,000
Unemployment Compensation	405,130	800,000	800,000	-	800,000
Health Benefits Contributions	101,728,653	116,088,000	112,214,000	-	112,214,000
Provision for Salary Adjustments and Accrued Vacation Pay	-	4,950,000	14,099,000	-	14,099,000
Provision for Judgments, Settlements & Losses	8,291,313	10,000,000	13,000,000	-	13,000,000
Provision for Risk Management	8,186,178	8,600,000	9,051,000	-	9,051,000
Provision for Grants, Partnerships and Security	-	1,500,000	1,500,000	-	1,500,000
Provision for Energy Costs	-	6,000,000	6,000,000	-	6,000,000
Provsion for Overtime Pay	-	-	500,000	-	500,000
Provision for Other Post-Employment Benefits	41,544,416	47,122,724	51,517,000	-	51,517,000
Provision for Vacant Positions	-	23,817,632	33,332,000	-	33,332,000
<b>Total</b>	<b>\$ 300,097,276</b>	<b>\$ 385,930,356</b>	<b>\$ 426,725,000</b>	<b>\$ -</b>	<b>\$ 426,725,000</b>

## Summary of Miscellaneous Function by Fund

<i>Source of Funds</i>	Expended FY 2014	Appropriated FY 2015	Proposed Budget for Fiscal Year 2016		
			Current Services	Budget Issues	Total
General Fund	\$ 222,023,517	\$ 294,156,015	\$ 325,915,000	\$ -	\$ 325,915,000
Highway Fund	27,837,056	34,817,372	39,610,000	-	39,610,000
Highway Beautification and Disposal of Abandoned Vehicles Revolving Fund	575,800	585,762	1,147,000	-	1,147,000
Bikeway Fund	21,200	22,346	84,000	-	84,000
Sewer Fund	20,699,852	23,240,679	24,670,000	-	24,670,000
Bus Transportation Fund	271,379	2,295,456	2,521,000	-	2,521,000
Liquor Commission Fund	1,490,217	1,687,321	1,723,000	-	1,723,000
Special Events Fund	4,751,840	5,541,015	6,327,000	-	6,327,000
Hanauma Bay Nature Preserve Fund	1,096,603	1,341,568	1,162,000	-	1,162,000
Solid Waste Special Fund	17,694,443	18,818,798	19,827,000	-	19,827,000
Golf Fund	3,635,369	3,424,024	3,661,000	-	3,661,000
Special Projects Fund	-	-	47,000	-	47,000
Federal Grants Fund	-	-	31,000	-	31,000
<b>Total</b>	<b>\$ 300,097,276</b>	<b>\$ 385,930,356</b>	<b>\$ 426,725,000</b>	<b>\$ -</b>	<b>\$ 426,725,000</b>

## Debt Service

The City issues various types of bonds to finance long term capital projects and improvements. General obligation bonds are issued for projects funded by the General, Highway and certain special funds. The City's full faith and credit is pledged for payment of these bonds. Revenue bonds are issued for wastewater projects, and the repayment for these bonds is paid solely from the Sewer Fund, which collects fees from users of the wastewater system. Clean Water State Revolving Fund loans provide a low-interest rate alternative to bond funding for some wastewater projects. Tax exempt commercial paper is issued for bridge financing for bond financed projects.

Debt service is the payment of principal and interest on the debt issued by the City. The calculation of debt service is based on the actual amortization schedules of outstanding debt as well as projections for future debt issuances. Projected debt service costs beyond fiscal year 2016 relate to the City's six-year Capital Program and Budget and are reflected in the Multi-Year Financial Outlook. Debt service expenses are included in the operating budget.

### Executive Program Highlights for the Fiscal Year 2016

One general obligation bond issue totaling \$290 million, one sewer revenue bond issue totaling \$200 million, and Clean Water State Revolving Fund loans relating to sewer projects totaling \$10 million are programmed for fiscal year 2016.

In addition, during fiscal year 2016, the City anticipates issuing approximately \$473 million in variable and fixed rate debt to meet the cash flow

requirements of the Honolulu Authority for Rapid Transportation (HART) which functions as a semi-autonomous unit of the City.

Approximately \$3.57 billion in general obligation bonds and \$718.4 million in sewer revenue bonds are authorized and unissued as of December 31, 2014.

### Executive Budget

		Proposed Budget for Fiscal Year 2016				
		Expended FY 2014	Appropriated FY 2015	Current Services	Budget Issues	Total
<b>General Fund</b>						
	Bond Principal and Interest	\$ 264,893,739	\$ 244,381,000	\$ 276,364,000	\$ —	\$ 276,364,000
	HART Related Principal and Interest*			8,000,000		8,000,000
	Other Debt Principal and Interest	359,220	361,000	360,000	—	360,000
	Tax Exempt Commercial Paper	418,861	8,325,000	8,607,000	—	8,607,000
	Total (General Fund)	\$ 265,671,820	\$ 253,067,000	\$ 293,331,000	\$ —	\$ 293,331,000
<b>Sewer Fund</b>						
	Sewer Revenue Bond Principal and Interest	\$ 137,174,000	\$ 153,078,000	\$ 159,523,000	\$ —	\$ 159,523,000
	Total Debt Service	\$ 402,845,820	\$ 406,145,000	\$ 452,854,000	\$ —	\$ 452,854,000

\*HART related principal and interest are from the HART June 2014 Financial Plan.

## Statement of Legal Debt Margin December 31, 2014

<b>Gross Assessed Valuation of Real Property, January 31, 2015</b>	<b>\$ 214,888,196,600</b>
Less Exempt Valuation	26,253,925,100
<b>Assessor's Net Taxable Valuation</b>	<b>\$ 188,634,271,500</b>
Less Valuation on Appeal	1,830,874,700
<b>Taxpayers' Valuation</b>	<b>\$ 186,803,396,800</b>
Add 50 percent of Valuations on Appeal	915,437,350
<b>Net Assessed Valuation of Taxable Real Property for Rate Purposes</b>	<b>\$ 187,718,834,150</b>
<b>Debt Limit -- 15 percent of Net Assessed Valuation of Taxable Real Property</b>	<b>\$ 28,157,825,123</b>
Less Net Funded and Other Indebtedness	2,072,675,423
<b>Legal Debt Margin</b>	<b>\$ 26,085,149,700</b>
Less Bonds Authorized and Unissued	3,566,575,077
<b>Net Legal Debt Margin</b>	<b>\$ 22,518,574,623</b>

The State Constitution limits the City's funded debt to 15 percent of the net assessed valuation of taxable real property. Based on the above figures, the ratio of net funded debt to net assessed valuation is 1.10 percent.

The City's ability to pay its debt is determined by comparing net funded and other debt to net assessed valuation of taxable real property. Funded debt is debt for which the City has pledged its full faith and credit. Net funded debt is debt minus self-supporting debt, such as revenue bonds. Bond rating agencies recommend that net funded and other debt not exceed 5 percent of net assessed valuation. The current ratio is less than 2 percent.

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