



2014 Service Efforts & Accomplishments Report

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



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City and County of Honolulu

Office of the City Auditor

March 6, 2015

Honorable City Council
Honolulu, Hawai'i

City and County of Honolulu Service Efforts and Accomplishments Report (FY 2014)

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

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

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

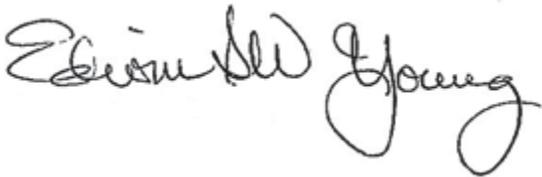
By reviewing the entire report, readers will gain a better understanding of the mission and work of each of the city's departments. The Background section includes a community profile, discussion of service efforts and accomplishments reporting, and information about the preparation of this report. Chapter 1 provides a summary of overall city spending and staffing over the last five years. Chapters 2 through 25 present the mission statements, goals and objectives, description of services, resources, background information, workload, performance measures, and survey results for the various city services. City priorities are discussed in Chapter 1. The full results of the National Citizen Survey and its related reports are available as a separate report due to the volume and size of the survey results.

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

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

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Respectfully submitted,

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

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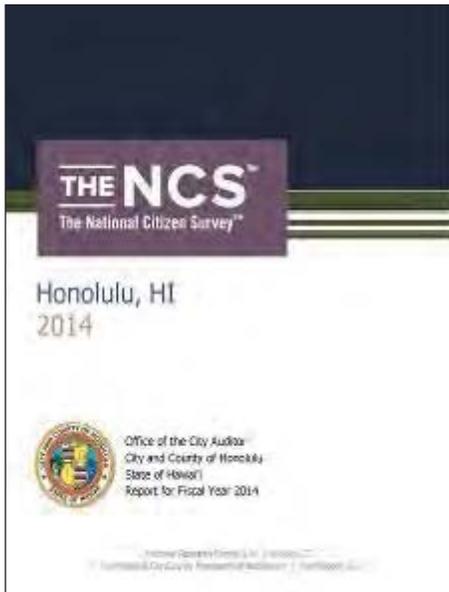
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Introduction

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

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



The report contains summary information on spending and staffing, workload, and performance results for the fiscal year ended June 30, 2014 (FY 2014)¹.

Its companion report, the 2014 National Citizen Survey of Honolulu residents presents the results of a resident survey rating the quality of city services.

The report provides two types of comparisons:

- Five-year historical trends for Fiscal Years 2010 through 2014
- Selected comparisons to other cities.

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

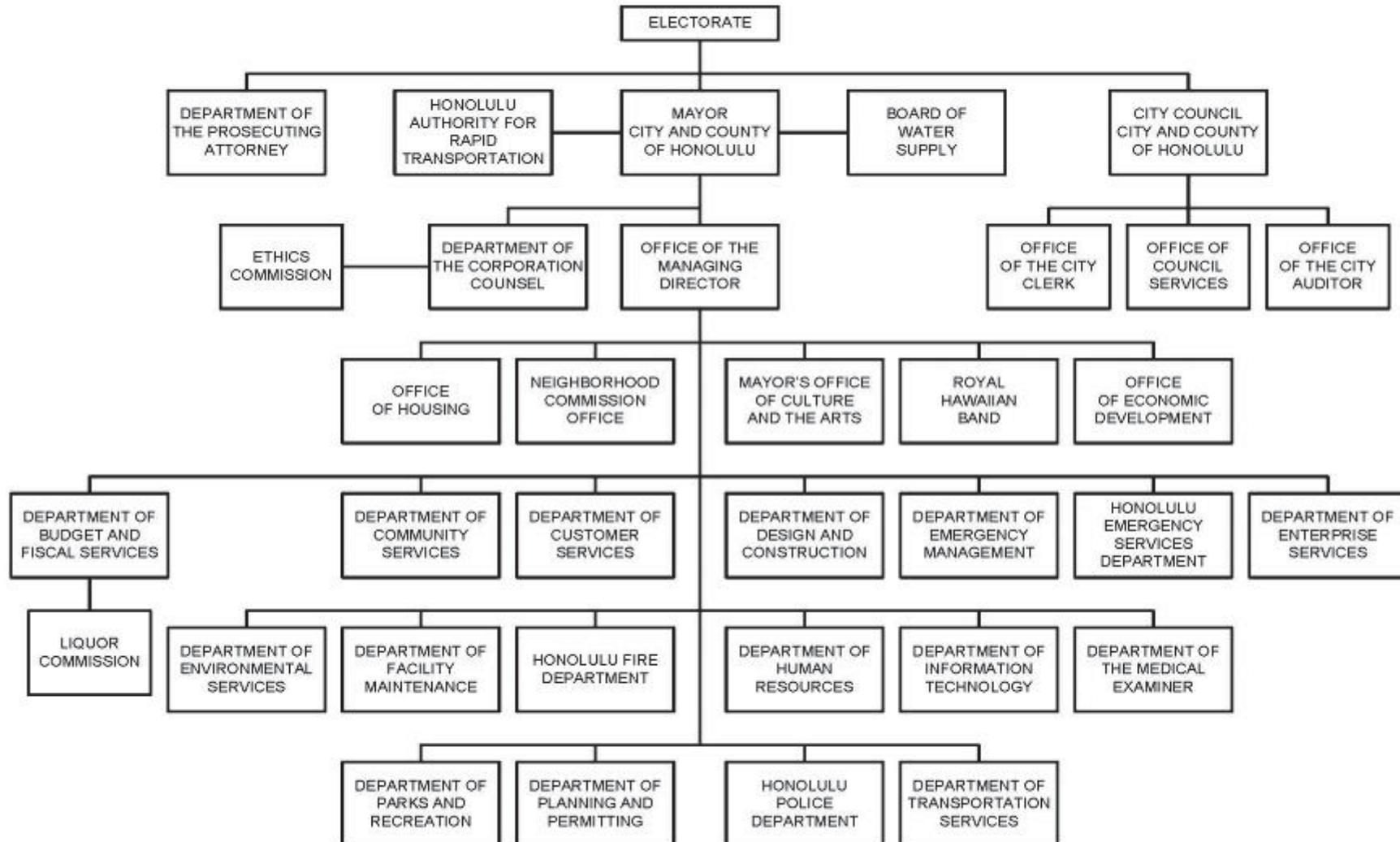
Chapter 1 provides a summary of overall spending and staffing over the last five years, as well as an overall description of the city's accomplishments in meeting the city priorities. Chapters 2 through 25 present the mission statements, description of services, background information, workload, performance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

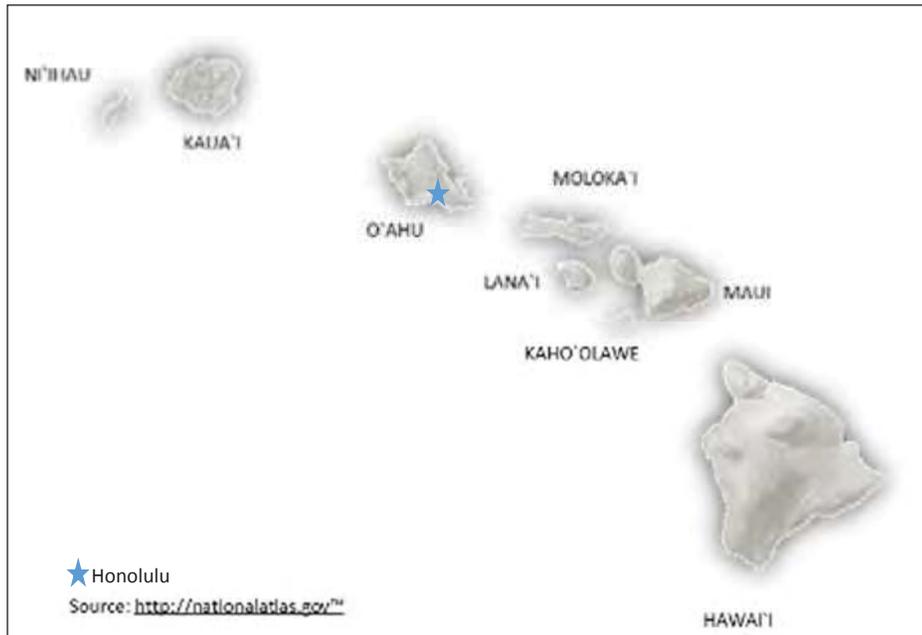
- Budget and Fiscal Services
- Community Services
- Corporation Counsel
- Customer Services
- Design and Construction
- Emergency Management
- Emergency Services
- Enterprise Services
- Environmental Services
- Facility Maintenance
- Honolulu Fire Department
- Human Resources
- Information Technology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

¹The City and County of Honolulu Comprehensive Annual Financial Report (CAFR) was released at the end of calendar year 2014. The City and County of Honolulu Executive Budget was released on March 2, 2015.

Organization Chart

CITY AND COUNTY OF HONOLULU ORGANIZATIONAL CHART FISCAL YEAR 2014





Demographics

The population of Honolulu is diverse and multi-cultural. According to census statistics, the population for the City and County of Honolulu was 983,429 as of 2013. The major ethnic groups were white (23.0%), Asian² (42.6%), and Native Hawaiian and Pacific Islanders³ (9.4%).

Foreign-born persons were 19.6% of the population and 27.8% reported a language other than English was spoken at home. 90.3% had at least a high school diploma or its equivalent. Of these, 32.1% had a bachelor’s degree or higher.

Race-Ethnicity	Percent ⁴
White alone	23.0%
Asian	42.6%
Black or African American	3.0%
Native Hawaiian and Other	9.4%
American Indian/Alaska Native	0.4%
Hispanic or Latino (of any race)	9.2%
White person, not Hispanic	19.7%
Other/Two or More Races	21.7%

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

According to the latest U.S. Census Bureau¹ statistics, the city and county covers almost 600 square miles and has 983,429 residents. This is about 70% of the state’s total population of 1,404,054 people. Of the total Honolulu population, 152,308 (15.5%) were 65 years and over. Population density is 1,587 persons per square mile. Tourism is the city’s principal industry, followed by federal defense expenditures and agricultural exports. Tourists increased the de facto population.

According to the U.S. Census Bureau *Quickfacts*, Honolulu had 309,803 households with an average of 3 persons per household. Median household income was \$72,764 per year and per capita personal income was \$30,361. Persons below the poverty level were estimated at 9.8%. Mean travel time to work was 27.2 minutes.

¹The US Census Bureau continuously updates its statistics, so data may not match prior SEA information. ²Asian includes Asian Indian, Chinese, Filipino, Japanese, Korean, Laotian, Thai, and Vietnamese among other Asian races. ³Native Hawaiian and Other Pacific Islander includes Samoan, Tongan, Guamanian, and Fijian were selected, but other Pacific Island races were excluded from this census comparison. ⁴Percentages add up to more than 100% due to those who may identify as more than one race.

Community Profile

Housing totaled 340,392 units, of these, 44.2% were in multi-unit structures. Homeownership was 55.5%. The median value for owner-occupied housing units was \$556,300.

The following table shows population by age as of 2013:

Age	Population	Percent
Under 18 years	213,373	21.7%
18 to 64 years	617,748	62.8%
65 years and over	152,308	15.5%

Source: U.S. Census Bureau (2014), State of Hawai'i Data Book 2013

National Ranking

According to the State of Hawai'i, the City and County of Honolulu ranked as the 54th largest metropolitan statistical area and the 43rd largest county in the nation.

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

Other national rankings included number one for percentage of workers who carpooled to work and number eight for using public transportation to go to work. Hawai'i ranked number two for the number of workers in the service sector. Hawai'i had the highest median housing value in the nation and ranked in the bottom five



Farmer's Market in Honolulu

Source: Office of the City Auditor

for home ownership. Hawai'i's cost of living was one of the highest in the nation.

Quality of Life In Honolulu

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

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

Community Characteristics

A community that is livable and attractive is a place where people want to live. Honolulu residents (69%) rate their quality of life as *excellent* or *good*, and 77% would recommend Honolulu as a place to live. Residents gave *excellent* or *good* ratings to air quality (68%); drinking water (75%); and safety in their neighborhood during the day (88%).

Community Quality Ratings	Percent Rating <i>Excellent or Good</i>	300,000+ Cities Ranking	Percentile
A place to live	77%	20/30	34%
Neighborhood	80%	8/20	63%
Overall quality of life	69%	19/29	36%
Place to raise children	58%	21/28	26%
Overall image	62%	13/25	50%
Place to retire	52%	18/25	29%
Overall appearance	46%	16/21	25%
Air quality	68%	4/18	82%
Drinking water	75%	7/19	67%
Overall feeling of safety in your neighborhood during the day	88%	7/16	60%

Governance

Residents rated the overall quality of the services provided by the city and the manner in which these services were provided. The ratings indicate how well the city government is meeting the needs and expectations of the residents. Residents (46%) rated city services *excellent* or *good*; and 47% rated federal government services as *excellent* or *good*.

Community Characteristics	Percent Rating <i>Excellent or Good</i>	300,000+ Cities Ranking	Percentile
Services provided by city	46%	31/36	14%
Overall customer service by city employees	43%	28/29	4%
Federal government services	47%	1/14	100%
Welcoming citizen involvement	31%	12/20	42%
Overall direction	35%	20/23	14%
Value of services for taxes paid	29%	22/28	22%
Fire services	86%	19/26	28%
Ambulance or emergency medical services	85%	16/23	32%
Police services	52%	28/33	16%
Street repair	18%	25/26	4%
Bus or transit services	61%	2/18	94%

Source: 2014 National Citizen Survey (Honolulu)

Community Profile

Participation

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

Community Characteristics	Percent Rating <i>Excellent or Good</i>	300,000+ Cities Ranking	Percentile
Will remain in for the next 5 years	81%	12/18	35%
Recommend living in Honolulu to someone	66%	17/18	6%
Sense of community	52%	10/19	50%
Contacted the city for help or information	37%	20/23	14%
Talked to or visited with immediate neighbors	83%	6/8	29%
Recycle at home	95%	4/15	79%
Made efforts to conserve water	88%	4/9	63%
Visited a neighborhood or city park	84%	11/17	38%
Made efforts to make home more energy efficient	79%	5/9	50%
Not experiencing housing cost stress	40%	14/14	0%
Watched (online or on television) a local public meeting	44%	3/13	83%

Source: 2014 National Citizen Survey (Honolulu)



Special Topics

Residents were asked to indicate their support for several items, even if it involved raising taxes or fees. Residents *strongly and somewhat* support preserving open space (87%) and increasing efforts to effectively address bicycle and pedestrian safety (82%). Residents also identified bicycle safety (71%) and pedestrian safety (68%) as a *major or moderate* problem. 89% of the respondents rated expediting road repaving efforts as an *essential or very important* problem to address in the next two years.

Residents also identified the following as *essential or very important* for the city to address over the next two years - reducing drug activity in residential neighborhoods (81%), reducing property crimes in residential neighborhoods (79%), addressing the homeless and/or homelessness needs (76%), and offer more affordable housing (76%).

City and County of Honolulu Government

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

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

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

The city charter adopted in 1959 was cited by the United States Conference of Mayors as a model for modern American metropolitan area government.¹

Economy

2014 marks the fifth year of economic expansion for Hawai'i. However, the state's recovery from the Great Recession has been gradual. Job growth has not been uniform across all sectors of the economy, but is greatest or largest in the tourism sector.² The city anticipates that capital investment to maintain and repair the existing infrastructure will benefit residents, visitors and the local economy, and will expand the tax base as the economy improves.

The economic shift makes community needs a high priority. After several years of fiscal restraint, hiring freezes and pay reductions, the city's operating budget reflects modest increases in staffing levels and operating costs to better serve the public. The city continues to face multiple challenges such as escalating costs for debt service, pension and health benefits, restoration of salary rates, and arbitration awards. The city plans to exercise fiscal discipline, while being ready to invest in opportunities to enhance the quality of life for Honolulu's residents and visitors.

Unemployment in the City and County of Honolulu was:

Year	Unemployment Rate
2009	5.8%
2010	5.7%
2011	5.5%
2012	5.1%
2013	4.3%

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

¹In 1998, major changes in the government organization consolidated services, streamlined operations and processes, and emphasis was placed on customer service. Several services are contracted out to businesses or private nonprofit organizations, including the operation and maintenance of the bus system, the refuse incinerator/power generating plant (H-POWER), refuse landfill and convenience centers, and animal control services. The Honolulu Board of Water Supply is an independent, semi-autonomous city entity. ²Dr. Jack Suyderhoud, Professor of Business Economics, University of Hawai'i at Manoa and Economic Advisor to First Hawaiian Bank.

Community Profile

City Priorities

The city's economy is poised for recovery, but rising costs require attention. The city plans to exercise fiscal discipline, while being ready to invest in opportunities to enhance the quality of life for Honolulu's residents and visitors.

For this report, the mayor's priorities were:

- ☒ Restoring bus service
- ☒ Repaving roads
- ☒ Improving our sewer system and infrastructure repair and maintenance
- ☒ Re-establishing pride in city parks
- ☒ Building rail better
- ☒ Homelessness
- ☒ Energy efficiency
- ☒ Making Honolulu a bike-friendly city

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



TheBus in Honolulu

Source: City Photo Bank

The Office of the City Auditor prepared this report in accordance with the City Auditor's FY 2015 Work Plan. The scope of our review covered information and results for the city's departments for the fiscal year beginning July 1, 2009 (FY 2010) and ending June 30, 2014 (FY 2014).

We conducted the 2014 Service Efforts and Accomplishments (SEA) Report and 2014 National Citizen Survey of Honolulu residents in accordance with modified Generally Accepted Government Auditing Standards (GAGAS) compliance requirements. The SEA report is a limited scope audit because it does not include the city auditor's findings, conclusions or recommendations. The reason for modified GAGAS compliance is for consistency with the Governmental Accounting Standards Board's guidance (*Suggested Guidelines for Voluntary Reporting for Service Efforts and Accomplishments (SEA) Performance Information, June 2010*).

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

When possible, we have included in the report a brief explanation of internal or external factors that may have affected the performance

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

Service Efforts And Accomplishments Reporting

In 1994, the Governmental Accounting Standards Board (GASB) issued *Concepts Statement No. 2, Service Efforts and Accomplishments Reporting*.¹

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

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

¹On December 15, 2008, GASB issued Concepts Statement No. 5, Service Efforts and Accomplishments Reporting, which amended Concepts Statement No. 2. Further information is on-line at http://www.gasb.org/isp/GASB/Pronouncement_C/GASBSummaryPage.

Scope and Methodology

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



Source: GASB Special Report Summary

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

Selection of Indicators

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

From the outset of this project, we decided to use existing data sources to the extent possible. We reviewed existing benchmarking measures from the city's adopted budget documents², performance measures from other jurisdictions, and other professional organizations. We used audited information from the Comprehensive Annual Financial Reports for the City and County of Honolulu (CAFRs).³ We cited departmental mission statements and performance targets⁴ that are taken from the city's annual operating budgets where they are subject to public scrutiny and city council approval as part of the annual budget process. We held numerous discussions with city employees to determine what information was available and reliable, and best summarized the services they provide.

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

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

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

¹A summary of the GASB special report on reporting performance information is online at http://www.seagov.org/sea_gasb_project/criteria_summary.pdf ²The budget is on-line at <http://honolulu.gov/budget/budget-operating-cip.html> The operating budget includes additional performance information. ³The CAFR is on-line at <http://www.honolulu.gov/cms-bfs-menu/site-bfs-sitearticles/6413-comprehensive-annual-financial-report.html> ⁴The operating budget may include additional performance targets for the budget benchmarking measures.

The National Citizen Survey™

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

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

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

The results may also be used for program improvement, policy making, and to identify community and service strengths and weaknesses. Respondents in each jurisdiction are selected at random. Participation is encouraged with multiple mailings and self-addressed, postage-paid envelopes. Surveys were mailed to a total of 1,200 Honolulu households in October 2014. Completed surveys were received from 348 residents, for a response rate of 30%.

Typical response rates obtained on citizen surveys range from 25% to 40%. Results are statistically re-weighted, if necessary, to reflect the proper demographic composition of the entire community. It is customary to describe the precision of estimates made from surveys by a *level of confidence* (or margin of error). The 95% confidence level for this survey of 1,200 residents is no greater than plus or minus five percentage points around any given percent reported for the entire sample.

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

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

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

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

Scope and Methodology

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

Population

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

<u>Year</u>	<u>Population</u>
FY 2009	943,117
FY 2010	956,166
FY 2011	965,629
FY 2012	974,990
FY 2013	983,429
Change over last year	0.9%
Change over last 5 years	4.3%

Source: U.S. Census Bureau

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

Inflation

Financial data has not been adjusted for inflation. In order to account for inflation, readers should keep in mind that the City and County of Honolulu Consumer Price Index for All Urban Consumers has averaged about 2.11% over the five years of financial data that is included in this report. The index changed as follows:

<u>Date</u>	<u>Index</u>
June 2009	0.52%
June 2010	2.10%
June 2011	3.73%
June 2012	2.40%
June 2013	1.78%
Change over last year	-0.60%
Change over last 5 years	1.26%

Source: Consumer Price Index

Rounding

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

Comparisons To Other Cities

Where possible we included comparisons to cities with comparable population size to Honolulu. In addition, city departments suggested cities with comparable programs or organization of services. The choice of the cities that we use for our comparisons may vary depending on whether data is easily available. Regardless of which cities are included, comparisons to other cities should be used carefully. We tried to include *apples to apples* comparisons, but differences in costing methodologies and program design may account for unexplained variances between cities. Other data was extracted from the U.S. Census Bureau 2014 results and the 2013 State of Hawai'i Data Book issued by the Department of Business, Economic Development and Tourism.

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

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

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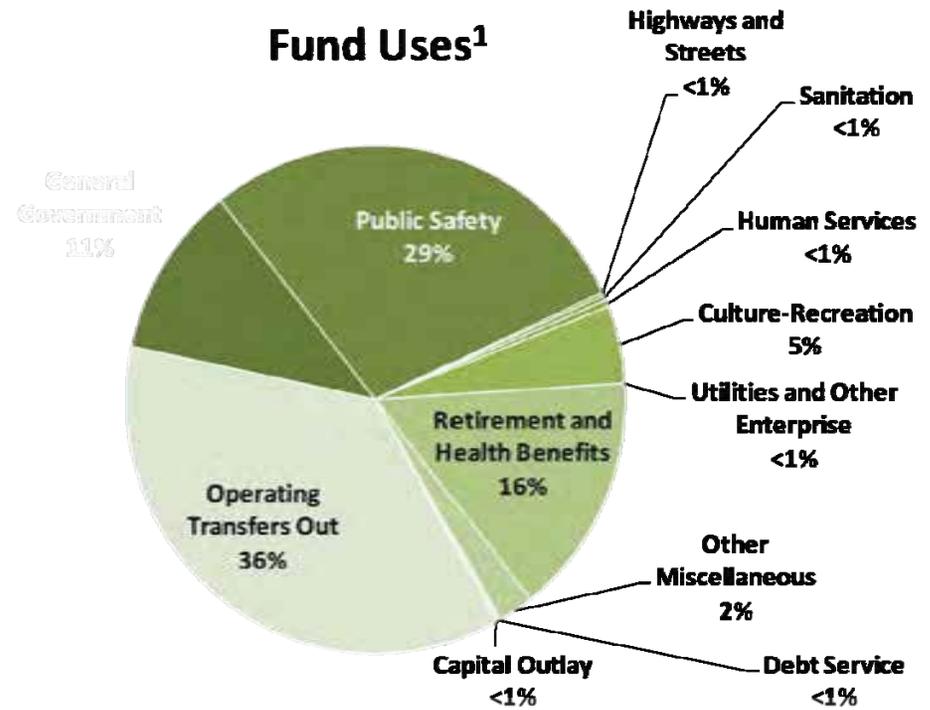
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Overall Spending, Staffing and Accomplishment of City Priorities

Overall Spending

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

The pie chart to the right shows where a General Fund dollar goes. Total General Fund spending decreased 5% over the last five years (some expenses were transferred to other funds).



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

	General Fund (\$ millions)												
	General Government	Public Safety	Highways and Streets	Sanitation	Human Services	Culture-Recreation	Utilities and Other Enterprises	Retirement and Health Benefits	Other Miscellaneous	Debt Service	Capital Outlay	Operating Transfers Out	Total
FY 2010	\$128.6	\$312.4	\$2.1	\$3.0	\$3.1	\$58.8	\$0.1	\$158.9	\$21.5	\$1.0	\$1.5	\$563.7	\$1,254.8
FY 2011	\$121.7	\$325.5	\$1.9	\$3.9	\$2.4	\$51.0	-	\$122.6	\$22.2	\$0.4	-	\$543.0	\$1,194.6
FY 2012	\$127.1	\$330.8	\$1.8	\$4.4	\$3.6	\$56.9	-	\$192.0	\$25.6	\$0.9	-	\$361.9	\$1,105.1
FY 2013	\$124.6	\$324.4	\$2.8	\$4.2	\$3.5	\$58.0	-	\$161.4	\$53.7	\$0.9	-	\$330.7	\$1,064.2
FY 2014	\$131.7	\$344.3	\$2.6	\$3.8	\$5.2	\$59.3	\$0.0	\$184.7	\$27.6	\$0.9	\$2.6	\$435.0	\$1,197.7
Change from last year	6%	6%	-10%	-8%	50%	2%	--	14%	-49%	0%	--	32%	13%
Change over last 5 years	2%	10%	22%	30%	69%	1%	-65%	16%	29%	-6%	65%	-23%	-5%

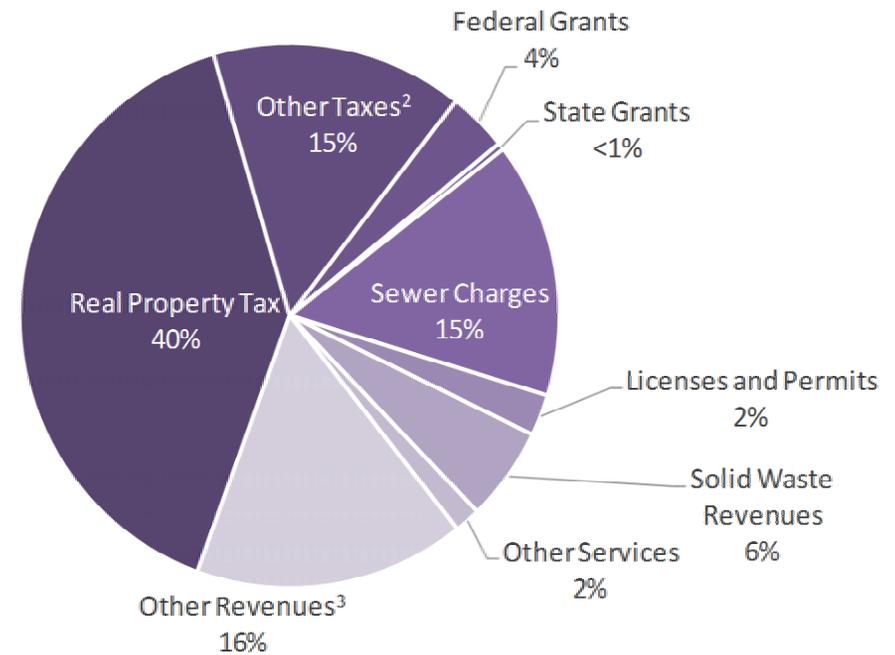
Source: Honolulu Comprehensive Annual Financial Reports (FY 2010-2014)

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

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

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

Funding Sources¹



¹ Percentages do not total 100% due to rounding

	Operating Resources (\$ million)									
	Real Property Tax	Other Taxes ²	Federal Grants	State Grants	Sewer Charges	Licenses and Permits	Solid Waste Revenues	Other Services	Other Revenues ³	Total ⁴
FY 2010	\$852.2	\$290.7	\$89.7	\$7.1	\$281.2	\$43.2	\$95.3	\$28.1	\$124.1	\$1,811.4
FY 2011	\$799.4	\$414.5	\$88.7	\$6.7	\$323.4	\$43.9	\$94.7	\$28.5	\$143.8	\$1,943.6
FY 2012	\$813.3	\$310.9	\$100.5	\$12.1	\$293.6	\$45.8	\$112.2	\$31.4	\$159.9	\$1,879.6
FY 2013	\$831.1	\$321.9	\$89.0	\$6.0	\$286.9	\$48.4	\$98.2	\$32.6	\$133.6	\$1,847.8
FY 2014	\$850.3	\$322.9	\$75.9	\$8.7	\$323.9	\$52.2	\$118.7	\$33.2	\$346.2	\$2,131.9
Change from last year	2%	0%	-15%	44%	13%	8%	21%	2%	159%	15%
Change over last 5 years	0%	11%	-15%	22%	15%	21%	25%	18%	179%	18%

Source: Executive Operating Program and Budget (FY2014-2015). ²Other Taxes includes Fuel Tax, Motor Vehicle Weight Tax, Public Utility Franchise Tax, Excise Tax Surcharge (Transit), Transient Accommodations Tax, and Public Service Company Tax. ³Other Revenues includes Bus Transportation Revenues. ⁴Excludes Carry-Over revenues.

Per Capita Spending

As shown in the table below, in FY 2014, General Fund operating expenditures and other uses of funds totaled \$1,218 per Honolulu resident, including operating transfers. Based on the U.S. Census Bureau estimates, Honolulu has a population of 983,429 residents.

Proprietary Funds are used for services such as sewer, public transportation, solid waste, highways, and housing. These services are generally supported by charges paid by users. Proprietary and special fund operating expenses totaled \$634 per capita.

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

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

Per Capita Spending by Department

Department	FY 2014	Department	FY 2014
Budget and Fiscal Services	\$20	Information Technology	\$21
Community Services	\$89	Legislative Branch	\$13
Corporation Counsel	\$7	Mayor	\$6
Customer Service	\$20	Managing Director	\$3
Design and Construction	\$15	Neighborhood Commission	\$1
Emergency Management	\$7	Royal Hawaiian Band	\$2
Emergency Services	\$36	Medical Examiner	\$2
Enterprise Services	\$21	Parks and Recreation	\$64
Environmental Services	\$252	Planning and Permits	\$20
Facilities Maintenance	\$74	Police	\$245
Fire	\$97	Prosecuting Attorney	\$20
Human Resources	\$5	Transportation Services	\$239
Total Per Capita Cost for City Operations = \$1,279			

Source: Department of Budget and Fiscal Services, Legislative Branch, and Hawaii State

Per Capita Cost by Function

	Gen. Gov't	Public Safety	Highways & Streets	Sanitation	Human Services	Culture-Recreation	Retirement & Health Benefits	Other Misc.	Debt Service	Capital Outlay	Operating Transfers Out	TOTAL
FY 2010	\$136	\$331	\$2	\$3	\$3	\$62	\$169	\$23	\$1	\$2	\$598	\$1,330
FY 2011	\$127	\$341	\$2	\$4	\$3	\$53	\$128	\$23	\$0.4	--	\$568	\$1,250
FY 2012	\$132	\$343	\$2	\$5	\$4	\$59	\$199	\$27	\$0.9	--	\$376	\$1,147
FY 2013	\$128	\$332	\$3	\$4	\$4	\$59	\$165	\$55	\$1	--	\$339	\$1,090
FY 2014	\$134	\$350	\$3	\$4	\$5	\$60	\$188	\$28	\$1	\$3	\$442	\$1,218
Change from last year	5.0%	5.4%	-10.2%	-9.1%	48.5%	1.4%	13.6%	-48.9%	-0.7%	-	30.6%	11.7%
Change over last 5 years	-1.7%	5.7%	17.2%	24.5%	62.0%	-3.4%	11.4%	23.4%	-10.2%	58.7%	-26.0%	-8.4%

Source: Honolulu Comprehensive Annual Financial Reports (FY 2009-FY 2014) and Hawaii State Data Book.

Authorized Staffing

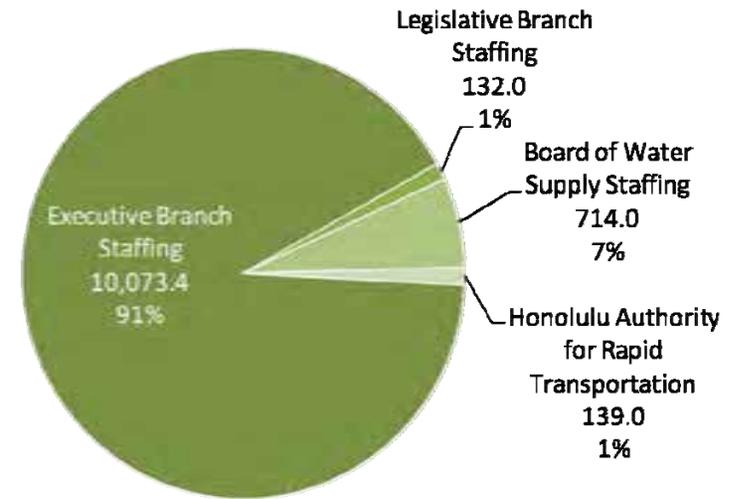
City staffing is measured in full-time equivalent staff, or FTEs. In FY 2014, there were a total of 11,058.4 authorized FTE citywide¹. Citywide filled positions totaled 8,940.1 (80.8%) FTE and vacant positions were 2,118.3 FTEs (19.2%).

The executive branch was authorized 10,073.4 FTE and filled 8,207.6 FTE positions. The executive branch vacancy rate was 18.5% or 1,865.8 FTE in FY 2014. The legislative branch was authorized 132 FTE and filled 124.5 FTE positions. The legislative branch vacancy rate was 5.7% or 7.5 FTE in FY 2014.

Over the last five years, total citywide FTE (including authorized temporary positions) increased 1% and the vacancy rate decreased 0.3%. In the executive branch, authorized FTE staffing increased 3% and the vacancy rate decreased 0.3% between FY 2010 and FY 2014.

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

Authorized Full-Time Equivalent Staffing (FY 2014)



	Total Citywide Staffing (Estimated FTE) ^{1,2}				Executive Branch Staffing (FTE)				Legislative Branch Staffing ³ (FTE)			
	Total City Authorized FTE	Authorized FTE (Filled)	Authorized FTE (Vacant)	Authorized FTE Vacant (Percent)	Total Authorized FTE	Authorized FTE (Filled)	Authorized FTE (Vacant)	Authorized FTE Vacant (Percent)	Total Authorized FTE	Authorized FTE (Filled)	Authorized FTE (Vacant)	Authorized FTE Vacant (Percent)
FY 2010	10,911.4	8,792.0	2,119.4	19.4%	9,781.9	7,944.0	1,837.9	18.8%	128.0	123.0	5.0	3.9%
FY 2011	10,968.2	8,628.4	2,339.8	21.3%	10,127.2	7,993.4	2,133.8	21.1%	127.0	125.0	2.0	1.6%
FY 2012	10,850.2	8,712.7	2,137.5	19.7%	9,699.7	7,798.7	1,901.0	19.6%	126.0	123.0	3.0	2.4%
FY 2013	10,825.2	8,844.1	1,981.2	18.3%	9,846.2	8,057.1	1,789.2	18.2%	126.0	119.0	7.0	5.6%
FY 2014	11,058.4	8,940.1	2,118.3	19.2%	10,073.4	8,207.6	1,865.8	18.5%	132.0	124.5	7.5	5.7%
Change from last year	2%	1%	7%	1%	2%	2%	4%	0.4%	5%	5%	7%	0.1%
Change over last 5 years	1%	2%	-0.1%	-0.3%	3%	3%	2%	-0.3%	3%	1%	50%	2%

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

Overtime Expenditures

Over the last five years, total city overtime expenditures increased 6% and non-holiday overtime expenditures increased 7%.

In the executive branch, total overtime expenditures increased 5% and non-holiday expenditures increased 7%.

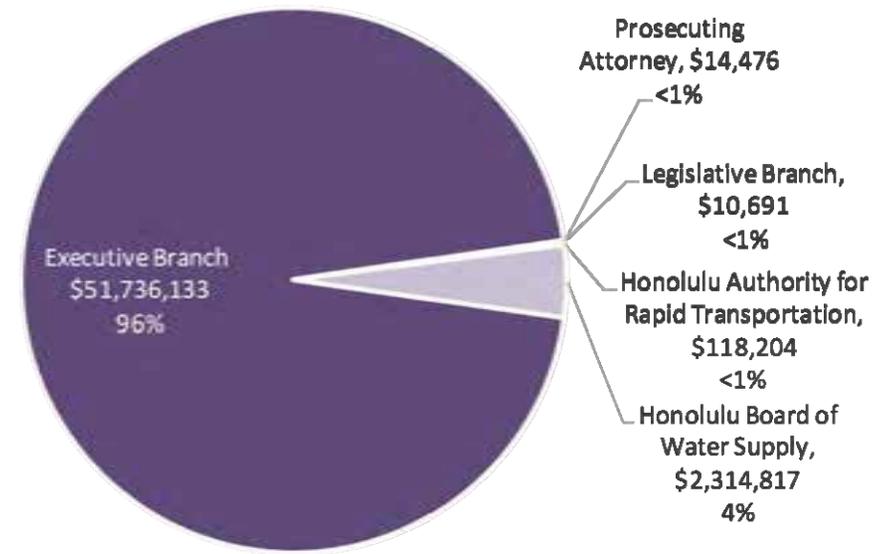
In the legislative branch, total overtime expenditures decreased 47% and non-holiday expenditures decreased 53%.

Over the last five years, total overtime expenditures for the Honolulu Board of Water Supply increased 17.5% from \$2.0 million in FY 2010 to \$2.3 million in FY 2014.

In FY 2014, total overtime expenditures for the Honolulu Authority for Rapid Transportation were \$118,204 an increase of 191% over \$40,617 in FY 2012, its first year of existence.

Total overtime expenditures for the Prosecuting Attorney's Office have increased 63% over the last five years from \$8,873 in FY 2010 to \$14,476 in FY 2014.

Overtime Expenditures in FY2014¹



¹ Percentages do not total 100% due to rounding

	Citywide (\$ millions)		Executive Branch (\$ millions)		Legislative Branch ²	
	Total Overtime Expenditures	Non-Holiday Expenditures	Total Overtime Expenditures	Non-Holiday Expenditures	Total Overtime Expenditures	Non-Holiday Expenditures
FY 2010	\$51.2	\$37.5	\$49.2	\$37.4	\$20,034	\$20,034
FY 2011	\$51.8	\$36.9	\$49.9	\$36.9	\$60,099	\$55,881
FY 2012	\$56.4	\$42.5	\$54.3	\$42.5	\$14,119	\$14,119
FY 2013	\$52.3	\$37.2	\$49.9	\$37.1	\$48,639	\$42,675
FY 2014	\$54.1	\$40.2	\$51.8	\$40.1	\$10,691	\$9,353
Change from last year	3%	8%	4%	8%	-78%	-78%
Change over last 5 years	6%	7%	5%	7%	-47%	-53%

Source: Department of Budget and Fiscal Services, Legislative Branch, Honolulu Authority for Rapid Transportation, and Honolulu Board of Water Supply. ²Legislative Branch includes Honolulu City Council, Office of the City Clerk, Office of Council Services, and Office of the City Auditor.

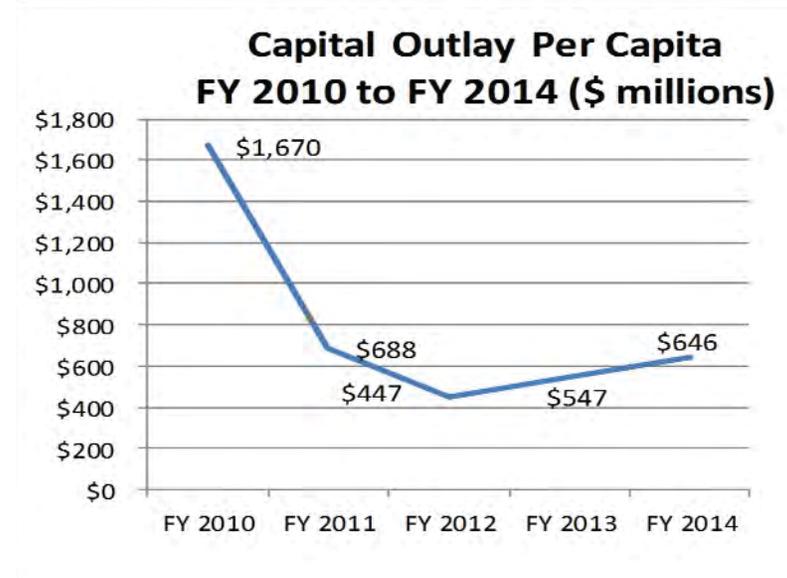
Capital Spending

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

In FY 2014, capital spending totaled \$635.1 million. General government projects totaled \$40.5 million. Public safety CIP projects were \$49.2 million, highways and streets totaled \$165.3 million, and sanitation projects capital spending decreased 15% from \$258.3 million in FY 2010 to \$218.8 million in FY 2014. Human services capital spending increased 212% from \$17.4 million in FY 2010 to \$54.4 million in FY 2014. Culture and recreation capital spending totaled \$62.9 million. Over the past five years, utilities and other enterprises decreased 96% from \$1.1 billion in FY 2010 to \$44 million in FY 2014.

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

As shown in the chart below, capital outlay per capita fluctuated from \$1,670 in FY 2010 to \$646 in FY 2014.



Source: Executive Operating Program and Budget (FY 2014-FY 2016) and Hawaii State Data Book

Capital Spending (\$ millions)								
	General Government	Public Safety	Highways and Streets	Sanitation	Human Services	Culture-Recreation	Utilities and Other Enterprises ²	Total
FY 2010	\$28.1	\$43.9	\$108.5	\$258.3	\$17.4	\$19.8	\$1,115.7	\$1,591.6
FY 2011	\$26.9	\$45.5	\$112.2	\$366.2	\$12.8	\$25.0	\$69.7	\$658.2
FY 2012	\$25.1	\$31.9	\$100.6	\$197.5	\$13.2	\$24.8	\$38.3	\$431.5
FY 2013	\$27.7	\$28.1	\$118.3	\$298.9	\$5.1	\$18.5	\$37.2	\$533.7
FY 2014 ¹	\$40.5	\$49.2	\$165.3	\$218.8	\$54.4	\$62.9	\$44.0	\$635.1
Change from last year	46%	75%	40%	-27%	965%	240%	18%	19%
Change over last 5 years	44%	12%	52%	-15%	212%	218%	-96%	-60%

Source: Executive Operating Program and Budget (FY 2014-FY 2016).

¹FY 13-14 Appropriated Capital Expenditures. ²Includes mass transit.

City Debt

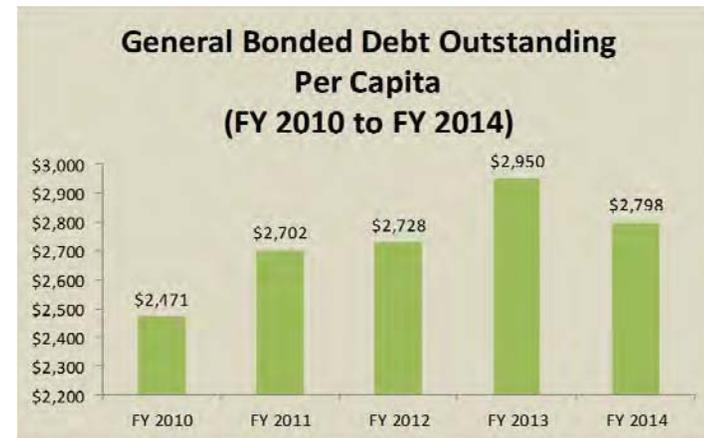
The city's general obligation bond ratings since FY 2010 remained high at AA+ under the Fitch Ratings system and at Aa1 under Moody's Investors Service. Bond ratings for the wastewater system revenue bond senior series were Aa2 and AA for Moody's Investors Services and Fitch Ratings system. Wastewater systems revenue bond junior series ratings rated Aa3 by Moody's Investors Service and AA- by Fitch Ratings.

On October 26, 2011, BFS received approval to suspend the city's debt policy, noting that the debt affordability ratios will rise and exceed the 20% threshold between 2014 and 2023. On June 22, 2012, the city council enacted Ordinance 12-24 that authorized the issuance and sale of general obligation bonds and bond anticipation notes to finance the Honolulu Authority for Rapid Transportation (HART) capital budget projects. HART reports that all construction debt is projected to be paid off in FY 2024.

In accordance with the city's debt policy, established by city council Resolution 06-222, Amending the Debt and Financial Policies of the City, debt service for general obligation bonds (including self-supporting bonds) as a percentage of the city's operating budget (including enterprise and special revenue funds) should not exceed 20%. Debt service on direct debt (excluding self-supported bonds), as a

percentage of General Fund revenues should not exceed 20%. The total outstanding principal of the city's variable rate debt should not exceed 120% of the city's short-term investments.

Net general bonded debt outstanding per capita increased over 13% from \$2,471 (FY 2010) to \$2,798 in FY 2014. Debt service as a percentage of operating budget increased from 13.9% in FY 2010 to 19.9% in FY 2014. Debt service as a percentage of General Fund revenue increased 6% from 19.2% in FY 2010 to 25.1% in FY 2014.



Source: Comprehensive Annual Financial Report FY 2014

	Proposed Debt Service Expenditures (\$ millions)	Proposed Operating Expenditures (\$ millions)	Estimated General Fund Revenues (\$ millions)	Total Self Supported Debt (\$ millions)	Debt Service Expenditures Less Total Self-Supported Debt	Debt Service as a Percentage of Operating Budget ¹	Debt Service as a Percentage of General Fund Revenue ¹
FY 2010	\$254.2	\$1,826.6	\$1,024.6	\$57.4	\$196.8	13.9%	19.2%
FY 2011	\$242.3	\$1,840.4	\$974.2	\$48.2	\$194.1	13.2%	19.9%
FY 2012	\$269.8	\$1,944.8	\$1,091.6	\$59.5	\$210.3	13.9%	19.3%
FY 2013	\$375.9	\$1,953.2	\$1,046.1	\$49.5	\$326.4	19.2%	31.2%
FY 2014	\$414.8	\$2,089.0	\$1,132.3	\$130.8	\$283.9	19.9%	25.1%
Change from last year	10%	7%	8%	164%	-13%	1%	-6%
Change over last 5 years	63%	14%	11%	128%	44%	6%	6%

Source: Executive Operating Program and Budget (FY 2012-FY 2016), Comprehensive Annual Financial Report (FY 2010-FY 2014), and Department of Budget and Fiscal Services Annual Report FY 2014 ¹Debt ratio computation/formula(s) provided by the Department of Budget and Fiscal Services.

Accomplishment of City Priorities

In FY 2014, the Mayor built upon his original five priorities and added three more that would be the focus for his administration:

1. Restoring bus services
2. Repaving roads
3. Improving the sewer system, and infrastructure repair and maintenance
4. Re-establishing pride in city parks
5. Building rail better
6. Homelessness
7. Energy efficiency
8. Making Honolulu a bike-friendly city.

In approaching these priorities, the Mayor stressed fiscal restraint, a focus on core services and infrastructure, investing in new technology and personnel, transparency in operation, and the importance of customer service.

Restoring Bus Service

The mayor's commitment to restore citizen's confidence in reliable and efficient bus services, resulted in restoring and/or improving seven service routes, was completed in FY 2013. In FY 2014, bus routes 501 and 504 in Mililani Mauka were modified after the Mililani Trolley halted service in January 2014. Improved transit service for persons with disabilities is anticipated with the delivery of 15 new vans in May 2014. These were the first of the fleet of 99 new paratransit vans ordered in 2013.

Honolulu residents were asked to rate the quality of bus and transit services, 61% rated the service *excellent or good* in the 2014 National Citizen Survey. In comparison with cities with over 300,000 residents, for this quality rating, Honolulu ranked higher than the benchmark at 2 out of 18 or the 94th percentile. In 2014, 42% of Honolulu residents reported they used public transportation instead of driving.



Source: FY 2013 Department & Agency Reports, Department of Transportation Services

Repaving Roads

The mayor's five-year plan aims to improve all 1,500 lane miles of the roads considered less than "fair condition." The mayor committed to releasing a quarterly status report on road projects to help the public and the City Council keep track of the work and to understand how funds were being spent.

In the first six months of 2014, the city paved a total of 305 lane miles. The mayor reports that the \$100 million appropriated in the FY 2013 Capital Improvement Program (CIP) budget has been contracted. In FY 2014, the City Council appropriated \$130 million for FY 2015 to ensure the city has a solid basic infrastructure.

Accomplishment of City Priorities

Residents' ratings for the quality of street repair as *excellent or good* improved from 11% in 2013 to 18% in 2014. Ease of car travel and traffic flow continued to receive ratings of less than 20% for *excellent or good*. Residents' ratings of traffic signal timing as *excellent or good* improved 8% over last year. Overall ease of travel continues to receive ratings below 45% for *excellent or good*.



Source: Department of Design and Construction and Office of the City Auditor

As part of Honolulu's Global Consent Decree with the U.S. Environmental Protection Agency (EPA) and the state Department of Health, the mayor reports that the city has completed 330 of the 484 projects outlined by the EPA. The mayor is committed to working hard to meet project due dates.

In 2013, Honolulu was one of eight cities selected nationwide to participate in the Re-invest Initiative, an effort to support sustainable infrastructure. The selection made Honolulu eligible for technical assistance to design a green infrastructure that can be financed through a combination of public and private resources.

Honolulu residents' ratings for quality of storm drainage services as *excellent or good* improved 8% over last year.

Improving Our Sewer System, Infrastructure Repair, and Maintenance

Sewer capacity is a critical part of Honolulu's infrastructure. Without adequate sewer capacity, the city cannot approve new development projects, large or small. To address capacity issues, the city began construction on the Ala Moana Wastewater Pump Station Force Mains 3 and 4.



Storm drain cleaning

Photo Courtesy of the Department of Facility Maintenance

Accomplishment of City Priorities

Re-establishing Pride in Our Parks

Great public parks are the hallmark of notable cities throughout the world. Re-establishing Pride in Our Parks is the mayor's commitment to maintaining and improving city parks and recreational areas critical for quality of life.

In FY 2014, the city celebrated the re-opening of the renovated Wahiawa District Park swimming pool, which had been closed for two years. The city also celebrated the re-opening of the comfort stations at Maunaloa Bay in Hawai'i Kai and rehabilitation of the McCoy Pavilion at Ala Moana Regional Park.

In FY 2014, Honolulu residents rating city and county parks *excellent or good* increased 5% over last year. About 84% of residents visited a city and county park, which was similar to other cities with more than 300,000 residents.

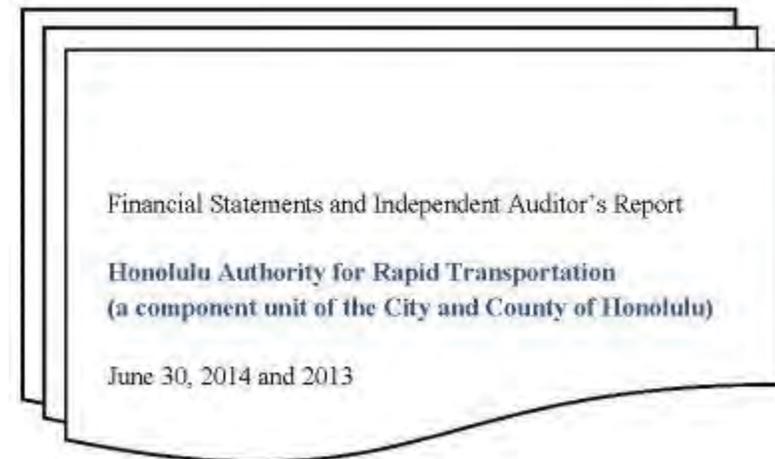


Wahiawa District Park swimming pool renovation project
Photos Courtesy of the Department of Design and Construction

Building Rail Better

The Honolulu Authority for Rapid Transportation (HART) made major progress with the Honolulu rail transit project since construction resumed in September 2013. More than 100 support columns for the elevated rail guideway have been completed in the East Kapolei/Ewa area, with column work moving to Waipahu in late 2014.

Building Rail Better is the mayor's priority to work collaboratively with HART, stakeholders and governmental agencies; push for fiscal responsibility and transparency; work with communities on visual impact concerns; and plan for infrastructure needs for *Transit-Oriented Development*. In December 2014, the third Financial Statements and Independent Auditor's Report for the period of June 30, 2014 and 2013 was issued and posted on HART's website.



Source: <http://www.honolulustransit.org/document-library/finances.aspx>

Accomplishment of City Priorities

2014 Service Efforts and Accomplishments Report

Transit-Oriented Development (TOD)

Working with communities throughout the rail corridor, the mayor's team developed draft TOD plans to enhance neighborhoods around the transit stations. The mayor established a TOD subcommittee to coordinate infrastructure improvements and to facilitate development, including upgrades to sidewalks, bikeways, and roads connecting to the rail stations. The team is developing updated codes and zoning, a toolkit of financial incentives, and a new housing action agenda.

In FY 2014, the Department of Planning and Permitting's Transit-Oriented Development Program draft TOD plans and implementation strategy at a TOD Symposium in November 2013. Draft TOD plans were completed for 14 of the 21 station areas, including East Kapolei, Waipahu, Aiea-Pearl City, Kalihi and downtown Honolulu.



2014 TOD Symposium

Photo Courtesy of the Department of Planning and Permitting

Homelessness

In May 2013, the Administration proposed an Action Plan to address chronic homelessness. In June 2014, the mayor announced the city's Housing First strategy to reduce chronic homelessness on Oahu. The mayor's plan combined housing and services with enforcement action designed to ensure that our public spaces were accessible for all.

Shelter space and access to service are available across the island, and the city continues to work with service providers to reach out to homeless individuals and families. In FY 2014, the City Council appropriated nearly \$50 million for homeless initiatives and increased Grants-In-Aid funding to further help non-profits providing services the city cannot.

In the 2014, National Citizen Survey of Honolulu residents, 74% of respondents strongly or somewhat support providing services to the homeless and supporting homelessness initiatives even if it involves raising taxes or fees.



Demonstration model for alternative dwelling units.

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

Accomplishment of City Priorities

Energy Efficiency

The mayor identified energy efficiency as a priority in FY 2014. The Department of Facility Maintenance reported that electricity costs for street lighting have increased 45% over the last five years from \$5.5 million in FY 2010 to \$8 million in FY 2014. The Department of Budget and Fiscal Services awarded energy-related contracts totaling \$16,576,288 to invest in energy conservation and efficiency, renewable and alternative energy to reduce the city's energy costs. The Department of Design and Construction (DDC) completed photovoltaic planning and design projects for the Kapolei Corporation Yard and the Honolulu Police Training Academy. DDC also completed construction of air conditioning system improvements for the Honolulu Medical Examiner's Office and the Wahiawa Police Station in FY 2014. The Department of Environmental Services completed the first phase of the energy performance contract at the Kailua Regional Wastewater Treatment Plant, with the second and final phase of the project underway. This 15-year contract is estimated to save the city \$1 million per year in electricity costs.

Making Honolulu a Bike-Friendly City

The mayor is committed to building an infrastructure that will support the communities' needs and values in the future. This includes supporting multi-modal thoroughfares for bikes, buses, pedestrians, and vehicles. The FY 2015 budget had \$1.4 million in the CIP budget for bikeway projects, bikeway improvements, and a multimodal bike plan to include a primary urban core cycle track. In June 2014, the city released the Honolulu Bikeshare Organizational Study to map out how a bikeshare program could work on Honolulu. The Bikeshare program is a partnership between the city, state, the U.S. Environmental Protection Agency, and private industry. The bikeshare program will be in use by the end of 2015. The Department of Transportation Services installed the city's first "Fix-it" bike repair station, located in front of the Frank F. Fasi Municipal Building.

Residents' ratings for ease of bicycle travel in Honolulu as *excellent* or *good* declined over the past five years from 22% in FY 2010 to 20% in FY 2014. When compared to cities with over 300,000 residents, Honolulu's rating of 20% ranked 16 out of 19 or the 17th percentile. Honolulu residents were also asked to rate bicycle safety in Honolulu. 71% of residents rated bicycle safety as a *major* or *moderate* problem in 2014.



The Fix-it Bike Repair Station

Source: <http://www.honolulu.gov/bicycle/supportfacilities.html>

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2

Department of Budget and Fiscal Services

Chapter 2 Department of Budget and Fiscal Services



Frank F. Fasi Municipal Building

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

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

The department's goals are to:

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

The department consists of eight divisions:

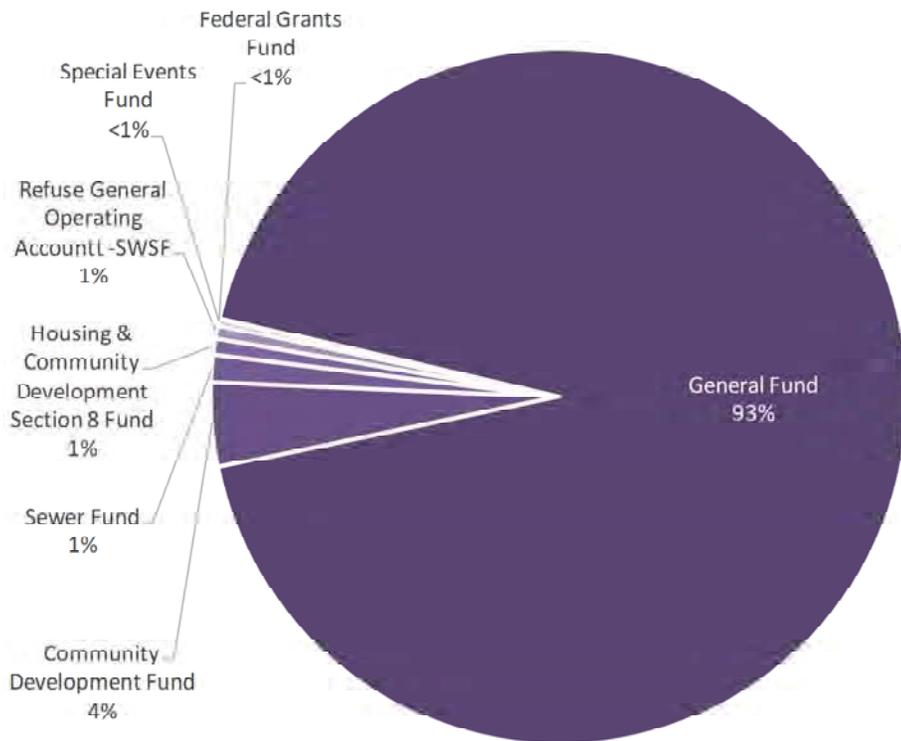
- Administration
- Budgetary Administration
- Internal Control
- Accounting and Fiscal Services
- Fiscal/Capital Improvement
- Purchasing and General Services
- Real Property Assessment
- Treasury

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

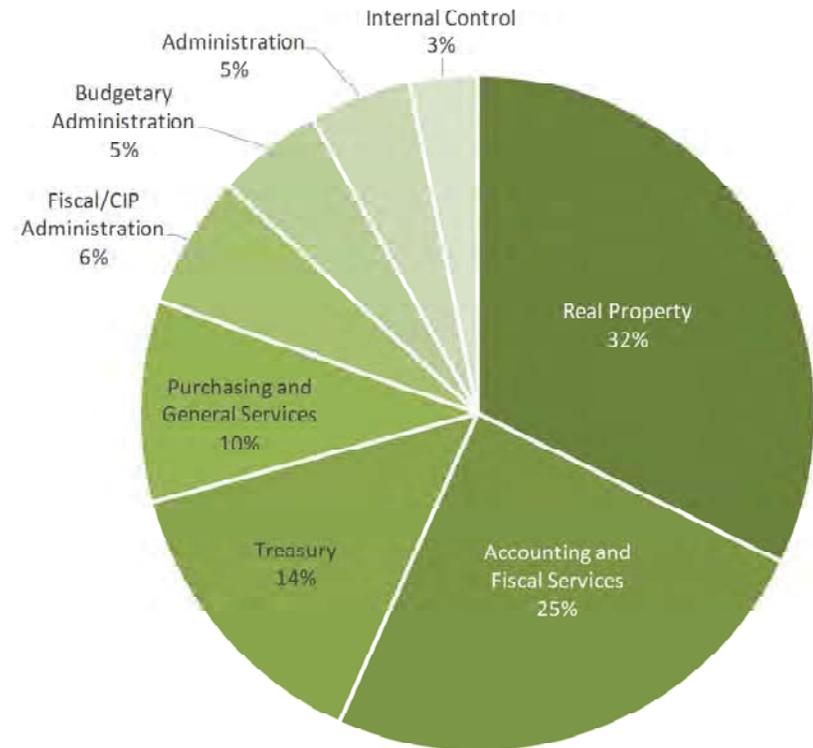
To deliver adequate resources to city agencies to ensure successful programs and projects in a fiscally prudent and responsible manner.

Mission Statement

Funding Sources¹



Funding Uses



	Revenues (\$ millions)	Operating Expenditures (\$ millions)	Staffing			Overtime Expenditures ³	
			Total Authorized FTE	Total Vacant FTE	Cost Per FTE ²	Total	Non-Holiday
FY 2010	\$1,972.3	\$17.7	320	50	\$55,313	\$161,132	\$159,435
FY 2011	\$1,750.9	\$16.0	323	67	\$49,559	\$194,729	\$193,872
FY 2012	\$1,455.6	\$15.3	323	63	\$47,463	\$96,340	\$95,005
FY 2013	\$1,909.5	\$15.0	320	71	\$46,930	\$138,982	\$135,444
FY 2014	\$1,549.7	\$16.7	323	55	\$51,549	\$92,724	\$92,280
Change from last year	-19%	11%	1%	-23%	10%	-33%	-32%
Change over last 5 years	-21%	-6%	1%	10%	-7%	-42%	-42%

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

Highlights and Administration

In FY 2014, BFS' operating expenditures totaled \$16.7 million, an 11% increase from FY 2013, but a decrease of 6% compared to five years ago. The department had 323 authorized FTE positions in FY 2014, 3 positions more than last year. Vacancies totaled 55, 10% higher than five years ago.

In FY 2014, overtime expenditures totaled \$92,724, a 42% decrease from five years ago.

In the 2014 National Citizen Survey, Honolulu residents were asked to rate the value of services for taxes paid. About 29% rated the value of services for taxes paid as *excellent* or *good*. This percentage is *lower* than ratings reported nationwide and *similar* among cities with populations over 300,000. Among large cities, Honolulu ranked 22nd out of 28 cities for the value of services for taxes paid.

Administration

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

HONOLULU'S CREDIT RATINGS

GENERAL OBLIGATION BONDS

Moody's ¹	Aa1	Fitch ²	AA+
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WASTEWATER SYSTEM REVENUE BONDS

Moody's	Aa2	Fitch	AA
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WASTEWATER SYSTEM REVENUE BONDS JUNIOR SERIES

Moody's	Aa3	Fitch	AA-
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mission through administration of the city's risk management program which covers all city agencies except the Honolulu Board of Water Supply, O'ahu Transit Services, and Honolulu Authority for Rapid Transportation (HART), and excludes workers' compensation and employee benefits. The program focuses on minimizing the adverse financial impact of losses through self-insurance and the purchase of additional insurance.

	Administration		Citizen Survey (% Excellent or Good)
	Operating Expenditures (\$ millions)	Risk Management Reported Liability Losses (\$ millions)	Value of Services for Taxes Paid
FY 2010	\$1.1	\$1.6	33%
FY 2011	\$1.0	\$0.5	35%
FY 2012	\$0.9	\$1.4	33%
FY 2013	\$0.7	\$1.5	24%
FY 2014	\$0.8	\$1.2	29%
Change from last year	12%	-16%	5%
Change over last 5 years	-24%	-22%	-4%

Source: Department of Budget and Fiscal Services, 2014 Department and Agency Reports. ¹Moody's ratings provides investors with a system of gradation by which future relative creditworthiness of securities may be gauged. There are nine symbols (Aaa, Aa, A, Baa, Ba, B, Caa, Ca, C) to designate from the least credit risk to that denoting greatest credit risk. ²Fitch Ratings features symbols AAA-D (long-term ratings) and F1-D (short-term ratings) for debt and financial strength ratings.

Budgetary Administration

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

In FY 2014, the division’s operating expenditures totaled \$0.8 million. This was similar to FY 2013, but 6% less than five years ago.

Internal Control

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

In FY 2014, the division’s expenditures totaled \$0.5 million, 35% more from last year but 25% less than five years ago. The division

had seven staff members who performed audits, reviews, evaluations, and analyses. During FY 2014, the division accomplished the following:

- Completing quarterly cash audits and preparing statements of the amount and kind of funds in the city Treasury, as required by the city charter.
- Administering the Integrity Hotline.
- Providing ongoing citywide and department reviews of city funds expended through the purchasing card program.
- Monitoring city agency compliance with petty cash and change funds policies and procedures.
- Preparing the city’s consolidated local central service cost allocation plan and indirect cost rates.
- Monitoring the low-income housing compliance requirements for 14 projects in the multi-family housing program.
- Reviewing and providing updates to the BFS policies and procedures manual.
- Updating and developing new policies for the Administrative Directives manual.

	Budgetary Administration		Internal Control	
	Operating Expenditures (\$ millions)	Communications Reviewed and Processed	Operating Expenditures (\$ millions)	Audits, Reviews, Evaluations, and Analyses Performed
FY 2010	\$0.9	1,934	\$0.7	43
FY 2011	\$0.9	2,139	\$0.5	39
FY 2012	\$0.8	2,164	\$0.4	35
FY 2013	\$0.8	2,175	\$0.4	34
FY 2014	\$0.8	2,335	\$0.5	55
Change from last year	4%	7%	35%	62%
Change over last 5 years	-6%	21%	-25%	28%

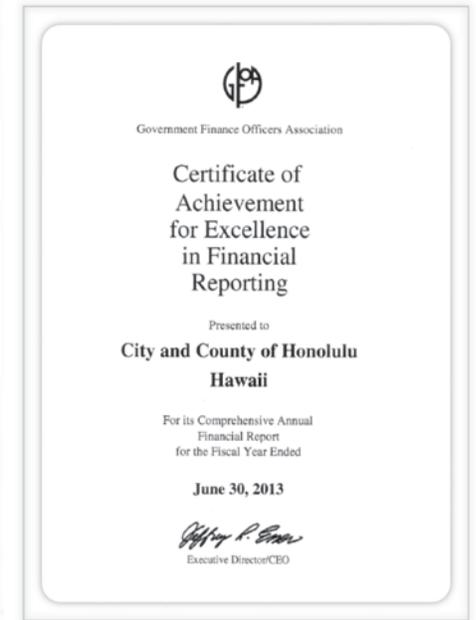
Source: Department of Budget and Fiscal Services.

Accounting and Fiscal Services

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

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

The division issues the city's Comprehensive Annual Financial Report (CAFR) and has received the Certificate of Achievement for Excellence in Financial Reporting from the Government Finance Officers Association (GFOA) for 27 of the last 28 years. The division also continued to assist in refining the city's enterprise resource management system (C2H) for the implementation of new provisions of HGEA and UPW union contracts.



Source: FY 2014 Comprehensive Annual Financial Report

	Accounting and Fiscal Services			
	Operating Expenditures (\$ millions)	Payroll-Wage Related Payments Processed	Non-Payroll Documents Payments Processed	Total Payments Processed
FY 2010	\$4.2	245,000	48,000	293,000
FY 2011	\$4.1	247,000	50,000	297,000
FY 2012	\$3.7	245,000	60,745	305,745
FY 2013	\$3.7	234,338	58,000	292,338
FY 2014	\$4.1	236,000	63,000	299,000
Change from last year	10%	1%	9%	2%
Change over last 5 years	-3%	-4%	31%	2%

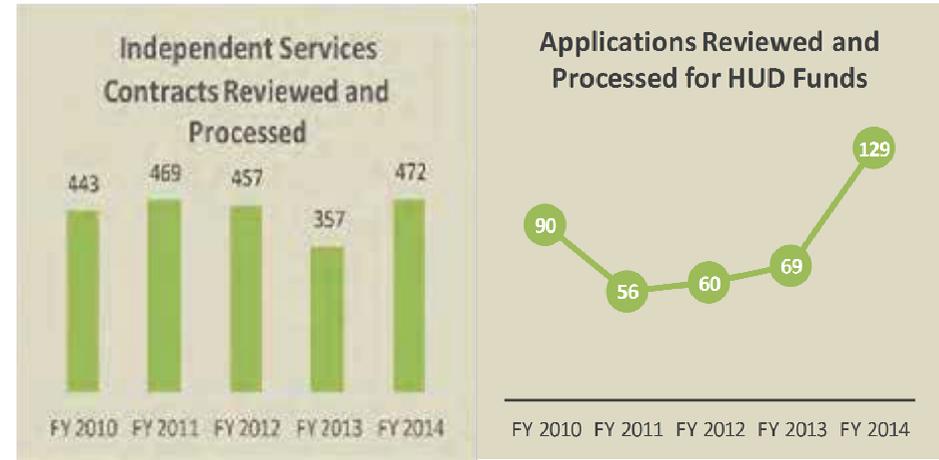
Source: Department of Budget and Fiscal Services.

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

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

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

In FY 2014, the division reported its completion of a 20-year plan which detailed FY 2015 projects to be undertaken by the city for the Community Development Block Grant (CDBG) program, HOME Investment Partnerships program, Emergency Solutions Grants (ESG), and the Housing Opportunities for Persons with AIDS (HOPWA)



program. The division also completed the FY 2013 Consolidated Annual Performance and Evaluation Report (CAPER) for these programs.

The city was awarded the Distinguished Budget Presentation Award by the Government Finance Officers Association (GFOA) for the division’s work on the 2013 budget. The city has received this prestigious award for the last 15 years.

	Fiscal/CIP Administration Operating Expenditures (\$ millions)	Reviewed and Processed				Audits of Sub-Recipients Performed
		Independent Services Contracts	Appropriation and Allotment Vouchers	Application for HUD Funds	Sub-Recipient Agreements	
FY 2010	\$1.2	443	527	90	138	48
FY 2011	\$1.2	469	646	56	132	37
FY 2012	\$0.6	457	506	60	133	62
FY 2013	\$0.6	357	455	69	99	67
FY 2014	\$1.1	472	499	129	107	53
Change from last year	78%	32%	10%	87%	8%	-21%
Change over last 5 years	-11%	7%	-5%	43%	-22%	10%

Source: Department of Budget and Fiscal Services.

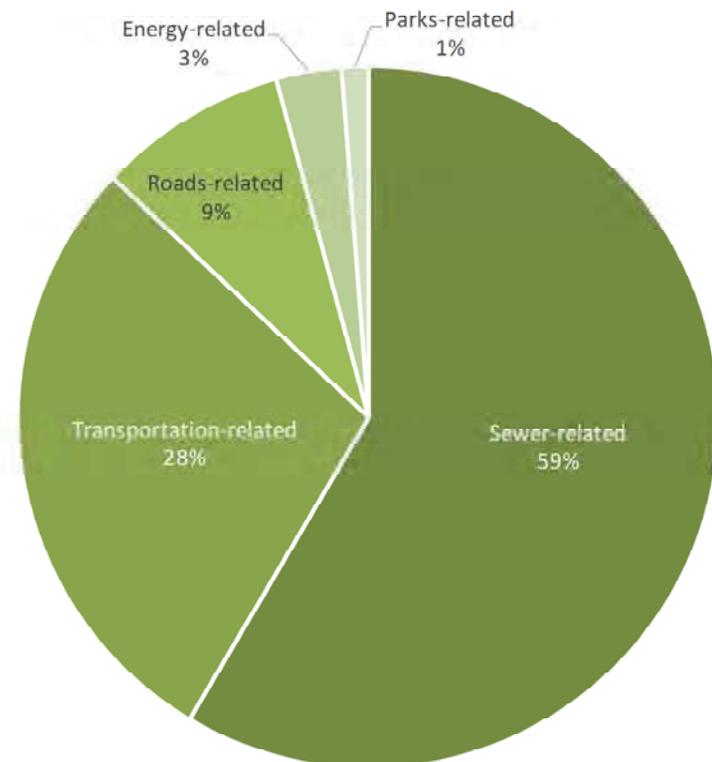
Purchasing and General Services

The mission of the Purchasing and General Services Division is to assure quality purchases at reasonable prices for the city in accordance with the law. The division is responsible for procuring all materials, supplies, equipment, and services for city departments and agencies, which include construction, consultant, and personal services contracts for the city. The division is also responsible for the city's assets, which includes real property, rentals, leases, and concessions; and administers housing relocation functions.

The division supports the department's mission to maintain the city's financial health and conserve its resources through cost-efficient purchases of goods through the use of price-list contract awards for commonly purchased items by city departments.

The division's Purchasing Branch processes the city's public works construction, consultant, and personal services contracts. In FY 2014, the city awarded 82 consultant and 59 construction contracts, excluding the Board of Water Supply and HART that totaled \$40.6 and \$287.9 million, respectively.

Types of City Contracts Awarded in FY 2014



	Goods and Services					Consultant Contracts		Construction Contracts		
	Operating Expenditures (\$ millions)	Number of Price Lists	Number of Price List Purchase Orders	Total Price List Purchases (\$ millions)	Number of Direct Purchases	Direct Purchase Orders (\$ millions)	Total Contracts Awarded	Total Dollar Value Awarded (\$ millions)	Total Contracts Awarded	Total Dollar Value Awarded (\$ millions)
FY 2010	\$1.6	122	2,028	\$71.2	3,017	\$3.0	169	\$73.1	122	\$848.7
FY 2011	\$1.5	168	3,404	\$73.3	2,967	\$3.2	123	\$347.1	97	\$558.0
FY 2012	\$1.5	161	3,876	\$46.3	4,279	\$6.8	109	\$31.0	112	\$263.0
FY 2013	\$1.4	159	3,333	\$61.9	3,982	\$7.5	97	\$30.3	82	\$171.1
FY 2014	\$1.6	172	2,719	\$70.1	3,869	\$7.3	82	\$40.6	59	\$287.9
Change from last year	11%	8%	-18%	13%	-3%	-2%	-15%	34%	-28%	68%
Change over last 5 years	2%	41%	34%	-2%	28%	141%	-51%	-45%	-52%	-66%

Source: Department of Budget and Fiscal Services and 2014 Department and Agency Reports.

Real Property Assessment

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

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

As of October 1, 2013, the division assessed 293,852 tax parcels for Assessment Year 2014, including 127,941 condominium units and 344,701 buildings. The division processed 56,659 real property exemptions/dedications in FY 2014, a 28% increase from a year ago and 10% decrease from five years ago. Walk-in counter assistance for all public service decreased 46% from 9,188 in FY 2010 to 5,000 in FY 2014.



	Real Property Tax Assessments			Exemptions / Dedications Processed				
	Operating Expenditures (\$ millions)	Total Assessment Value (\$ billions)	Total Taxes Levied (\$ millions)	Assessment Parcels	Total	Walk-In Counter Service	Appeals Filed	Building Inspections
FY 2010	\$5.6	\$165.8	\$849.1	287,564	63,045	9,188	1,642	7,047
FY 2011	\$5.0	\$153.1	\$804.3	287,611	52,440	5,254	2,447	5,774
FY 2012	\$5.2	\$153.6	\$812.5	288,615	53,350	5,100	1,264	6,782
FY 2013	\$5.0	\$155.3	\$841.3	290,290	44,143	4,900	1,514	7,585
FY 2014	\$5.4	\$159.1	\$931.5	293,852	56,659	5,000	2,141	7,585
Change from last year	6%	2%	11%	1%	28%	2%	41%	0%
Change over last 5 years	-4%	-4%	10%	2%	-10%	-46%	30%	8%

Source: Department of Budget and Fiscal Services.

Real Property Assessment and Treasury

Real property tax is the primary revenue source for the General Fund. Real property assessed values decreased 4% over the past 5 years from \$165.8 billion in FY 2010 to \$159.1 billion in FY 2014. During this same period, real property taxes levied increased 10% from \$849.1 million in FY 2010 to \$931.5 million in FY 2014.

However, FY 2014 real property assessments increased slightly from the year before, reflecting the real estate market's slow recovery from the unstable mortgage loan market. Tax rates for all property classes were maintained at the FY 2014 levels. RPAD conducts inspections that are prompted by complaints, appeals, and planning document changes. Building inspections increased 8% from 7,047 in FY 2010 to 7,585 in FY 2014.

Treasury

The Treasury Division is responsible for the city's cash management, debt, and selected accounts receivable. The division maintains the city's treasury, deposits monies, and invests funds as authorized by law. It also issues, sells, pays interest, and redeems bonds. Treasury is responsible for billing and collecting various revenues and assessments including real property taxes, improvement and

business improvement districts, refuse disposal and collection fees, real property rentals, and concessions contracts. Treasury's goals include the effective, timely, and cost efficient collection of real property taxes, assessments, and various city fees; and effective management of the city's debts and obligations.

Over the last five years, the division's operating expenditures increased 5% from \$2.2 million in FY 2010 to \$2.3 million in FY 2014. In FY 2014, the division billed 280,440 accounts for property taxes valued at \$868.1 million. This accounts for almost two-thirds of the city's general fund revenues. In FY 2014, the division collected \$838.7 million in property taxes or approximately 97% of the total amount billed.

Delinquent property taxes at the beginning of FY 2014 were \$13.4 million. During FY 2014, the division collected \$3.2 million, or 56.2% of its delinquencies. The division reported that delinquent property taxes, consisting of outstanding FY 2013 taxes plus prior year uncollected delinquencies totaled \$13.4 million or a 20% decrease from FY 2010.

	Real Property Taxes						
	Treasury Operating Expenditures (\$ millions)	Total Taxes Levied (\$ millions)	Collections to Date (\$ millions)	Outstanding Delinquent Taxes (\$ millions)	Delinquency Rate	Delinquent Tax Collections (\$ millions)	Delinquent Real Property Tax Accounts ¹
FY 2010	\$2.2	\$849.1	\$843.0	\$16.8	1.8%	\$7.9	7,517
FY 2011	\$2.1	\$804.3	\$795.5	\$17.2	2.2%	\$8.6	7,133
FY 2012	\$2.2	\$812.5	\$800.1	\$12.7	1.6%	\$10.5	7,278
FY 2013	\$2.3	\$841.3	\$813.7	\$13.4	1.6%	\$19.7	6,588
FY 2014	\$2.3	\$868.1	\$838.7	\$13.4	1.6%	\$3.2	5,944
Change from last year	2%	3%	3%	0%	0%	-84%	-10%
Change over last 5 years	5%	2%	-1%	-20%	<-1%	-59%	-21%

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

Honolulu Liquor Commission

Honolulu Liquor Commission

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



Hearing Room

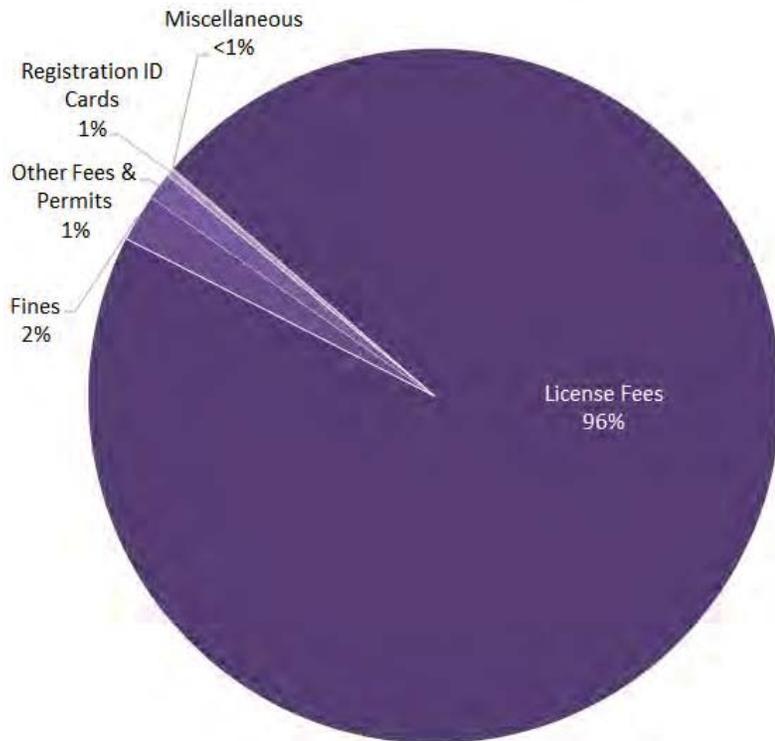
Photo Courtesy of the Honolulu Liquor Commission



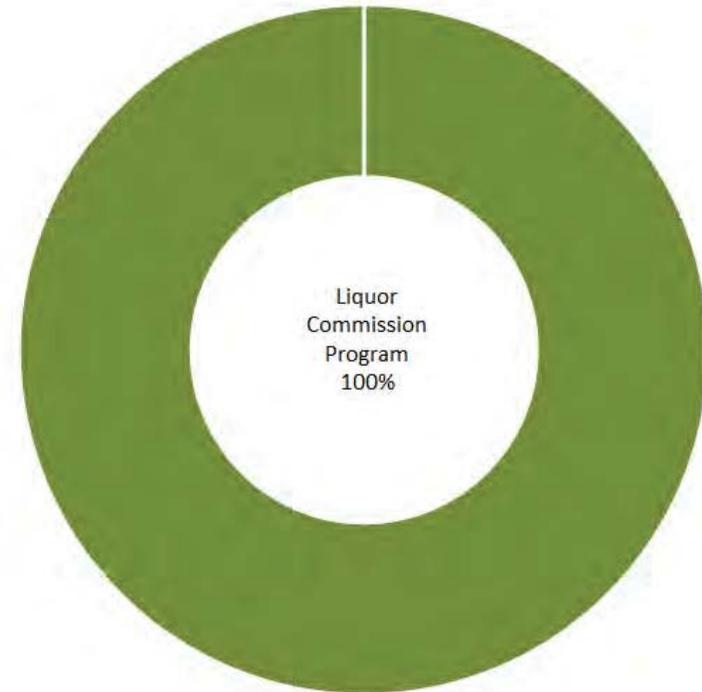
To promote the community's health, safety, and welfare by efficiently and fairly administering and enforcing Hawai'i's liquor laws.

Mission Statement

Funding Sources¹



Funding Uses



	Liquor License Revenues (\$ millions)	Operating Expenditures (\$ millions)	Staffing		Overtime Expenditures ³	
			Total Authorized FTE	Cost Per FTE ²	Total	Non-Holiday
FY 2010	\$3.7	\$3.1	50	\$62,013	\$108,253	\$1,692
FY 2011	\$4.0	\$2.1	50	\$42,709	\$92,195	\$3,207
FY 2012	\$3.8	\$2.3	50	\$46,418	\$103,157	\$2,458
FY 2013	\$3.9	\$2.8	50	\$55,291	\$106,837	\$3,782
FY 2014	\$3.6	\$2.8	50	\$55,207	\$82,633	\$1,990
Change from last year	-7%	<1%	0%	<1%	-23%	-47%
Change over last 5 years	-3%	-11%	0%	-11%	-24%	18%

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

Liquor Commission Program

Over the last five years, the commission's operating expenditures decreased 11% from \$3.1 million in FY 2010 to \$2.8 million in FY 2014. According to the commission, the decrease was due to better forecasting and budget management, and delays in the commission's new information system project implementation.

Total authorized staffing has remained at 50 FTE positions since FY 2010. During FY 2014, the commission had 19 vacant FTE positions, representing a 38% vacancy rate. The commission's overtime expenditures decreased 24% over the last five years. The commission attributed the decrease to better planning, cross-training, and overtime policy enforcement.

All liquor licenses are renewed annually. New requests for liquor licenses, involve consideration of the number of existing licenses in the area, zoning and land use considerations, and input from parties in the affected neighborhood. Over the last five years, the number of liquor licenses in effect increased 6%, from 1,374 in FY 2010 to 1,451 in FY 2014.

All liquor complaints received by the commission by any means are investigated. Public complaints include all written, email, online, in-person, and 24-hour hotline complaints. Over the last five years,

public complaints pertaining to licensees have decreased by 7%. Of the 337 reported during FY 2014, 195 (54%) were related to alleged excessive noise as opposed to illegal liquor sale or consumption complaints. According to the commission, the number of complainants and premises involved are less than 195 because of multiple complaints from the same persons and/or pertain to the same premises.

The commission refers complaints alleging drug activity, prostitution, gambling, and other non-liquor violations to the appropriate law enforcement agency. In FY 2014, total violations adjudicated increased 78% from the previous year, mostly due to late or not filing gross liquor sales reports and for unauthorized entertainment devices on premises. The number of adjudications involving minors decreased by 11%.

The commission continued to focus on licensee information and education programs with trainings and information dissemination utilizing the commission's website and licensee email. A new information system is also being developed to improve the timeliness and efficiencies of license applications and enforcement. The system is projected to be in operation by FY 2016.

	Total Investigations Conducted	Public Complaints About Premises	Total Violations Adjudicated	Total Violations Adjudicated Minors	% Adjudicated Violations: Minors	Liquor Licenses in Effect
FY 2010	10,354	364	387	109	28%	1,374
FY 2011	11,256	407	441	109	25%	1,346
FY 2012	15,471	386	590	211	36%	1,394
FY 2013	12,587	404	213	50	23%	1,406
FY 2014	9,201	337	380	46	12%	1,451
Change from last year	-27%	-17%	78%	-8%	-11%	3%
Change over last 5 years	-11%	-7%	-2%	-58%	-16%	6%

Source: Honolulu Liquor Commission



Department of Community Services

Chapter 3 Department of Community Services

The Department of Community Services (DCS) administers programs to meet human service, workforce and housing needs of economically challenged individuals and families with special needs in the City and County of Honolulu. The Revised Charter of Honolulu mandates DCS to: (a) develop and administer projects, programs, and plans of action for human resources, human services, and housing programs; (b) develop and administer projects, programs, and plans of action designed to achieve sound community development that conform to and implement the general plan and development plans; and (c) implement federally-aided and state-aided human resources, human services, housing, urban renewal, and community development programs.

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

DCS consists of six divisions:

Administration	Community Assistance	Community Based Development	Elderly Affairs	WorkHawai'i	Office of Special Projects *
<ul style="list-style-type: none">Oversees the operational divisions.	<ul style="list-style-type: none">Administers rental subsidies, home rehabilitation and homeownership assistance to low and moderate income families.	<ul style="list-style-type: none">Administers grants for homeless and housing assistance, and community development.	<ul style="list-style-type: none">Administers grants for older adults, caregivers and people with disabilities.	<ul style="list-style-type: none">Administers grants for employment and job training and youth development programs.	<ul style="list-style-type: none">Serves as the liaison to the community to address the needs of the socially and economically disadvantaged.

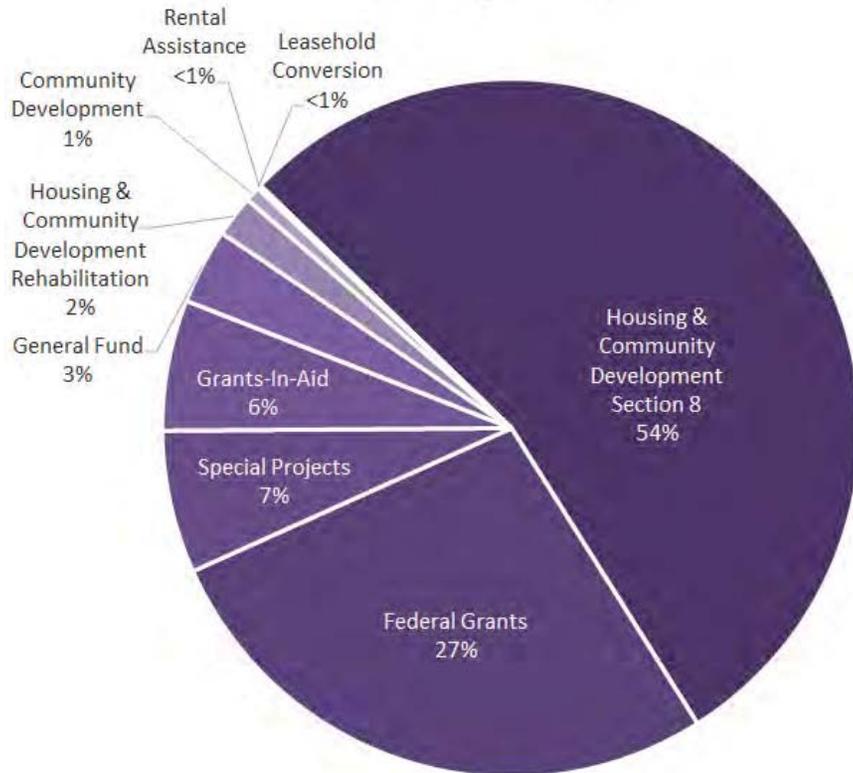
The O`ahu Workforce Investment Board is administratively attached to DCS.

* The Office of Special Projects changed its name to the Office of Grants Management on October 8, 2014.

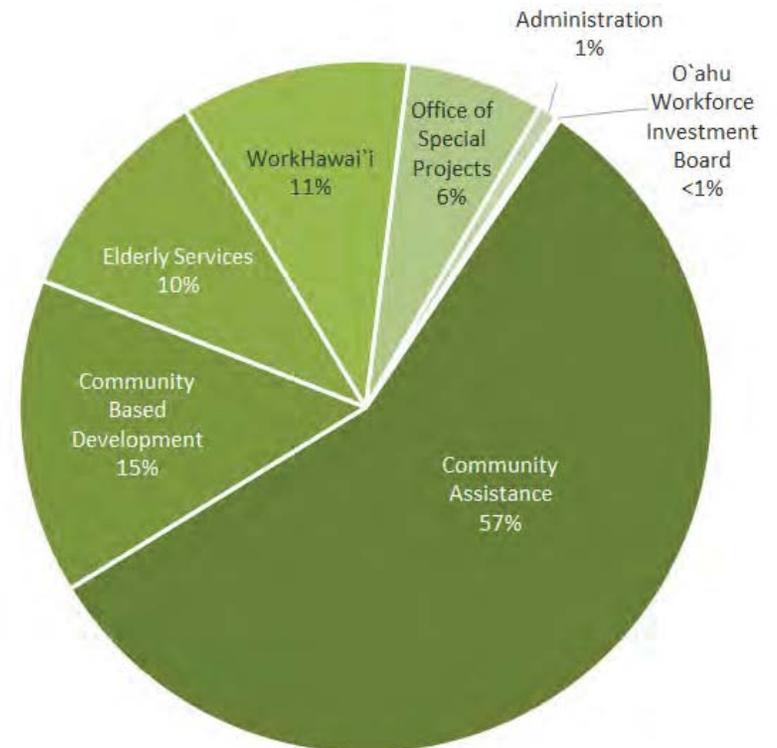
To create opportunities to improve the quality of life for the people of O`ahu.

Mission Statement

Funding Sources¹



Funding Uses¹



	Revenues (\$ millions)	Operating Expenditures (\$ millions)	Staffing		Cost Per FTE ²	Overtime Expenditures ³	
			Total Authorized FTE	Total Vacant FTE		Total	Non-Holiday
FY 2010	\$75.3	\$75.8	245.0	87.0	\$309,541	\$25,423	\$24,874
FY 2011	\$69.8	\$76.9	246.8	99.3	\$311,533	\$63,395	\$63,395
FY 2012	\$75.2	\$80.1	246.8	100.3	\$324,692	\$94,180	\$94,107
FY 2013	\$61.7	\$71.7	223.0	85.0	\$321,305	\$25,945	\$25,681
FY 2014	\$83.5	\$87.7	246.8	111.8	\$355,188	\$12,656	\$12,656
Change from last year	35%	22%	11%	32%	11%	-51%	-51%
Change over last 5 years	11%	16%	1%	29%	15%	-50%	-49%

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

Highlights and Community Assistance

Over the last five years, DCS' operating expenditures increased 16%, from \$75.8 million in FY 2010 to \$87.7 million in FY 2014. During the same period, revenues increased 11%, from \$75.3 million in FY 2010 to \$83.5 million in FY 2014. The department attributed the increases to grants received for the Community Based Development Division (CBDD) and the Office of Special Projects (OSP). These grants allowed the department to increase its services to the public.

The department had 246.8 authorized FTE positions in FY 2014. Vacancies totaled 111.8 positions, 29% higher compared to five years ago.

In FY 2014, overtime expenditures totaled \$12,655, 50% less than five years ago. According to DCS, it seeks to minimize overtime expenditures. Overtime is authorized for approved community events beyond the normal work hours. The department also noted that controlling overtime is in line with the city's objective to control costs.

Community Assistance

The Community Assistance Division (CAD) accounted for 57% of the department's FY 2014 operating expenditures. In FY 2014, CAD's operating expenditures totaled \$49.8 million, a 7% increase from FY 2013 and 3% increase from FY 2010. The division attributed the increase to higher Section 8 Housing Choice Voucher funding.

CAD fulfills its goal of promoting individual self-sufficiency and improved housing and quality of life for low income families through its Section 8 Housing Choice Voucher and Family Self-Sufficiency (FSS) Programs.

The Section 8 Housing Choice Voucher Program enables low-income families, earning 30% of the median income, to rent housing units on the private rental market. In FY 2014, the program paid \$42.5 million in rental subsidies. The division processed 351 applications and served a total of 3,257 families.

The Family Self-Sufficiency (FSS) Program is a voluntary program designed to help participating Section 8 families transition off of government subsidies into social and economic self-sufficiency by

	CAD Operating Expenditures (\$ millions)	Section 8 Housing Choice Voucher Program			Family Self-Sufficiency Program		Rehabilitation Loans Approved & Funded
		Families Served	Wait-Listed Applicants	Applications Processed	Families Participated	Families Became Homeowners	
FY 2010	\$48.5	3,950	4,500	30	212	3	\$2,455,000
FY 2011	\$49.4	3,699	4,000	161	173	3	\$447,796
FY 2012	\$49.7	3,383	1,499	1,277	183	2	\$1,041,796
FY 2013	\$46.7	3,444	561	938	184	1	\$1,519,540
FY 2014	\$49.8	3,257	0	351	156	0	\$1,077,550
Change from last year	7%	-5%	-100%	-63%	-15%	-100%	-29%
Change over last 5 years	3%	-18%	-100%	1070%	-26%	-100%	-56%

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

providing counseling, career guidance, life coping workshops and other resources. In FY 2014, 156 families participated in the FSS Program and 13 families completed the program. According to CAD, homeownership is difficult for many Hawai'i families due to home costs among the highest in the nation. Low income families are least able to compete in the current environment of extremely low inventory for sale, when many buyers pay cash and offer higher than the asking price. Four families are scheduled to complete construction of self-help homes in FY 2015.

The Rehabilitation Loan Program assists low and moderate income homeowners by providing zero interest loans to renovate their units. Homeowners may include accessibility improvements in the renovation scope. Rehabilitation loans approved and funded in FY 2014 totaled \$1,077,550 which decreased 29% from the \$1,519,540 funded in FY 2013.

The Honolulu Solar Loan Program provides interest free loans for qualified homeowners to cover the cost of installing a solar water heating or photovoltaic (PV) system, including repair work to correct deficient conditions on the property for the installation. In FY 2014,

3 of the 11 rehabilitation loans approved had repairs related to and installation of PV systems.

The Down Payment Loan Program provides assistance to low and moderate income families to achieve homeownership. According to CAD, the division received three applications and processed two loans in FY 2014 due to the receipt of funds in the last quarter of the year.

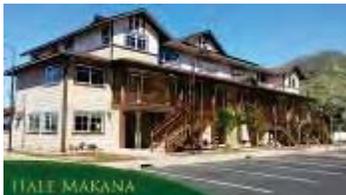
In the 2014 National Citizen Survey, Honolulu residents were asked to rate the availability of affordable quality housing and the variety of housing options. About 8% and 20% of residents rated the availability of affordable quality housing and the variety of housing options as *excellent* or *good*, respectively. Both of these ratings were *much lower* than the benchmarks nationally and for cities with over 300,000 residents. Among large cities, Honolulu ranked last for availability of affordable quality housing and the variety of housing options. The survey also asked residents to report if they were experiencing housing cost stress (housing costs were 30% or more of household income). About 40% of residents reported that they were not under housing cost stress, which is *much lower* than the national benchmark.

	Citizen Survey (% Excellent or Good)			
	Availability of Affordable Quality		NOT Under Housing Cost Stress	Experiencing Housing Cost Stress ¹
	Housing	Variety of Housing Options		
FY 2010	6%	24%	46%	54%
FY 2011	9%	25%	39%	61%
FY 2012	9%	24%	41%	59%
FY 2013	9%	19%	48%	52%
FY 2014	8%	20%	40%	60%
Change from last year	-1%	1%	-8%	8%
Change over last 5 years	2%	-4%	-6%	6%

Source: 2014 National Citizen Survey (Honolulu). ¹The National Research Center defines housing cost stress as paying 30% or more of monthly household income on housing costs.

Community Based Development

The Community Based Development Division's (CBDD) mission is to secure and administer grant funds for homeless assistance, community development, and housing. It also identifies alternative funding sources to maximize city resources. Over the last five years, the division's operating expenditures increased 126% from \$5.7 million in FY 2010 to \$12.9 million in FY 2014 because of additional federal funding.



Hale Makana O'Nanakuli, developed by the Hawaiian Community Developer Board

Hale Makana is a 48-unit rental housing project in Nanakuli for the low and very low income families. CBDD provided federal HOME Investment Partnership Act funds.

Photo Courtesy of the Department of Community Services.

The Shelter Plus Care Program provides housing subsidies and case management services to disabled homeless individuals. Individuals pay 30% of their income toward rent, and the uncovered portion is subsidized through the program. Since FY 2010, the number of Shelter Plus Care rental assistance slots has increased 70% from 316 in FY 2010 to 538 slots in FY 2014. The increase was due to the program's Continuum of Care receiving funds for a few extra slots and the transfer of an existing Shelter Plus Care contract from the State of Hawai'i Department of Human Services to the city.



Ko'oloa'ula Building 1, developed by the Mutual Housing Association of Hawai'i, a non-profit agency.

Ko'oloa'ula is a rental housing community in Kapolei, Hawai'i that provide housing to lower income families. CBDD provided federal HOME Investment Partnership funds.

Photo Courtesy of the Department of Community Services.

In support of the mayor's Housing First initiative, CBDD provided support to 12 homeless programs through the Emergency Solutions Grants (ESG) programs in FY 2014. ESG funds the operations of emergency shelters as well as rapid re-housing and homeless prevention activities.

Homeless Services Agencies and Shelters¹ on O'ahu



Source: Office of the City Auditor, Department of Community Services

	CBDD Operating Expenditures (\$ millions)	Shelter Plus Care Rental Assistance Slots	CDBG ² Grants	CDBG ² Funds
FY 2010	\$5.7	316	3	\$401,000
FY 2011	\$5.5	316	2	\$214,000
FY 2012	\$6.4	328	5	\$1,051,000
FY 2013	\$3.3	336	0	\$0
FY 2014	\$12.9	538	0	\$0
Change from last year	294%	60%	--	--
Change over last 5 years	126%	70%	-100%	-100%

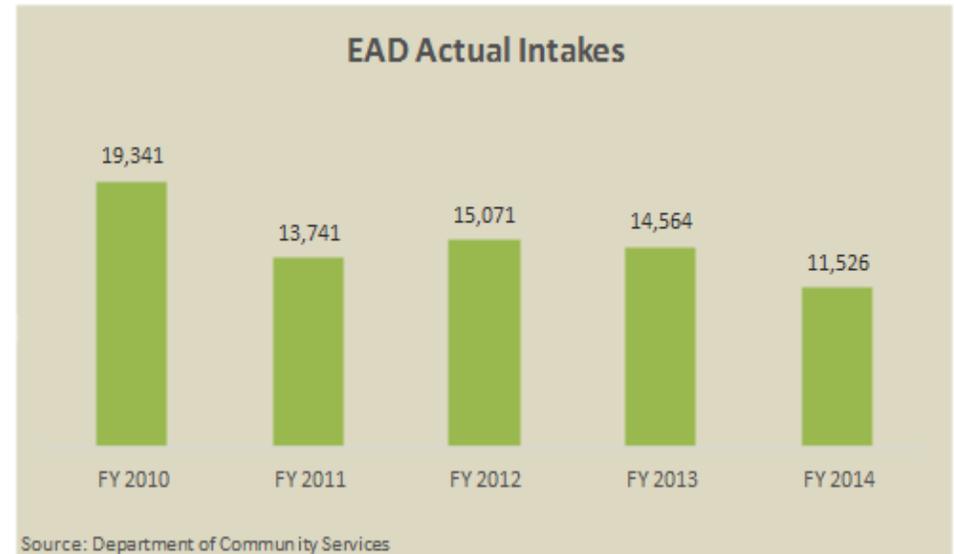
Source: Department of Budget and Fiscal Services and the Department of Community Services. ¹These agencies and shelters received grant funds through DCS. ²Community Development Block Grant program funded by the U.S. Department of Housing and Urban Development (HUD).

The Elderly Affairs Division (EAD) is the designated Area Agency on Aging (AAA) in Honolulu. The division’s objective is to develop a comprehensive and coordinated system of services to assist older persons in leading independent, meaningful, and dignified lives in their own homes and communities for as long as possible.

Over the last five years, the division’s operating expenditures increased 23% from \$7.4 million in FY 2010 to \$9.1 million in FY 2014 due to additional state and federal funds.

Under the Aging Network Service System, 5,018 seniors received meals, personal care, and transportation services; and 31,383 seniors received counseling, health promotion, housing and legal assistance.

In FY 2014, EAD provided outreach, information, and referral services via the Information and Assistance (I&A) program to approximately 30,000 people through Satellite City Hall walk-in sites, outreach visits to group dining programs, open markets, senior clubs and housing projects, exhibits at community fairs, home visits during case assessments of frail elders, group presentations, and calls received by the Elderly Helpline.



In alignment with the Mayor’s Age Friendly City initiative, EAD is working to establish an Aging and Disability Resource Center (ADRC). The ADRC is Hawai`i’s response to comply with federal guidance and regulations to incorporate standardized tools and efficient processes for providing information, referral, assistance, assessment and planning for long-term support needs.

	EAD Operating Expenditures (\$ millions)	Aging Network Service System		EAD Actual Intakes	Kupuna Care Program-Total Home Delivered Meals
		Registered Services Received ¹	Aggregate Services Received ²		
FY 2010	\$7.4	5,686	70,100	19,341	175,605
FY 2011	\$8.5	5,546	53,505	13,741	162,819
FY 2012	\$11.0	5,325	55,719	15,071	184,711
FY 2013	\$9.0	5,205	50,156	14,564	102,532
FY 2014	\$9.1	5,018	31,383	11,526	94,693
Change from last year	1%	-4%	-37%	-21%	-8%
Change over last 5 years	23%	-12%	-55%	-40%	-46%

Source: Department of Community Services. ¹Registered services received includes meals, personal care, and transportation. ²Aggregate services consists of counseling, health promotion, housing, and legal services.

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

WorkHawai`i Division's mission is to develop a quality workforce for Honolulu's businesses and to empower individuals to meet the current and future needs of employers. The O`ahu Workforce Investment Board (OWIB) designated WorkHawai`i as the operator of the O`ahu WorkLinks, which is O`ahu's workforce development system, established by the Workforce Investment Act. O`ahu WorkLinks One-Stop Centers provide federally funded business assistance and job seeker services.

In FY 2014, 31,967 job seekers were served, which reflects a 20% increase of those served in the prior fiscal year; and 517 companies participated in the job fairs, which reflects a 29% increase from the last five years.



Quick Response Technology

At the job fair, after job seekers uploaded their resumes at the iPad station, employers had instantaneous access to the resumes.

Photos Courtesy of the Department of Community Services

In addition, approximately 2,000 youth and young adults experiencing barriers to employment were served through prevention and intervention programs consolidated at the Youth Services Center. The center maximizes program resources while providing each participant the opportunity to attain viable academic, civic, and vocational skills to progress toward economic and social stability.



The O`ahu Workforce Investment Board oversees and sets policies for O`ahu WorkLinks. The board is administratively attached to DCS. Its operating expenditures increased 24% from FY 2013 to FY 2014.

The Office of Special Projects 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. On October 8, 2014, the Office of Special Projects changed its name to the Office of Grants Management.

	Operating Expenditures			WorkHawai`i			OWIB
	WorkHawai`i (\$ millions)	Oahu Workforce Investment Board (\$ millions)	Office of Special Projects (\$ millions)	On-the-Job Training Program Business			O`ahu WorkLinks One-Stop Center Users
				Partners	Job Seekers Served ¹	Job Fair Companies	
FY 2010	\$8.7	\$1.1	\$3.6	26	20,110	400	20,110
FY 2011	\$7.6	\$0.1	\$5.0	17	12,698	450	22,898
FY 2012	\$7.0	\$0.1	\$5.1	37	37,960	496	26,068
FY 2013	\$8.8	\$0.1	\$3.1	15	26,698	510	26,698
FY 2014	\$9.3	\$0.2	\$5.6	16	31,967	517	21,567
Change from last year	7%	24%	81%	7%	20%	1%	-19%
Change over last 5 years	8%	-85%	54%	-38%	59%	29%	7%

Source: Department of Budget and Fiscal Services and Department of Community Services. ¹Includes job seekers who attended job fairs as well as center users.

4

Department of Corporation Counsel

Chapter 4 Department of Corporation Counsel

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

The department's goals are to:

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

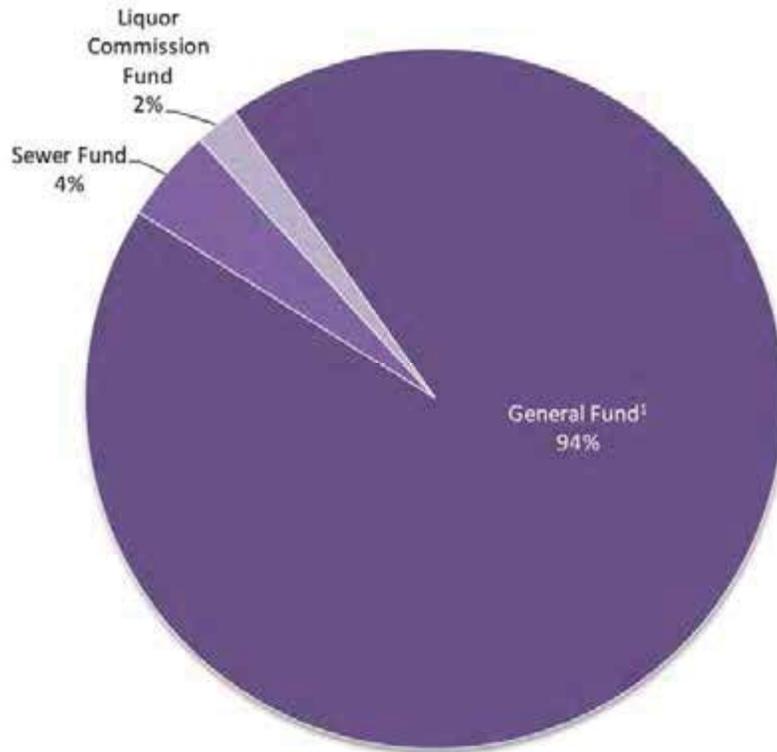
The department's legal services activity has three divisions:

- Administration directs and coordinates operations for the department's Counseling and Drafting and Litigation Divisions and coordinates and oversees complex legal issues and cases that may involve multiple agencies. This activity also provides administrative support services in personnel, fiscal/budgetary and organizational management to the COR divisions and the Ethics Commission.
- Counseling and Drafting (C&D) renders legal opinions to the mayor, city council, and all city agencies, departments, boards, and commissions; represents the city in court and administrative and other tribunal proceedings in the State of Hawai'i; drafts and reviews legal documents, ordinances, and resolutions; and drafts state legislation. C&D's legal services span a wide variety of subject matters 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 represents the city and its employees (acting in the course and scope of their employment) before all courts in the State of Hawai'i; processes and litigates personal injury and property damage claims by or against the city; and seeks collections for monies owed to the city.

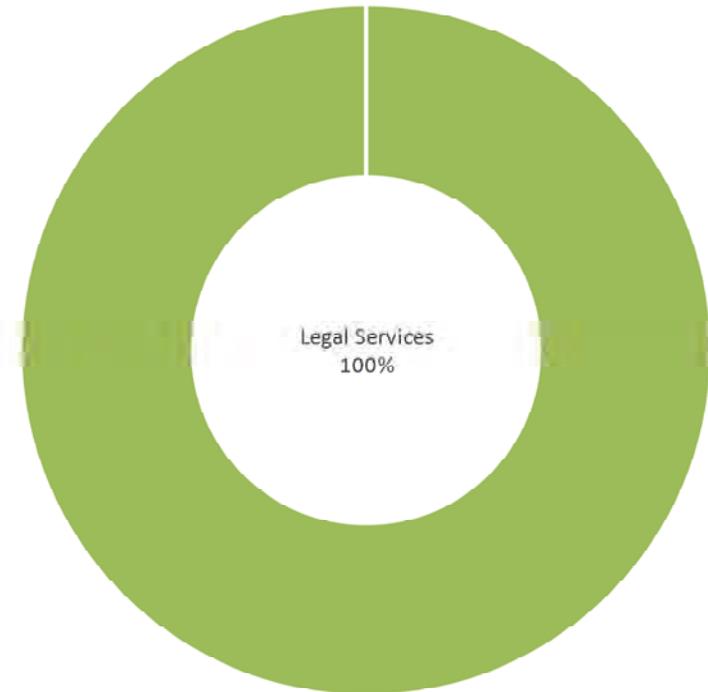
To meet the diverse legal needs of its clients, by advising its clients proactively, and by effectively representing and litigating their interests, while maintaining the highest standards of professionalism and ethics.

Mission Statement

Funding Sources



Funding Uses



	Operating Expenditures (\$ millions)	Staffing			Total Overtime Expenditures ³	Total Attorney FTE Filled	Total Attorney FTE Vacant
		Total Authorized FTE	Total Vacant FTE	Cost Per FTE ²			
FY 2010	\$7.1	82.0	7.5	\$86,998	\$862	41.0	4.0
FY 2011	\$6.7	81.0	6.0	\$82,517	\$250	44.0	1.0
FY 2012	\$7.7	81.0	4.0	\$95,662	\$88	43.0	2.0
FY 2013	\$6.6	81.5	11.0	\$81,574	\$631	41.0	4.0
FY 2014	\$7.0	83.0	4.0	\$84,598	\$672	45.0	1.0
Change from last year	6%	2%	-64%	4%	6%	10%	-75%
Change over last 5 years	-2%	1%	-47%	-3%	-22%	10%	-75%

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

Cases

Over the last year, the department's operating expenditures increased 6% from \$6.6 million in FY 2013 to \$7.0 million in FY 2014. According to the department, the increase was attributed to the addition of 1 FTE Deputy Corporation Counsel position to provide additional assistance to the Board of Water Supply; increases provided by collective bargaining agreements and the salary commission; and the filling of vacant funded positions.

Total authorized staffing increased 2% while vacancies decreased by 7.0 FTE positions from the prior fiscal year. Overtime expenditures decreased 22% over the last five years from \$862 in FY 2010 to \$672 in FY 2014. The department reported that overtime was authorized on a limited basis to address workload requirements due to staffing shortages and court deadlines.

COR continues to assist the Department of Environmental Services (ENV) and the Department of Design and Construction (DDC) in their ongoing compliance with the terms of the 2010 Global Wastewater Consent Decree that was entered into by the U.S. District Court, the United States Environmental Protection Agency (EPA), the State of Hawai'i Department of Health (DOH), and various non-governmental organizations.

COR also continues to support the Honolulu Authority for Rapid Transportation (HART) which is charged with managing the largest capital project in state history. Included in this effort was the successful defense of the city against a legal challenge in federal court that sought to stop the rail project.

Also in FY 2014, the department resolved appeals before the State Tax Appeal Court and recovered approximately \$31.2 million in total property taxes which was \$21.5 million above the tax amount claimed by the appellant tax payers. This is an increase of 91% from the \$16.3 collected in FY 2013 and 524% from the \$5.0 million in FY 2010. The department says the recoveries are primarily attributable to the settlement of the Kalaeloa property tax appeals and the withdrawal of a tax appeal filed by the owners of a major regional shopping center.

Litigation cases increased 36% from 2,664 cases in FY 2010 to 3,622 cases in FY 2014. According to the department, the number of litigation cases noted in the chart reflects a combination of lawsuits filed in the courts and claims submitted directly to COR. The number was higher in FY 2014 because of an increase in the number of claims filed directly with COR and the impact of claims which could not be closed because of short staffing.

	Counsel and Drafting Cases	Litigation Cases	Real Property Tax Cases	Real Property Tax Recoveries (\$ millions)	Total Number of Cases
FY 2010	10,584	2,664	406	\$5.0	13,654
FY 2011	11,025	2,558	528	\$3.1	14,111
FY 2012	11,814	2,619	889	\$3.5	15,322
FY 2013	11,954	2,731	1,184	\$16.3	15,869
FY 2014	14,888	3,622	¹	\$31.2	18,510
Change from last year	25%	33%	--	91%	17%
Change over last 5 years	41%	36%	--	524%	36%

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

Honolulu Ethics Commission

Honolulu Ethics Commission

The Ethics Commission was established in 1962 and has seven commissioners who are appointed by the mayor and confirmed by the city council for five-year staggered terms. The commission renders advice on ethics questions to city personnel, the public and the media; investigates complaints of violations of the ethics laws; and recommends discipline to appointing authorities for ethics laws violations.

The commission also develops and implements education programs, including mandatory ethics training and re-training for all city personnel. It also recommends legislation before the council and the legislature; develops guidelines explaining the standards of conduct; reviews and maintains financial disclosure statements of city officials with significant discretionary authority; and regulates lobbying and lobbyists. The commission is authorized to impose civil fines for ethics violations by elected and appointed officers and employees.

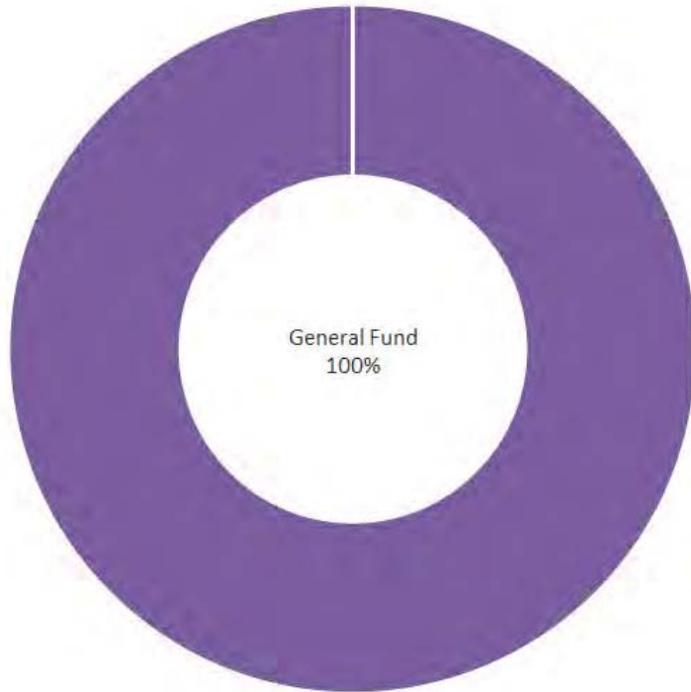
The commission has four permanent full-time positions, including the Executive Director/Legal Counsel, Associate Legal Counsel, Investigator, and a Legal Clerk.

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

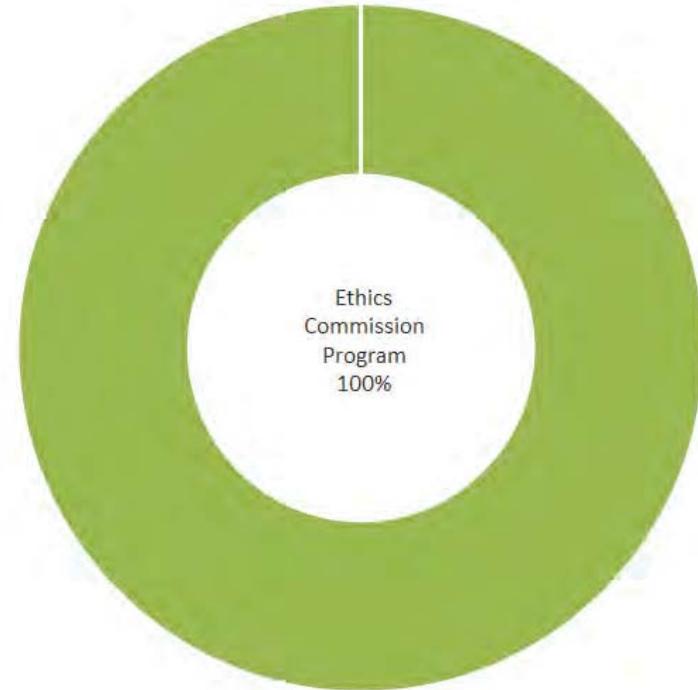
To ensure that city officers and employees understand and follow the ethical standards of conduct governing their work for the public.

Mission Statement

Funding Sources



Funding Uses



	Total Operating Expenditures	Staffing		Cost Per FTE ¹
		Total Authorized FTE	Total Vacant FTE	
FY 2010	\$180,388	2.0	0.0	\$90,194
FY 2011	\$187,871	3.0	0.0	\$62,624
FY 2012	\$254,234	3.0	0.0	\$84,745
FY 2013	\$265,987	3.0	0.0	\$88,662
FY 2014	\$348,125	4.0	0.0	\$87,031
Change from last year	31%	33%	--	-2%
Change over last 5 years	93%	100%	--	-4%

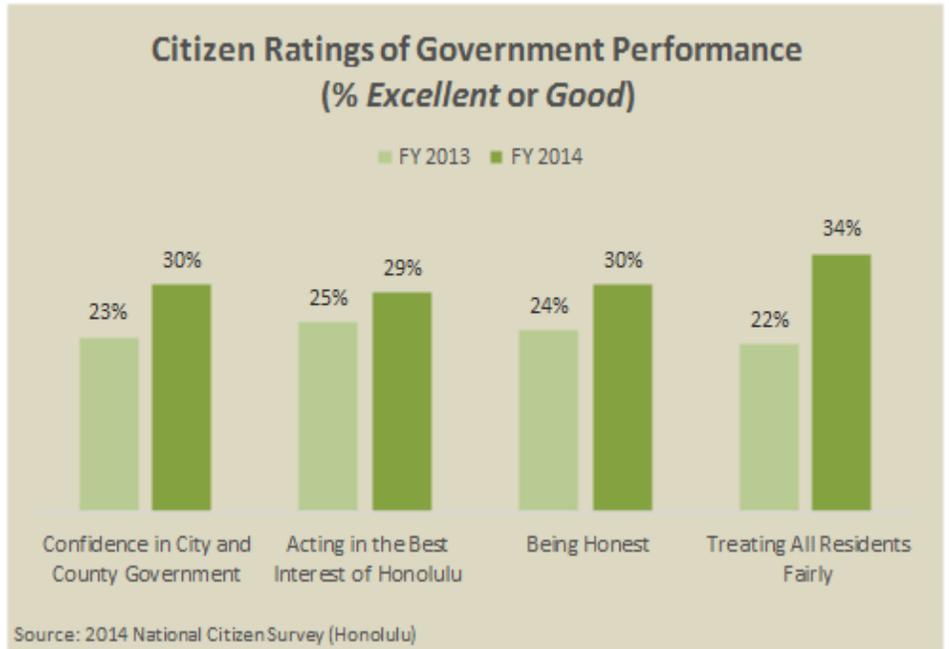
Source: Department of Budget and Fiscal Services and Honolulu Ethics Commission. ¹ Cost Per FTE = Total Operating Expenditures/Total Authorized FTE.

Highlights

Over the last five years, the commission's operating expenditures increased by 93%. The commission explained that the increase was due to more resources needed in response to the expansion of ethics training to all city employees, the growth in the number of requests for ethics advice, and the surge in complex complaints of misconduct.

The commission staff continued the mandatory ethics training program for all elected officials, managers, supervisors, and board and commission members. Honolulu's mandatory ethics training and retraining program is one of the most ambitious in the United States. During FY 2014, the commission completed ethics training for 6,292 employees.

In FY 2014, the commission responded to 383 requests for advice, an increase of 116 requests, or 43%, over the last five years. According to the commission, the increase was largely due to the greater use of the commission as a resource for investigations. More trained employees have also contributed to increased requests for advice and complaints.



In the 2014 National Citizen Survey, residents increased their ratings of government performance in four different categories, with the greatest increase being 12% from FY 2013 to FY 2014 in the government's treating all residents fairly.

	Total Ethics Training ¹	Advice Requests & Complaints	Complaints Opened for Investigation	Requests for Advice Answered
FY 2010	967	360	91	267
FY 2011	887	473	81	392
FY 2012	1,127	440	70	370
FY 2013	2,937	414	86	403
FY 2014	6,292	386	107	383
Change from last year	114%	-7%	24%	-5%
Change over last 5 years	551%	7%	18%	43%

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

15

Customer Services Department

Chapter 5 Customer Services Department

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

The department is comprised of the following:

- Administration provides policy guidance, direction and administrative support to all departmental programs.
- Public Communication disseminates information to the public, responds to inquiries and complaints, and oversees the reference center, records management and archives programs.
- Motor Vehicle, Licensing and Permits processes vehicle registrations; issues driver and business licenses; and administers motor vehicle inspection programs.
- Satellite City Halls provide essential city government services and information through 9 storefront offices across O`ahu.

The department's goals are to:

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

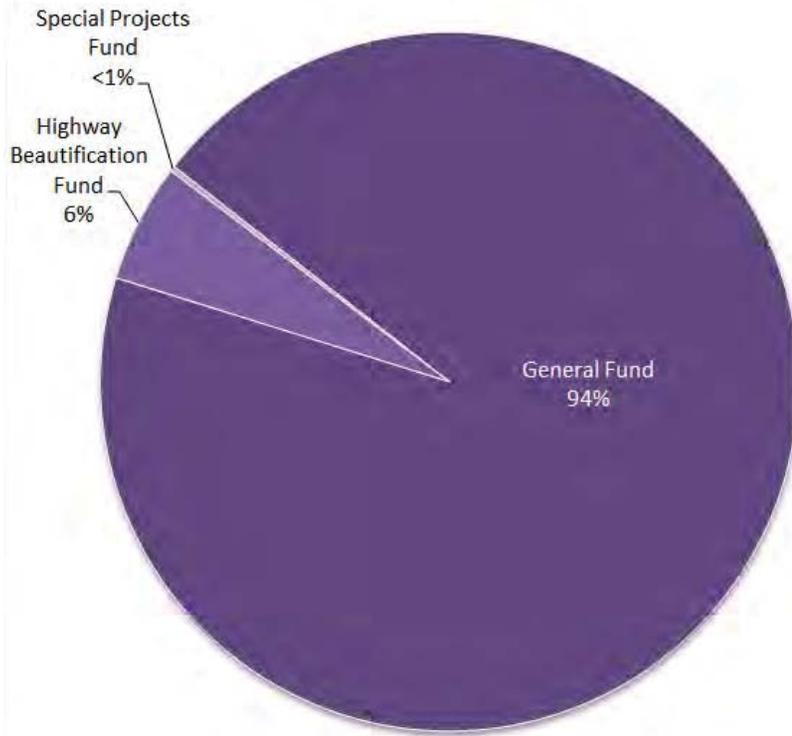


Source: Customer Services Department

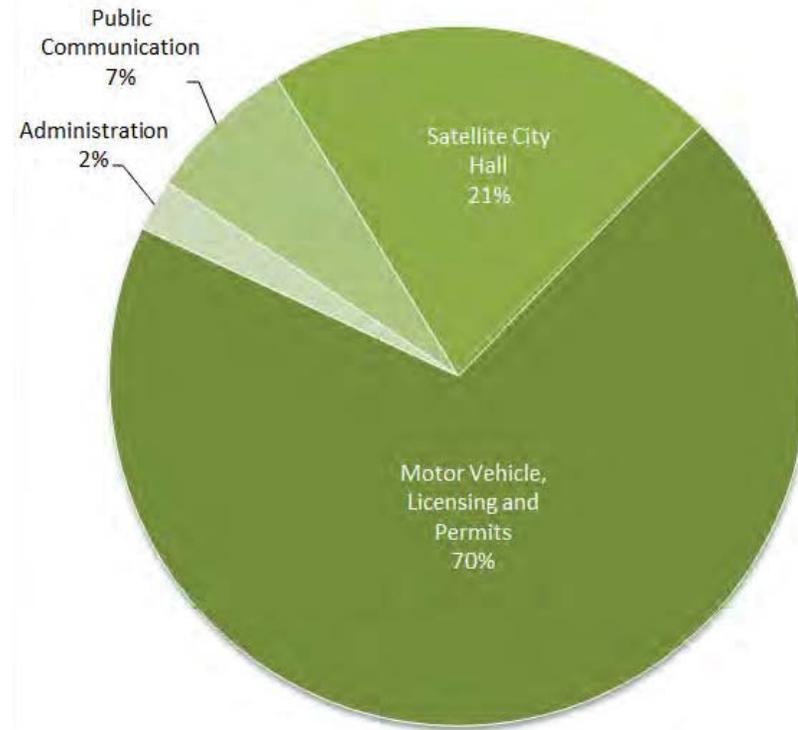
To provide the highest quality of service to the public, whether in person, by phone, or electronically.

Mission Statement

Funding Sources¹



Funding Uses



	Total Revenues (\$ millions)	Operating Expenditures (\$ millions)	Staffing		Cost per FTE ³	Overtime Expenditures ⁴	
			Total Authorized FTE	Total Vacant ² FTE		Total	Non-Holiday
FY 2010	\$116.1	\$20.3	298	45	\$68,256	\$132,632	\$132,056
FY 2011	\$142.5	\$18.8	299	56	\$62,956	\$58,490	\$55,829
FY 2012	\$152.2	\$18.9	308	72	\$61,442	\$17,483	\$16,506
FY 2013	\$155.1	\$19.3	307	70	\$62,947	\$52,716	\$48,979
FY 2014	\$157.6	\$19.6	308	71	\$63,749	\$208,682	\$205,362
Change from last year	2%	2%	0%	1%	1%	296%	319%
Change over last 5 years	36%	-3%	3%	58%	-7%	57%	56%

Source: Department of Budget and Fiscal Services. ¹Percentages do not total 100% due to rounding. ²Total Vacant FTE in FY 2014 includes 30 deactivated positions. ³Cost Per FTE = Total Operating Expenditures/Total Authorized FTE. ⁴Overtime pay is established by bargaining unit agreement, as applicable.

Highlights

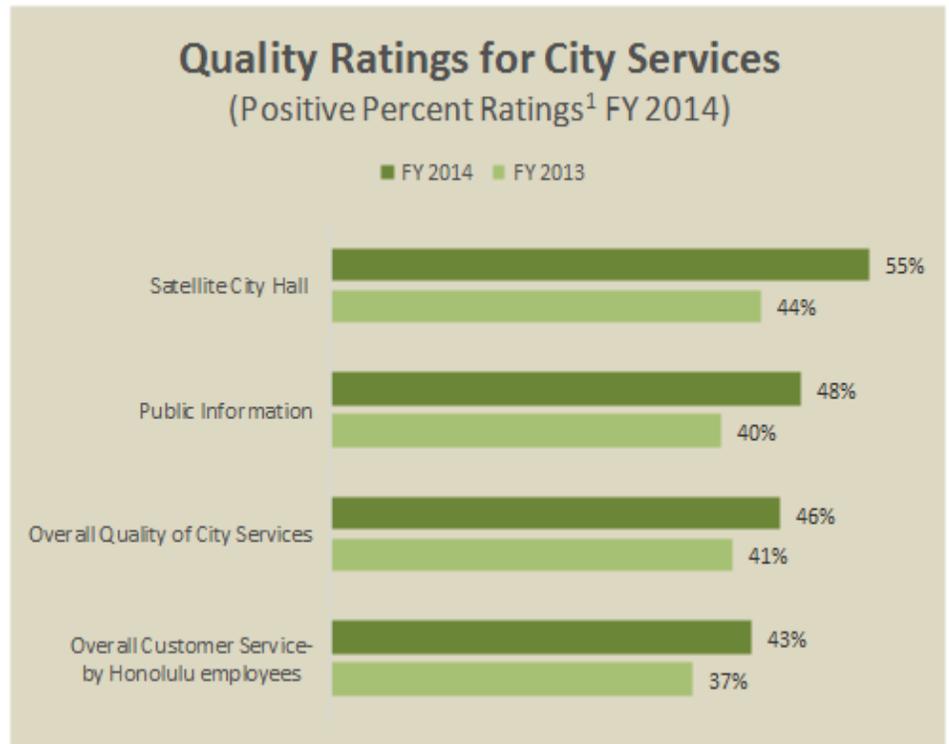
Over the last five years, the department's operating expenditures decreased 3% from \$20.3 million in FY 2010 to \$19.6 million in FY 2014. According to CSD, the decrease was due to retirements and new hires entering the workforce at lower salary rates and lower classification levels.

Vacancies increased 58% over the last five years from 45 vacant FTE in FY 2010 to 71 in FY 2014. The department explained that the vacancies increased as a result of a vacancy cutback, the unfunding of vacant positions due to budget constraints, coupled with vacancy turnovers due to resignations, transfers and retirements.

Overtime expenditures increased 57% over the last five years from \$132,632 in FY 2010 to \$208,682 in FY 2014. In FY 2014 overtime expenditures increased 296% over FY 2013. CSD explained that with the added responsibility of issuing State ID cards, Honolulu Police Department (HPD) Special Duty Officers were hired for crowd control and for high level authoritative presence during business hours at City Square, the most heavily used site.

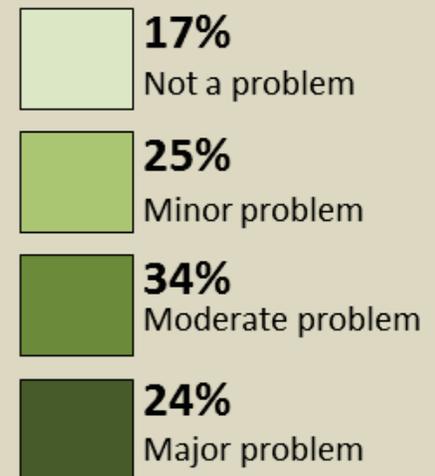
In the 2014 National Citizen Survey, Honolulu residents gave higher ratings for department and city services overall. 55% of residents rated the quality of Satellite City Hall (SCH) services as *excellent* or *good*, over 44% in 2013, an increase of 11%. Residents also gave higher positive ratings to overall customer service (43%), overall quality of services by Honolulu employees (46%), and quality of city public information services (48%).

Residents were also asked to rate the ease of motor vehicle and drivers license transactions on a scale of *not a problem*, *minor problem*, *moderate problem* or *major problem*. About 58% of residents rated the ease of motor vehicle and drivers license transactions as a moderate or major problem.



Source: 2014 National Citizen Survey (Honolulu). ¹Positive Percent Ratings are ratings of excellent or good and based on a 100% scale.

Citizens were asked to rate the ease of motor vehicle and driver license transactions in the City and County of Honolulu.



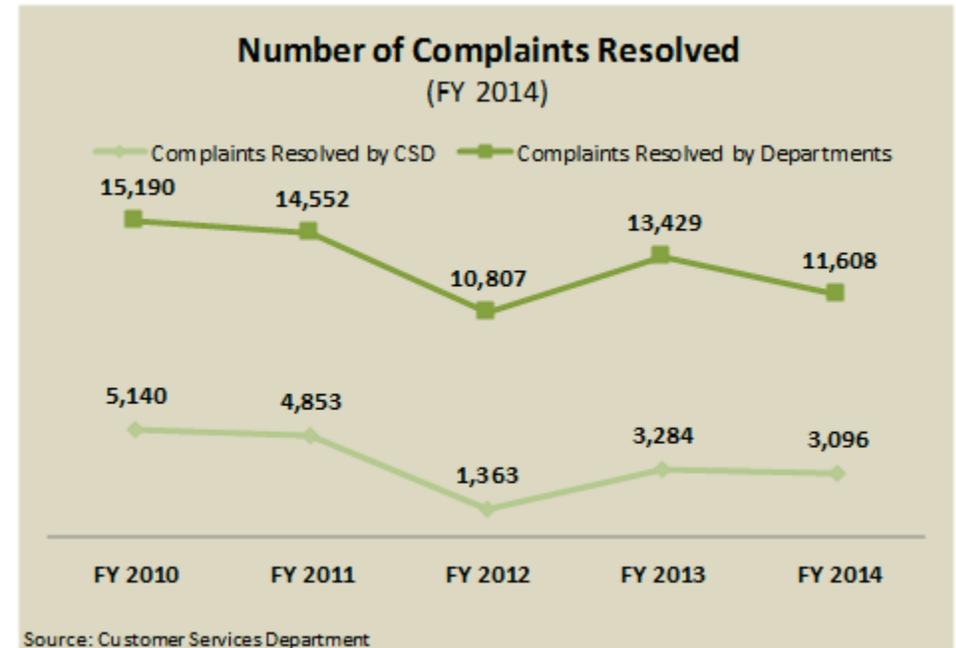
Source: 2014 National Citizen Survey (Honolulu).

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

Over the last five years, Administration's operating expenditures decreased 17% from \$565,272 in FY 2010 to \$468,857 in FY 2014. According to Administration, the decrease is due to personnel changes and staff reduction.

Public Communication

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



Over the last five years, the division's operating expenditures decreased 30% from \$1.9 million in FY 2010 to \$1.4 million in FY 2014. The department explained this decrease is attributed to increased vacancies during the last five years.

	Operating Expenditures		Complaint Actions Processed ¹	Number of Complaints Resolved ²	
	Administration	Public Communication (\$ millions)		Resolved by CSD	Resolved by Departments
FY 2010	\$565,272	\$1.9	14,857	5,140	15,190
FY 2011	\$470,025	\$1.8	13,561	4,853	14,552
FY 2012	\$425,243	\$1.6	13,147	1,363	10,807
FY 2013	\$417,559	\$1.4	14,883	3,284	13,429
FY 2014	\$468,857	\$1.4	13,301	3,096	8,512
Change from last year	12%	-1%	-11%	-6%	-37%
Change over last 5 years	-17%	-30%	-10%	-40%	-44%

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

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

Administration and Public Communication



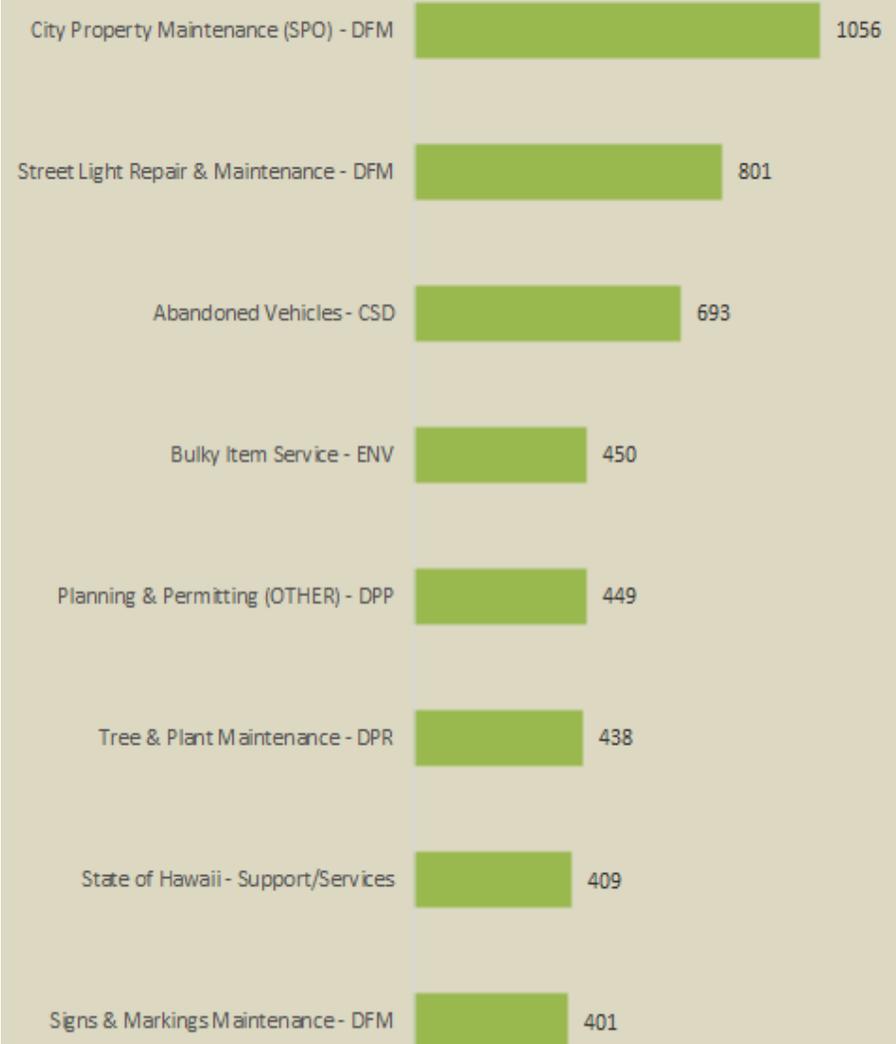
Source: Customer Services Department

Over the past five years, the number of complaints resolved by CSD decreased 40% from 5,140 in FY 2010 to 3,096 in FY 2014. The department reported that the number of complaints resolved by CSD reflects procedural improvements in handling complaints by the department and the division's Complaints Branch.

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

In FY 2014, CSD received the most complaints for city property maintenance (1,056) and street light repair and maintenance (801) followed by abandoned vehicles (693) and bulky item service (450), while signs and marking maintenance (401) ranked eighth. The department reported that they closed 12,736 complaints, averaging more than 1,000 complaints closed per month during FY 2014.

Top Eight Single Issue Complaints Reported for FY 2014



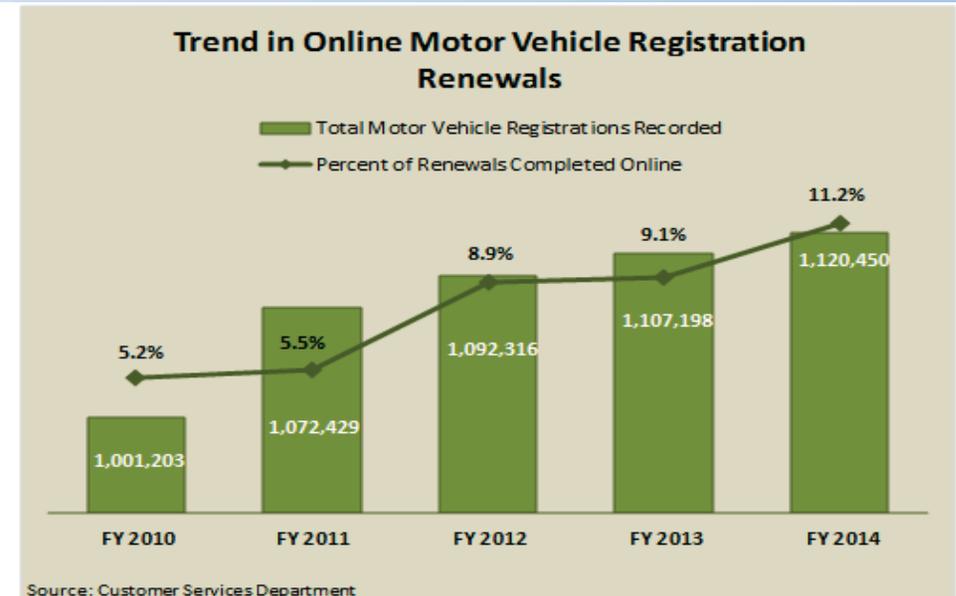
Source: Customer Services Department

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

MVLP has five driver license offices. All five storefront offices have service line cameras to help alleviate wait times. Driver license location service lines can be viewed at:

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

Over the last five years, the division's operating expenditures reflect a slight increase from \$13.6 million in FY 2010 to \$13.7 million in FY 2014. Total revenues collected increased 39% from \$113.4 million in FY 2010 to \$157.6 million in FY 2014. The increase is due to a one-cent increase in motor vehicle weight tax for the county effective January 1, 2011 and for the state effective November 1, 2011.



In November 2013, MVLP implemented a new computerized vehicle safety inspection program in the Periodic Motor Vehicle Inspection (PMVI) Unit, creating an efficient and secure method of storing inspection results and vehicle information. The new program utilizes wireless technology, eliminating paper-based inspection processes and the need for monthly inspection reports from inspections

	Total Operating Expenditures (\$ millions)	Total Revenues Collected (\$ millions)	Total Revenue Transactions Processed	Total Motor Vehicle Registrations Recorded	Online Vehicle Registration Renewals	Percent of Renewals Completed Online
FY 2010	\$13.6	\$113.4	1,322,252	1,001,203	51,674	5.2%
FY 2011	\$12.8	\$138.6	1,360,413	1,072,429	59,107	5.5%
FY 2012	\$13.0	\$151.7	1,366,000	1,092,316	97,103	8.9%
FY 2013	\$13.6	\$154.3	1,287,430	1,107,198	101,067	9.1%
FY 2014	\$13.7	\$157.6	1,376,163	1,120,450	125,044	11.2%
Change from last year	<1%	2%	7%	1%	24%	6%
Change over last 5 years	<1%	39%	4%	12%	142%	2%

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

Satellite City Halls

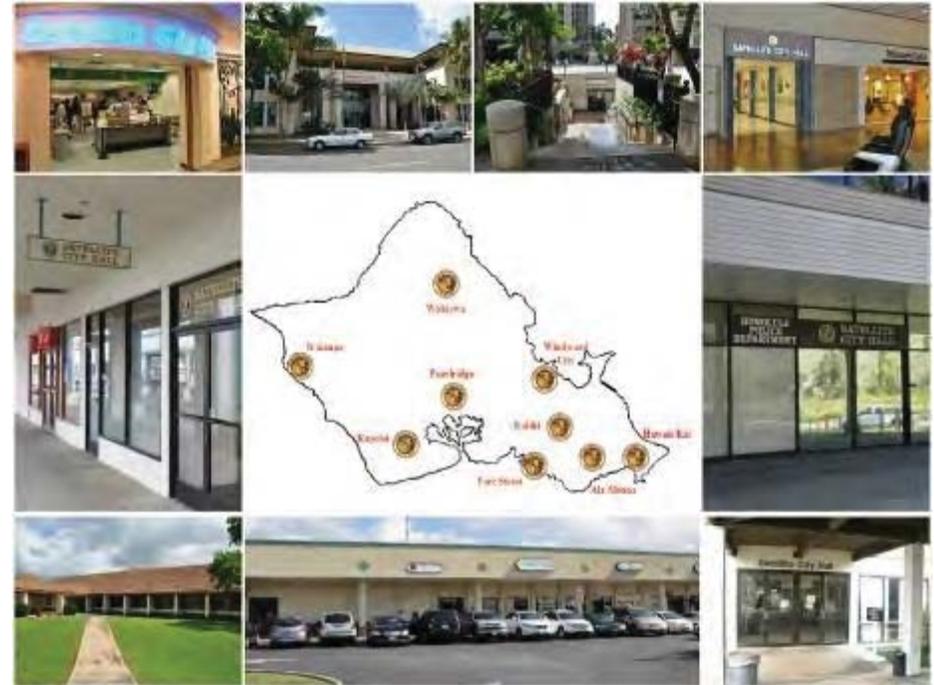
Satellite City Halls (SCH) provide essential city government services and information through nine storefront offices across the island of O`ahu. These offices are located at:

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

*Locations that provide Hawaii driver license duplicate and renewal services.

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

Over the past five years, total operating expenditures for Satellite City Halls decreased 2% from \$4.2 million in FY 2010 to \$4.1 million in



Source: Customer Services Department

FY 2014. The department attributes the decrease to personnel changes. The department reported that as retirements occur, new hires come in at lower salary rates and lower classification levels for recruitment and training purposes.

	Operating Expenditures (\$ millions)	Total Revenue Collected (\$ millions)	Walk-in Customers Served	Total Transactions Processed
FY 2010	\$4.2	\$139.5	1,109,990	932,265
FY 2011	\$3.8	\$145.0	1,083,391	916,306
FY 2012	\$3.9	\$182.1	1,078,220	937,583
FY 2013	\$3.9	\$186.8	1,118,941	949,865
FY 2014	\$4.1	\$179.0	1,135,824	873,710
Change from last year	6%	-4%	2%	-8%
Change over last 5 years	-2%	28%	2%	-6%

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

9

Department of Design & Construction

Chapter 6 Department of Design & Construction

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

The department's goals are to:

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

Projects Completed by the Department of Design and Construction in FY 2014



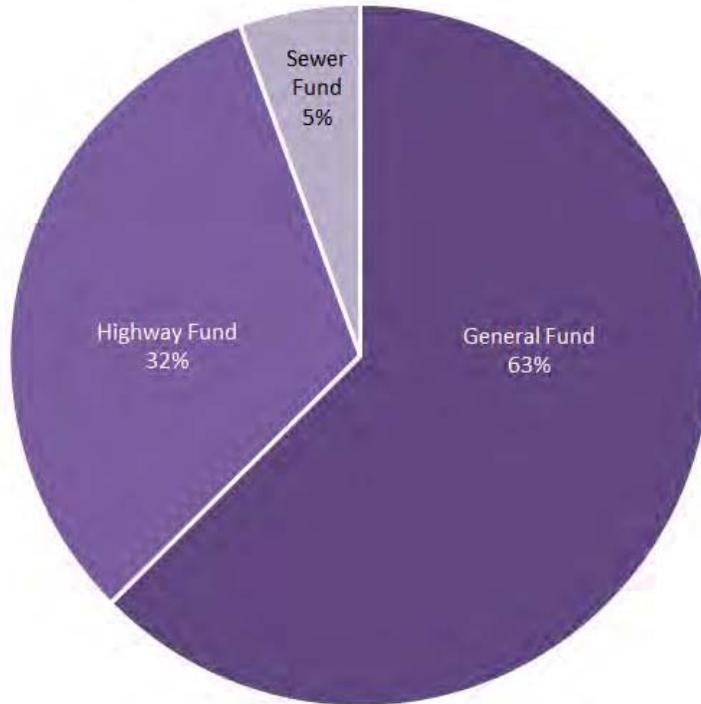
Captions From Top Left to Right: Pearl City Bus Maintenance Facility Photovoltaic System; Ewa Beach Fire Station Replacement; Moiliili / Kapahulu Sewer Reconstruction; Date Street; and Waipio Soccer Park New Comfort Station

Source: Department of Design and Construction

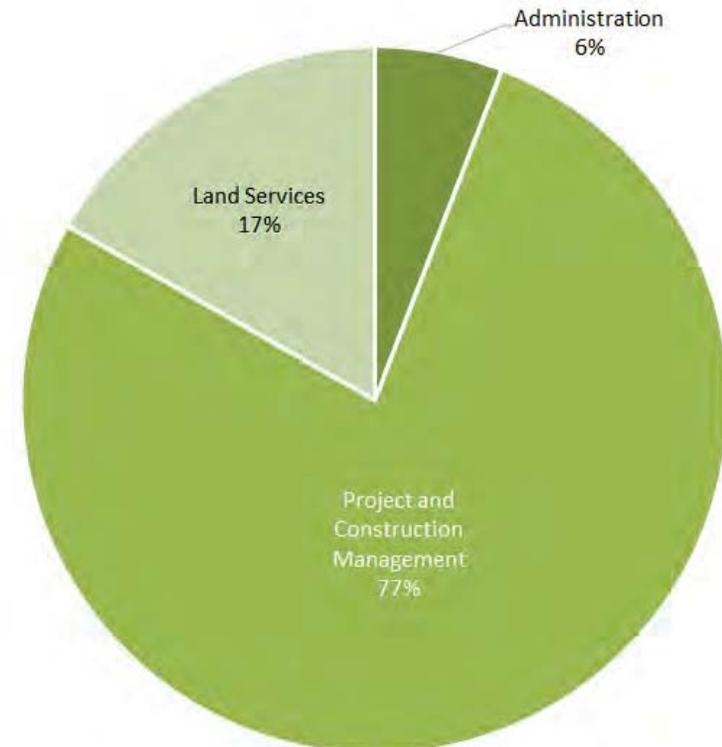
To provide planning, land acquisition, design, construction, and inspection for public facilities of the City and County of Honolulu.

Mission Statement

Funding Sources



Funding Uses



	Total Revenues (\$ millions)	Total Operating Expenditures (\$ millions)	Staffing		Cost Per FTE ¹	Overtime Expenditures	
			Total Authorized FTE	Total Vacant FTE		Total	Non-Holiday ²
FY 2010	\$1.8	\$20.6	319	89	\$64,717	\$182,755	\$176,367
FY 2011	\$2.8	\$19.9	319	89	\$62,268	\$90,999	\$86,767
FY 2012	\$4.4	\$21.0	320	89	\$65,513	\$112,345	\$108,287
FY 2013	\$2.1	\$12.1	320	92	\$37,926	\$164,940	\$156,678
FY 2014	\$0.9	\$14.5	328	107	\$44,340	\$188,653	\$181,190
Change from last year	-56%	20%	3%	16%	17%	14%	16%
Change over last 5 years	-47%	-30%	3%	20%	-31%	3%	3%

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

Spending and Staffing

The department consists of three operating functions:

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

Over the last five years, the department's total operating expenditures decreased 30% from \$20.6 million in FY 2010 to \$14.5 million in FY 2014. The department noted that the decrease was due to the transfer of utility costs (electricity, water, and sewer) to user agencies. The department saw a 20% increase in operating expenditures from \$12.1 million in FY 2013 to \$14.5 million in FY 2014. The department attributed the 20% increase to a lump sum funding for the consolidation and relocation of city offices.

Total authorized staffing increased 3% over the last five years, from 319 FTE in FY 2010 to 328 FTE in FY 2014. The department reported that DDC went through a reorganization process which included the creation of 9 new positions. Then new positions were to be integrated into the Waste Water Division (WWD) workforce over a period of three fiscal years. WWD created one new position in FY 2013 and five new positions in FY 2014.

Total overtime expenditures increased 14% from \$164,940 in FY 2013 to \$188,653 in FY 2014. The department explained the 14% increase is largely attributed to the City's ramped-up paving program

Civil Division: Costs of Significant Construction Projects Completed (FY 2014)



Source: FY 2014 Department & Agency Reports, Department of Design and Construction

and to meet consent decree milestones which are in line with the mayor's priorities to finish repaving all of Hawaii's substandard roads within his four-year term.

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

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

M/E operating expenditures decreased 78% from \$7.5 million in FY 2010 to \$1.6 million in FY 2014. Facilities’ operating expenditures increased 30% over the last five years and 61% over last year. Facilities attributes the increases to provide funding to consolidate and relocate city offices to increase efficiency and improve services of agencies. Civil’s operating expenditures also decreased an overall 24% over the last five years and reflected a slight increase of 3% since last fiscal year. The division reported that the 3% increase from FY 2013 to FY 2014 is attributed in large part to the City’s ramped up paving program.

In his February 2015 State of the City address, the mayor highlighted the accomplishments made in FY 2014. Repaving roads is one of the mayor’s core infrastructure priorities. In 2014, a total of 305 lane miles

was repaved. The mayor’s five year plan aims to repair 1,500 lane miles of roads that are assessed as less than *fair condition*, averaging 300 lane miles per year.



Source: Department of Design and Construction and Office of the City Auditor.

Operating Expenditures by Divisions

	Total Operating Expenditures (\$ millions)	Mechanical/ Electrical (\$ millions)	Facilities (\$ millions)	Civil (\$ millions)	Wastewater (\$ millions)	Contracted Road Resurfacing (Lane Miles)
FY 2010	\$17.4	\$7.5	\$3.5	\$5.5	\$0.8	293
FY 2011	\$17.0	\$8.5	\$2.9	\$4.4	\$1.2	174
FY 2012	\$18.0	\$10.0	\$2.9	\$4.4	\$0.7	180
FY 2013	\$9.1	\$1.5	\$2.9	\$4.1	\$0.7	310
FY 2014	\$11.2	\$1.6	\$4.6	\$4.2	\$0.8	270
Change from last year	23%	12%	61%	3%	10%	-13%
Change over last 5 years	-35%	-78%	30%	-24%	-1%	-8%

Source: Department of Design and Construction

Project and Construction Management

Wastewater Division

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

A primary driver of the Wastewater Program is the 2010 Global Consent Decree (GCD). DDC coordinates consent decree construction projects with the Department of Environmental Services (ENV). ENV is responsible for planning, programming, inspection, and compliance reporting requirements. DDC supports ENV by executing CIP project planning, design and construction for various wastewater-related projects such as treatment plants, pump stations, force mains, and gravity lines. At the end of FY 2014, the department reported that all milestones and requirements of the GCD have been met.

In FY 2014, the Pearl City Emergency Repair Project received the following awards: 2013 American Society of Civil Engineers (ASCE) Outstanding Civil Engineering Award–Best Water/Wastewater Environmental project; 2013 Build Hawaii Award–Award of Excellence; and 2014 Engineering Excellence Award, American Council of Engineering Companies (ACEC) of Hawaii.



Source: FY 2014 Department Agency Reports, Department of Design and Construction

	No. of Projects Encumbered		Value of Projects Encumbered			Value of CIP Projects Completed (\$ millions)
	Planning and Design	Construction	Planning and Design (\$ millions)	Construction (\$ millions)	Total CIP Projects Completed	
FY 2010	141	100	\$72.0	\$216.0	97	\$142.0
FY 2011	150	102	\$60.0	\$158.0	115	\$286.0
FY 2012	75	75	\$51.0	\$329.0	89	\$240.0
FY 2013	103	83	\$32.0	\$269.0	108	\$335.0
FY 2014	138	89	\$67.7	\$322.4	92	\$171.2
Change from last year	34%	7%	112%	20%	-15%	-49%
Change over last 5 years	-2%	-11%	-6%	49%	-5%	21%

Source: Department of Design and Construction

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

Over the last five years, field surveys conducted decreased 13% from 1,040 in FY 2010 to 902 in FY 2014. The department explained that 2010 totals reflect work that was being done for rail and Kalihi-Nu'uuanu sewers. Subsequent years reflect a more stable number of jobs.

The number of parcels acquired decreased 61% over the last five years from 213 in FY 2010 to 84 in FY 2014. The department explained that in 2009 and 2010, the division was acquiring land for transit as well as a major sewer project in the Kalihi/Nu'uuanu area. Although the division is still involved in acquisition projects, at



present it is not acquiring land for transit or large projects involving many parcels.

The number of negotiations have increased 90% from 2,376 in FY 2010 to 4,508 in FY 2014. According to the department, the division changed its counting or documenting method to better reflect the workload which involves searching documents for property ownership and encumbrances. Previously, the count was only related to negotiations involving land acquisition. The division currently counts all communications from administration, city council, and the general public.

	Land Services Operating Expenditures (\$ millions)	Total Field Surveys Conducted	Total Title Searches Conducted	Total Parcels Acquired	Total Negotiations Conducted	Total Property Appraisals	Total Parcel and Land Court Maps
FY 2010	\$2.4	1,040	2,654	213	2,376	390	151
FY 2011	\$2.1	936	3,004	104	2,739	365	136
FY 2012	\$2.1	940	2,789	139	3,284	370	119
FY 2013	\$2.2	960	1,789	56	3,882	390	107
FY 2014	\$2.4	902	1,704	84	4,508	405	87
Change from last year	12%	-6%	-5%	50%	16%	4%	-19%
Change over last 5 years	3%	-13%	-36%	-61%	90%	4%	-42%

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

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Department of Emergency Management

Chapter 7 Department of Emergency Management

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

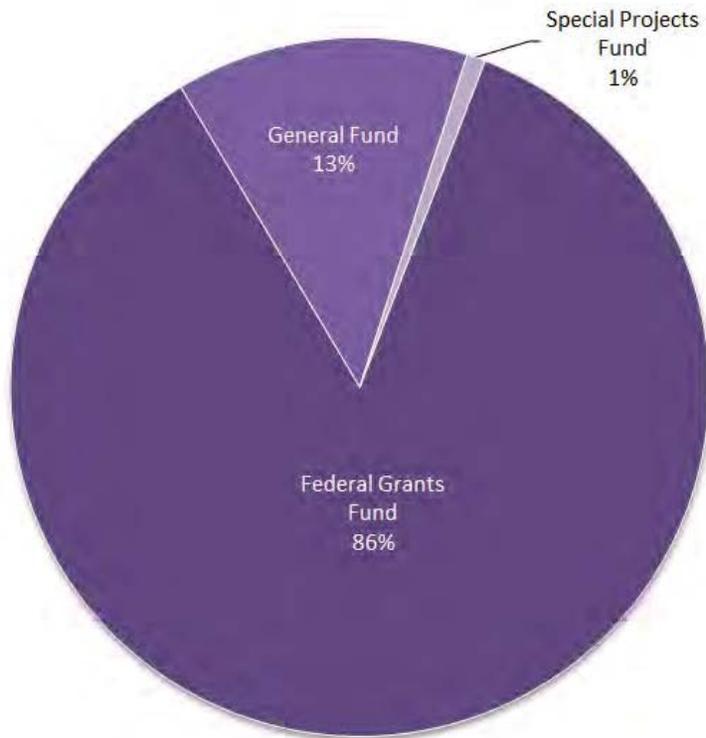
The department's goals are to:

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

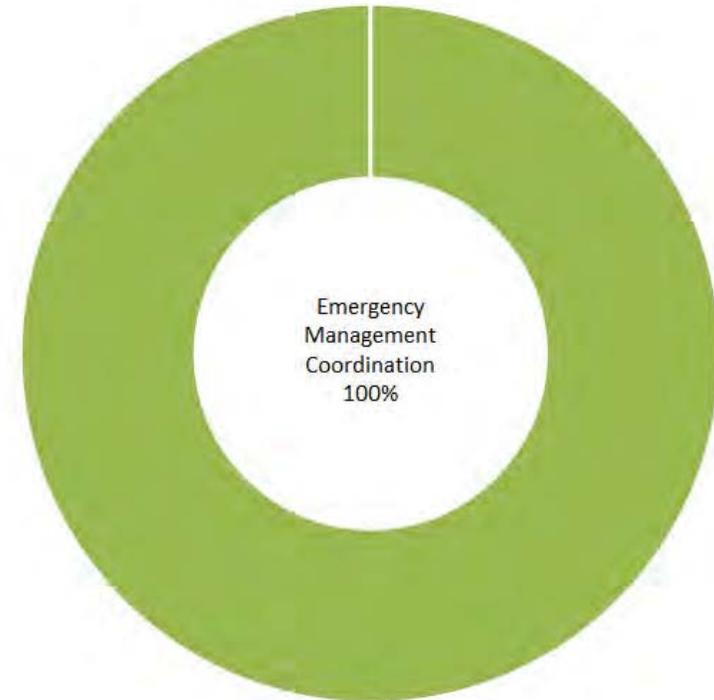
To develop, prepare for, and under disaster emergency situations, assist in the implementation of emergency management plans and programs to protect and enhance public health, safety and welfare of residents and visitors.

Mission Statement

Funding Sources



Funding Uses



	Total Revenues (\$ millions)	Total Operating Expenditures (\$ millions)	Staffing		Cost Per FTE ¹	Overtime Expenditures ²	
			Total Authorized FTE	Total Vacant FTE		Total	Non-Holiday
FY 2010	\$5.2	\$10.9	15.5	7	\$703,226	\$36,927	\$36,724
FY 2011	\$3.6	\$8.4	15.5	7	\$539,784	\$59,596	\$58,496
FY 2012	\$13.4	\$11.7	15.5	6	\$754,791	\$74,553	\$74,868
FY 2013	\$4.2	\$6.4	13.5	5	\$477,533	\$118,648	\$115,940
FY 2014	\$3.9	\$6.6	15.5	5	\$428,214	\$381,491	\$379,754
Change from last year	-7%	3%	15%	0%	-10%	222%	228%
Change over last 5 years	-26%	-39%	0%	-29%	-39%	933%	934%

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

Spending and Staffing

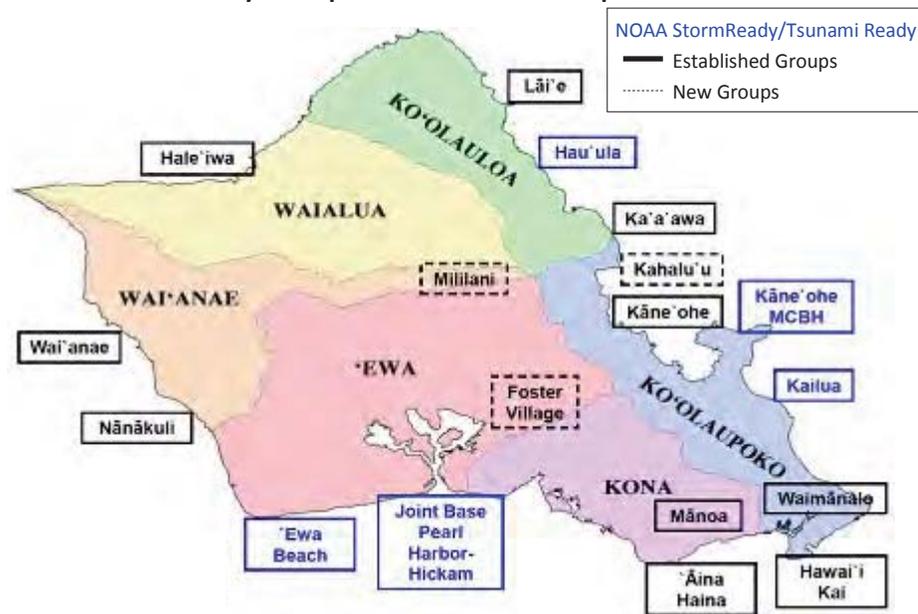
Over the last five years, the department's operating expenditures decreased 39% from \$10.9 million in FY 2010 to \$6.6 million in FY 2014. Revenues also declined from \$5.2 million in FY 2010 to \$3.9 million in FY 2014, a 26% decrease. According to the department, both revenue and expenditure fluctuations can occur due to federal grant requirements. First, Homeland Security Grants are often received by DEM but expended on behalf of other city responder agencies. Second, federal grants are generally received and expended over two-year federal fiscal cycles, but may be extended into subsequent years.

Total authorized staffing remained consistent from FY 2010 to FY 2014 while vacant FTEs decreased from 7 in FY 2010 to five in FY 2014.

Overtime expenditures increased 933% over the last five years and 222% since FY 2013. According to the department, overtime dramatically increased as a result of their support to Community Preparedness Groups that were initiated throughout the island during FY 2014. These groups are grassroots level initiatives within the communities that help residents become more educated and resilient to disasters. There were formerly only four groups supported by the department, but in FY 2014 that number grew to 18 groups either completely formed or in the process of forming. The DEM sends staff to each of the groups, all of which meet at night, to support and nurture this initiative. These groups extend the department's mission of preparedness, resilience, and education into local communities.

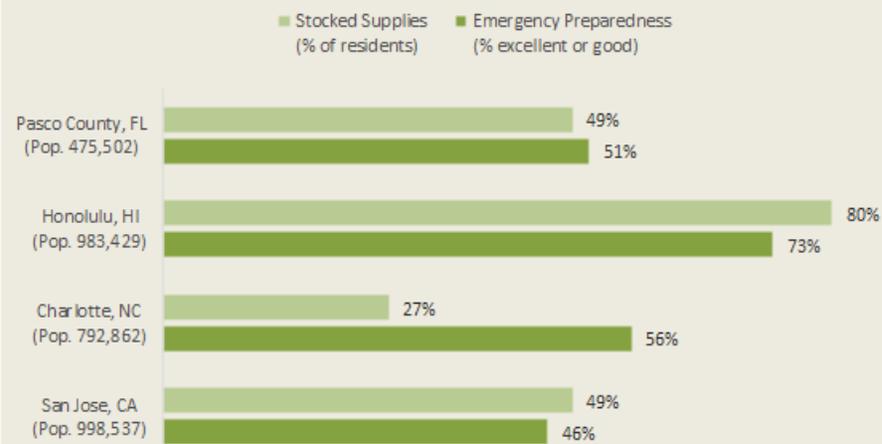
In the 2014, National Citizen Survey, 73% of Honolulu residents rated *Emergency Preparedness* as *excellent* or *good*. This rating is a 15% increase from the 58% rating in FY 2013. The survey also found that 80% of residents *Stocked Supplies for an Emergency*, which is an increase of 18% from the 62% rating in FY 2013.

Community Preparedness Groups, FY 2014



Source: Department of Emergency Management

National Comparison of Emergency Preparedness



Source: 2014 National Citizen Survey for Pasco County, FL; Honolulu, HI; Charlotte, NC; and San Jose, CA.

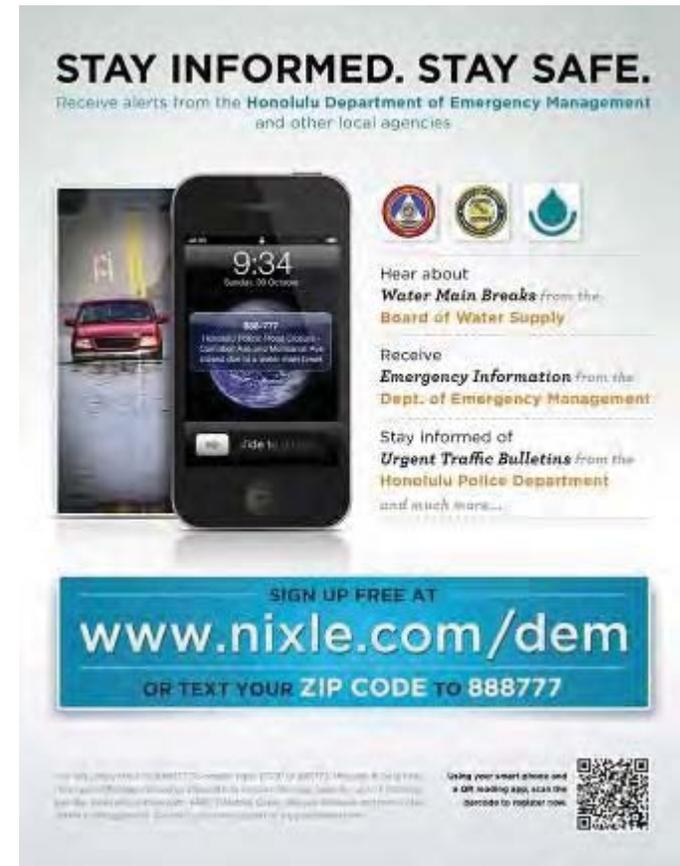
Disaster and Emergency Response

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

In FY 2014, the EOC was activated for 35 days to address emergency events such as flooding, high surf, brush/wildfires, and tropical depressions/cyclones.

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

Since FY 2012, total Nixle accounts have had an annual increase of 53% and 30%. The continued growth has been due to a combination of word of mouth, recognition and popularity during disasters, and the community preparedness groups spreading the word.



Source: Department of Emergency Management Facebook page

	Number of Days EOC Activated ¹					Nixle ²	
	High Surf Advisory	Flood/ Flash Flood Advisory	Tsunami Info/ Watch/ Warning	Tropical Depression/ Cyclone	Brush/ Wild Fire	Total Alerts Sent	Total Active Accounts
FY 2010	133	15	26	18	10	-	-
FY 2011	24	28	15	2	2	143	-
FY 2012	2	20	0	2	6	186	17,027
FY 2013	3	11	1	1	2	248	26,014
FY 2014	13	8	2	5	5	292	33,899
Change from last year	333%	-27%	100%	400%	150%	18%	30%
Change over last 5 years	-90%	-47%	-92%	-72%	-50%	--	--

Source: Department of Emergency Management. ¹ DEM operated the EOC 35 days in FY 2014 which included two other events that are not shown in this table. ² Nixle is a text and email based notification system for O`ahu residents and visitors to receive alerts regarding various emergencies.

Disaster and Emergency Response



Photos (above and right) courtesy of the Department of Emergency Management and Office of the City Auditor

During FY 2014, the city's EOC was activated for several major events. Tropical Storm Flossie crossed into Hawaiian waters in July 2013, and while it weakened prior to arrival, it still caused minor flooding and high surf on O'ahu. Between June and November 2013, three named storms entered Central North Pacific or Hawaiian waters, and two additional storms originated in Hawaiian waters. Due to the Boston Marathon bombing, DEM activated the EOC for the Honolulu Marathon and NFL Pro Bowl. Public-private partnerships, heightened security, and an increased security presence were enacted. The EOC was also activated in response to several destructive high surf events in January 2014 and a tsunami advisory in April 2014.

The department's public education programs supported more than 100 outreach events in FY 2014. Program highlights include:

- Increased the involvement of volunteer community-based emergency preparedness committees.
- Conducted 13 Community Emergency Response Team (CERT) classes with more than 250 graduates from various parts of the island.
- Coordinated hurricane exercise Makani Pahili 2014 where over 1,800 people participated in multiple exercises at multiple jurisdictions.
- Conducted multiple hazardous materials (HAZMAT) safety awareness activities with public agencies, private industry, and citizens to enhance preparedness.

- Sponsored individual and team technical HAZMAT training.

- Installed five new outdoor warning sirens to provide early warning for disasters in Ahsing Park, Hoakalei, Sand Island Park, Waianae Shopping Center, and Camp Erdman.



8

Honolulu Emergency
Services Department

Chapter 8 Honolulu Emergency Services Department

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



Administration

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



EMS

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



OSLS

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



HS

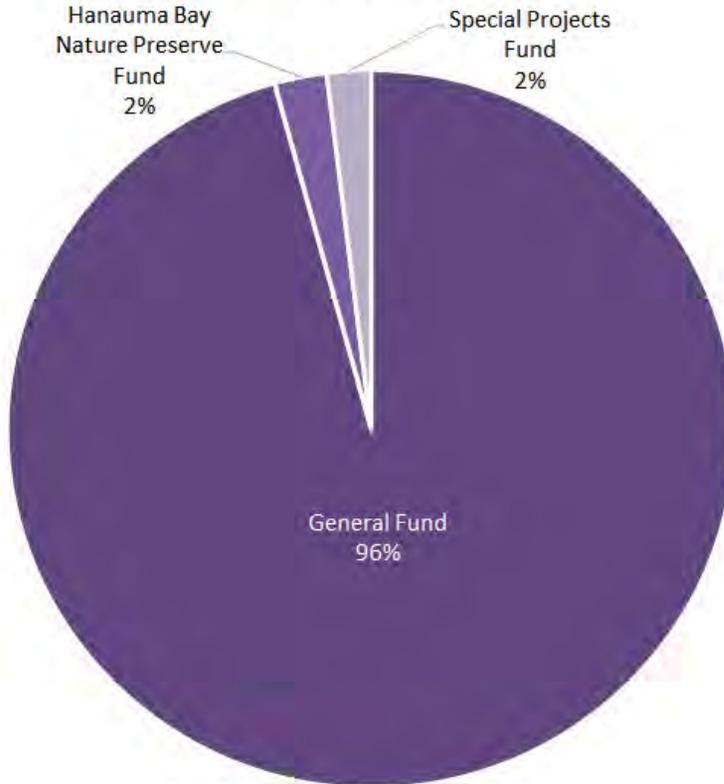
Conducts pre-employment, physical and annual medical evaluations for all current and prospective city employees; maintenance of licensure or physical fitness standards as mandated by the city, Occupational Safety & Health Administration, Department of Transportation or other regulating agency; and other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



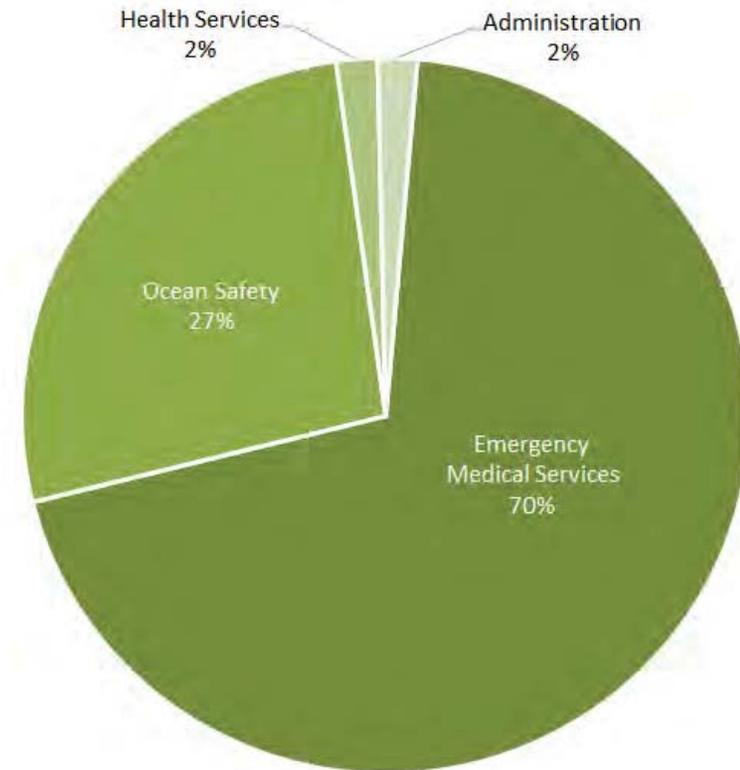
To develop programs and deliver exemplary services related to emergency medical services and lifeguard services on the island of O`ahu.

Mission Statement

Funding Sources



Funding Uses¹



	Revenues (\$ millions)	Operating Expenditures (\$ millions)	Staffing		Cost Per FTE ²	Overtime Expenditures ³	
			Authorized FTE	Vacant FTE		Total (\$ millions)	Non-Holiday (\$ millions)
FY 2010	\$33.0	\$32.8	445.7	55.5	\$73,668	\$5.5	\$5.0
FY 2011	\$33.4	\$32.5	445.7	61.5	\$72,812	\$5.4	\$4.9
FY 2012	\$33.3	\$33.3	456.2	59.5	\$73,070	\$5.8	\$5.2
FY 2013	\$32.0	\$34.8	450.8	52.0	\$77,255	\$5.7	\$5.1
FY 2014	\$34.2	\$35.4	476.2	79.5	\$74,392	\$6.3	\$5.7
Change from last year	7%	2%	6%	53%	-4%	11%	13%
Change over last 5 years	4%	8%	7%	43%	1%	15%	16%

Source: Honolulu Emergency Services Department and the Department of Budget and Fiscal Services. ¹Percentages do not total 100% due to rounding. ²Cost Per FTE = Total Operating Expenditures/Total Authorized FTE.

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

Emergency Medical Services

Units are staffed with one. In addition to the field ambulance units, the EMS Division has five support elements: communications, specialty services, equipment, supplies, and vehicle maintenance.

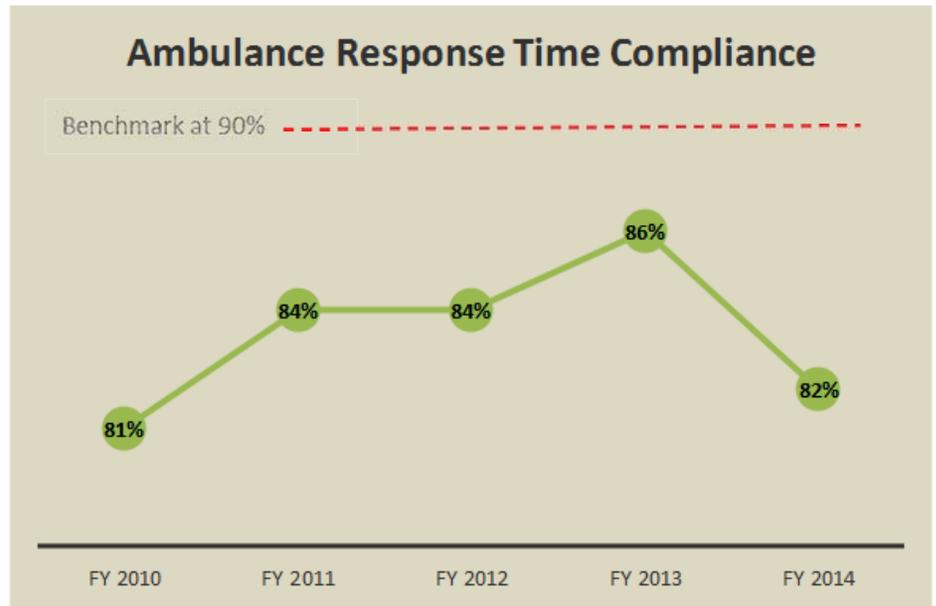
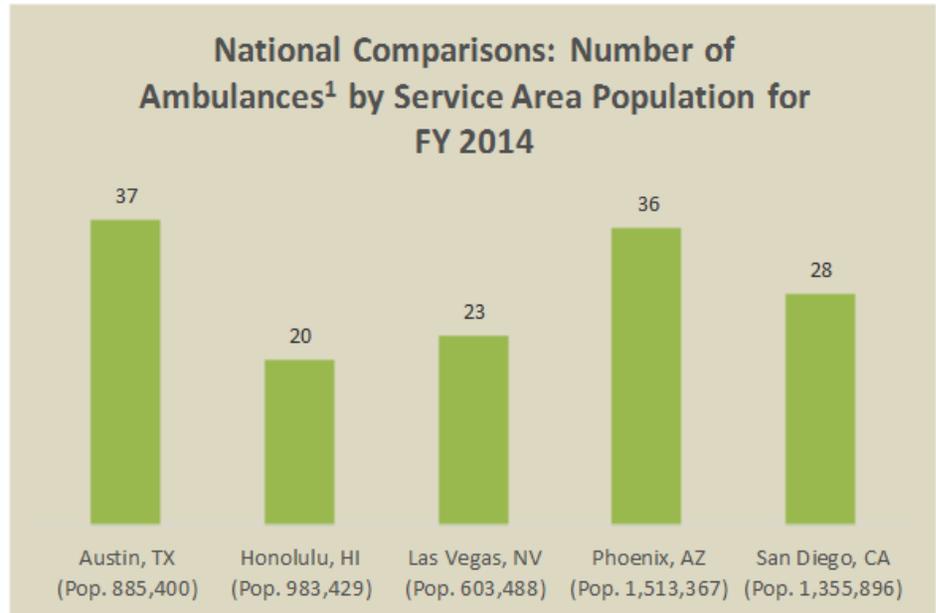
The EMS operation is consistent with the Revised Charter of Honolulu’s mandate to develop and deliver emergency medical services. In FY 2014, the division’s operating expenditures totaled \$24.7 million, a slight decrease of 2% over the previous year and a 5% increase from five years ago.

The division contracts with the state Department of Health to provide emergency ambulance service on the island of O`ahu. Under contract terms, ambulance response times should comply with benchmarks at the 90th percentile. In FY 2014, EMS did not meet the 90th percentile standard. While response time improved slightly from 81% in FY 2010 to 82% in FY 2014, the division continues to be below the benchmark target.

In FY 2014, EMS received 82,254 calls for ambulance services, 8% less than last year but 6% more than five years ago.

To promote injury prevention, EMS produced six public service announcements for public safety, covering issues such as crosswalk safety, child abuse prevention, ocean safety, and reminding drivers to move to the side of the road for emergency response vehicles.

In the 2014 National Citizen Survey, 85% of Honolulu residents rated Ambulance or Emergency Medical Services as *excellent* or *good*. This rating is *similar* to percentages reported nationwide and for cities with over 300,000 residents. Among large cities, Honolulu ranked 16th out of 23 cities for Ambulance or Emergency Medical Services.



Source: Honolulu Emergency Services Department and various city/agency’s websites. ¹Data in this graph reflects the most recent available information posted on each city/agency’s website, unless otherwise specified.

Ocean Safety and Lifeguard Services



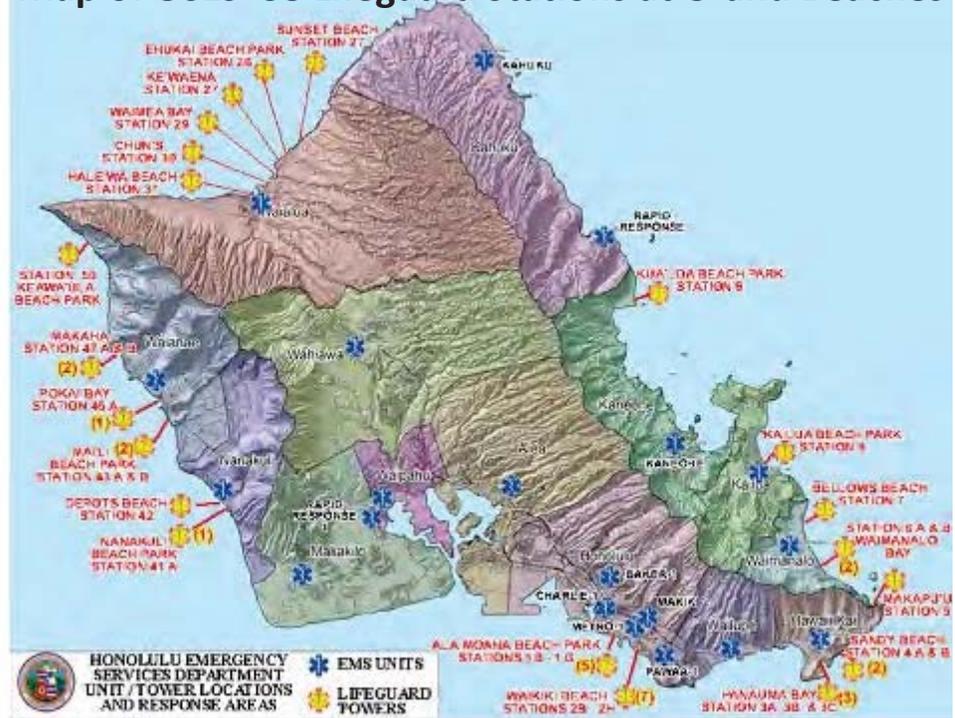
Ocean Safety and Lifeguard Services (OSLS) Division provides lifeguard services along 198 miles of O`ahu's coastline. OSLS divides the island into four operational districts:

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

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

Over the last five years, the division's operating expenditures increased 7% from \$8.8 million in FY 2010 to \$9.5 million in FY 2014. The increase was due to the funding of water safety officer positions for Hanauma Bay, as well as pay raises granted under collective bargaining agreements.

Map of OSLS' 38 Lifeguard Stations at O`ahu Beaches



	OSLS Operating Expenditures (\$ millions)	Ocean Rescues	Preventive Actions ¹	Public Contact ²	First Aid - Major ³	Beach Users (millions)
FY 2010	\$8.8	1,920	527,395	922,099	1,203	15.2
FY 2011	\$8.8	1,868	583,425	1,067,512	1,158	15.6
FY 2012	\$8.5	2,318	597,902	989,497	1,170	16.4
FY 2013	\$9.2	2,619	744,764	1,228,418	1,336	18.1
FY 2014	\$9.5	2,795	758,688	1,223,812	1,282	17.7
Change from last year	3%	7%	2%	<1%	-4%	-2%
Change over last 5 years	7%	46%	44%	33%	7%	17%

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

The number of preventive actions increased 44% from 527,395 in FY 2010 to 758,688 in FY 2014. Public contacts also increased 33% during the same time period.

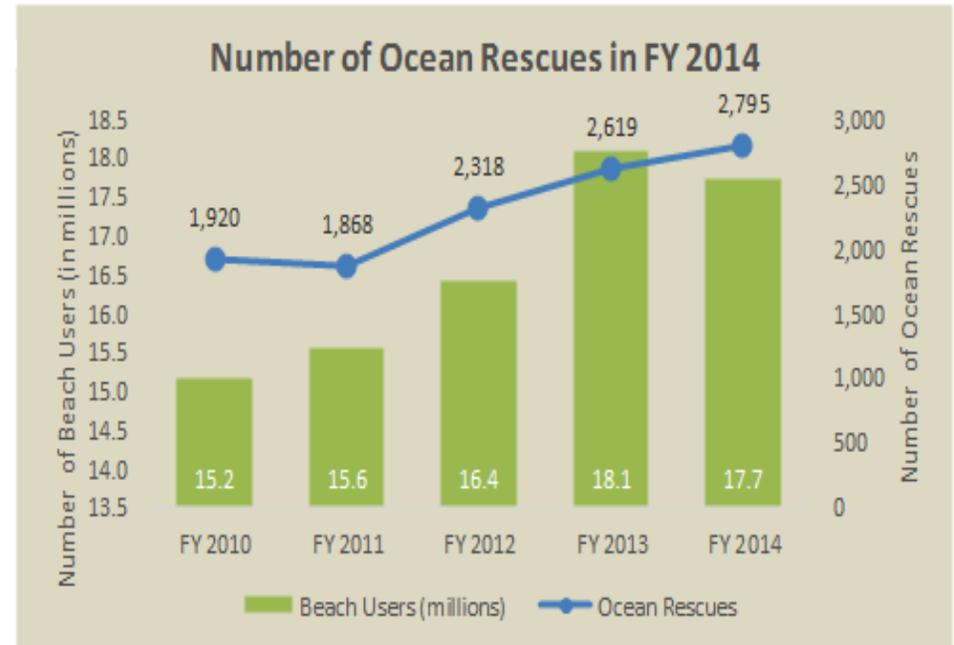
The division reported a reallocation of OSLS personnel on the North Shore to provide preventive ocean safety services.



Photo Courtesy of the Honolulu Emergency Services Department

In FY 2014, OSLS personnel on the beaches and in the ocean waters accomplished more than 1.9 million preventive measures¹ in addition to the 2,795 ocean rescues and the management of 1,282 major medical cases. Ocean rescues were up 46% since FY 2010.

One of OSLS' goals is to promote community awareness of ocean safety practices. To meet this goal, OSLS offers lectures, demonstrations, and various media to disseminate educational information. In FY 2014, OSLS introduced a Web-based Ocean and Beach Hazard Awareness Program for visitors utilizing smart phone technology to provide up-to-date information on current ocean and beach environments and hazards.



The division's training unit follows guidelines established by the United States Lifesaving Association (USLA). Ocean safety personnel earned USLA Open Water Certification through December 2014.

Source: Honolulu Emergency Services Department

Reporting Agency	Comparison of City Lifesaving Agencies			
	Coastline Miles	Attendance (in millions)	Total Ocean Rescues	Rescues per 10,000
City and County of Honolulu, HI	198	17.7	2,619	1.5
City of Huntington Beach, CA	8.5	10.5	4,152	4.0
City of Long Beach, CA	11	6.7	3,496	5.2
City of Miami Beach, FL	7	12.0	853	0.7
City of San Diego, CA	17	23.1	5,273	2.3

Source: CY 2013 United States Lifesaving Association - American Lifeguard Ocean Rescue Statistics are reported for calendar years (CY); various city websites. ¹Preventive measures consists of 1,223,812 public contacts and 758,688 preventive actions. Preventive actions include verbal warnings utilizing public announcement system and warning signs.

Health Services

The Health Services (HS) program was transferred from the Department of Human Resources to HESD on July 1, 2013. HS is responsible for the maintenance of the city's medical health services, as well as post-exposure incidents. The division administers a drug screening program for new employees and random testing for selected employees.

HS's operating expenditures totaled \$651,150 in FY 2014.

During FY 2014, HS upgraded its electrocardiogram (EKG) software, installed new device and software for Pulmonary Function Testing, and received an automated external defibrillator (AED) unit.



Photos Courtesy of the Honolulu Emergency Services Department

6

Department of Enterprise Services

Chapter 9 Department of Enterprise Services

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

The department's goals are to:

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

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

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

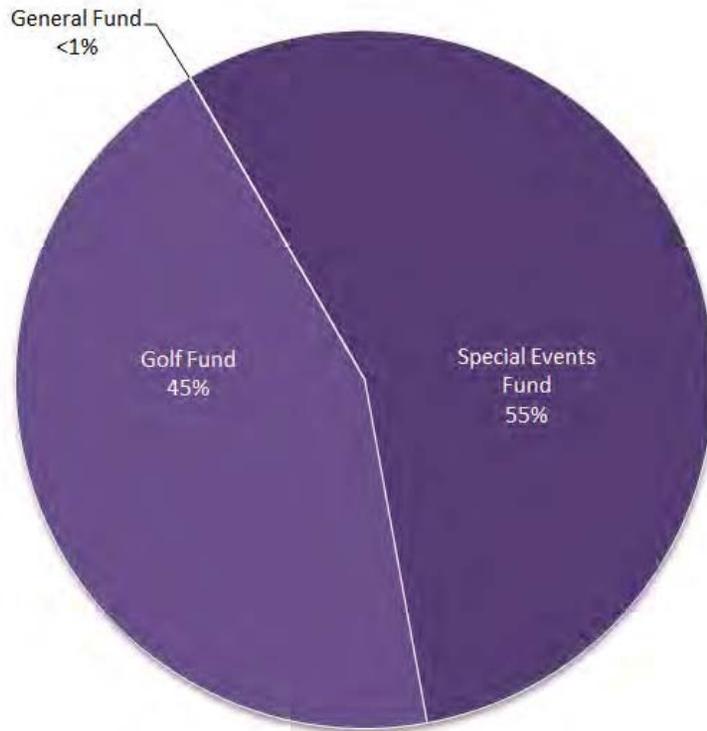


Photo Courtesy of the Department of Enterprise Services.

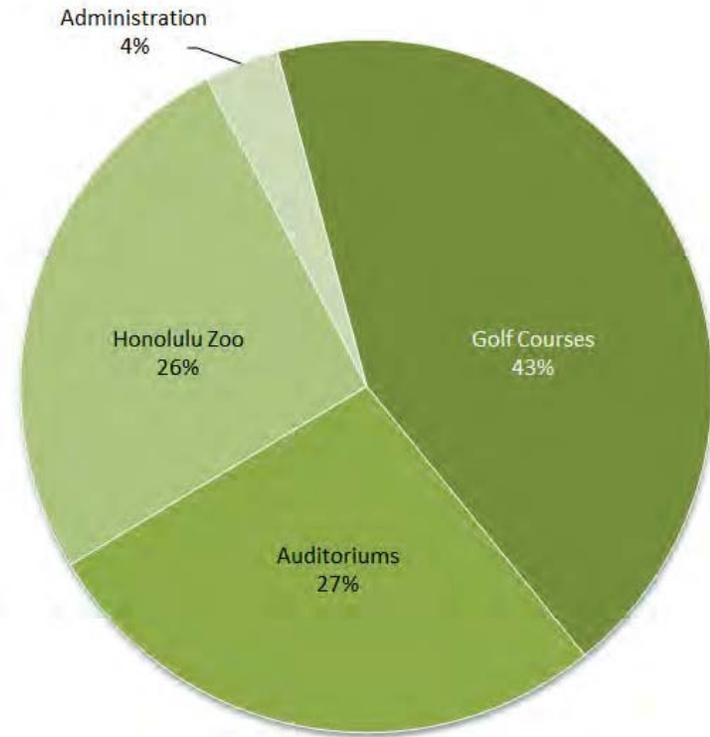
To manage and market a diversity of community-oriented facilities and services for the use and benefit of the public, supporting cultural, recreational, and educational opportunities and events on a self-supporting basis.

Mission Statement

Funding Sources¹



Funding Uses



	Total Revenues (\$ millions)	Total Operating Expenditures (\$ millions)	General Fund Subsidy ²		
			Golf Fund (\$ millions)	Special Events Fund (\$ millions)	Total General Fund Subsidy
FY 2010	\$21.6	\$19.9	\$9.0	\$11.1	\$20.1
FY 2011	\$20.6	\$18.6	\$8.3	\$7.8	\$16.1
FY 2012	\$23.1	\$20.2	\$9.8	\$13.1	\$22.9
FY 2013	\$23.7	\$20.3	\$9.5	\$11.3	\$20.8
FY 2014	\$23.9	\$20.9	\$5.0	\$6.6	\$11.6
Change from last year	1%	3%	-48%	-41%	-44%
Change over last 5 years	11%	5%	-45%	-41%	-43%

Source: Department of Enterprise Services. ¹Percentages do not total 100% due to rounding. ²General Fund Subsidy includes Employee Fringe Benefits (Retirement (Social Security, Medicare), Federal Insurance Contributions Act (FICA), Workers Compensation Insurance (WC), Unemployment Insurance, Health Fund (HF), Other Postemployment Benefits (OPEB)), Debt Services, and Central Administrative Services Expenses (CASE).

Spending and Staffing

DES operating expenditures have increased 5% over the last five years from \$19.9 million in FY 2010 to \$20.9 million in FY 2014. The department encourages efficiency and operational cost-savings by focusing on obtaining necessary resources, filling essential positions, and repairing and replacing aging facilities as well as obsolete equipment. As part of its ongoing strategy, department fees and rates are reviewed periodically, and any revenue enhancement proposals are carefully analyzed. DES continues to aggressively market its facilities and services as well as promote work-related safety.

Total authorized staffing was 297.9 FTE positions in FY 2014, compared to 292.9 in FY 2010, a 2% increase. According to the department, it filled as many vacant positions as possible. DES prioritizes vacant positions and fills based on available resources and operational needs. In FY 2014, DES hired several key positions such as the Zoo Program Administrator, Safety Specialist II and Golf Course Tractor Mower Operator.



Photo Courtesy of the Department of Enterprise Services.

Overtime expenditures decreased from \$577,885 in FY 2010 to \$512,639 in FY 2014. The department attributes the decrease to being more fully staffed, management oversight and control of overtime budget.

	Staffing			Overtime Expenditures ²	
	Total Authorized FTE	Total Vacant FTE	Cost Per FTE ¹	Total	Non-Holiday
FY 2010	292.9	64.5	\$67,851	\$577,885	\$377,907
FY 2011	297.9	68.6	\$62,432	\$645,339	\$400,025
FY 2012	297.9	58.1	\$67,920	\$372,313	\$149,877
FY 2013	297.9	69.6	\$68,213	\$608,581	\$355,106
FY 2014	297.9	57.4	\$70,022	\$512,639	\$280,903
Change from last year	0%	-18%	3%	-16%	-21%
Change over last 5 years	2%	-11%	3%	-11%	-26%

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

Administration focuses on maximizing revenues, optimizing fiscal and manpower resources in support of the department’s and mayor’s fiscal sustainability goal by reducing the General Fund subsidies for the Special Events Fund and Golf Fund. It also 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. Concessions Management is responsible for identifying prospective city properties for commercial concessionaire operations and conducting comprehensive studies on the feasibility and recommendation to operate commercial concessions on such properties.

Over the last five years, administration’s operating expenditures increased 19% from \$609,943 in FY 2010 to \$724,184 in FY 2014. In FY 2014, concessions management administered 36 concession contracts. Revenues generated from DES concessions in FY 2014 increased 16% from \$5.7 million in FY 2010 to \$6.6 million. The department attributes the increase to effective concession contract enforcement and an increase in concessions put out to bid due to increased staffing.

Photo Captions:
 Top left to right– Painting of Zoo Building and new railings installed at Blaisdell Arena.
 Fence refurbishment and AC installation at the Honolulu Zoo Barn to house reptiles.

Photos Courtesy of the Department of Enterprise Services.



In FY 2014, the Building Services Division completed more than 533 maintenance and repair tasks, an increase of 255% from 150 completed tasks in FY 2013. The division reports that the increase is due to more requests being recorded and tracked in FY 2014 than in FY 2013. These tasks included painting several areas at the Blaisdell Center, city golf courses, Honolulu Zoo, and Waikiki Shell, several parking lot paint striping projects, electrical and plumbing installations and repairs, and lighting retrofits that reduce energy consumption.

	Operating Expenditures		DES Concessions		Blaisdell & Waikiki Shell Performances			Expos, Trade Shows & Job Fairs ¹
	Administration	Auditoriums (\$ millions)	Total	Revenues (\$ millions)	Total	Revenues (\$ millions)	Attendance	
FY 2010	\$609,943	\$5.3	36	\$5.7	916	\$5.8	813,060	50
FY 2011	\$480,300	\$5.0	30	\$6.2	911	\$5.5	798,472	47
FY 2012	\$536,111	\$5.4	31	\$6.5	353	\$5.6	647,889	47
FY 2013	\$718,447	\$5.2	34	\$6.5	651	\$6.1	770,496	53
FY 2014	\$724,184	\$5.7	36	\$6.6	540	\$6.2	817,136	58
Change from last year	1%	9%	6%	2%	-17%	2%	6%	9%
Change over last 5 years	19%	7%	0%	16%	-41%	7%	1%	16%

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

Customer Services

The Customer Service Division manages the Blaisdell Center and the Waikiki Shell. Its goal is to seek out extensive and varied entertainment choices for the people of Honolulu while maximizing revenues generated to support the Blaisdell Center's and Waikiki Shell's operations. In FY 2014, 817,136 people attended 540 performances at the Blaisdell Center and the Waikiki Shell, compared to an attendance of 770,496 for 651 performances in FY 2013, an increase of 6% in attendance despite a decline of 17% in total performances offered. The division partly attributes the attendance increase to higher attendance per show for popular shows like Disney's The Lion King, Bruno Mars, Florida Georgia Line, and Bob Dylan. Auditoriums operating expenditures increased 7% from \$5.3 million in FY 2010 to \$5.7 million in FY 2014. The division attributes the increase to collective bargaining agreement (CBA) salary increases, increased utilities cost and large scheduled maintenance projects, such as the Blaisdell Arena roof recoating project. In FY 2014 revenues increased slightly by 2% from \$6.5 million in FY 2013 to \$6.6 million in FY 2014.

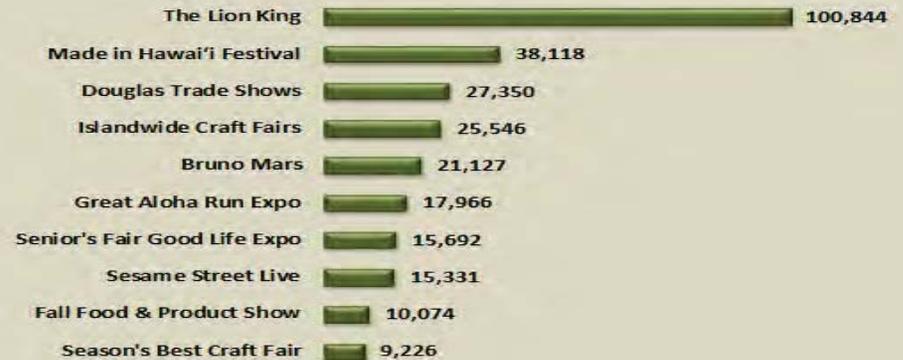
In FY 2014 the Blaisdell Center celebrated its 50th anniversary the same way it opened in 1964, with the reunion of Tom Moffat and the Beach Boys. During FY 2014, the Blaisdell held 58 major expositions, tradeshow and job fairs. In January 2014 the Blaisdell Center hosted the return of the popular Broadway performance, Disney's The Lion King. Disney's The Lion King had the largest attendance turnout for FY 2014, of 100,844 people, followed by the Made in Hawai'i Festival where 38,118 people attended.

In the FY 2014 National Citizen Survey, 60% of Honolulu residents rated recreational opportunities as *excellent* or *good*. Ratings were *similar* to percentages reported nationwide.



Source: Department of Enterprise Services. Photos Courtesy of Michi Moore.

Attendance for Top Ten Blaisdell Center Events in FY 2014



Opportunities to attend cultural/arts/music activities in the City and County of Honolulu?

540

Events held at the Blaisdell and Waikiki Shell in FY 2014

62%

National Citizen Survey Positive Percent *excellent* or *good*

7th

National Citizen Survey Honolulu Ranked 7th out of 17 cities¹

Source: 2014 National Citizen Survey (Honolulu). ¹Cities with 300,000 or more residents.

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

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



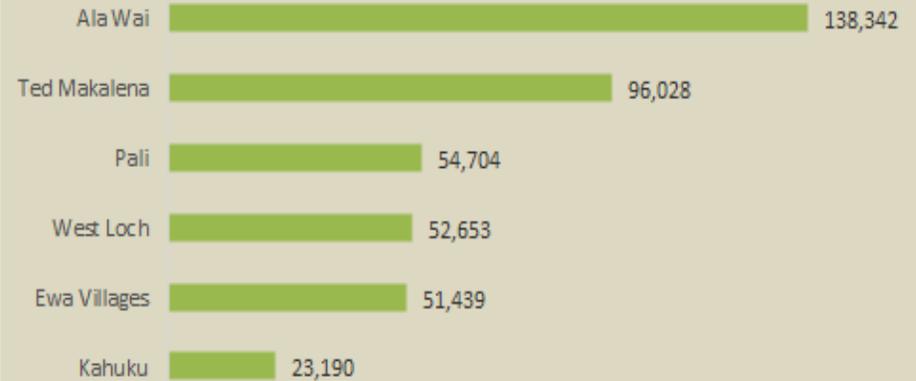
Photos Courtesy of the Department of Enterprise Services.

The division’s operation expenditures have remained relatively the same over the last five years. In FY 2014, total number of rounds played saw a 22% decrease over the last five years from 534,508 rounds played in FY 2010 to 416,356 in FY 2014. Green fees and cart rental fees saw a slight decrease of 1% from \$9.2 million in FY 2013 to \$9.1 million in FY 2014. The department attributes the decrease in golf play and revenue to a national trend of declining interest in the sport.

	Operating Expenditures (\$ millions)	Number of Rounds Played	Revenues ¹ (\$ millions)
FY 2010	\$8.8	534,508	\$8.6
FY 2011	\$8.3	475,663	\$8.7
FY 2012	\$9.2	464,708	\$9.1
FY 2013	\$9.0	442,362	\$9.8
FY 2014	\$9.0	416,356	\$9.7
Change from last year	1%	-6%	-1%
Change over last 5 years	2%	-22%	12%

Source: Department of Enterprise Services. ¹FY 2014 green fees with golf I.D. card: 18-holes \$26 (weekend/holiday); \$22 (weekday); \$55 (without I.D. card).

Number of Rounds Played in FY 2014



Source: Department of Enterprise Services

The department implemented gradual fee increases at municipal golf courses in FY 2013. Rates increased from \$18 for a 18-hole weekday resident fee in FY 2012 to \$22 in FY 2014. Non-resident 18-hole weekday rates increased from \$49 in FY 2012 to \$55 in FY 2014. The department reported that the scheduled fee increases were necessary to sustain current service levels.

Honolulu Zoo

The Honolulu Zoo Division plans, operates, and maintains a 42-acre integrated zoological and botanical park in Waikiki. Its mission is to inspire the stewardship of our living world by providing meaningful experiences to its guests. The division's operating expenditures increased 5% over the last five years.

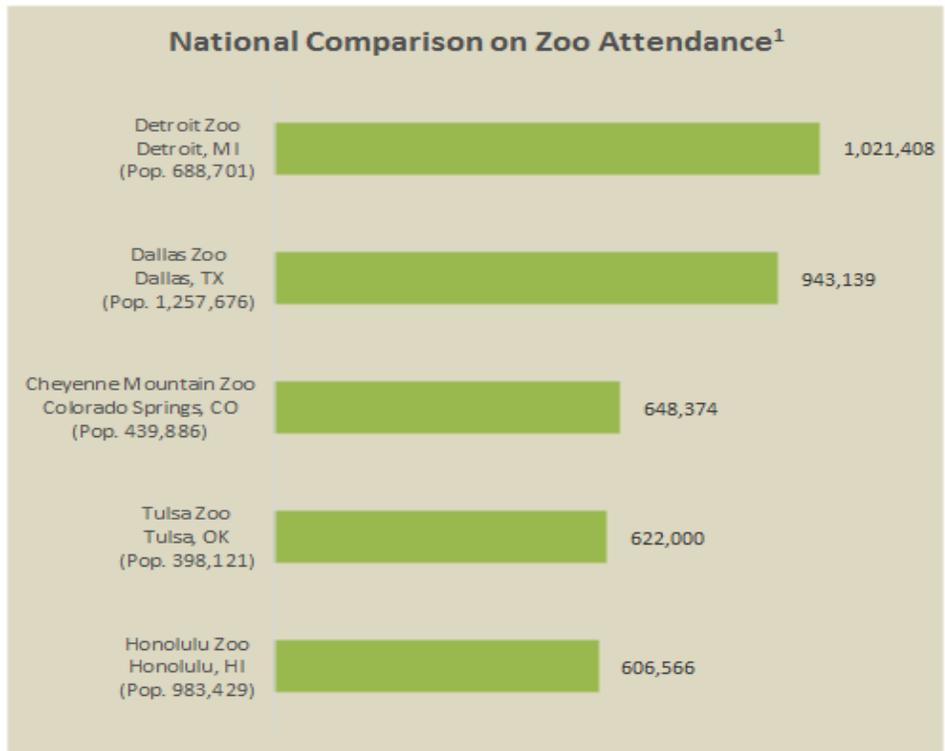


Photos Courtesy of Rod Kuba.

In FY 2014, the zoo's revenues saw a decrease of 7% from \$5.1 million in FY 2013 to \$4.8 million in FY 2014. Visitor attendance also experienced a decline of 9% from having 663,699 visitors in FY 2013 to 606,566 visitors in FY 2014. The decrease was attributed to a lack of new animal exhibits. The division explained that exhibit grounds, upkeep and deferred maintenance challenges due to staffing have also affected visitor attendance.

On June 22, 2014 the Zoo hosted their first annual Zoo Conservation Fest. The conservation fest hosted 2,451 guests. Guests were able to visit with local conservation organizations and a portion of all cash proceeds were contributed to the Honolulu Zoo's conservation programs.

The Association of Zoos and Aquariums (AZA) renewed Honolulu Zoo's accreditation in FY 2012. The division reported that the zoo continues to address concerns in order to prepare for the next accreditation inspection in 2016. In FY 2014, the zoo carried out various AZA improvement efforts such as resurfacing asphalt walkways, installing the hippo exhibit filtration system and replacing many Savanna barn roofs that had termite damage.



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

¹Zoo Attendance for Detroit Zoo reflects the total attendance as of the close of September 1, 2014 Labor Day weekend.

	Revenues ² (\$ millions)	Operating Expenditures (\$ millions)	Zoo Visitor Attendance
FY 2010	\$3.0	\$5.1	580,265
FY 2011	\$2.8	\$4.8	603,677
FY 2012	\$4.0	\$5.0	667,981
FY 2013	\$5.1	\$5.3	663,699
FY 2014	\$4.8	\$5.4	606,566
Change from last year	-7%	3%	-9%
Change over last 5 years	60%	5%	5%

Source: Department of Enterprise Services. ²Honolulu Zoo admission: \$14 (Adult 13+); \$6 (Children 3-12 years); Kama'aina/U.S. Military - \$8 (Adult) and \$4 (Children). Revenues exclude admissions paid by Honolulu Zoo Society membership fees.

10

Department of Environmental Services

Chapter 10 Department of Environmental Services

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

The department's goals and objectives are:

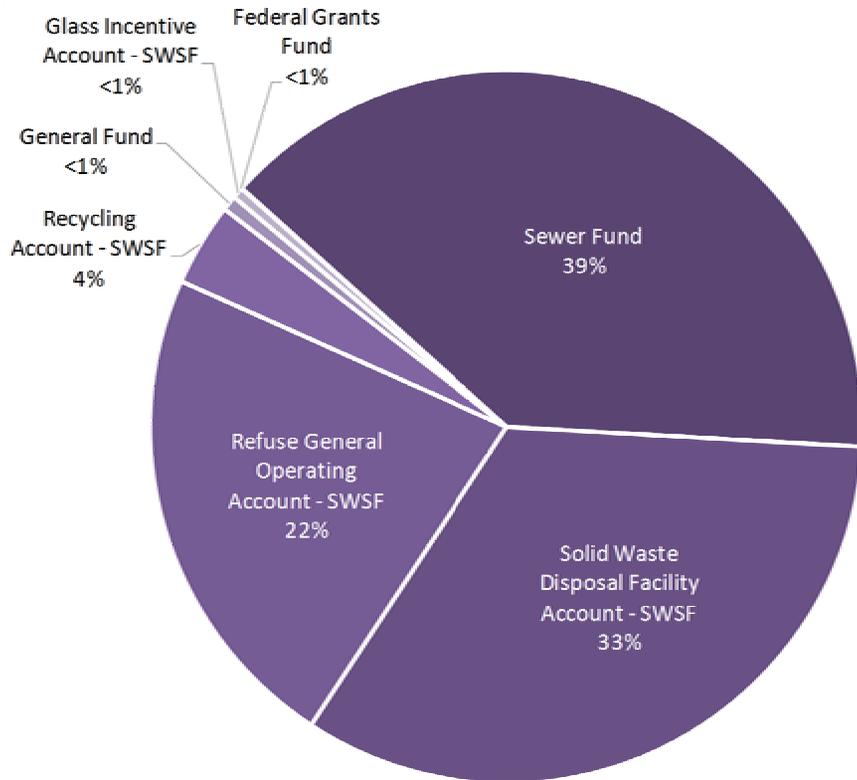
- Sustainability - Ensure that operations and services emphasize sustainable practices.
- Operating as a Business - Provide cost effective, quality service through improved business and work processes.
- Employee Development - Invest in employee development in order to improve operational and fiscal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

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

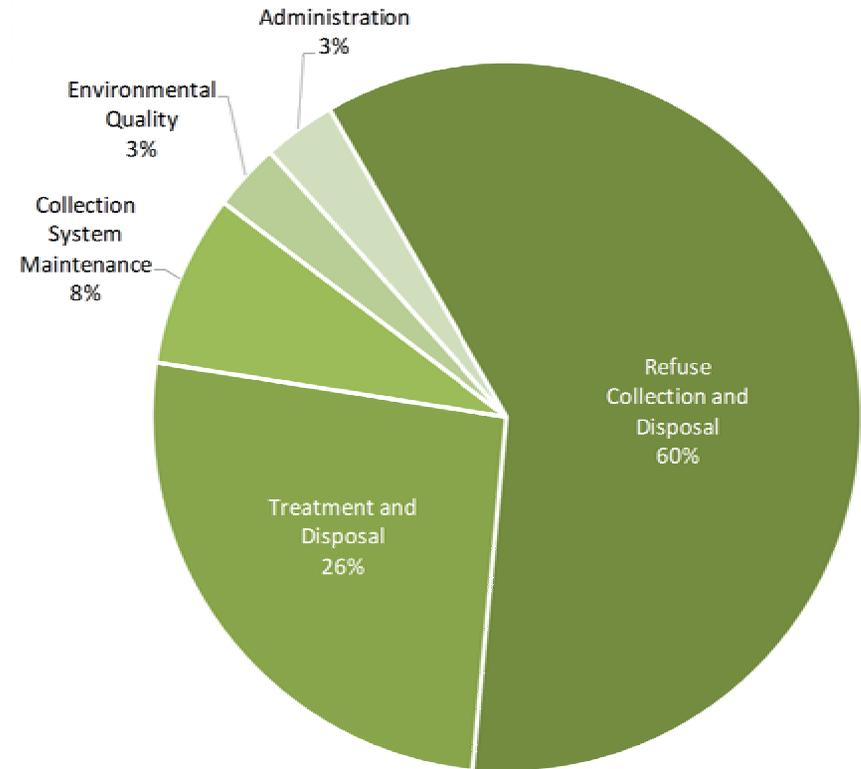
To protect public health and the environment by efficiently and effectively managing the wastewater and solid waste systems of the City and County of Honolulu.

Mission Statement

Funding Sources^{1,2}



Funding Uses



	Total Operating Expenditures (\$ millions)	Revenues (\$ millions)	Staffing			Overtime Expenditures ⁴	
			Total Authorized FTE	Total Vacant FTE	Cost Per FTE ³	Total (\$ millions)	Non-Holiday (\$ millions)
FY 2010	\$198.2	\$455.0	1,166	298	\$170,005	\$9.9	\$8.6
FY 2011	\$213.8	\$438.2	1,166	322	\$183,345	\$10.5	\$9.2
FY 2012	\$216.1	\$484.1	1,166	323	\$185,304	\$11.0	\$9.8
FY 2013	\$230.1	\$496.8	1,147	301	\$200,597	\$11.3	\$10.1
FY 2014	\$247.5	\$565.2	1,171	294	\$211,376	\$10.2	\$9.0
Change from last year	8%	14%	2%	-2%	5%	-10%	-10%
Change over last 5 years	25%	24%	<1%	-1%	24%	3%	5%

Source: Executive Operating Program and Budget (FY 2015) and Department of Budget and Fiscal Services. ¹Percentages do not total 100% due to rounding. ²SWSF = Solid Waste Special Fund. ³Cost Per FTE = Total Operating Expenditures/Total Authorized FTE. ⁴Overtime pay is established by bargaining unit agreement, as applicable.

Spending and Staffing and Administration

Over the last five years, the department's operating expenditures increased 25% from \$198.2 million in FY 2010 to \$247.5 million in FY 2014. According to the department, the increase was due to the rising costs of salaries, fringe benefits, utilities, and contractual services.

Capital expenditures decreased 40% from \$256.6 million in FY 2010 to \$153.2 million in FY 2014. Major capital expenditures include on-going projects:

- Solid Waste-to-Energy Facility H-POWER Expansion
- Solid Waste-to-Energy Facility H-POWER Refurbishment
- Wastewater Pump Station Electrical and Supervisory Control and Data Acquisition (SCADA) Improvements
- Rehabilitation of Sewer Lines

Revenues from utilities and other enterprises increased 35% from \$82.1 million in FY 2010 to \$111.2 million in FY 2014. According to the department, this is due to expansion of H-POWER and sewer rate increases necessary to continue funding the replacement, repair, rehabilitation and expansion of the wastewater infrastructures and the needs of the growing population.

Overtime expenditures decreased from the previous year by 10%, with \$11.3 million in FY 2013 and \$10.2 million in FY 2014. The department stated that the decrease was due to dedicated efforts to fill vacancies and move closer to optimum staffing levels. Reductions in overtime can also be traced to upgrades in the sewer infrastructure, fewer spills, and less requirements for response.

Administration

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

Over the last year, administration's operating expenditures increased 43% from \$5.7 million in FY 2013 to \$8.2 million in FY 2014. ENV noted that the increase was due to the department's share of the new sewer billing system implementation, improvements to their IT infrastructure, software tools, and legal costs. Revenues have increased over the last five years. The division explained that scheduled increase in sewer charges have contributed to the rising trend.

	Operating Expenditures (\$ millions)	Revenue Sources (\$ millions)					Average Annual Sewage Charge	Bond Rating	Capital Expenditures (\$ millions)
		Charges for Services	Utilities or Other Enterprises	Non-Revenue Receipts	Other Revenues ¹				
FY 2010	\$7.0	\$312.1	\$82.1	\$57.8	\$3.0	\$924	AA	\$256.6	
FY 2011	\$5.8	\$350.7	\$85.4	\$0.0	\$2.1	\$1,063	AA	\$371.4	
FY 2012	\$7.1	\$376.1	\$103.6	\$0.0	\$4.5	\$1,106	AA	\$135.8	
FY 2013	\$5.7	\$370.3	\$104.6	\$18.3	\$3.7	\$1,157	AA	\$127.6	
FY 2014	\$8.2	\$406.1	\$111.2	\$44.4	\$3.5	\$1,141	AA	\$153.2	
Change from last year	43%	10%	6%	143%	-6%	-1%	--	20%	
Change over last 5 years	17%	30%	35%	-23%	15%	23%	--	-40%	

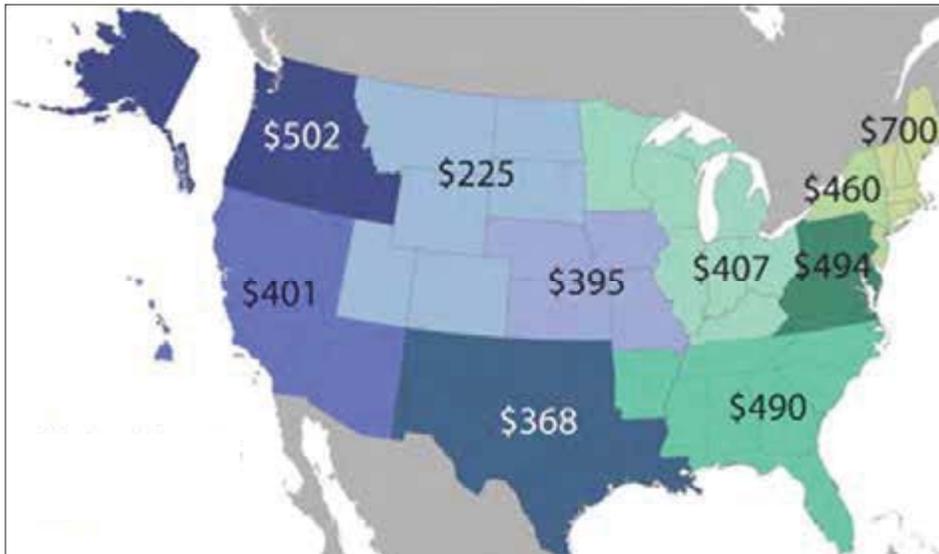
Source: Department of Budget and Fiscal Services and Department of Environmental Services. ¹Other Revenues includes: Licenses and Permits, Intergovernmental Revenue, Fines and Forfeits, and Miscellaneous Revenues.

The average annual sewage charge increased 23% from \$924 in FY 2010 to \$1,141 in FY 2014 partly due to a six-year planned rate increase to pay for sewer infrastructure upgrades.

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

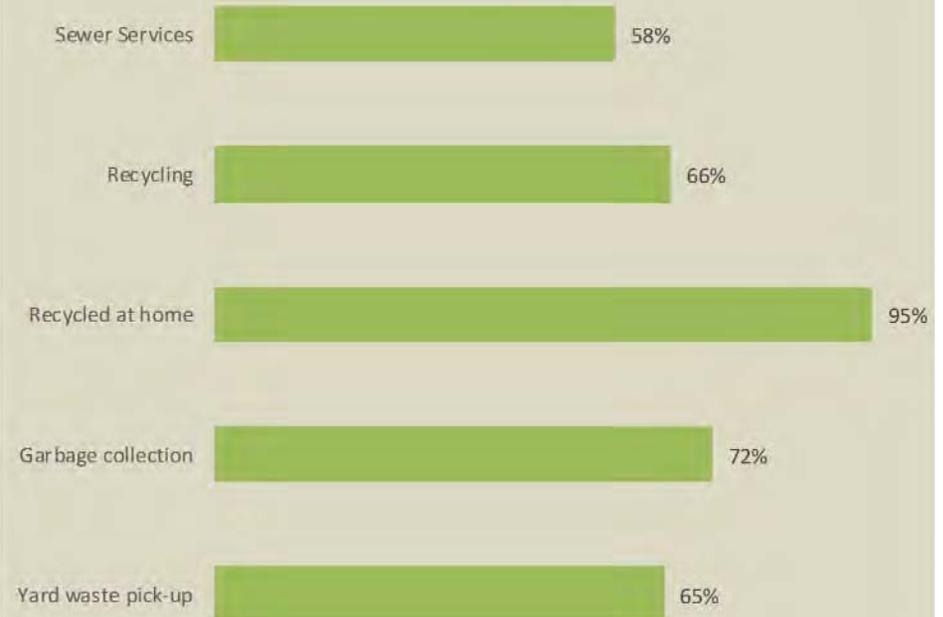
According to the National Association of Clean Water Agencies (NACWA), the national average annual sewer charge in CY 2013 was \$435 per single family dwelling which is a 5.5% increase from the previous year. The average annual sewer charge in Region 9 (which includes Hawai'i) was \$401.

Regional Comparison: Average Annual Sewer Charge (CY 2013)



Source: National Association of Clean Water Agencies (NACWA), 2013 Service Charge Index

Ratings for Sewer and Solid Waste Services (% Excellent or Good)



Source: 2014 National Citizen Survey (Honolulu)

National Citizen Survey

In the 2014 National Citizen Survey, only 33% of residents rated the overall cleanliness of the city as *excellent* or *good*. This rating was *lower* than the ratings received by other cities with populations over 300,000.

Citizens showed an interest in participating in community cleanliness; 79% of residents responded that they made their home more energy efficient, and 95% stated they recycled at home. These ratings were *similar* and *higher* respectively within cities with populations over 300,000.

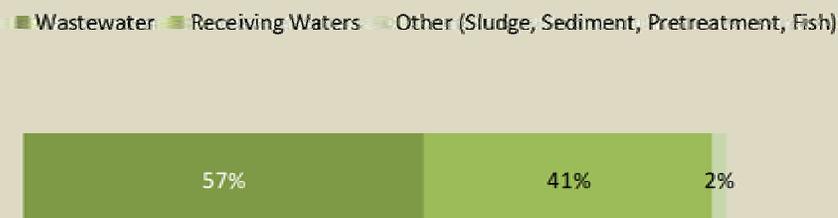
Environmental Quality

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

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

EQ's operating expenditures decreased 26% from \$10.2 million in FY 2013 to \$7.6 million in FY 2014. According to the division, the decrease was due to procedural changes that resulted in the Storm Water Quality Branch not being able to encumber approximately \$3 million of contractual work.

Water Quality Laboratory Samples by Category



Source: Department of Environmental Services

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

	Operating Expenditures (\$ millions)	Regulatory Control ¹		Water Quality Laboratory		Storm Water Quality	
		Total Investigations/ Inspections	Total Enforcements	Parameter Results	Samples	Total Investigations Closed	Total Violation Notices Issued
FY 2010	\$9.9	6,666	1,658	-	-	325	19
FY 2011	\$10.8	5,820	480	45,132	18,449	351	13
FY 2012	\$10.0	4,594	1,000	37,375	16,854	304	15
FY 2013	\$10.2	5,892	397	40,814	17,202	292	16
FY 2014	\$7.6	6,500	550	34,843	16,759	320	20
Change from last year	-26%	10%	39%	-15%	-3%	10%	25%
Change over last 5 years	-24%	-2%	-67%	--	--	-2%	5%

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

Refuse Collection and Disposal

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

Over the last five years, RCD’s operating expenditures increased 30% from \$113.8 million in FY 2010 to \$148.2 million in FY 2014. According to the division, the increase was due to the expansion of the Waimanalo Gulch Sanitary Landfill (WGSL), the H-POWER 3rd Boiler expansion, the carts required for the automated collection program, and the general increase in costs for all goods and services. The total tonnage disposed at the landfill decreased 37% from 130,940 in CY 2012 to 81,989 in CY 2013. The department states this is due to the expansion of the H-POWER facility enabling the city to divert more waste from the landfill to waste-to-energy.

The H-POWER facility earned a Gold Award during FY 2014 for Waste-to-Energy Facility of the Year by the Solid Waste Association of North America.



Source: opala.org

In the 2014 National Citizen Survey, 72% and 65% of Honolulu residents rated garbage collection and yard waste pick-up as *excellent* or *good*, respectively. ENV commented that the city provides an extensive refuse collection program that far exceeds service provided by most other municipalities.

The existing operating permit for the landfill was set to expire in June 2015, but the department submitted the renewal application to State Department of Health in June 2014.

	Operating Expenditures (\$ millions) (FY)	Municipal Solid Waste Disposal (MSW) Categories (Tons)					
		Total MSW ¹	General Material Recycling	MSW Disposed at H-POWER	H-POWER Ash and Residue	Total MSW Diverted from Landfill ²	Total Disposed at Landfill
CY 2010	\$113.8	1,210,417	448,639	598,042	179,946	866,735	163,736
CY 2011	\$127.2	1,251,775	490,061	594,793	163,618	921,236	166,921
CY 2012	\$120.7	1,231,425	487,157	613,328	161,665	938,820	130,940
CY 2013	\$132.9	1,237,389	477,011	678,389	180,369	975,031	81,989
CY 2014 ³	\$148.2	pending	pending	686,279	188,399	pending	pending
Change from last year	11%	--	--	1%	4%	--	--
Change over last 5 years	30%	--	--	15%	5%	--	--

Source: Department of Budget and Fiscal Services and Department of Environmental Services. ¹Total MSW reflects all MSW from the island of O`ahu. ²Total MSW Diverted from Landfill = (General Material Recycling + MSW Disposed at H-POWER) - H-POWER Ash and Residue. ³Data labeled "pending" will not be complete until mid-2015 following a survey of all recycling companies to accurately capture the island’s recycling rates.

Wastewater Collection System Maintenance and Treatment and Disposal

Wastewater Collection System Maintenance (WCSM) oversees and maintains 2,100 miles of the gravity sewer system and numerous pump stations and respective force mains around the island. The Division of Wastewater Treatment and Disposal operates city wastewater treatment plants. The city received four Peak Performance Awards¹ by the National Association of Clean Water Agencies for excellence in wastewater treatment as measured by their compliance with the National Pollutant Discharge Elimination System (NDPES) permits.²

According to the mayor, adequate sewer capacity is a critical part of the city's infrastructure. Without sewer capacity, the city cannot approve new development projects. The city is continuing to construct a second digester at the Sand Island Wastewater Treatment Plant (WWTP) to provide sufficient capacity and redundancy. Construction is continuing on the Ala Moana Wastewater Pump Station (WWPS) Force Main No. 3 and No. 4 project, the Waimalu WWPS Force Main project, and the Waipahu WWPS Piping Modification project, which will provide additional capacity and reliability. A design-build project was initiated in FY 2014 to upgrade electrical and instrumentation equipment at 19 of the city's WWPSs. These improvements include providing



Source: Department of Environmental Services (Sand Island Wastewater Treatment Plant)

electrical equipment space to accommodate future pump upgrades, where pump capacity upgrades are projected for the future.

Over the past five years, WCSM's operating expenditures increased 76% from \$11.0 million in FY 2010 to \$19.4 million in FY 2014. The division reported that the increase was due to its continual evaluation, maintenance, and improvement of the collections systems in accordance with the 2010 Consent Decree.

	Wastewater Collection System Maintenance				Wastewater Treatment and Disposal	
	Operating Expenditures (\$ millions)	Miles of Lines Maintained	Miles of Lines CCTV Inspected	Number of Gravity Main Spills ³	Operating Expenditures (\$ millions)	Wastewater Collected and Treated (mgd) ⁴
FY 2010	\$11.0	871	87	49	\$56.4	106
FY 2011	\$8.4	596	66	62	\$61.6	105
FY 2012	\$17.4	609	359	43	\$60.8	100
FY 2013	\$19.4	519	49	27	\$61.9	99.5
FY 2014	\$19.4	700	80	20	\$64.2	103
Change from last year	0%	35%	63%	-26%	4%	4%
Change over last 5 years	76%	-20%	-8%	-59%	14%	-3%

Source: Department of Budget and Fiscal Services and Department of Environmental Services. ¹The Wahiawa Wastewater Treatment Plant (WWTP), the Waianae WWTP, and the Honouliuli WWTP received gold awards. The Kailua Regional WWTP received the silver award. ²The Clean Water Act of 1972 introduced the National Pollutant Discharge Elimination System which is a permit system for regulating point sources of pollution.

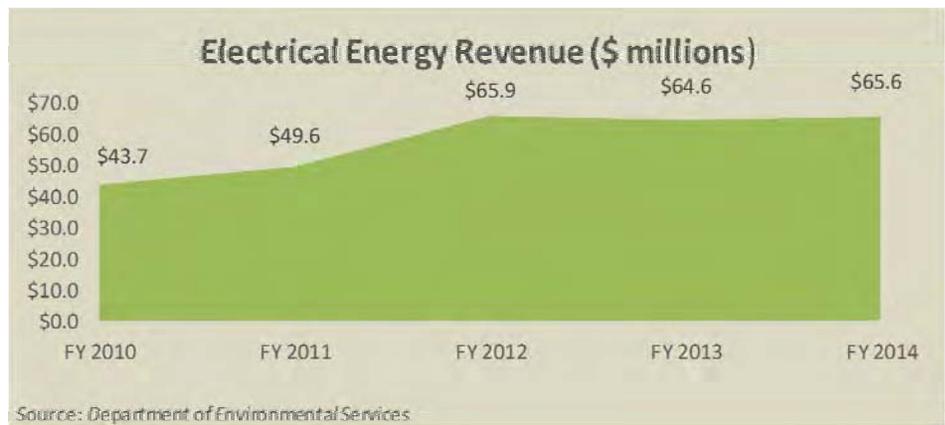
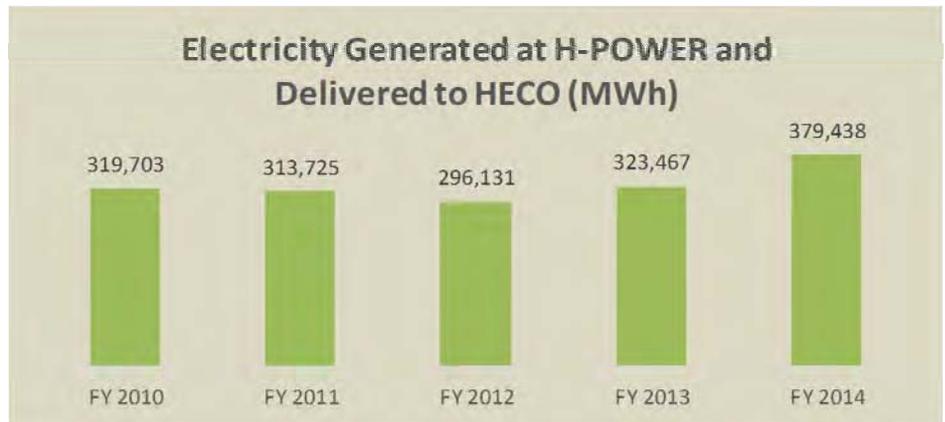
³Gravity Main Spills are defined as wastewater escaping from a non-pressurized pipe due to backup, breakage, or excessive flow. ⁴mgd=millions of gallons per day.

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

The city’s H-POWER waste-to-energy facility converts solid waste into electricity. Electricity generated by H-POWER is sold to Hawaiian Electric Company (HECO), the island’s primary electric utility. In FY 2014, ENV generated and sold 379,438 megawatt hours (MWh) to HECO compared to 323,467 MWh in FY 2013, a 17% increase.

In the 2014 National Citizen Survey, 66% of Honolulu residents rated recycling as *excellent* or *good*. The survey also showed that 95% of residents stated they recycled at home, which is *higher* than the national benchmark comparison as well as the benchmark comparison for cities with populations over 300,000.

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



Source: Department of Environmental Services

	Municipal Solid Waste (MSW) Recycling Categories ² (Tons)						
	Total MSW Diverted from Landfill by Recycling ² (Tons)	Green Waste	Office Paper (City Offices)	Community Recycling Bins ³	Curbside Mixed Recyclables ³	H-POWER MSW Recycled	Other Recyclables ⁴
CY 2010	519,460	58,240	68	5,780	15,772	418,096	21,504
CY 2011	554,616	70,480	60	4,704	20,971	431,175	27,226
CY 2012	572,284	70,860	80	4,359	20,941	451,663	24,381
CY 2013	610,887	69,170	105	--	21,409	498,020	22,183
CY 2014 ⁵	pending	pending	pending	--	pending	497,879	pending
Change from last year	--	--	--	--	--	0%	--
Change over last 5 years	--	--	--	--	--	19%	--

Source: Department of Environmental Services. ¹The Integrated Solid Waste Management Plan, Chapter 342G, HRS; and Section 9-13, ROH. ²Reflects only city collected MSW. ³The city ended the community bin recycling program in late FY 2012. Materials collected in the community recycling bins have since shifted to curbside collection. ⁴Other recyclables includes white goods, propane tanks, tires, batteries and recovered metals at H-POWER. ⁵Data labeled "pending" will not be complete until mid 2015 following a survey of all recycling companies to accurately capture the island’s recycling rates.

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Department of Facility Maintenance

Chapter 11 Department of Facility Maintenance

The Department of Facility Maintenance (DFM) plans and administers the city's repair, renovation and maintenance programs for roads, bridges, streams, and flood control systems. It also maintains city buildings, vehicles and construction equipment. Additionally, DFM manages 7 public garages, 2 parking meter-operated garages, 13 municipal surface parking lots, and 13 residential and commercial properties. These functions are mandated by city charter.

DFM consists of four divisions:

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

The department's goals are to:

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

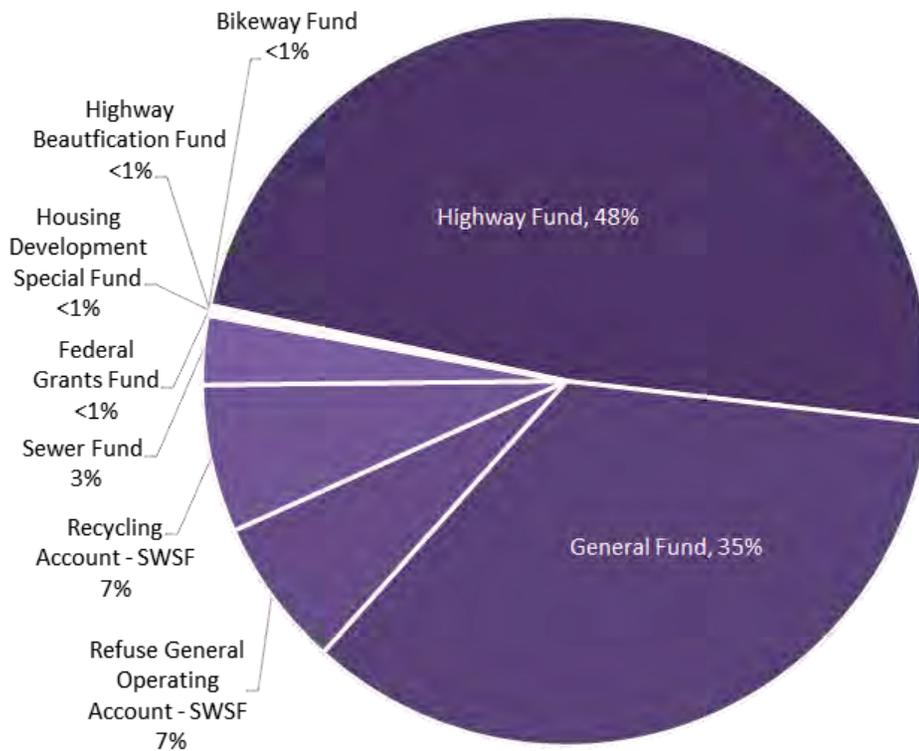


Source: Department of Facility Maintenance

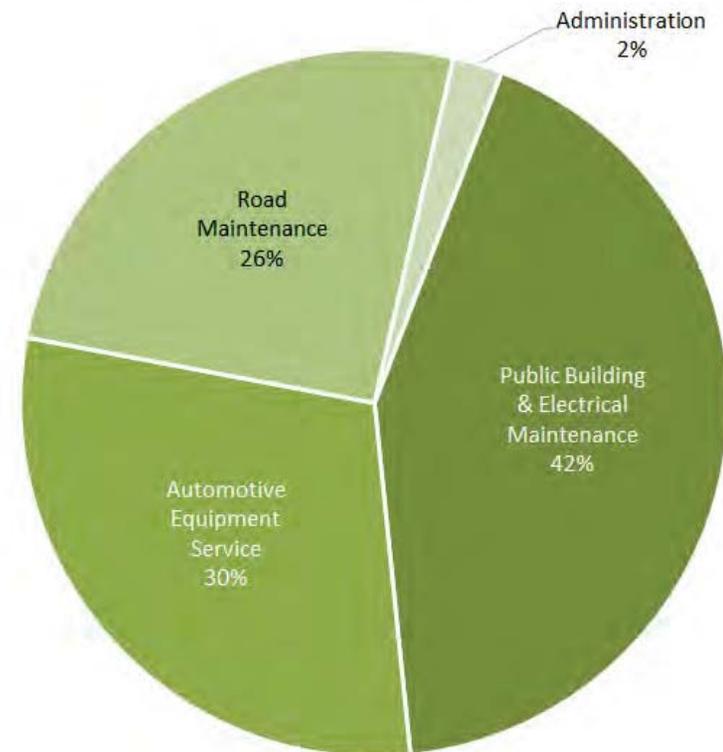
To provide efficient, effective, accountable, and progressive management of its fiscal and functional responsibilities.

Mission Statement

Funding Sources¹



Funding Uses



	Total Revenues (\$ millions)	Total Operating Expenditures (\$ millions)	Staffing		Cost Per FTE ²	Overtime Expenditures	
			Total Authorized FTE	Total Vacant FTE		Total (\$ millions)	Non-Holiday ³ (\$ millions)
FY 2010	\$5.4	\$58.4	773.1	262.0	\$75,518	\$2.4	\$2.2
FY 2011	\$4.0	\$52.9	777.1	267.0	\$68,062	\$1.6	\$1.4
FY 2012	\$3.6	\$58.9	776.1	261.3	\$75,914	\$2.1	\$1.9
FY 2013	\$3.2	\$67.5	775.1	256.0	\$87,546	\$2.2	\$2.0
FY 2014	\$3.2	\$73.1	811.7	279.2	\$90,082	\$2.2	\$2.0
Change from last year	2%	8%	5%	9%	3%	1%	4%
Change over last 5 years	-40%	25%	5%	7%	19%	-4%	-6%

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

Administration



Source: Office of the City Auditor

Over the last five years, the department’s operating expenditures increased 25% from \$58.4 million in FY 2010 to \$73.1 million in FY 2014. The department reported that the increase was primarily due to the absorbed responsibility and associated cost of the consolidation of electricity, water and sewer costs for public buildings that was transferred from the Department of Design and Construction. DFM also attributes the increase to the conversion of contractual janitorial and custodial services to permanent City positions to comply with a United Public Workers Union agreement which resulted in higher salary cost. Rising fuel and vehicle maintenance costs and additional funding for the Pavement Preservation Program also contributed to the increase in operating expenditures.

In FY 2014 total revenues decreased 40% from \$5.4 million in FY 2010 to \$3.2 million in FY 2014. The department attributes the majority of the revenue decrease to the loss of income due to the projected sale of City-owned and managed parking, residential and commercial properties.

Administration

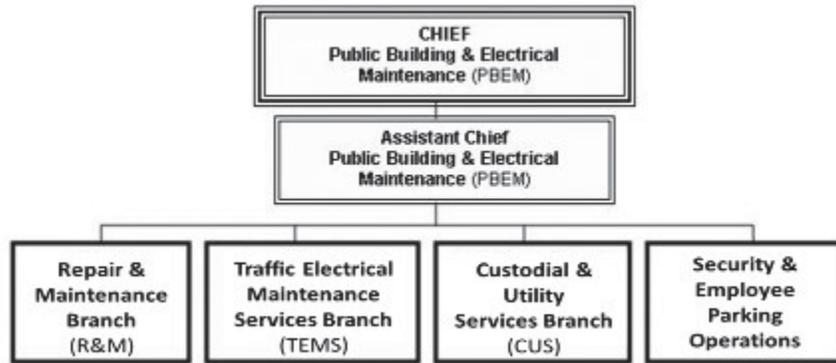
Administration plans, directs, administers, and coordinates line and staff activities related to facility maintenance functions and programs involving public roads, streets, and bridges. Administration also manages staffing for flood control systems, street lighting, traffic signs and markings, and public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

Over the last five years, the division’s operating expenditures increased 33% from \$1.2 million in FY 2010 to \$1.6 million in FY 2014. The department reported that the substantial increase was due to DFM administration assuming the Parking and Property Management function from Public Building and Electrical Maintenance Division (PBEM) in FY 2012. The receipt of those functions added six positions and over \$1.0 million in current expense appropriations.

	Administration
	Operating Expenditures (\$ millions)
FY 2010	\$1.2
FY 2011	\$1.1
FY 2012	\$1.9
FY 2013	\$1.8
FY 2014	\$1.6
Change from last year	-6%
Change over last 5 years	33%

Source: Department of Budget and Fiscal Services

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



Source: Department of Facility Maintenance and Office of the City Auditor

Over the last five years, the division’s operating expenditures increased 56% from \$19.9 million in FY 2010 to \$31.1 million in FY 2014. The division explained that the most significant increase in operating expenditures resulted from the consolidation of electricity, water and sewer costs transferred from the Department of Design and Construction. The division also attributes the increased operating expenditures to the repair and maintenance work performed on jointly-owned utility poles. The division reported that typical repair and maintenance work performed on jointly-owned poles in the past averaged \$400,000 but in FY 2014 it totaled \$1.2 million. The increase in cost is attributed to an increase in material costs due to high demand of actual and raw materials.

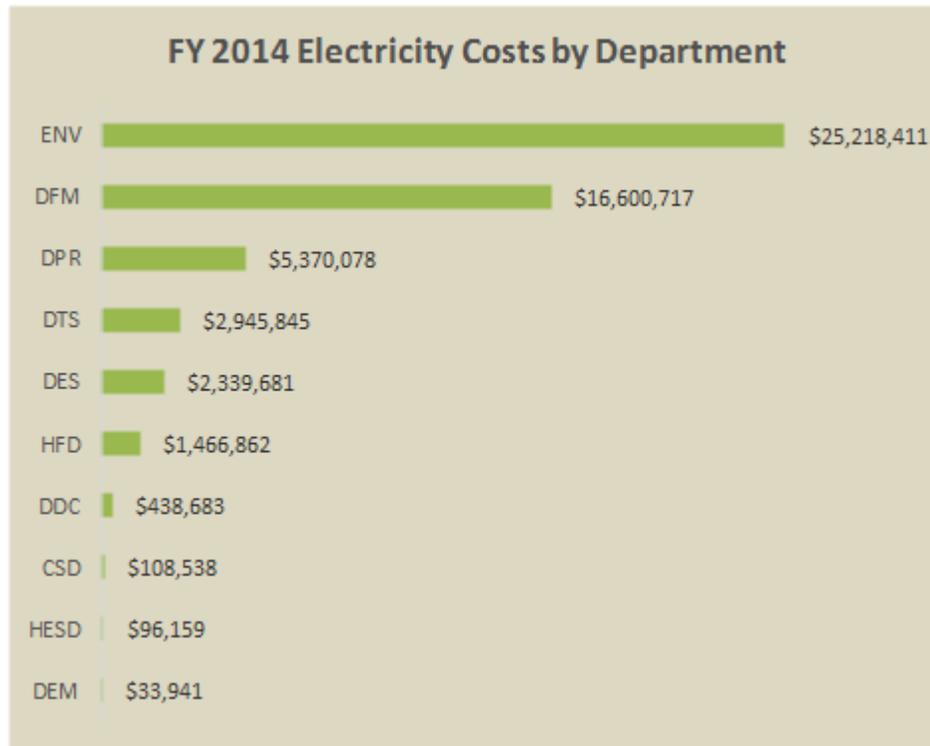
In FY 2014, the division tested and maintained 18 civil defense sirens, compared to 39 in FY 2010, a 54% decline. According to the division, the decrease was largely attributed to a capital improvement project combined with a State-City partnership to replace old electro-mechanical civil defense sirens with new electronic models which require less maintenance and repair by PBEM.

Public Building and Electrical Maintenance

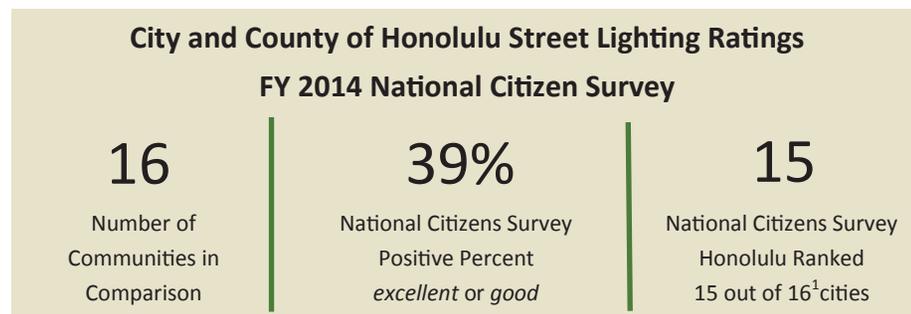
	Operating Expenditures (\$ millions)	Total Work Orders for Building and Appurtenant Structures Repair	Total Street Lights Replaced	Total Civil Defense Sirens Tested and Maintained	Electricity Usage ¹ (million KWh)
FY 2010	\$19.9	5,768	9,603	39	168,094,135
FY 2011	\$19.2	5,012	8,240	31	168,988,378
FY 2012	\$21.0	3,616	10,138	12	184,224,363
FY 2013	\$29.7	4,451	10,047	3	159,041,937
FY 2014	\$31.1	4,405	10,813	18	165,042,309
Change from last year	5%	-1%	8%	500%	4%
Change over last 5 years	56%	-24%	13%	-54%	-2%

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

Public Building and Electrical Maintenance



Source: FY 2014 Annual Report on the City's Electricity, Gasoline, Diesel, and Biodiesel Consumption and Costs



Source: National Citizens Survey. ¹Cities with 300,000 or more residents.

The Traffic Electrical Maintenance Services (TEMS) branch maintained 51,700 street lights by replacing 10,813 defective or burned-out street light lamps in FY 2014. The branch also completed 501 work orders for repair and maintenance related to indoor and outdoor lighting at various parks and recreation centers and botanical gardens for the Department of Parks and Recreation, and at Hanauma Bay and Honolulu Zoo, and the Neal S. Blaisdell Center. According to the division they initiated an active fleet replacement program combined with a prioritized effort in hiring which contributed to the increased ability of the street light organization to respond to street light concerns.

Over the last five years operating expenditures increased 26% from \$19.9 million in FY 2010 to \$31.1 million in FY 2014. The department attributes the rise in street lighting costs to several factors, primarily a 45% increase in electricity costs. The department also reported wage increases, increased maintenance costs in joint-owned wood utility poles and increased material costs for electrical materials such as poles, wire, and light bulbs.



Source: FY 2014 Department & Agency Reports, Department Design and Construction

In the 2014 National Citizen Survey, 39% of Honolulu residents rated street lighting as *excellent or good*, a 2% increase from the prior year. This rating is *lower* than percentages reported nationwide and is *similar* among cities with populations over 300,000. Among large cities, Honolulu ranked 15 out of 16 cities for street lighting.

Automotive Equipment Service

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

Over the past five years, total operating expenditures for AES increased 13%, from \$16.5 million in FY 2010 to \$18.7 million in FY 2014. According to the division, the increase was due to the increase in negotiated wages and an increase in the cost of parts, materials and supplies.

The number of repair and maintenance job tasks completed decreased 23% from 41,110 tasks in FY 2010 to 31,631 tasks in FY 2014. According to the division, the decrease was due to streamlining the process by which job tasks are entered into the fleet management program. This avoided the accumulation of unnecessary data. The department also introduced new vehicles and equipment which reduced the frequency of repairs and number of job tasks.

FY 2014 Unleaded Fuel Costs by Department



Source: FY 2014 Annual Report on the City's Electricity, Gasoline, Diesel, and Biodiesel Consumption and Costs.

	AES Operating Expenditures (\$ millions)	Total Number of Repair and Maintenance Job Tasks Completed	Number of Tire Repair and Replacements	Total Vehicles Under DFM's Jurisdiction				Unleaded Fuel Cost (\$ millions)
				Total	On-Road/ Highway Vehicles	Off-Road/ Non-Highway Vehicles	Miscellaneous Equipment ¹	
FY 2010	\$16.5	41,110	3,371	2,155	1,508	133	514	2.1
FY 2011	\$16.7	38,410	3,279	2,232	1,567	134	531	2.0
FY 2012	\$18.3	33,989	3,610	2,280	1,891	287	102	2.3
FY 2013	\$18.7	31,424	3,350	2,333	1,922	220	191	1.7
FY 2014	\$18.7	31,631	4,220	2,284	1,646	349	289	1.1
Change from last year	0%	1%	26%	-2%	-14%	59%	51%	-36%
Change over last 5 years	13%	-23%	25%	6%	9%	162%	-44%	-47%

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

Road Maintenance

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

Over the last five years, DRM operating expenditures increased 4% from \$20.7 million in FY 2010 to \$21.6 million in FY 2014. According to the division the increase in operating expenditures was mainly due to Pavement Preservation contracts that utilized Slurry Seal topical treatments in the Waipahu area to keep roads in fairly good condition from deteriorating.

In FY 2014, the division patched 41,659 potholes, a 19% decrease from 51,674 potholes patched in FY 2013. The division explained that the reduction in potholes patched are a result of overall improvement of the road conditions due to increased contract

pavement resurfacing and road rehabilitation projects that have addressed many of the recurring pothole situations. The overall improvement of road conditions supports and carry's out the Mayor's priority to repave the City's roads.

Over the last five years, DRM's use of asphalt for first aid repairs decreased 92% from 25,548 tons in FY 2010 to 2,123 tons in FY 2014. The division attributes the decrease to increased contract paving work which reduced the need for in-house resurfacing, in addition to increased vacancies, and the reduction of qualified operators to perform road resurfacing.

In FY2014, the division resurfaced 4 lane miles in-house, a 93% decrease from 57 lane miles in FY 2010. The division attributes the decrease due to changing priorities of work from Road Resurfacing in FY 2010 when the road conditions were very poor to Storm Drain and Stream Cleaning operations because of the National Pollutant Discharge Elimination System (NPDES) requirements for cleaning catch basins and other drainage facilities, and the need for maintenance of stream areas due to blockages and vegetation overgrowth for flood protection.

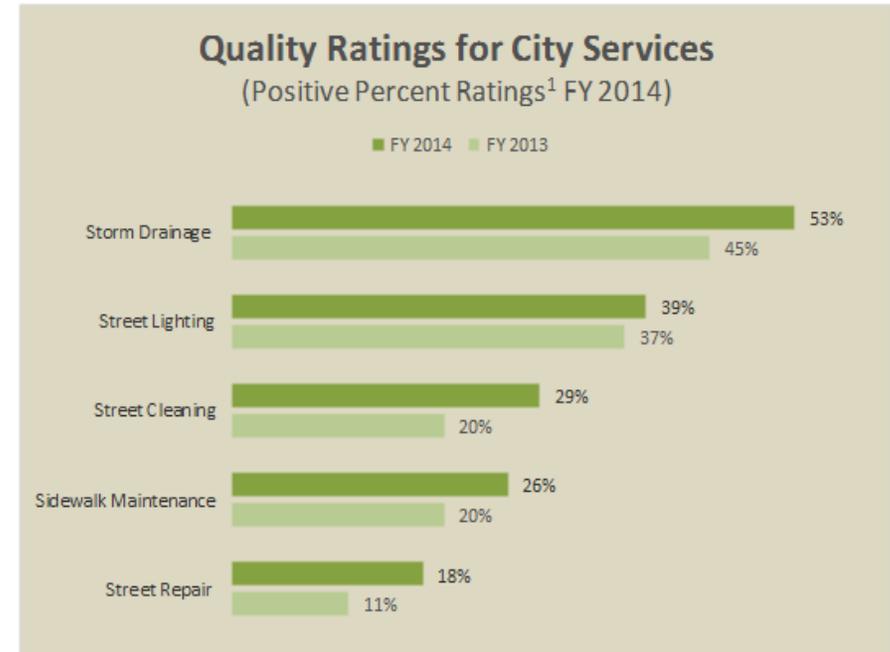
	DRM Operating Expenditures (\$ millions)	Tons of Asphalt used for First Aid Repairs ¹	Number of Potholes Patched	Number of Pothole Hotline Calls Received	In-House Resurfacing (Lane Miles)
FY 2010	\$20.7	25,548	41,505	3,461	57
FY 2011	\$15.9	7,868	67,714	5,583	19
FY 2012	\$17.6	2,314	52,071	4,927	8
FY 2013	\$17.3	1,258	51,647	4,614	18
FY 2014	\$21.6	2,123	41,659	4,924	4
Change from last year	25%	69%	-19%	7%	-78%
Change over last 5 years	4%	-92%	0%	42%	-93%

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

In the 2014 National Citizen Survey, Honolulu residents were asked to rate the quality of street repair. About 18% rated street repair as *excellent* or *good*, which is *much lower* than the percentages reported nationwide and among cities with populations over 300,000. Among large cities, Honolulu ranked 25 out of 26 cities for street repair.

The survey also asked residents to rate the quality of street cleaning and sidewalk maintenance. Residents rated 29% as *excellent* or *good* for street cleaning and 26% as *excellent* or *good* for sidewalk maintenance. The rating for street cleaning is *much lower* than the percentages reported nationwide, while the rating for sidewalk maintenance is lower compared to percentages reported nationwide. Among cities with populations over 300,000, Honolulu ranked last for street cleaning (16 out of 16 cities) and ranked 11 out of 12 for sidewalk maintenance.

Honolulu residents' rating for quality of storm drainage services improved 8% over last year. Street lighting, street cleaning, sidewalk maintenance, and street repair ratings improved 3%, 9%, 6%, and 7%, respectively, over the last year.



Source: National Citizens Survey. ¹Positive Percent Ratings are ratings of *excellent* or *good* and based on a 100% scale.



Stream Cleaning
Photos courtesy of the Department of Facility Maintenance



Street and Sidewalk Maintenance and Repair



Storm Drainage Cleaning

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12

Honolulu Fire Department

Chapter 12 Honolulu Fire Department

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

The fire chief and the deputy fire chief manage the operation and administration of the HFD and are responsible to fulfill the following functions mandated by the city charter:

According to the RCH, Section 6-1004. Powers, Duties and Functions, the Fire Chief shall:

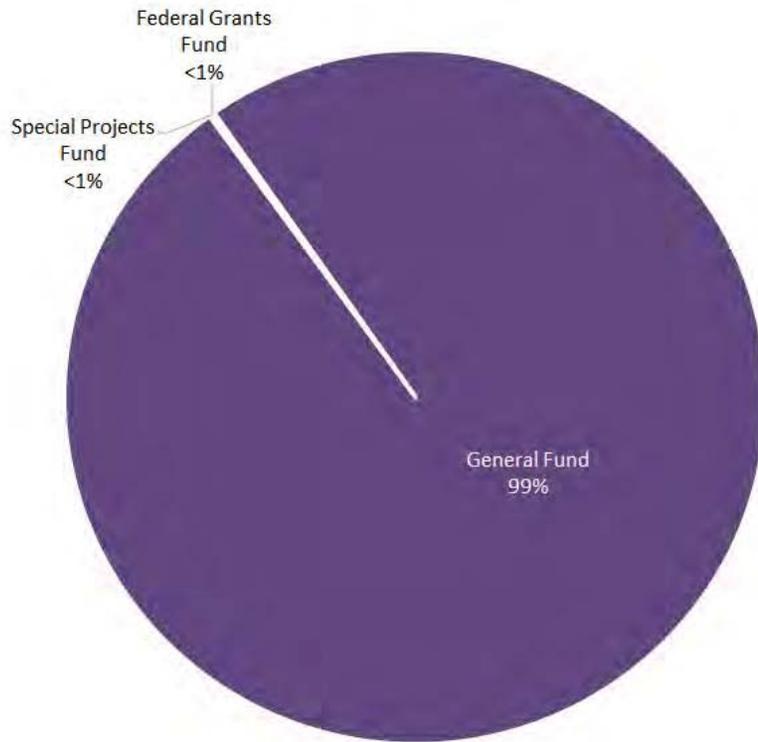
- (a) Perform fire fighting and rescue work in order to save lives, property, and the environment from fires.
- (b) Respond to emergencies arising on hazardous terrain and on the sea and HM incidents.
- (c) Provide emergency medical care.
- (c) Train, equip, maintain, and supervise a force of fire fighting and rescue personnel.
- (d) Monitor the construction and occupancy standards of buildings for the purposes of fire prevention.
- (e) Provide educational programs related to fire prevention.
- (f) Appoint the deputy fire chief and the private secretaries to the fire chief and the deputy fire chief.
- (g) Perform such other duties as may be required by law.



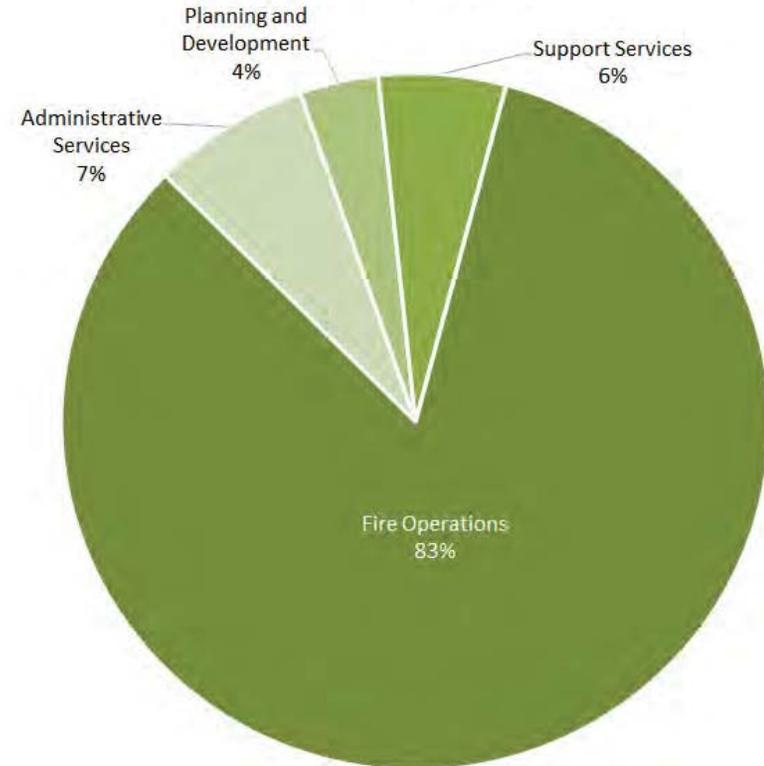
To provide for a safer community through prevention, preparedness, and effective emergency response.

Mission Statement

Funding Sources¹



Funding Uses



	Revenues (\$ millions)	Operating Expenditures (\$ millions)	Staffing		Cost Per FTE ²	Overtime Expenditures ³	
			Authorized FTE	Vacant FTE		Total (\$ millions)	Non-Holiday (\$ millions)
FY 2010	\$3.2	\$88.2	1,190.0	133	\$74,076	\$11.2	\$7.1
FY 2011	\$3.5	\$95.9	1,190.0	157	\$80,578	\$10.4	\$5.7
FY 2012	\$3.1	\$95.1	1,190.0	119	\$79,879	\$9.9	\$5.5
FY 2013	\$3.2	\$91.3	1,181.0	89	\$77,347	\$7.7	\$3.1
FY 2014	\$2.7	\$95.6	1,190.0	133	\$80,335	\$10.7	\$6.3
Change from last year	-14%	5%	1%	49%	4%	39%	106%
Change over last 5 years	-13%	8%	0%	0%	8%	-5%	-10%

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

Spending and Staffing

HFD is organized into four components: Administrative Services Bureau (ASB), Fire Operations (OPS), Planning and Development (P&D), and Support Services (SS). Each component is managed by an assistant chief (AC) who is responsible for the daily management of the sections and provides executive support to the fire chief and the deputy fire chief.

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. It continues to develop and conduct various programs, such as reliable and efficient communication systems; fire apparatus maintenance and repair; training and research; and a coordinated City radio system. The Fire Prevention Program, which includes inspections, investigations and fire regulation enforcement, and a fire safety education program, continues to expand with the latest fire service trends and national standards.

Over the last 5 years, HFD's operating expenditures increased 8% from \$88.2 million in FY 2010 to \$95.6 million in FY 2014. In FY 2014, the department had 1,190 authorized FTE positions and 133 vacancies. Overtime expenditures decreased 5% from \$11.2 million in FY 2010 to \$10.7 million in FY 2014.

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

In FY 2014, the department's expenditures per resident served amounted to \$97 and was lower than the comparable budgeted expenditures for Austin, Texas (\$168); Jacksonville, Florida (\$233); San Jose, California (\$164); and Seattle, Washington (\$268).

O`ahu Fire Stations



FB Waterfront¹

- 1 Central
- 2 Pawa`a
- 3 Makiki
- 4 Kuakini
- 5 Kaimuki
- 6 Kalihi
- 7 Waikiki
- 8 Mokulele
- 9 Kaka`ako
- 10 Aiea
- 11 Sunset Beach
- 12 Waipahu
- 13 Kahuku
- 14 Waialua
- 15 Hau`ula
- 16 Wahiawa

17 Kaneohe

- 18 Kailua
- 19 Aikahi
- 20 Pearl City
- 21 Ka`a`awa
- 22 Manoa
- 23 Wailupe
- 24 Ewa Beach
- 25 Nuuanu
- 26 Wai`anae
- 27 Waimanalo
- 28 Nanakuli
- 29 McCully-Moilili
- 30 Moanalua
- 31 Kalihi Kai
- 32 Kalihi Uka
- 33 Palolo

34 Hawai`i Kai

- 35 Makakilo
- 36 Mililani
- 37 Kahaluu
- 38 Waiau
- 39 Olomana
- 40 Kapolei
- 41 Mililani Mauka
- 42 Waikele
- 43 East Kapolei
- A1 Aircraft

¹Waterfront Fire Station was relinquished to the State of Hawai`i Department of Transportation's Harbors Division in FY 2014.

The Honolulu Fire Commission (Commission) is comprised of five commissioners and assisted by a part-time secretary and an attorney from the Department of the Corporation Counsel. The Commission meets monthly with the fire chief, the deputy fire chief, and the ACs.

The Commissioners are appointed by the Mayor and confirmed by the Honolulu City Council. No compensation for their services are rendered.

The Commission has the following mandated responsibilities:

- Appoints and may remove the fire chief.
- Adopts rules necessary for the conduct of its business and reviews rules for the administration of the department.
- Reviews the annual budget prepared by the fire chief and makes recommendations to the mayor and the Council.

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

In FY 2014, the Commission's operating expenditures totaled \$3,526.

	Operating Expenditures ¹			
	Fire Commission	Administration (\$ millions)	Mechanic Shop (\$ millions)	Fireboat (\$ millions)
FY 2010	\$2,845	\$3.0	\$2.0	\$1.5
FY 2011	\$1,463	\$2.8	\$1.9	\$1.3
FY 2012	\$2,297	\$3.1	\$2.0	\$1.3
FY 2013	\$3,095	\$2.9	\$2.1	\$1.2
FY 2014	\$3,526	\$3.1	\$2.3	\$1.2
Change from last year	14%	6%	9%	3%
Change over last 5 years	24%	5%	16%	-23%

Source: Honolulu Fire Department and Department of Budget and Fiscal Services. ¹Operating expenditure data unavailable for the Occupational Safety and Health Office (OSHO), Self Contained Breathing Apparatus (SCBA) Shop, Fire Fiscal, and Storeroom.

Administrative Services Bureau



Newly dedicated HFD engines at the Charles H. Thurston Fire Training Center

Photo Courtesy of the Honolulu Fire Department

The ASB provides administrative, personnel, logistical, and maintenance support to the fire suppression force. The AC is assisted by a staff of two battalion chiefs (BC), two fire captains, an administrative services officer, and a pool of clerical support staff. The ASB oversees the HFD's operating budget, property and inventory, personnel administration, and the administration of safety and health-related programs, such as the HFD Drug and Alcohol and Infectious Disease programs.

Mechanic Shop

The Mechanic Shop (MS) consists of one fire equipment superintendent, one fire equipment repair supervisor, three lead mechanics, nine fire equipment mechanics, one mechanical repairer, one automotive repair assistant specialist, one parts

specialist, and one clerk. A fire equipment mechanic is on 24-hour standby duty to support trouble calls after normal working hours.

The MS repairs and maintains the HFD's fleet of 43 engines, 5 aerial ladders, 9 quints, 2 aerial towers, 2 rescue units, 2 HM units, 7 tankers, 2 fuel tenders, 2 brush trucks, 2 command trucks, 21 relief apparatuses, 1 tractor, 54 mobile equipment trailers, approximately 71 auxiliary vehicles, and 2 rehab units. It also services the HFD's rescue watercrafts (RWC), including a 110-foot fire boat, 2 rescue boats, 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.

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

Over the last five years, operating expenditures for MS increased 16% from \$2 million in FY 2010 to \$2.3 million in FY 2014.

On June 30, 2014, the HFD ended its contract to operate, maintain, and staff O'ahu's only fireboat, Moku Ahi. The fire fighting vessel and Waterfront Fire Station were relinquished to the State of Hawai'i (State) Department of Transportation's (DOT) Harbors Division.

Fire Operations

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



HFD personnel donning dive gear during public safety diver training.



Public Safety Diver training at Honolulu Harbor

Photos Courtesy of the Honolulu Fire Department

	Fire Operations Expenditures (\$ millions)	Residents Served Per Fire Station ¹	Fireboat Rescue & Responses ²	Aircraft Responses
FY 2010	\$73.9	21,934	23	573
FY 2011	\$76.8	21,722	32	566
FY 2012	\$78.0	21,900	34	641
FY 2013	\$76.5	22,706	22	396
FY 2014	\$79.7	22,870	5	357
Change from last year	4%	1%	-77%	-10%
Change over last 5 years	8%	4%	-78%	-38%

Source: Honolulu Fire Department and the Department of Budget and Fiscal Services. ¹Residents Served Per Fire Station = Population (based on most recent available census data) / Number of Fire Stations. ²Includes Fire Alarm Responses and Rescues; and Emergency Responses.

Fire Operations

Over the last 5 years, operating expenditures for OPS increased 8% from \$73.9 million in FY 2010 to \$79.7 million in FY 2014.

There were 1,669 fire incident calls in FY 2014, which is a decrease of 30% over the last 5 years. The number of medical and rescue calls increased by 23% from 25,617 calls in FY 2010 to 31,413 calls in FY 2014.

In FY 2014, the HFD responded to 17,485 significant fire-related incidents, which is an increase of 8% over the last 5 years. The number of building fires increased by 6%, and wildland fires decreased by 47%. The dollar losses associated with the building fires decreased 4% from \$13.7 million in FY 2010 to \$13.2 million in FY 2014. During the same period, the number of fire personnel injuries increased by 20%, and the number of civilian injuries increased by 118%.

OPS conducts commercial property occupancy inspections; prepares industrial and commercial fire preplans; participates in community relations activities; attends training classes, drills, and exercises; keeps abreast of trends in fire fighting techniques, emergency medical services, fire prevention, public education, and the



HFD personnel participating in trench rescue training in Kahuku

Photos Courtesy of the Honolulu Fire Department

municipal water supply; and performs daily maintenance on HFD apparatuses, facilities, and grounds.

Significant Incident Statistics

	Fire-Related Incidents	Building Fires	Wildfires	Dollar Loss (\$ millions)	Fatalities		Injuries	
					Fire Personnel	Civilian	Fire Personnel	Civilian
FY 2010	16,254	211	525	\$13.7	0	3	15	11
FY 2011	18,436	217	399	\$15.5	0	7	24	25
FY 2012	19,223	210	434	\$15.9	0	4	25	17
FY 2013	16,995	224	334	\$26.0	0	3	8	10
FY 2014	17,485	224	277	\$13.2	0	3	18	24
Change from last year	3%	0%	-17%	-49%	--	0%	125%	140%
Change over last 5 years	8%	6%	-47%	-4%	--	0%	20%	118%

Source: Honolulu Fire Department

OPS constantly prioritizes fire fighter safety and strives to be at the forefront of technology. Seven new compressed air foam system (CAFS) engines were placed into service. Apparatuses equipped with CAFS improve fire fighter safety by reducing extinguishment times and exposure to adverse fire conditions. Other benefits include improved water absorption and heat reduction, reduced overhaul time, and minimized water damage. The HFD's Apparatus Replacement Program ensures that the HFD continues to acquire this technology.

Specialized training programs and multiagency exercises further enhanced OPS' capabilities. Intensive training courses, such as public safety diver, rescue systems, trench rescue, and swift water rescue are critical to ensure fire fighters can safely perform the ever-increasing challenges of their duties. The Makani Pahili full-scale exercise with other city, state, and nongovernmental agencies provided personnel opportunities to demonstrate their capabilities in damage assessment, wide-area search, mass casualty, rescues utilizing ladders, and handling HM scenes.



Swift Water Rescue training at Maunaloa Bay

Photo Courtesy of the Honolulu Fire Department

	Fire Communication Center: Calls for Service						Total
	Fire	Medical/Rescue	Hazard Materials	Service Calls	False Alarms	Other ¹	
FY 2010	2,383	25,617	1,680	1,807	1,825	7,752	41,064
FY 2011	2,117	28,907	1,899	1,968	2,154	9,343	46,388
FY 2012	2,142	29,799	1,833	1,798	2,646	9,875	48,093
FY 2013	1,755	30,608	1,831	1,703	3,263	10,274	49,434
FY 2014	1,669	31,413	1,741	2,037	3,483	10,346	50,689
Change from last year	-5%	3%	-5%	20%	7%	1%	3%
Change over last 5 years	-30%	23%	4%	13%	91%	33%	23%

Source: Honolulu Fire Department. ¹Calls that represent good intent or miscellaneous calls not categorized in the other five categories.

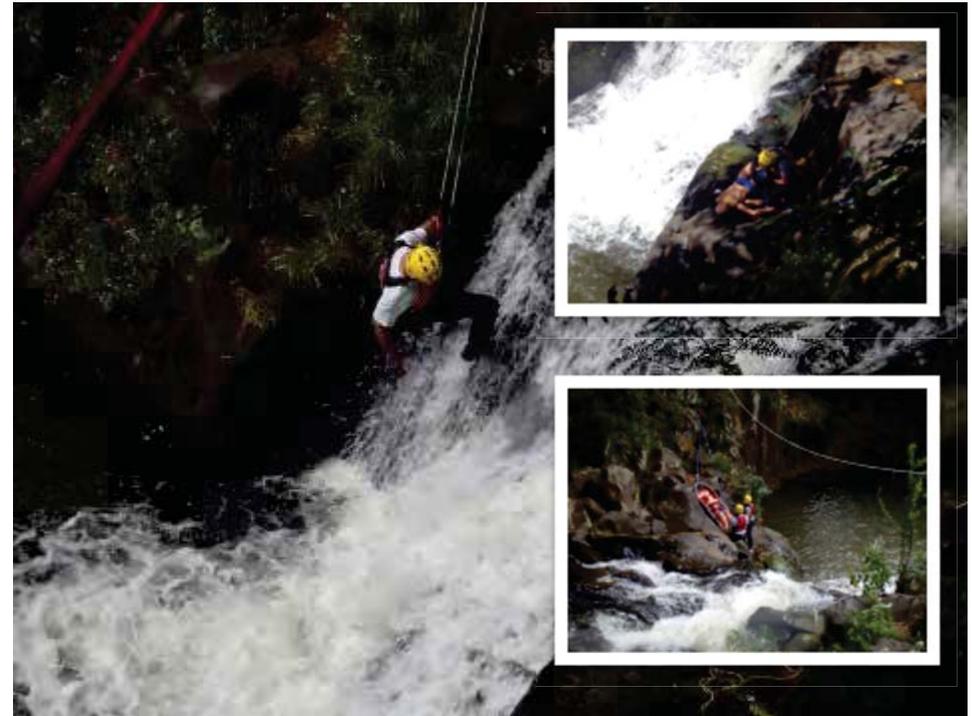
Emergency Medical Responses and Hazardous Materials

Emergency responses include fires, medical emergencies, mountain and ocean rescues, HM, and homeland security incidents. The HFD contracts with the Honolulu Emergency Services Department's Emergency Medical Services Division to send an apparatus to life-threatening calls, such as heart attacks, difficulty breathing, possible strokes, vehicle crashes, significant trauma, etc.

In FY 2014, the HFD responded to 30,408 emergency medical service and 1,741 HM incidents. Emergency medical and rescue responses represent the largest segment of all incidents responded by the HFD.

Over the last 5 years, the number of emergency medical incidents increased by 23%. According to the HFD, this trend is due to the increasing number of older residents and population growth in newer communities.

The number of hazardous materials incidents have declined steadily since FY 2011. During FY 2014, the HFD inspected and permitted 241 and 247 facilities, respectively.



Swift Water Rescue training at Kapena Falls

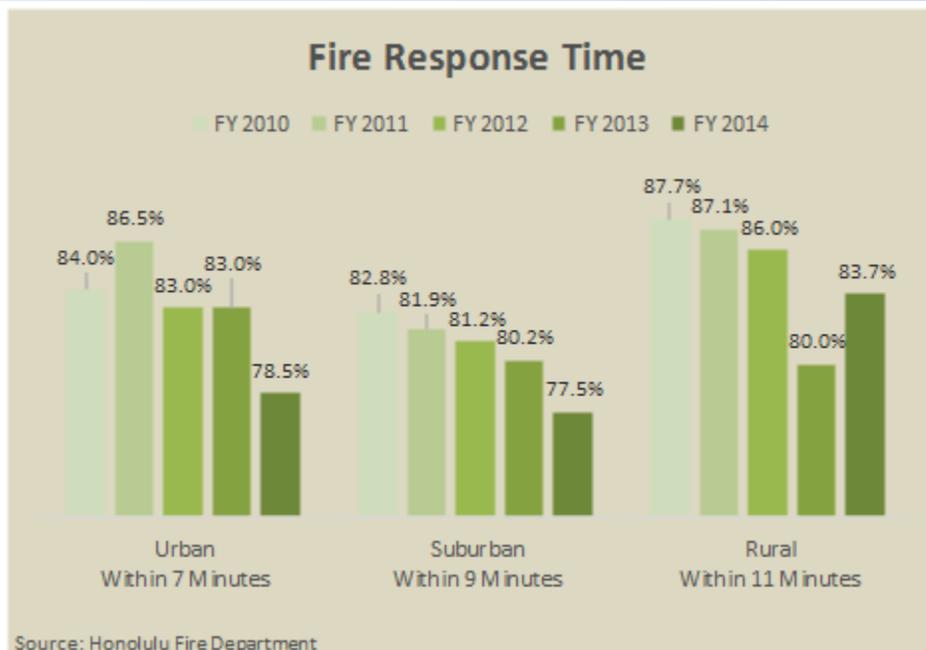
Photos Courtesy of the Honolulu Fire Department

	Emergency Medical Service Incidents	EMS Urban Responses		EMS Suburban Responses		EMS Rural Responses		Hazardous Materials		
		80% Fractile Time ¹	Within 7 Minutes ²	80% Fractile Time	Within 9 Minutes	80% Fractile Time	Within 11 Minutes	Incidents	Facilities Permitted	Inspected
FY 2010	24,817	6:17	86.6%	7:28	93.0%	7:44	94.0%	1,680	402	122
FY 2011	27,962	5:58	90.7%	7:33	90.9%	7:51	95.0%	1,899	385	104
FY 2012	28,307	5:58	91.5%	7:36	91.4%	7:57	95.0%	1,833	271	122
FY 2013	29,605	6:21	86.5%	7:46	87.5%	8:50	89.6%	1,831	363	287
FY 2014	30,408	6:21	87.6%	7:35	91.4%	8:50	95.1%	1,741	247	241
Change from last year	3%	0%	1%	-2%	4%	0%	6%	-5%	-32%	-16%
Change over last 5 years	23%	1%	1%	2%	-2%	14%	1%	4%	-39%	98%

Source: Honolulu Fire Department. ¹⁻²Total response time standards as stated in the Department's 2005 and 2010 Standard of Cover document prepared for the Commission on Fire Accreditation International. Fractile refers to the point below which a stated fraction of the values lie.

P&D coordinates the HFD’s short- and long-term planning and operational and quality improvement processes. It oversees the Fire Communication Center, the Radio Shop, and the Computer section. P&D also prepares and submits annual compliance reports to the Commission on Fire Accreditation International; develops and maintains critical department deployment models, including the Standards of Cover and other risk identification and mitigation strategies; and reviews, researches, and monitors emerging legislation, regulations, trends, events, and past department performance to establish goals and objectives necessary to fulfill the HFD’s mission.

In addition, P&D coordinates the grant management process, which includes applications, budgets, procurements, and reports. P&D received and managed \$5.5 million in grant funds from the U.S. Department of Homeland Security (DHS), the Federal Emergency Management Agency (FEMA), the Assistance to Firefighters Grant, the state Department of Land and Natural Resources’ (DLNR) Division of Forestry and Wildlife Grant (DOFAW), and the state DOT.



Membrane structure installed at the HFD’s Waipahu maintenance facility.

Photo Courtesy of the Honolulu Fire Department

	Planning & Development Expenditures (\$ millions)	Radio Shop		Urban Fire Responses		Suburban Fire Responses		Rural Fire Responses	
		Services and Repairs	Planning and Training	80% Fractile Time ¹	Within 7 Minutes ²	80% Fractile Time	Within 9 Minutes ³	80% Fractile Time	Within 11 Minutes ⁴
FY 2010	\$2.5	784	60	6:34	84.0%	8:39	82.8%	9:34	87.7%
FY 2011	\$3.2	1,931	164	6:18	86.5%	8:47	81.9%	9:34	87.1%
FY 2012	\$4.3	2,306	148	6:33	83.0%	8:52	81.2%	9:54	86.0%
FY 2013	\$2.7	2,088	156	6:55	83.0%	8:57	80.2%	10:38	80.0%
FY 2014	\$3.4	2,878	173	7:09	78.5%	9:14	77.5%	10:27	83.7%
Change from last year	26%	38%	11%	3%	-5%	3%	-3%	-2%	5%
Change over last 5 years	36%	267%	188%	9%	-7%	7%	-6%	9%	-5%

Source: Honolulu Fire Department and Department of Budget and Fiscal Services. ¹Fractile refers to the point below which a stated fraction of the values lie. ²⁻⁴Total response time standards for first arriving company as stated in the Department’s 2005 and 2010 Standards of Cover document prepared for the Commission on Fire Accreditation International (CFAI).

Planning and Development



Rescue Systems training at the Charles H. Thurston Fire Training Center

Photos Courtesy of the Honolulu Fire Department

In FY 2014, DHS funds were used to:

- Acquire and install three membrane structures to house and protect apparatuses and other assets from adverse weather elements in order to extend the useful life of the equipment.
- Enhance the operations of HFD's communications vehicle through satellite and dish television services and purchase updated or replacement equipment.
- Procure medical training equipment, such as manikins, triage tapes, medical books, and intravenous training equipment.

In addition, the HFD received medical equipment for use on a rehabilitation trailer. Carbon dioxide monitors, misting fans, pelican lights, immersion chairs, hand washing stations, and an oxygen delivery system were procured.

- Provide \$525,000 for All-Hazards Incident Management Team (AHIMT) and search and rescue training, related equipment, workshops, and exercises. The HFD utilized its Incident Management Teams (IMT) for numerous large-scale events, such as Makani Pahili, the National Football League (NFL) Pro Bowl, Blue Angels, and Hurricane Ana. An HFD IMT also participated with other city departments for the Honolulu Marathon.

FEMA grants provided:

- Over \$1 million for first-line mobile radios, dual-band antennas for every fire station, and dual-band portable radios for every frontline fire fighter position.
- Over \$2.3 million to procure upgraded self-contained breathing apparatuses. Research and evaluation of various models are underway to determine which unit provides the best operational performance and value for the HFD.

State DLNR DOFAW grants assisted with the purchase of:

- Wildland utility vehicles and trailers.
- Nozzles and hoses for fire suppression.
- A rehabilitation trailer.

Planning and Development

In addition, a state DOT grant provided over \$35,900 for new portable reciprocating saws for each frontline apparatus.

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

P&D also researches and develops new programs and evaluates existing programs and services to improve the HFD's efficiency and effectiveness. These programs include interoperable voice and data communications, RMS upgrades, a geographical information system, Honolulu Online System for Emergency Services upgrades, and managing the HFD's Web Portal and Internet sites.

The P&D AC is the HFD's liaison for interagency coordination with the city's administration, the Department of Emergency Management, and the State Civil Defense/Hawai'i Emergency Management Agency on various O`ahu and statewide issues. The AC also chairs and oversees the department's Board of Inquiry and investigates accidents, complaints, and other confidential matters assigned by the fire chief.

Over the last five years, P&D's operating expenditures increased 36% from \$2.5 million in FY 2010 to \$3.4 million in FY 2014.

Deployable AHIMT mobile structure and interior view



HFD AHIMT preparing for the 2014 NFL Pro Bowl

Photos Courtesy of the Honolulu Fire Department

Support Services

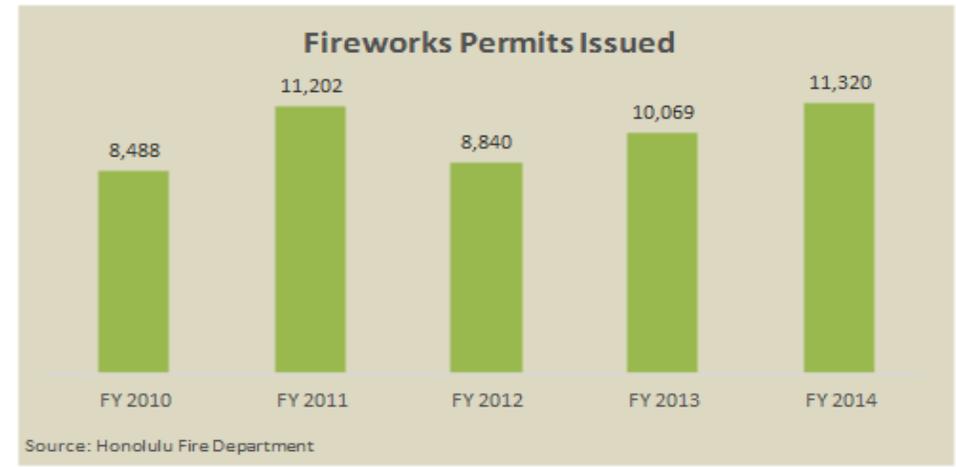
Support Services manages and coordinates the operations of the Training and Research Bureau (TRB) and the Fire Prevention Bureau (FPB).

Training and Research Bureau

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

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

Training programs are developed and implemented in conjunction with the fire chief's vision, strategic plan, and directives. Training officers and program managers constantly evaluate new teaching and tactical techniques by reviewing the nation's best practices, principles, and trends.



To identify training needs, the TRB staff continuously research and evaluate new technology, articles from credible fire journals, National Fire Protection Association standards, and apparatus upgrades that impact the fire service. Test banks, training information, and video-on-demand resources are continually updated to fulfill training mandates and improve the HFD's services to the public. New technology and drills are incorporated into training exercises, departmental procedures, and the evaluation process.

	Support Services Expenditures (\$ millions)	Fire Prevention		Training and Research	
		Fireworks Permits ¹	Inspections ²	Building Plans Reviewed	Fire Safety Presentations (Attendees)
FY 2010	\$3.5	8,488	62,759	2,467	3,067
FY 2011	\$5.3	11,202	64,670	2,354	2,237
FY 2012	\$5.3	8,840	54,049	2,595	2,219
FY 2013	\$5.4	10,069	63,485	2,952	4,610
FY 2014	\$5.6	11,320	77,492	2,473	4,085
Change from last year	3%	12%	22%	-16%	-11%
Change over last 5 years	60%	33%	23%	<1%	33%

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

In FY 2014, Support Services introduced new training related to electric/hybrid vehicle awareness, photovoltaic systems, State Emergency Medical Technician licenses, water safety, Pump and Aerial Apparatus Driver Operator, and WMD monitoring and identification devices.

TRB staff also assist as relief public information officers (PIO), AHIMT members, or field operator training and RWC instructors.

Fire Prevention Bureau

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

Hawai'i State law and the City ROH assign the following responsibilities to the fire chief:

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

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

In FY 2014, FPB issued 11,320 fireworks permits, conducted 77,492 fire code compliance inspections, and reviewed 2,473 building plans.

Community Relations/Education Section

The CRO is the liaison between the HFD and the community and is responsible for coordinating numerous department ceremonies, including promotions, service commendations, and memorials. Fire safety and prevention activities include public classes, fire drills, and safety fairs. Additionally, personnel designed, produced, and distributed the annual Fire Fighter Safety Guide, a workbook with important fire safety messages, to 130,000 students at elementary schools statewide. They also managed two smoke alarm installation campaigns and installed 600 alarms in 120 homes of elderly residents. Reusable grocery bags printed with fire safety messages were also produced and distributed to HFD fire stations for further distribution to their communities.

Attendance at fire safety presentations increased 33% from 3,067 in FY 2010 to 4,085 in FY 2014. Fire safety presentations are one of several public education programs supported by the HFD. Others include fairs, senior safety events, and fire extinguisher classes.

Public Information Officers

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

The PIO also attends weekly meetings with other city PIOs to ensure they are aware of HFD news releases and events and promotes coordination of media affairs that enhance the city administration's

Support Services

work. The PIO also maintains regular contact with state and federal PIOs to keep them abreast of HFD operations and special events.

Code Enforcement

Three code enforcement sections provide training to all new Fire Fighter Recruits (FFR) and Fire Inspector I certification training to qualified fire suppression members. Code enforcement personnel verified inspection data for high-rise buildings on O`ahu and accomplished data migration of fire inspections into a new geographic information system-based program. Fire inspectors maintained pace to inspect commercial buildings within five years and high-risk buildings every two years.

Fire Investigations

Fire investigators trained HFD suppression personnel ranging from new FFRs to BCs on assisting the process of fire investigations. Fire Investigators collaborated with key members in the Department of the Prosecuting Attorney and the Honolulu Police Department to bolster working relationships among the agencies. Fire Investigators attended certification training by professional associations in Hawai`i and the mainland. Over 105 fires were investigated by this section, and expert testimonies were provided in several arson court cases.

Plans Checking

The Plans Checking section worked with the Department of Planning and Permitting to initiate the collection of fees for plan review code conformance. Previously, the HFD did not collect fees for this service. Implementation of the fee collection is targeted to begin in FY 2015. The fees collected will be used to support fire prevention activities relating to public education, fire investigations, plans checking, permit processing, fire inspections, certifications, and training.

Hawai`i State Fire Council (SFC)

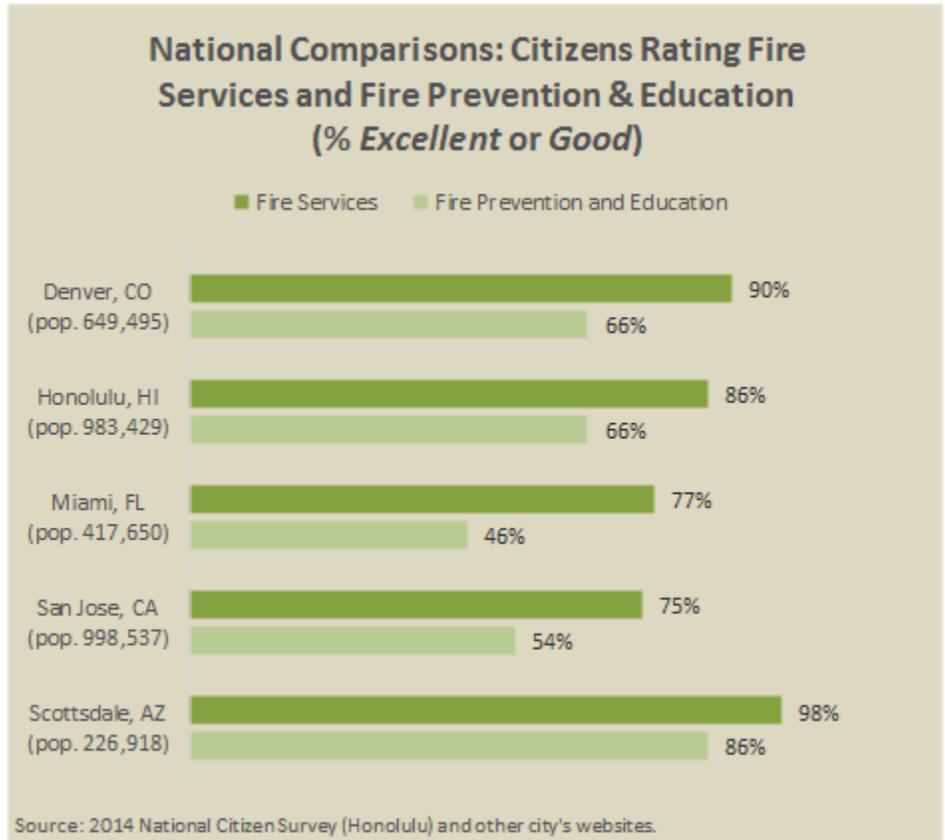
The SFC is administratively attached to the State DLNR and comprised of the four county fire chiefs. The HFD fire chief currently serves as the SFC Chair, and the HFD's SS BC is serving as the SFC's Administrator. The SFC's primary mission is to develop a comprehensive fire service emergency management network for the protection of life, property, and the environment throughout the State. The SFC also strives to unify and standardize fire service reports and training by sharing information, technology, and resources.

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

Public Perceptions of Fire Safety

In local government, core services like fire protection top the list when residents are asked about the most important government services. In the 2014 National Citizen Survey, 86% of Honolulu residents rated fire services as *excellent* or *good*. This rating is *similar* to the percentages reported nationwide and cities with populations over 300,000. Among large cities in comparison, Honolulu ranked 19th out of 26 cities, equivalent to the 28th percentile for fire services.

The survey also reported that 66% of Honolulu residents rated fire prevention and education as *excellent* or *good*. This rating is *similar* to the percentages reported nationwide and cities with populations over 300,000. Among large cities in comparison, Honolulu ranked 8th out of 14 cities, equivalent to the 46th percentile for fire prevention and education.



	Citizen Survey (% Excellent or Good)		
	Fire Services	Fire Prevention and Education	Ambulance or Emergency Medical Services
2010	91%	67%	90%
2011	89%	70%	86%
2012	89%	72%	86%
2013	85%	68%	85%
2014	86%	66%	85%
Change from last year	1%	-2%	0%
Change over last 5 years	-5%	-1%	-5%

Source: 2014 National Citizen Survey (Honolulu)

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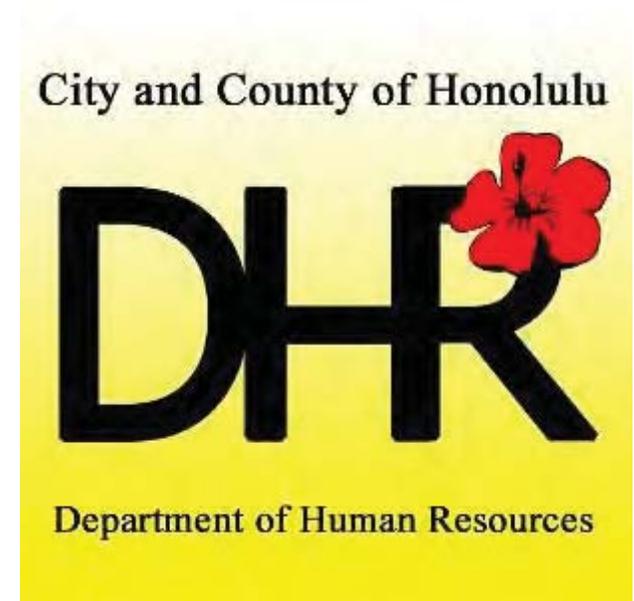
13

Department of Human Resources

Chapter 13 Department of Human Resources

The Department of Human Resources (DHR) is the city's central personnel agency. The city charter requires the department to establish a comprehensive personnel management program based on merit principles and generally accepted methods governing the classification of positions and the employment, conduct, movement, and separation of public employees. The activities of human resources are fully supported by the General Fund. The department has five major functional areas:

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

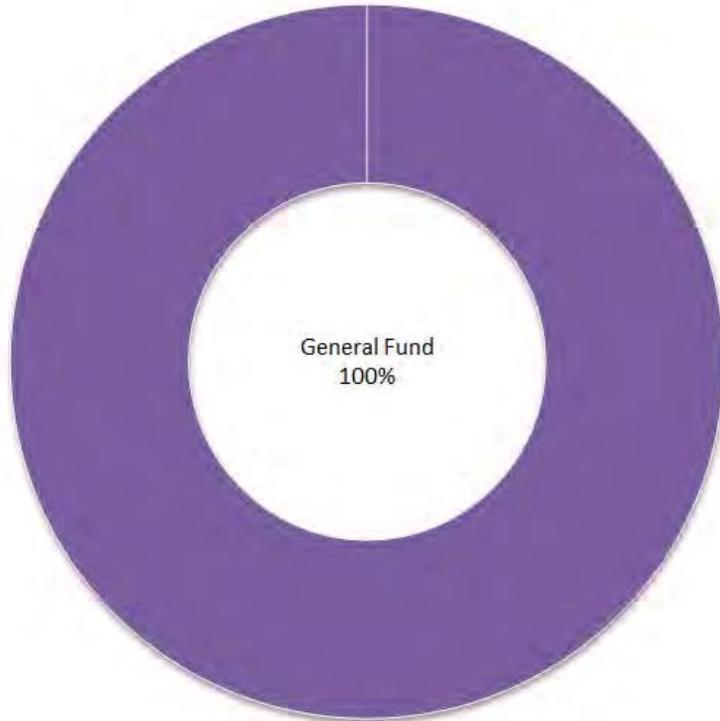


Source: Department of Human Resources

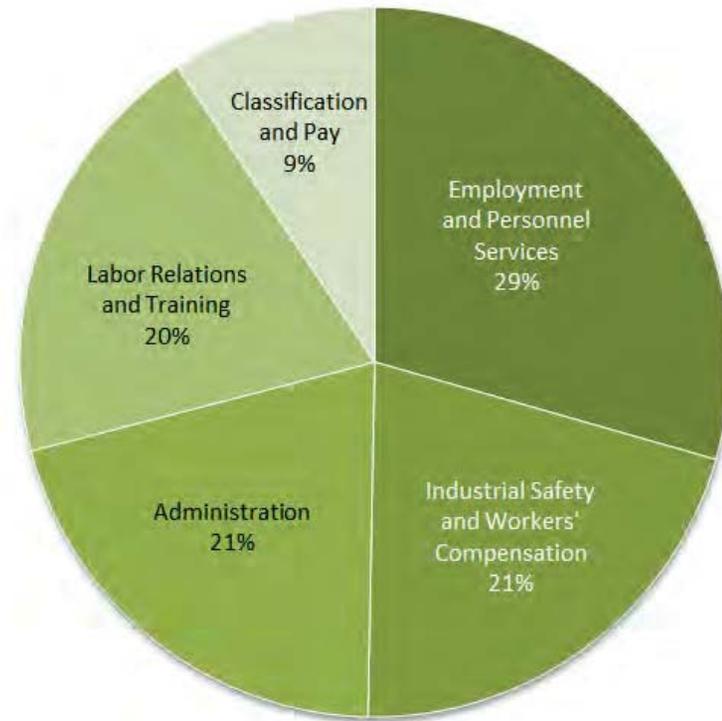
To recruit, develop and retain an outstanding workforce dedicated to quality public service for the City and County of Honolulu.

Mission Statement

Funding Sources



Funding Uses



	Total Operating Expenditures (\$ millions)	Total Authorized FTE	Cost Per FTE ¹	Total Overtime Expenditures ²
FY 2010	\$5.7	91.5	\$62,312	\$22,128
FY 2011	\$5.0	91.5	\$55,073	\$37,456
FY 2012	\$5.3	91.5	\$57,703	\$28,424
FY 2013	\$5.4	91.5	\$59,207	\$43,630
FY 2014	\$5.2	81.0	\$63,732	\$8,737
Change from last year	-5%	-11%	8%	-80%
Change over last 5 years	-9%	-11%	2%	-61%

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

Spending and Staffing

Over the last five years, the department's operating expenditures decreased 9% from \$5.7 million in FY 2010 to \$5.2 million in FY 2014. According to the department, the decrease is attributed to meeting budget restrictions. As a result, automation was utilized to increase efficiencies involving applicant processing and notification. Measures such as online test scheduling and email notification allowed the department to leverage technology to save on postage costs by sending applicant notifications via email rather than U.S. mail whenever possible.

Overtime expenditures decreased 61% over the last five years. The department reported that overtime utilized by the Employment and Personnel Services Division fluctuates according to the conduct of large examination programs, and the processing of negotiated salary increases.

The number of new hires entering city service increased 107% from 373 in FY 2010 to 773 in FY 2014. According to the department, an economic downturn in FY 2010 led to hiring restrictions placed upon city departments and agencies, reducing the number of new hires that fiscal year. The department reported that the FY 2014 increase



is attributed to a gradual upward pattern, as hiring restrictions were gradually loosened to permit departments and agencies to justify the hiring of staff to perform vital city services.

In FY 2014, 19 college students completed the Po`okela Fellow Program. The program introduces students to government operations and showcases the city as a desirable place of

	Workers' Compensation			Labor Relations and Training		
	Total Workers' Compensation Claims	Total Direct Expenditures (\$ millions)	Average Cost Per Claim ¹	Hours of Training Provided	Overall Training Satisfaction Rating (Out of 5)	Grievances Closed Before Arbitration
FY 2010	3,143	\$16.5	\$5,239	10,532	4.7	78%
FY 2011	2,932	\$18.3	\$6,235	12,740	4.8	86%
FY 2012	3,069	\$17.8	\$5,790	7,971	4.7	92%
FY 2013	3,079	\$19.3	\$6,262	12,184	4.7	94%
FY 2014	3,279	\$20.2	\$6,147	14,823	4.7	91%
Change from last year	6%	5%	-2%	22%	0%	-3%
Change over last 5 years	4%	22%	17%	41%	0%	13%

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

employment. Of the 19 students who completed the program, two students continued to work with the city upon completion of their internships.

In FY 2014, the Hawai'i Fire Fighters Association (HFFA) Bargaining Unit 11 interest arbitration hearings concluded and the arbitrator awarded a six-year agreement for the period of July 1, 2011 to June 30, 2017.

Professional and Scientific Employees Bargaining Unit 13 held their interest arbitration hearings in fall of 2013. On October 11, 2013, the Hawai'i Government Employees Association ratified a new four-year contract for the period July 1, 2013 to June 30, 2017 with 11% pay raises and step adjustments. Unit 13 covers about 8,100 state and county workers.

Over the last five years, training hours increased 41% from 10,532 hours in FY 2010 to 14,823 hours in FY 2014. According to the department, the increase in hours can be primarily attributed to a total of three additional training classes held for the C2Herps system, three additional new employee orientation sessions, and two new executive leadership courses that were added in FY 2014.

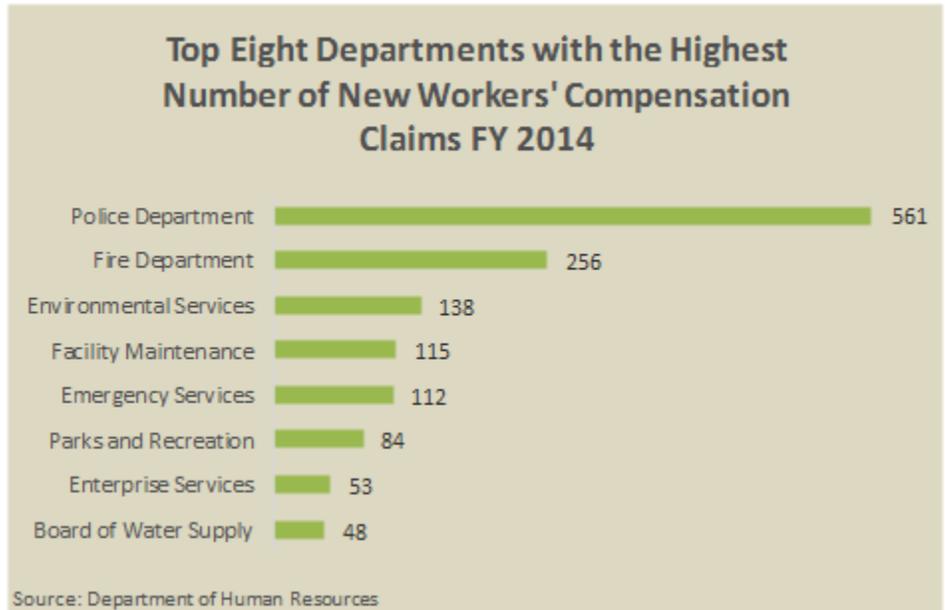
From FY 2010 to FY 2014, the number of workers' compensation injury claims filed by city employees increased by 4% from 3,143 3,279 and total direct expenditures increased 22%.

Over the last five years, the average cost per workers' compensation claim increased 17%, from \$5,239 in FY 2010 to \$6,147 in FY 2014. The department reported that the increases were due primarily to a 27% increase in wage replacement benefits, a 40% increase in indemnity benefits, and a 16% increase in medical benefits.



City and County table at the University of Hawai'i- Manoa Job Fair.

Photo Courtesy of the Department of Human Resources



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14

Department of Information Technology

Chapter 14 Department of Information Technology

The Department of Information Technology (DIT) plans, directs, and coordinates the city's information technology program. It sets and enforces citywide technology and data security standards and policies. The department also maintains and manages the city's computer network and data processing operations 24-hours per day, 7-days a week. Its mission is to provide information technology products, services, guidance, and direction to city agencies so that the public is served in a cost-effective and efficient manner; and to maintain and secure the city's communications network.

The department's goals are to:

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

New Information and Technology Equipment

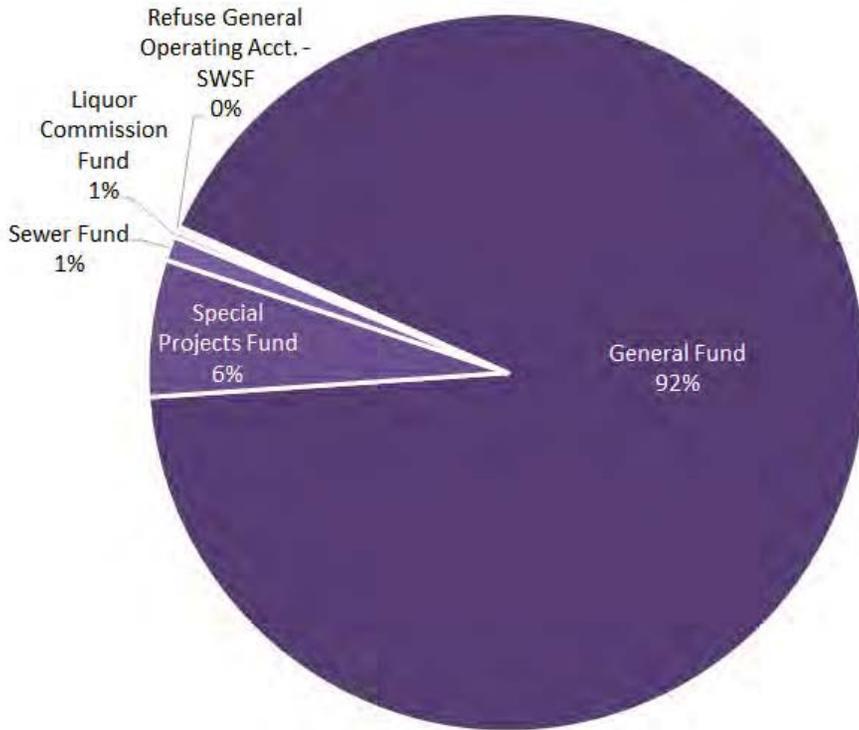


Source: Department of information and Technology and the Office of the City Auditor

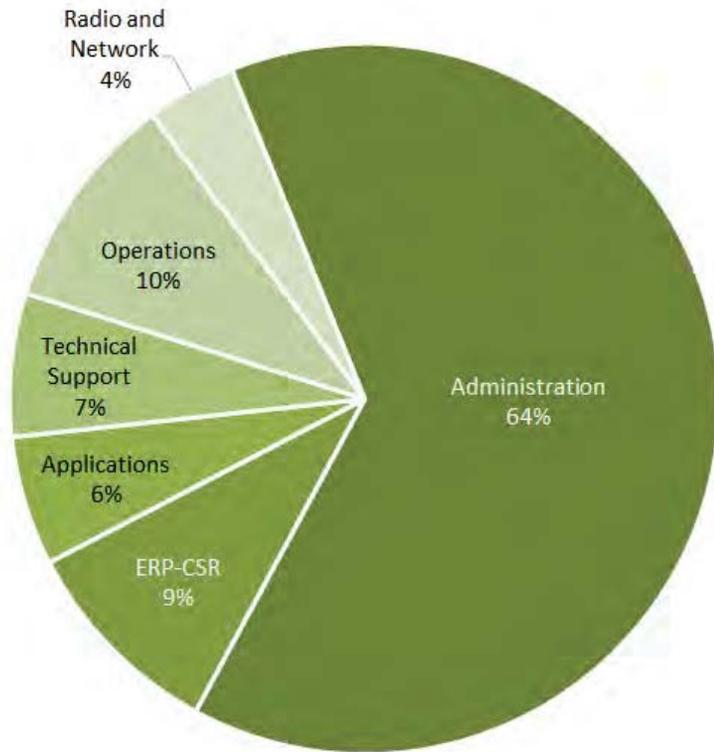
To provide information technology products, services, guidance, and direction for city agencies to serve the public in a cost-effective and efficient manner.

Mission Statement

Funding Sources¹



Funding Uses



	Operating Expenditures			Staffing			Overtime Expenditures ³	
	Total (\$ millions)	Administration (\$ millions)	Revenues (\$ millions)	Total Authorized FTE	Total Vacant FTE	Cost Per FTE ²	Total	Non-Holiday
FY 2010	\$18.4	\$10.5	\$3.0	153	25.5	\$120,553	\$209,575	\$183,393
FY 2011	\$18.2	\$10.9	\$2.9	152	27.5	\$119,535	\$206,176	\$168,163
FY 2012	\$19.8	\$12.1	\$3.2	152	30.5	\$130,052	\$184,132	\$160,619
FY 2013	\$17.2	\$10.1	\$3.7	144.5	26.0	\$118,857	\$235,723	\$208,443
FY 2014	\$21.1	\$13.5	\$2.9	152.0	25.0	\$138,536	\$175,765	\$152,368
Change from last year	23%	34%	-20%	5%	-4%	17%	-25%	-27%
Change over last 5 years	14%	28%	-3%	-1%	-2%	15%	-16%	-17%

Source: Executive Operating Program and Budget (FY 2011 - FY 2015), Department of Budget and Fiscal Services. ¹Percentages do not total 100 due to rounding. ²Cost Per FTE = Operating Expenditures/Total Authorized FTE. ³Overtime pay is established by bargaining unit agreement, as applicable.

Applications



Source: Department of Information Technology

In FY 2014, DIT had several noteworthy software development efforts. DIT developed a new Internet website for the city using an open-source content management system running under Linux. The site features

greater accessibility and eliminates proprietary extensions. DIT also created a new Intranet website for city and county employees, featuring an App Store, context-sensitive department pages, dashboards, and integrated directory support.

Total operating expenditures increased 14% over the last five years from \$18.4 million in FY 2010 to \$21.1 million in FY 2014. DIT noted that the increase was primarily due to a \$2 million increase for the Enterprise Resource Planning (ERP) System Upgrade project.

FY 2014 revenues decreased 20% from \$3.7 million in FY 2013 to \$2.9 million. According to DIT, this decrease was due to National Crime Information Center (NCIC) access moving from its mainframe platform to the Honolulu Police Department’s server.

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

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

In FY 2014, Applications deployed a cloud-based Case Management System for the Department of the Prosecuting Attorney (PAT). This system integrated local judicial and law enforcement partners and provides automation and tools for deputy prosecuting attorneys. They also deployed an additional 1,000 licenses for cloud-based office productivity software within the city.

Over the last five years expenditures decreased 52% from \$4.2 million in FY 2010 to \$2.0 million on FY 2014. Applications attributed this decrease to the reorganization that separated ERP and CSR from the Applications Division. The number of completed requests for service (RFS) increased 22% over the last five years. Applications attributed the increase primarily to DIT application staff numbers going up, increasing productivity.

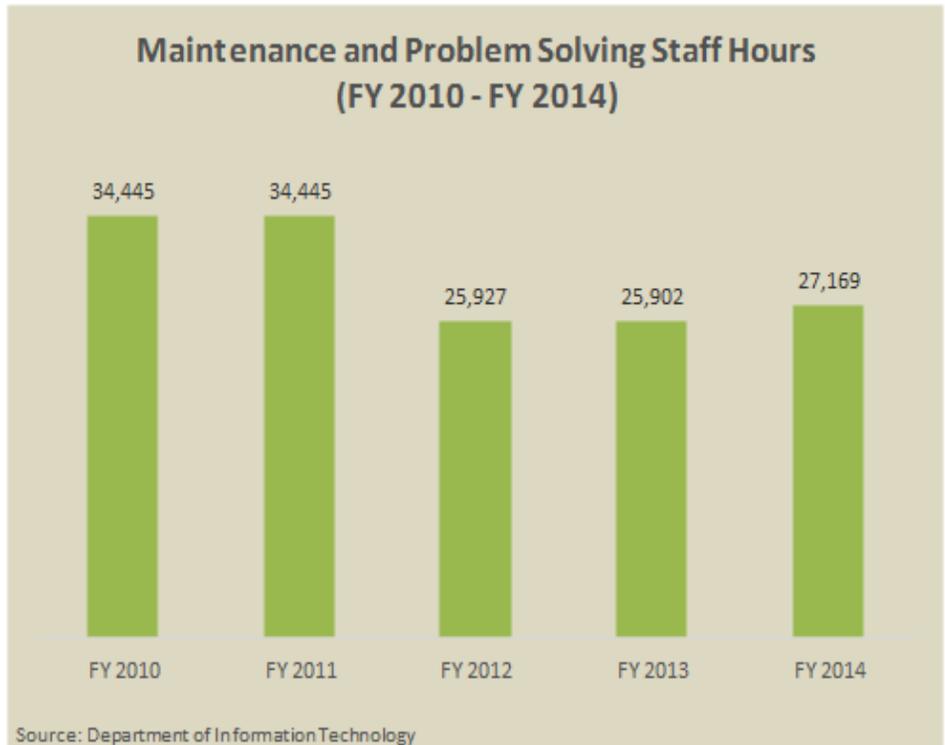
	Applications			
	Operating Expenditures (\$ millions)	Total New Requests For Service	Total Completed Requests for Service	Total Requests Outstanding at End of Year
FY 2010	\$4.2	183	172	24
FY 2011	\$4.0	158	164	16
FY 2012	\$2.1	96	83	3
FY 2013	\$2.0	218	168	39
FY 2014	\$2.0	247	210	32
Change from last year	-1%	13%	25%	-18%
Change over last 5 years	-52%	35%	22%	33%

Source: Executive Operating Program and Budget (FY 2012-FY 2016), Department of Budget and Fiscal Services, and Department of Information Technology

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

Staff hours for maintenance and problem solving have decreased over the last five years from 34,445 in FY 2010 to 27,169 FY 2014. The department reported that in FY 2010, the division had to backfill contract employees which resulted in 8 additional positions compared to staffing levels in FY 2014. According to the department over the last five years permanent positions were filled, and some were shifted out of the CSR branch to work on higher priority projects.

FY 2014 staff hours for analysis and programming decreased 31% from 10,483 in FY 2010 to 7,245. Overhead staff hours also decreased over the last five years from 4,992 to 1,811 staff hours.



Enterprise Resource Planning - Customer Service Representative

	Operating Expenditures (\$ millions)	Maintenance and Problem Solving (Staff Hours)	Analysis and Programming (Staff Hours)	Overhead (Staff Hours)
FY 2010	-	34,445	10,483	4,992
FY 2011	-	34,445	10,483	4,992
FY 2012	\$1.8	25,927	6,914	1,728
FY 2013	\$1.8	25,902	6,907	1,727
FY 2014	\$2.1	27,169	7,245	1,811
Change from last year	16%	5%	5%	5%
Change over last 5 years	--	-21%	-31%	-64%

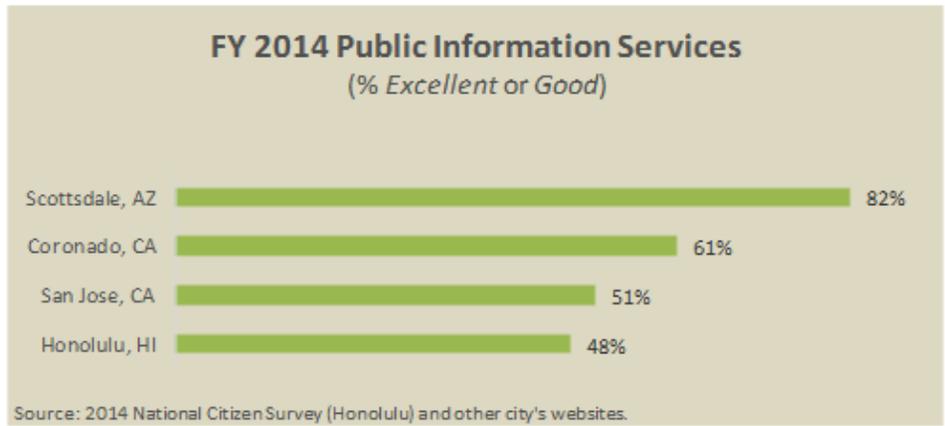
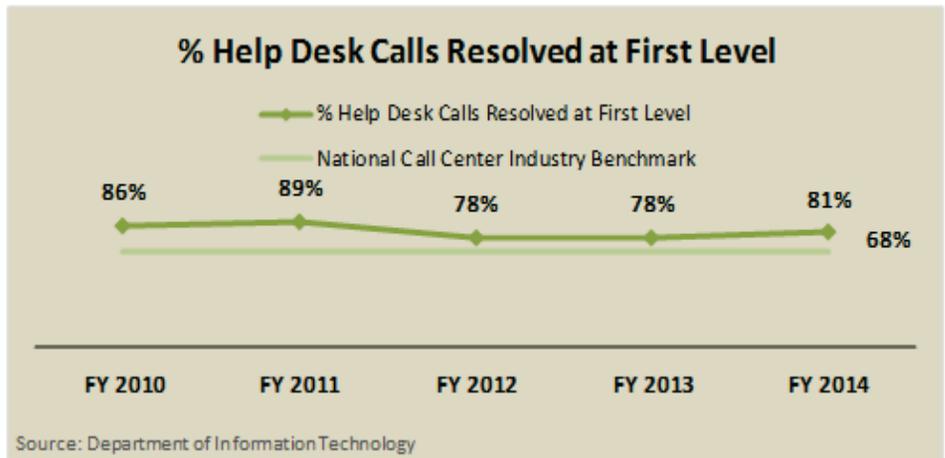
Source: Executive Operating Program and Budget (FY 2012-FY 2016), Department of Budget and Fiscal Services, and Department of Information Technology.

Operations

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

Operating expenditures decreased 28% over the last five years from \$1.7 million in FY 2010 to \$1.2 million in FY 2014. Operations explained that operating expenditures decreased due to a departmental reorganization which moved the Systems Section from the Operations Division to the Technical Support Division.

The percentage of help desk calls resolved at the first level decreased 5% over the last five years from 86% in FY 2010 to 81% in FY 2014. The Operations Division's help desk calls resolved at first level remains above the national call center industry benchmark of 68%.



	Operating Expenditures (\$ millions)	Production Online Systems			% Help Desk Calls Resolved at First Level
		Regular Business Hours	24 hours	Changes Implemented ¹	
FY 2010	\$1.7	99.9%	99.4%	691	86%
FY 2011	\$1.2	99.9%	99.2%	875	89%
FY 2012	\$1.2	99.9%	99.5%	1,093	78%
FY 2013	\$1.1	99.4%	99.7%	796	78%
FY 2014	\$1.2	99.5%	99.6%	809	81%
Change from last year	11%	0%	0%	2%	3%
Change over last 5 years	-28%	0%	0%	17%	-5%

Source: Executive Operating Program and Budget (FY 2012-FY 2016), Department of Budget and Fiscal Services, and Department of Information Technology. ¹Changes Implemented is the process of documenting change approvals, user acceptance, or authorizations for hardware, software and software promotion.

Radio and Network Infrastructure and Technical Support

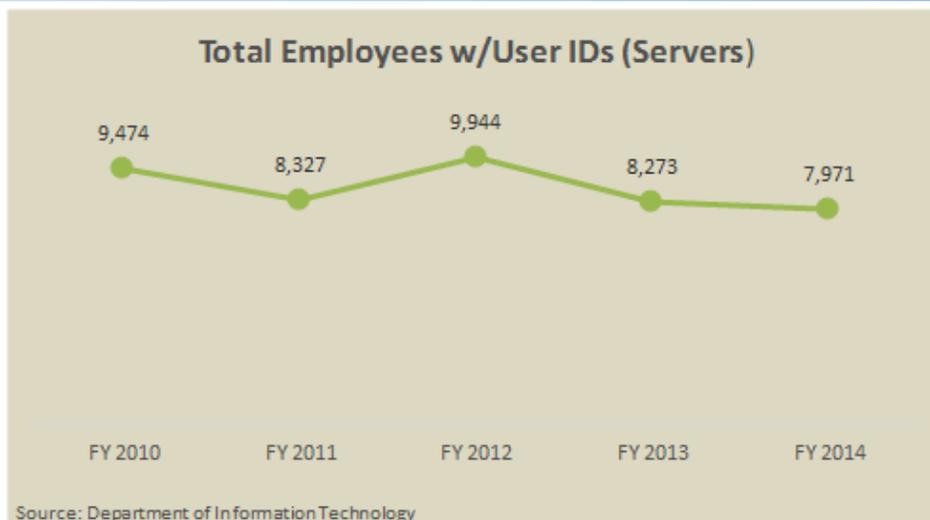
The Radio and Network Infrastructure (RNI) Division manages and supports city communications systems, including radio, microwave, fiber, wired, and 800 MHz systems and facilities. The division also manages tower, fiber, and wireless construction projects.

FY 2014 operating expenditures increased 3% from \$841,629 in FY 2013 to \$866,198 in FY 2014. According to RNI, this increase is attributed to higher salary costs due to collective bargaining agreements. Over the last five years, total local area networks increased from 175 in FY 2010 to 200 in FY 2014. RNI noted that the increase is attributed to the expansion of the MPLS network allowing for more redundancy and resiliency.

Technical Support

The Technical Support (TS) Division plans, installs, administers, and maintains systems software for the mainframe and midrange computers. The division also supports and controls the servers, communications networks, and storage area networks.

Responsibilities also include protection, security, and integrity of the city's information resources. Security-related functions include



enforcing policies and procedures in monitoring and preventing attacks on the city's information system.

Operating expenditures decreased 31% over the last five years from \$2.0 million in FY 2010 to \$1.4 million in FY 2014. Technical support explained that operating expenditures decreased due to a departmental reorganization that separated the RNI Division from the Technical Support Division.

	Radio and Network ¹			Technical Support		
	Operating Expenditures	Total Local Area Networks	Total 800 MHz Zone Sites	Operating Expenditures (\$ million)	Total Employees w/ Access IDs (Mainframe)	Total Employees w/User IDs (Servers)
FY 2010	-	175	12	\$2.0	8,253	9,474
FY 2011	-	185	12	\$2.0	8,098	8,327
FY 2012	\$780,036	185	12	\$1.4	8,054	9,944
FY 2013	\$841,629	195	12	\$1.3	7,960	8,273
FY 2014	\$866,198	200	12	\$1.4	7,945	7,971
Change from last year	3%	3%	0%	5%	0%	-4%
Change over last 5 years	--	14%	0%	-31%	-4%	-16%

Source: Executive Operating Program and Budget (FY 2012-FY 2016), Department of Budget and Fiscal Services, and Department of Information Technology. ¹FY 2012 was the first year RNI reported its operating budget separate from the Technical Support Division.

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15

Legislative Branch

Chapter 15 Legislative Branch

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

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

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

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

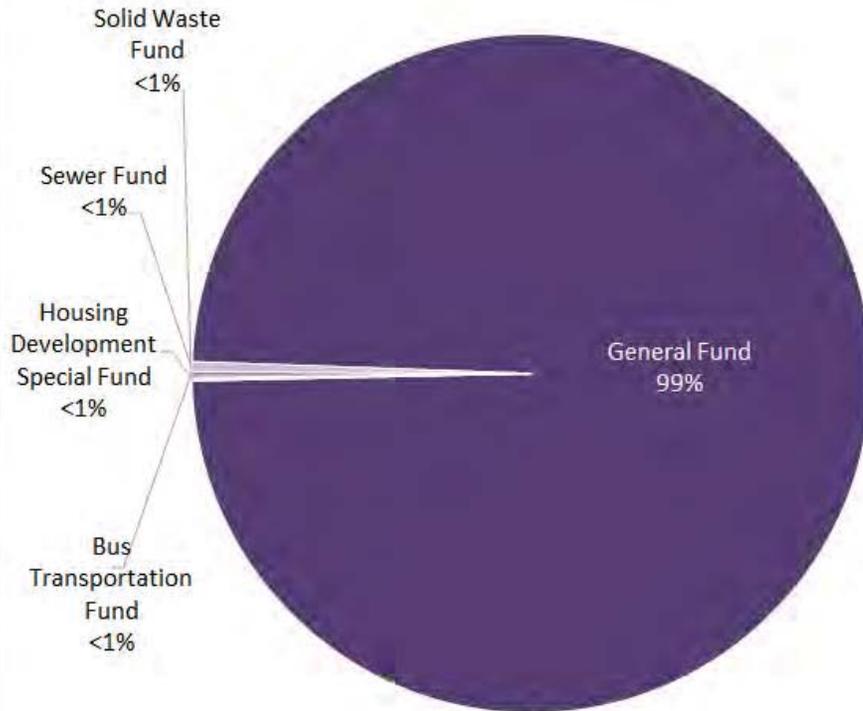
The Office of the City Auditor (OCA) is an independent audit agency created to strengthen the auditing function and ensure that city agencies and programs are held to the highest standards of public accountability. The city auditor is responsible for conducting: 1) the annual financial audit; 2) performance audits of any agency or operation of the city; and 3) follow-up audits and monitoring of audit recommendations.

¹Section 1-103, Revised Charter of Honolulu

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

Mission Statement

Funding Sources¹



Funding Uses



	Total Revenues	Total Operating Expenditures (\$ millions)	Staffing			Overtime Expenditures ³	
			Total Authorized FTE	Total Vacant Authorized FTE	Cost Per Legislative FTE ²	Total	Non-Holiday
FY 2010	\$8,458	\$12.4	128	5.0	\$96,714	\$20,033	\$20,033
FY 2011	\$31,576	\$11.5	127	2.0	\$90,573	\$60,099	\$55,881
FY 2012	\$36,340	\$11.3	126	3.0	\$89,550	\$14,119	\$14,119
FY 2013	\$10,630	\$13.0	126	7.0	\$103,447	\$49,675	\$42,675
FY 2014	\$8,890	\$13.2	132	7.5	\$100,314	\$10,691	\$9,353
Change from last year	-16%	2%	5%	7%	-3%	-78%	-78%
Change over last 5 years	5%	7%	3%	50%	4%	-47%	-53%

Source: Department of Budget and Fiscal Services, Honolulu City Council, Office of the City Clerk, Office of Council Services, and Office of the City Auditor. ¹Percentages do not total 100% due to rounding.

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

Offices of the Legislative Branch

Legislative Branch

Over the past year, the Legislative Branch's expenditures remained stable, while expenditures over the last five years increased by 7%, from \$12.4 million in FY 2010 to \$13.2 million in FY 2014. The Legislative Branch noted this was due to increased operational costs. There were 132 total FTE and 7.5 vacant FTE in FY 2014. Overtime expenditures totaled \$10,691 of which the majority (87%) was non-holiday overtime. Over the past year, the Legislative Branch's overtime decreased 78% from \$49,675 in FY 2013 to \$10,691 in FY 2014. This decrease was due to the 2012 elections inflating the FY 2013 totals.

Honolulu City Council

In FY 2014 the Honolulu City Council acted to shape Honolulu into a more sustainable, less automobile-dependent, and healthier city. Their efforts included the following: promoting rail transit, transit-oriented development, and transportation alternatives which included actions associated with the rail project and the Complete Streets Policy; making government more accountable and accessible; safeguarding public health and safety by banning smoking from heavily used beach parks and the removal of personal property that obstructs sidewalks; and redistributing the burden of providing for city services by establishing a new real property tax category for higher value (over \$1 million) residential property not used as a residence by the owner.

The city council's expenditures increased for a second year in a row to an overall 15% increase from FY 2010 (\$3.9 million) to FY 2014 (\$4.4 million). The council reports that expenditures increased due to higher operational costs and various council projects. The council's authorized staffing was 64 FTE with 0.5 vacant FTE.

In FY 2014, the city council appropriated funds to address issues critical to the city and the council. The council appropriated nearly \$50 million in FY 2015 for homeless initiatives and increased the funding for Grants-In-Aid to further help non-profits continue providing services the city cannot. The council also approved \$120 million in FY 2014 and a further \$130 million for FY 2015 for road repair and maintenance to ensure the city has a solid basic infrastructure. With the impending rail system and plans for development along the corridor, the council also felt it was important to protect rural lands from encroachment and approved \$5 million as part of a shared effort to preserve 660 acres at Turtle Bay on O`ahu's North Shore.

Office of the City Clerk

The city clerk's expenditures decreased 8% from \$3.3 million in FY 2010 to \$3.0 million in FY 2014. Staffing in FY 2014 was 37 FTE with 4 vacant FTE. In FY 2014, there were 25 council meetings and hearings, and 102 standing committee meetings. The city clerk received 4,979 communications, which included council and departmental communications, mayor's messages, and petitions. The office states that the 40% increase from FY 2013 (3,567 communications) reflects greater public interest in certain legislation considered by the council during the fiscal year. There were 463,759 registered voters in Honolulu as of June 30, 2014. In anticipation of the 2014 elections, the division began modernization of its vote-by-mail processing through the procurement of scanner/sorter mail technology. This equipment facilitates expeditious processing of returned absentee mail ballots with improved security and accountability. The city clerk administered the Oath of Office to 59 public officials, appointed agency heads and deputies, and board and commission members in accordance with the city charter.

Office of Council Services

Over the past five years, council services' expenditures remained relatively flat at \$1.4 million. Council services' authorized staffing was 20 FTE with 2 vacant FTE in FY 2014.

In FY 2014, council services prepared 1,016 written responses to requests for services. Of these, about a third were rush assignments requiring immediate action. These total responses included 248 bills; 437 resolutions; and 331 letters, legal memoranda, and statistical and research reports. Council services amended 112 sections of the Revised Ordinances of Honolulu, and provided two updates for policy resolutions. It provided consultative assistance to 102 committee meetings and 13 council meetings and public hearings. OCS reviewed 44 bills and 177 resolutions, which were introduced for council consideration on behalf of the city administration. In March 2014, OCS released its 14th annual *Issue Profile, Status of the City's Finances* report, which provided the city council with a historical and comparative context to review budget and fiscal trends.

OCS received a National Association of Counties Achievement Award in FY 2014 for the new website launched to publish the Revised

Ordinances of Honolulu, improving online accessibility of city laws to the public.

Office of the City Auditor

The city auditor's expenditures increased 12% from \$1.2 million in FY 2010 to \$1.4 million in FY 2014. According to the city auditor, this increase is due to additional staff and increased operational costs. The office's authorized staffing was 11 FTE in FY 2014 with 1 vacancy. In FY 2014, the city auditor completed 23 audits and reports to include audits of the Real Property Assessment Division, and the Honolulu Authority for Rapid Transportation (HART) Public Involvement Programs, as well as the FY 2013 Service Efforts and Accomplishments and the FY 2013 National Citizen Survey, FY 2013 Citizen-Centric Reports.

The Association of Local Government Auditors (ALGA) awarded its national Bronze Knighton Award (for medium-sized audit shops) to OCA for the Audit of the Real Property Assessment Division. A separate study by The Institute of Internal Auditors Research Foundation recognized OCA as a best practice provider.

	Operating Expenditures (\$ millions)					City Clerk		Council Services		City Auditor
	City Council	City Clerk	Council Services	City Auditor	Provisional Account	Total Communications Received	Total Registered Voters	Total Number of Written Responses	Total Number of ROH Pages Amended	Total Number of Audits and Reports
FY 2010	3,853,759	3,288,961	1,405,244	1,212,514	2,618,858	3,624	456,662	753	297	18
FY 2011	3,670,000	2,540,000	1,344,528	1,254,903	2,693,403	3,546	448,508	820	303	23
FY 2012	3,608,737	2,465,777	1,280,203	1,255,541	2,673,065	4,323	458,742	883	420	24
FY 2013	4,153,995	2,974,887	1,396,826	1,332,078	3,176,588	3,567	454,491	847	409	23
FY 2014	4,413,174	3,035,918	1,435,505	1,353,589	3,003,274	4,979	463,759	1016	404	23
Change from last year	6%	2%	3%	2%	-5%	40%	2%	20%	-1%	0%
Change over last 5 years	15%	-8%	2%	12%	15%	37%	2%	35%	36%	28%

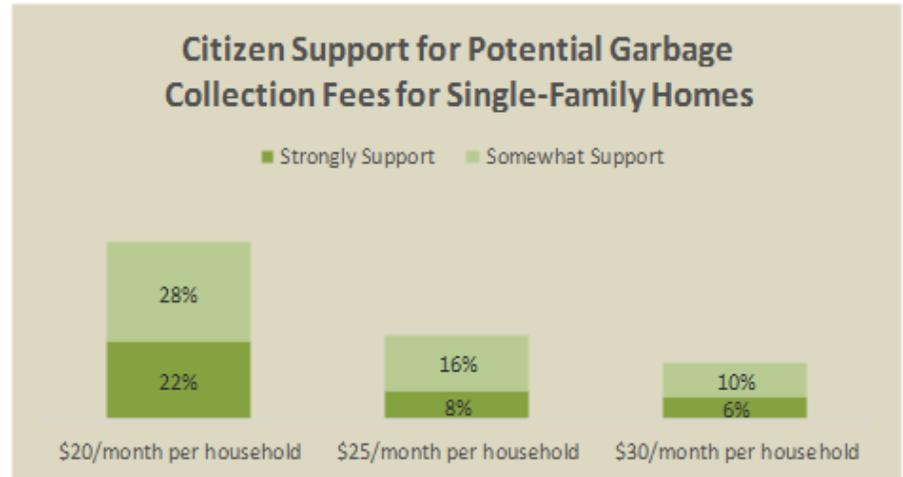
Source: Honolulu City Council, Office of the City Clerk, Office of Council Services, and Office of the City Auditor

Results of 2014 Public Policy Questions

In this year’s National Citizen Survey, a majority (69%) of residents rated their overall quality of life in Honolulu as *excellent* or *good* and a majority (66%) of residents would be *very likely* or *somewhat likely* to recommend Honolulu as a place to live to someone who asks. Safety, Economy, and Education and Enrichment were identified as the facets most important to address for residents’ quality of life in the coming two years. Overall, Honolulu received lower ratings than comparison communities in various aspects of city leadership and governance which were rated as *excellent* or *good* by 29% to 43% of respondents, however, ratings for the overall direction of the city and treating all residents fairly increased from 22% in FY 2013 to 34% in FY 2014.

The 2014 National Citizen Survey (Honolulu) asked residents a series of questions related to problems in the city, support for issues by raising taxes, and important issues to be addressed in the next two years. Residents reported the following as major and moderate problems: bicycle safety (71%), pedestrian safety (68%), property crime (61%), ease of motor vehicle and driver license transactions (58%), and drug activity in neighborhoods (55%).

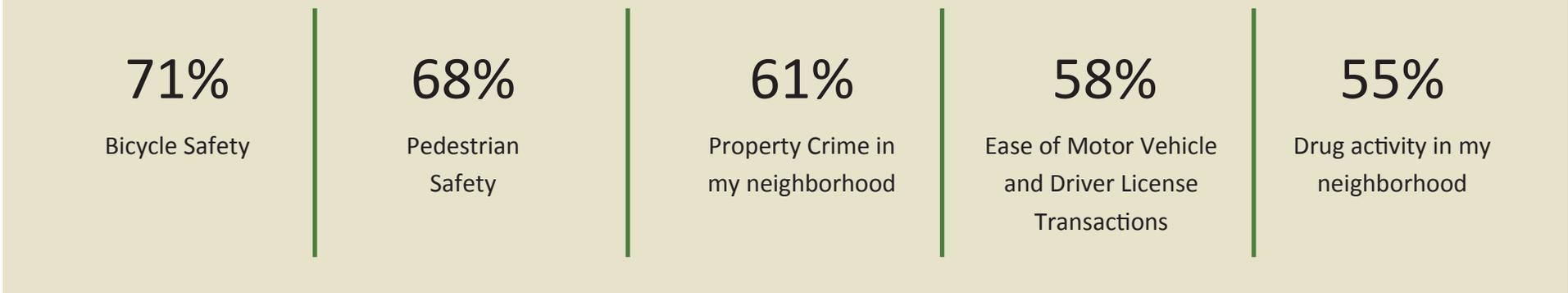
The City and County of Honolulu currently covers all costs of collecting garbage, recycling and bulky items for single-family



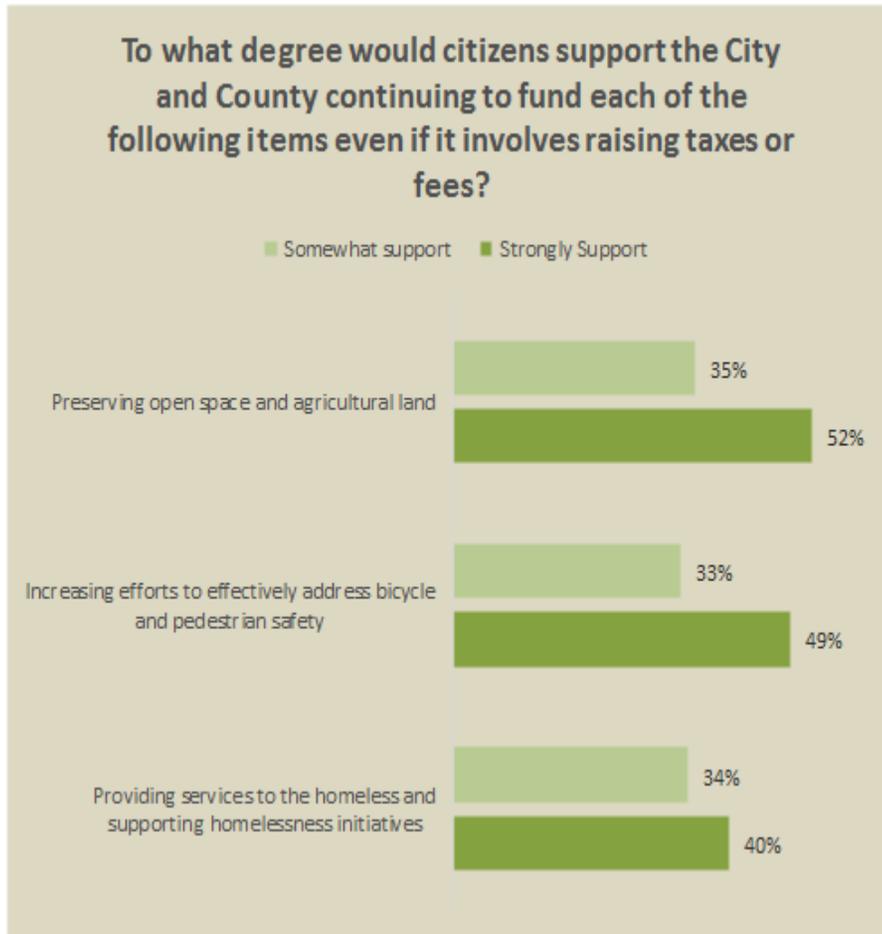
Source: FY 2014 National Citizen Survey

residents. More than 50% of the costs come from the city’s General Fund. In order to reduce the financial demands on the General Fund, the city is considering charging a monthly fee to residents of single-family homes for garbage, recycling, and bulky collections. Citizens were asked how much they would support or oppose a series of collection fees for single-family homes. More than half of the citizens (51%) would support a residential rate of \$20 a month per household, while only 24% would support a \$25 fee, and 16% would support a \$30 fee.

To what degree do citizens rate the following as *major* and *moderate* problems in the City and County of Honolulu?



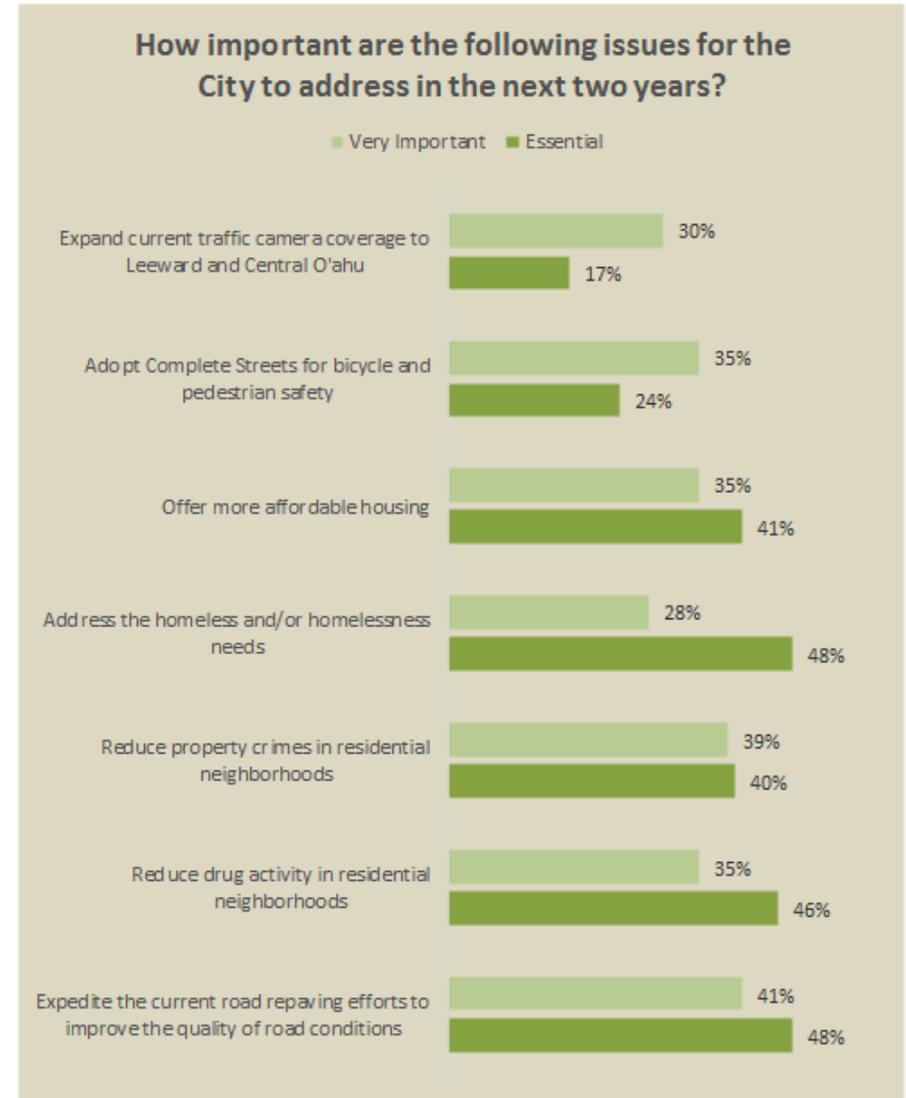
Source: FY 2014 National Citizen Survey



Source: FY 2014 National Citizen Survey

Residents supported the possibility of raising taxes or fees for increased efforts to preserve open space and agricultural land (87%), increase efforts to effectively address bicycle and pedestrian safety (82%), and provide services to the homeless and supporting homelessness initiatives (74%).

Residents also rated important issues for the city to address in the next two years. A majority of residents rated almost all of them as *essential* or *very important*. Nearly 90% of residents rated expediting



Source: FY 2014 National Citizen Survey

the current road repaving efforts to improve the quality of road conditions as *essential* or *very important*. About 8 in 10 respondents also gave *essential* or *very important* ratings to reducing property crimes in residential neighborhoods and reducing drug activity in residential neighborhoods.

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16

Mayor-Managing Director

Chapter 16 Mayor-Managing Director

The Mayor-Managing Director's Offices include:

Mayor – chief executive of the City and County of Honolulu, the mayor is responsible for the faithful execution of the provisions of the city charter and applicable ordinances and statutes.

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

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

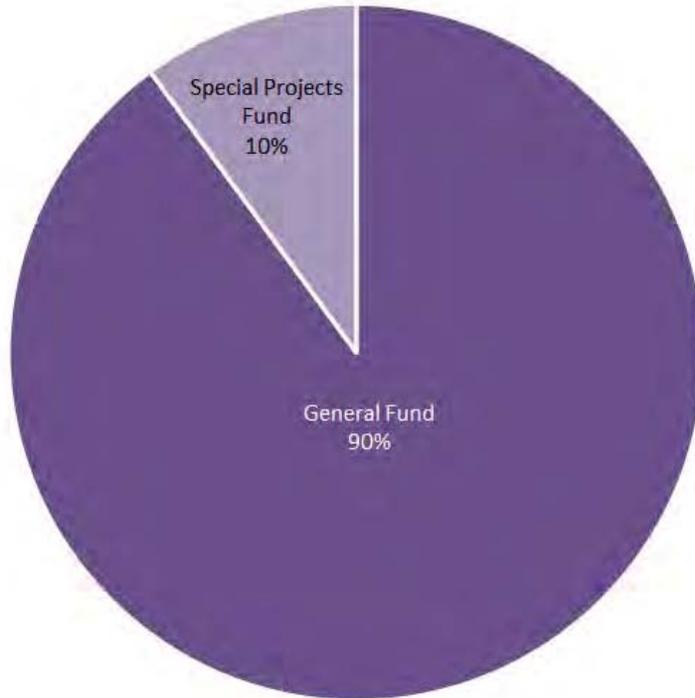
Mayor's Office of Culture and the Arts (MOCA) – serves as the liaison of the Commission on Culture and the Arts and assists in its objectives, which include community-wide promotion and exposure of culture and the arts in all its forms.

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

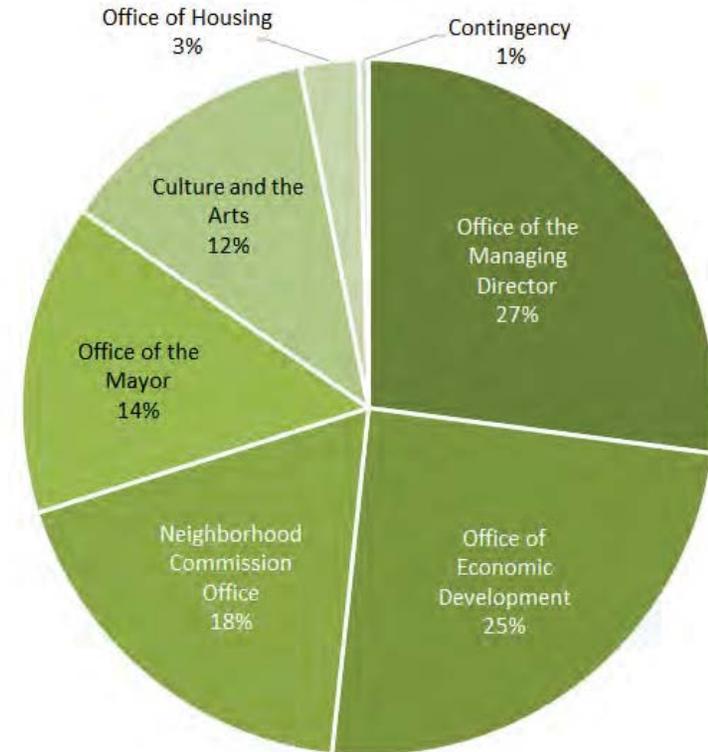
Neighborhood Commission Office (NCO) – provides staff support to the 9-member Neighborhood Commission, 33 neighborhood boards and 439 neighborhood board members. Staff attends the monthly board meetings; takes and transcribes meeting minutes; and provides proper notice of all meetings of the commission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

On January 2, 2013, the mayor was officially inaugurated and installed as the 14th Mayor of the City and County of Honolulu. From the beginning, the mayor outlined five priorities and the focus for his administration: 1) restoring bus service, 2) repaving roads, 3) improving sewer system and infrastructure repair and maintenance, 4) re-establishing pride in city parks, and 5) building rail better. In FY 2014, the mayor added new priorities which include homelessness, energy efficiency, and making Honolulu a bike-friendly city.

Funding Sources



Funding Uses



	Operating Expenditures				Authorized Staffing (FTE)			
	Mayor	Managing Director	Subtotal Combined Offices ¹	Total Mayor-MD Offices	Total Mayor	Total Vacant Mayor	Total MD City Management	Total Vacant MD City Management
FY 2010	\$593,238	\$1,698,772	\$2,087,485	\$4,379,495	6	1	17	5
FY 2011	\$516,108	\$992,417	\$2,339,937	\$3,848,462	6	1	17	4
FY 2012	\$454,797	\$1,059,470	\$2,624,641	\$4,138,908	6	1	18	1
FY 2013	\$466,132	\$2,210,239	\$1,708,502	\$4,384,873	6	1	18	4
FY 2014	\$578,173	\$1,084,777	\$2,342,267	\$4,005,217	6	0	18	2
Change from last year	24%	-51%	37%	-9%	0%	-100%	0%	-50%
Change over last 5 years	-3%	-36%	12%	-9%	0%	-100%	6%	-60%

Source: Department of Budget and Fiscal Services. ¹Combined offices include Office of Culture and the Arts, Office of Economic Development, Office of Housing, Neighborhood Commission, and Contingency.

Mayor-Managing Director

The Mayor and Managing Director of the City and County of Honolulu oversee 10,073 authorized employees and over 20 departments in the 43rd largest county in the nation.

Office of the Mayor's operating expenditures totaled \$578,173 in FY 2014, a 24% increase from FY 2013, but a decrease of 3% from five years ago. Staffing remained consistent at 6 FTE positions over the last five years.

Managing Director

Managing Director's Office expenditures decreased 51% over last year, from \$2,210,239 in FY 2013 to \$1,084,777 in FY 2014. The MD's authorized city management staffing was stable at 18 FTE compared to last year, while vacant FTE decreased from 4 to 2 during this same time period. There were no overtime expenditures for the mayor and managing director's offices from FY 2009 to FY 2013.

Clean, safe and reliable bus transportation is a major priority for the mayor. The *Mayor's 2013 Bus Restoration Plan* was based on community input, transportation studies by consultants, and existing financial constraints. In FY 2014, the *Mayor's Bus Restoration Plan* restored the extension of Route E into Waikiki.

In FY 2014, the city repaved 305 lane miles. The mayor's five-year road plan aims to improve 1,500 lane miles of substandard road. The \$100 million appropriated by the city council in FY 2013 budget for road pavement has been contracted out to a private vendor.

The overall quality of services provided by the City and County of Honolulu as well as the manner in which these services are provided are a key component of how residents rate their quality of life. In the 2014 National Citizen Survey, Honolulu residents' ratings for several aspects of governance trended upward from FY 2013.

Over the past five years, residents were asked to rate the overall direction the city is taking. Ratings for *excellent* or *good* increased 6%, from FY 2010 (29%) to FY 2014 (35%). Residents were also asked to rate their confidence in the city government. Respondents rated 30% as *excellent* or *good*, a 7% increase from last year.

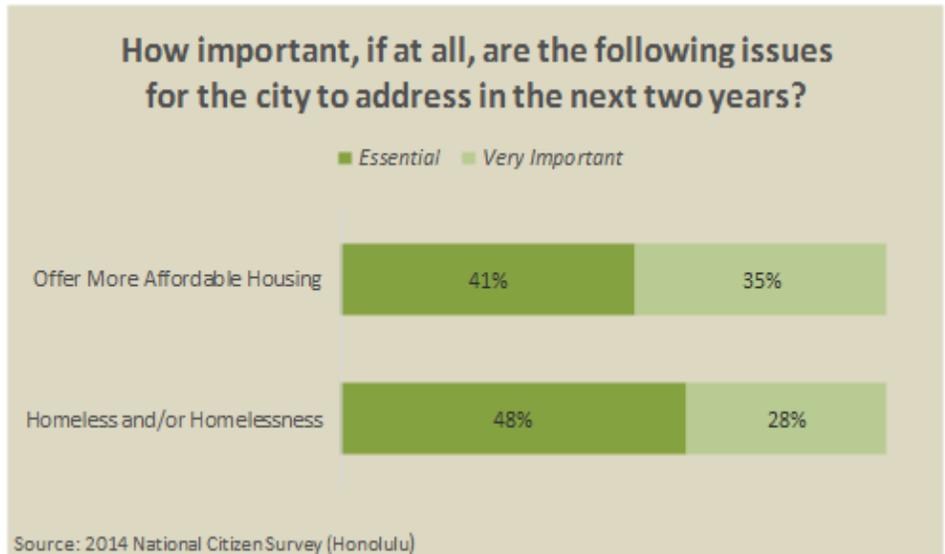
	Citizen Survey (% Excellent or Good)			
	Overall Quality of Services Provided by the City	Overall Direction the City is Taking	Overall Confidence in the City Government	Generally Acting in the Best Interest of the Community
FY 2010	45%	29%	--	--
FY 2011	53%	32%	--	--
FY 2012	53%	30%	--	--
FY 2013	40%	25%	23%	25%
FY 2014	46%	35%	30%	29%
Change from last year	6%	10%	7%	4%
Change over last 5 years	1%	6%	--	--

Source: 2014 National Citizen Survey (Honolulu)

The Office of Housing was established in FY 2012. It advocates for affordable housing, senior housing, special needs housing, and homelessness. In FY 2014, the Office of Housing's operating expenditures totaled \$108,813, 47% more than last year. This office had 2 authorized FTE positions. There were no overtime expenditures in FY 2014.

The Office of Housing and the Department of Community Services initiated the Mayor's Homeless Action Plan in FY 2013. The plan is based on the *Housing First* model which focuses on chronically homeless individuals and families in the Waikiki, Wai`anae and downtown areas. The model works by housing the chronically homeless and provides case management and other supportive services including substance abuse, mental health and vocational support.

The 2014 National Citizen Survey asked residents to rate their support for various issues. About 74% of respondents strongly or somewhat support providing services to the homeless and supporting homelessness initiatives even if it might involve raising taxes or fees.



Hawai'i Needs A Home

Faith Action for Community Equity (FACE), together with the Office of Housing presented a 8'x20' container unit that has been converted to a 2-bedroom housing unit as a demonstration model for alternative dwelling units.

Photos Courtesy of the Mayor's Office of Culture and the Arts

	Staffing				Citizen Survey (% Excellent or Good)			
	Operating Expenditures	Total Authorized FTE	Total Vacant FTE	Cost Per FTE ¹	Availability of Affordable Quality Housing	Variety of Housing Options	NOT Under Housing Cost Stress	Experiencing Housing Cost Stress ²
FY 2010	--	--	--	--	6%	24%	46%	54%
FY 2011	--	--	--	--	9%	25%	39%	61%
FY 2012	--	--	--	--	9%	24%	41%	59%
FY 2013	\$74,032	2	1	\$37,016	9%	19%	48%	52%
FY 2014	\$108,813	2	0	\$54,407	8%	20%	40%	60%
Change from last year	47%	0%	-100%	47%	-1%	1%	-8%	8%
Change over last 5 years	--	--	--	--	2%	-4%	-6%	6%

Source: Department of Budget and Fiscal Services, 2014 National Citizen Survey (Honolulu). ¹Cost Per FTE = Total Operating Expenditures/Total Authorized FTE. ²The National Research Center defines housing cost stress as paying 30% or more of monthly household income on housing costs.

Culture and the Arts

The Mayor's Office of Culture and the Arts (MOCA) serves as the liaison of the Commission on Culture and the Arts and assists in its objectives. MOCA seeks to accomplish the objectives established by ordinance: assist the city in attaining national preeminence in culture and the arts; to assist the city in the preservation of the artistic and cultural heritages of all its people, promote a community environment which provides equal and abundant opportunity for exposure to culture and the arts in all its forms; and encourage and provide equal opportunity for the development of cultural and artistic talents of the people of Honolulu.

In FY 2014, operating expenditures for MOCA decreased 39%, from \$809,541 in FY 2013 to \$491,224 in FY 2014. According to MOCA, the decrease resulted from the transfer of culture and arts grant money to the Department of Community Services', grants-in-aid fund.

Total authorized staffing has remained at six FTE for the last five years and two vacant FTE since FY 2012. Overtime expenditures totaled \$2,495 in FY 2014.



Traditional Chinese dance performance at the Mission Memorial Auditorium

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

	Staffing				
	Operating Expenditures	Total Authorized FTE	Total Vacant FTE	Cost Per FTE ¹	Total Overtime Expenditures
FY 2010	\$717,216	6	0	\$119,536	\$893
FY 2011	\$651,950	6	2	\$108,658	\$1,387
FY 2012	\$648,331	6	2	\$108,055	\$141
FY 2013	\$809,541	6	2	\$134,924	\$0
FY 2014	\$491,224	6	2	\$81,871	\$2,495
Change from last year	-39%	0%	0%	-39%	--
Change over last 5 years	-32%	0%	--	-32%	179%

Source: Mayor and Managing Director's Office, Department of Budget and Fiscal Services. ¹Cost Per FTE = Total Operating Expenditures/Total Authorized FTE.

MOCA manages the Art in City Buildings collection. The Annual Artwork Inventory, which recorded 1,076 objects in the city’s collection, was completed in April 2014. The current estimated value of the collection is approximately \$10 million. During FY 2014, the Art in City Buildings program had 74 conservation maintenance treatments performed on outdoor works of art.

MOCA developed an *Adopt-A-Sculpture* program to enable the public to be actively involved in preserving the city’s public art. FY 2014 adopted art include *A School Boy in Hawai’i* sculptured located at Dr. Sun Yat-sen Memorial Park, *Dole Park Mural* at the Dole Community Park, *Torii* gate located at King and Beretania Streets, and the *Queen Emma* bust located at Queen Emma Square.

In FY 2014, MOCA coordinated 14 city-sponsored events that drew over 275,000 attendees. These events include the *22nd Annual Filipino Fiesta*, the *Annual Honolulu AIDS Walk*, and the *9th Annual Hawai’i Book and Music Festival*. MOCA also hosted 21 exhibits at Honolulu Hale and Kapolei Hale with over 43,250 attendees and managed 82 events with 13,100 attendees at the Mission Memorial Auditorium.



“Wā Po’e” by Solomon Enos. The mural was completed in 2013 and is located at the Wahiawa Transit Center.

Photo Courtesy of the Mayor’s Office of Culture and the Arts

FY 2014 Acquisitions

- *Maasai Tribesman*, a sculpture by Paul J. Saviskas
- *Daniel Ken Inouye*, a plaque by Erie landmark Company
- *Wā Papa* and *Wā Po’e*, murals by Solomon Enos

458 Artists

on the Artist Registry maintained by MOCA

	Attendance at Culture and the Arts Activities	Works of Art in the City's Public Art Collection	Citizen Survey (% Excellent or Good)		
			Opportunities to Attend Cultural Activities	Openness and Acceptance of Community to Diverse Backgrounds	Attended a City and County-Sponsored Event
FY 2010	378,205	947	70%	62%	--
FY 2011	208,648	962	71%	63%	--
FY 2012	447,000	977	69%	67%	--
FY 2013	333,695	1,013	51%	57%	44%
FY 2014	331,350	1,076	62%	60%	42%
Change from last year	-1%	6%	11%	3%	-2%
Change over last 5 years	-12%	14%	-8%	-2%	--

Source: The Mayor’s Office of Culture and the Arts, 2014 National Citizen Survey (Honolulu)

Economic Development

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

Last year, OED expenditures were incorporated into the managing director's office. In FY 2014, OED's operating expenditures totaled \$985,767, 68% higher compared to five years ago. The office had 6 authorized FTE positions in FY 2014, 4 FTEs less than FY 2010. There were no overtime expenditures. Adjustments to assignments and internal efficiencies were utilized to maintain workflow.

OED administers the Hawai'i Tourism Authority-County Product Enrichment Program (HTA-CPEP) which provides annual grants to non-profits across O`ahu. The office also works with community and business leaders to coordinate efforts and reflect the strategy outlined in the *O`ahu Tourism Strategic Plan*; as well as travel organizations to support marketing O`ahu as a visitor destination. In FY 2014, OED awarded 26 HTA-CPEP grants, which is a decrease of 38% from FY 2010.



Source: 2014 Annual Report to the Hawai'i Legislature (Hawai'i Tourism Authority)

	Operating Expenditures	Authorized FTE	Vacant Authorized FTE	Cost Per FTE ¹	Total Overtime Expenditures	Number of HTA-CPEP Grants Awarded ²
FY 2010	\$585,729	10	6	\$58,573	\$0	42
FY 2011	\$879,163	10	6	\$87,916	\$1,000	40
FY 2012	\$1,177,769	6	1	\$196,295	\$518	37
FY 2013	\$0	5	2	\$0	\$0	29
FY 2014	\$985,767	6	0	\$164,295	\$0	26
Change from last year	--	20%	-100%	--	--	-10%
Change over last 5 years	68%	-40%	-100%	180%	--	-38%

Source: Department of Budget and Fiscal Services and 2014 Department and Agency Reports. ¹Cost Per FTE = Total Operating Expenditures/Total Authorized FTE. ²The HTA-CPEP is based on the calendar year.

Honolulu Film Office

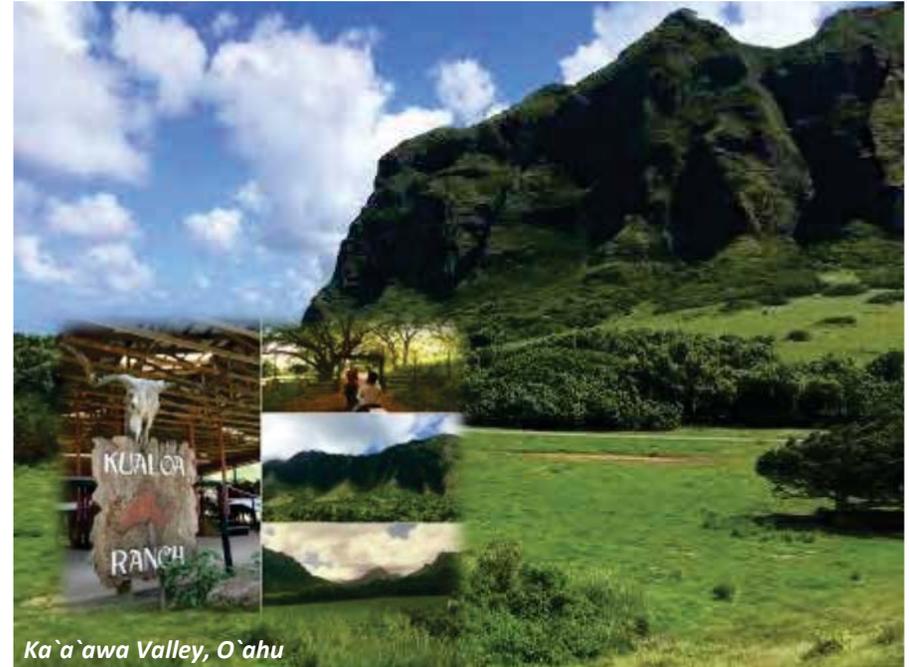
The Honolulu Film Office (HonFO) provides leadership in the planning and development of the film industry in the city. The film industry is competitive and global. HonFO is a member of local, national and international organizations, including the Hawai'i Film and Entertainment Board and the Association of Film Commissioners International.

In FY 2014, HonFO assisted major film and television projects which included *Jurassic World* (Universal), *Godzilla* (Warner Bros.), and *Hawai'i Five-0* (CBS Television Studios).

Agricultural Liaison

The agricultural liaison is the city's first point of contact regarding agricultural issues. In FY 2014, the liaison worked with the Department of Planning and Permitting to complete Phase I of the city's Important Agricultural Lands mapping project. According to the Hawai'i Department of Agriculture, O'ahu has 679 acres designated as Important Agricultural Lands.¹

The 2014 National Citizen Survey asked residents to rate their support for various issues. About 87% of respondents strongly or



Ka'a'awa Valley, O'ahu

Filming location for *Jurassic Park* and *Jurassic World*

Source: Office of the City Auditor

somewhat support preserving open space and agricultural lands even if it might involve raising taxes or fees.

Citizen Survey (% Excellent or Good)

	Overall Economic Health of Honolulu	Economic Development	Employment Opportunities	Honolulu as a Place to Work	Vibrant Downtown / Commercial Area	Overall Quality of Business and Service Establishments	Shopping Opportunities
FY 2010	-	24%	22%	53%	-	-	70%
FY 2011	-	27%	26%	53%	-	-	72%
FY 2012	-	30%	34%	57%	-	-	74%
FY 2013	32%	22%	24%	51%	32%	42%	64%
FY 2014	33%	34%	28%	49%	34%	45%	73%
Change from last year	1%	12%	4%	-2%	2%	3%	9%
Change over last 5 years	--	10%	6%	-4%	--	--	3%

Source: 2013 and 2014 National Citizen Surveys (Honolulu). ¹Hawai'i Department of Agriculture, Important Agricultural Lands <http://oahurcd.org/wp-content/uploads/IAL-summary-and-map.pdf>

Neighborhood Commission Office

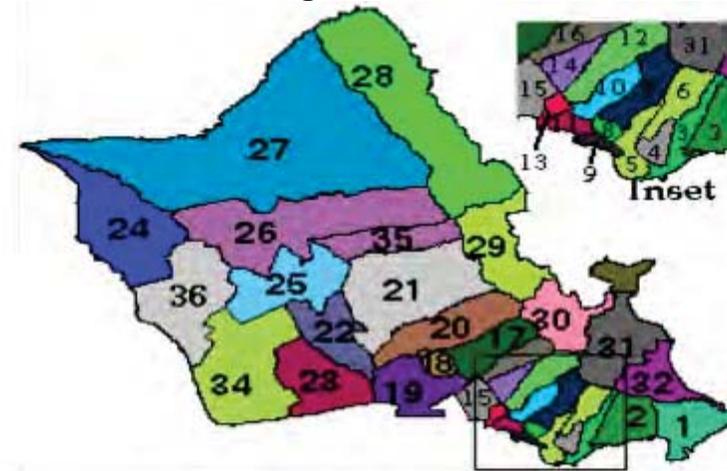
The Neighborhood Commission Office's (NCO) mission is to increase and ensure effective citizen participation in government decisions through the neighborhood board system. The executive secretary serves as administrator for the commission office.

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

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

In FY 2014, the commission held seven regular meetings, three special meetings, and nine committee meetings.

Neighborhood Boards



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

	Authorized Staffing					Board and Commission Meetings Attended	Total Sets of Agendas and Minutes Distributed	Number of Boards Videotaping Monthly Meetings
	Operating Expenditures	Total Authorized FTE	Vacant Authorized FTE	Cost Per FTE ¹	Overtime Expenditures			
FY 2010	\$784,540	17	2	\$46,149	\$1,310	356	130,573	18
FY 2011	\$808,824	17	3	\$47,578	\$152	340	136,162	18
FY 2012	\$692,351	17	2	\$40,727	\$0	346	136,589	18
FY 2013	\$807,909	17	3	\$47,524	\$2,151	361	153,388	18
FY 2014	\$738,262	17	2	\$43,427	\$0	Unavailable	Unavailable	22
Change from last year	-9%	0%	-33%	-9%	-100%	--	--	22%
Change over last 5 years	-6%	0%	0%	-6%	-100%	--	--	22%

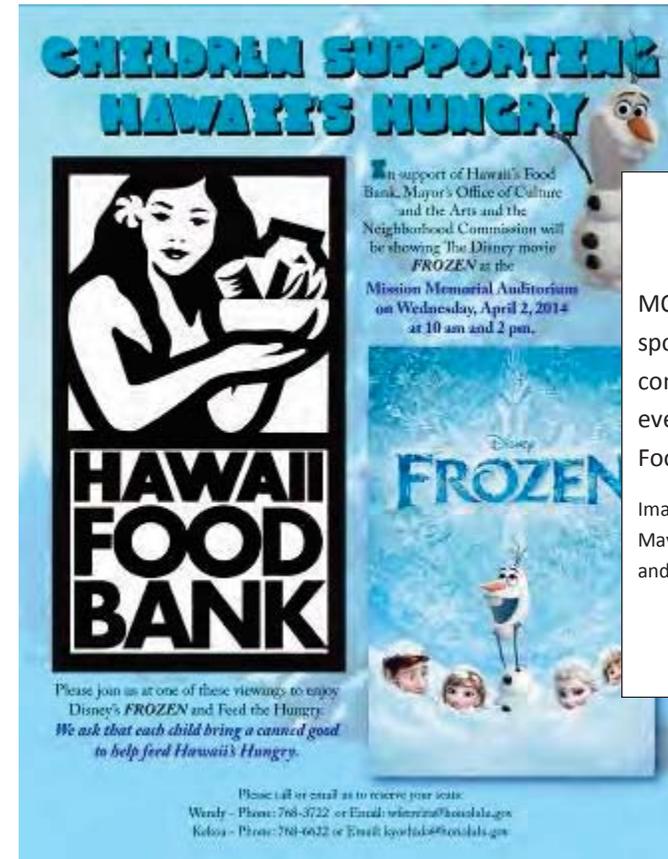
Source: Department of Budget and Fiscal Services and 2014 Department and Agency Reports. ¹Cost Per FTE = Total Operating Expenditures/Total Authorized FTE.

NCO expenditures decreased 6% over the last five years, from \$784,540 in FY 2010 to \$738,262 in FY 2014. Staffing remains unchanged over the last five years, while vacant FTEs alternated between 2 and 3 during this same period. NCO had no overtime expenditures in FY 2014.

Since FY 2013, the NCO has recommitted to increasing general awareness of the neighborhood board system. During FY 2014, NCO constructed its social media suite to increase general awareness, encourage attendance at board meetings, inspire new board members to join, and initiate outreach to an island-wide online community.



The 2014 National Citizen Survey asked residents to rate the service quality of neighborhood boards. From FY 2013 (38%) to FY 2014 (45%), residents' ratings increased 7%. About 18% of respondents attended a local public meeting in FY 2014. This is similar to national benchmarks and for cities with over 300,000 residents.



MOCA and NCO co-sponsored a community outreach event for the Hawai'i Food Bank.
Image Courtesy of the Mayor's Office of Culture and the Arts

	Citizen Survey (% Excellent or Good)				
	Neighborhood Boards' Service Quality	Attended a Local Public Meeting	Watched a Local Public Meeting Online or on Television	Welcoming Citizen Involvement	Opportunities to Participate in Community Matters
FY 2010	39%	25%	59%	33%	56%
FY 2011	52%	21%	47%	37%	58%
FY 2012	46%	24%	56%	35%	58%
FY 2013	38%	19%	43%	30%	56%
FY 2014	45%	18%	44%	31%	59%
Change from last year	7%	-1%	1%	1%	3%
Change over last 5 years	6%	-7%	-15%	-2%	3%

Source: 2014 National Citizen Survey (Honolulu)

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17

Medical Examiner Department

Chapter 17 Medical Examiner Department

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

The department's goals are to:

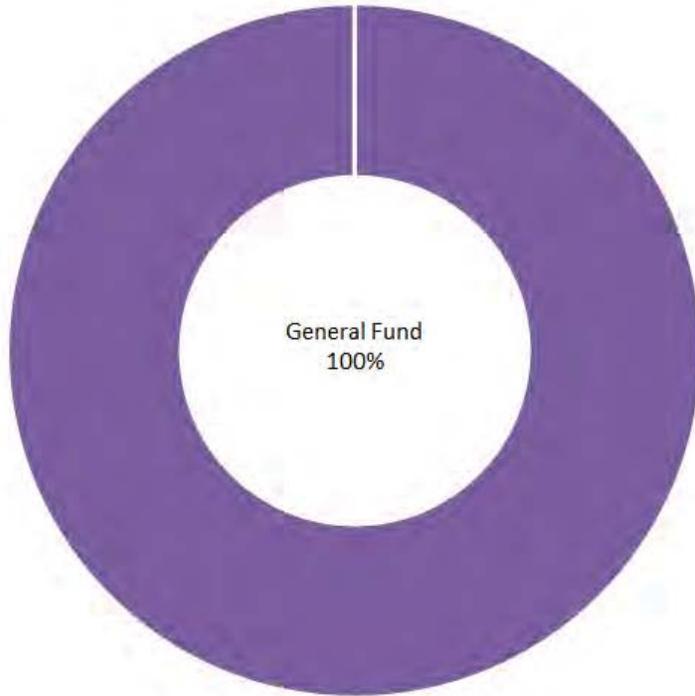
- Provide accurate certification of the cause of death and to identify, document and interpret relevant forensic scientific information, while maintaining a high level of competence.
- Protect the public health by diagnosing previously unsuspected contagious disease, and identifying trends affecting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



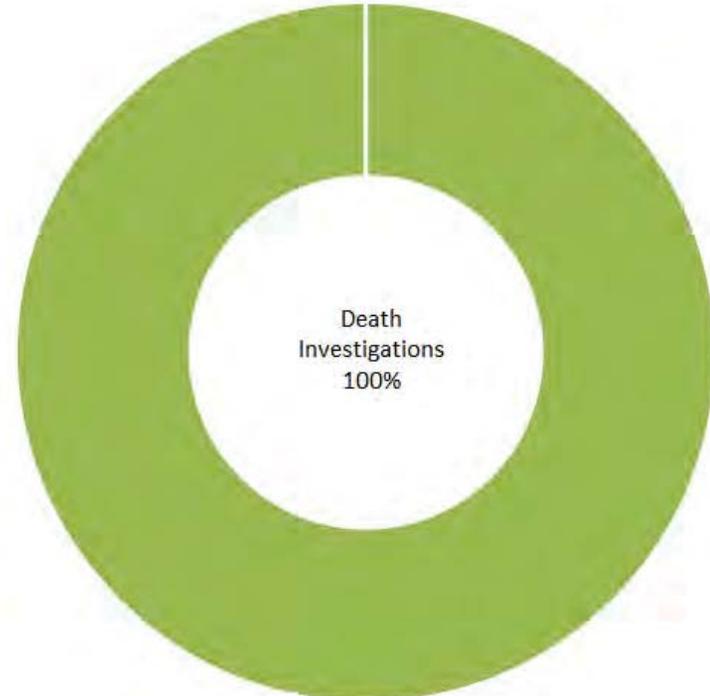
To provide accurate, dignified, compassionate, and professional death investigative services for the City and County of Honolulu's residents and visitors.

Mission Statement

Funding Sources



Funding Uses



	Operating Expenditures (\$ millions)	Staffing		Overtime Expenditures ²				
		Total Authorized FTE	Total Vacant FTE	Cost Per FTE ¹	Total	Non-Holiday	Investigations	Autopsies ³
FY 2010	\$1.4	19.0	3.0	\$74,721	\$37,584	\$23,475	1,982	472
FY 2011	\$1.2	19.0	5.0	\$65,079	\$48,922	\$31,180	2,149	558
FY 2012	\$1.4	19.0	2.0	\$71,318	\$44,852	\$29,877	2,213	454
FY 2013	\$1.5	19.0	4.0	\$78,646	\$58,819	\$40,965	2,228	623
FY 2014	\$1.6	19.0	1.0	\$84,818	\$51,665	\$38,366	2,255	660
Change from last year	8%	0%	-75%	8%	-12%	-6%	1%	6%
Change over last 5 years	14%	0%	-67%	14%	37%	63%	14%	40%

Source: Department of Budget and Fiscal Services and Department of the Medical Examiner. ¹Cost Per FTE = Total Operating Expenditures/Total Authorized FTE. ²Overtime pay is established by bargaining unit agreement, as applicable. ³FY 2013 includes adjusted external examination (3:1) totals as recommended by National Association of Medical Examiners.

Spending and Staffing

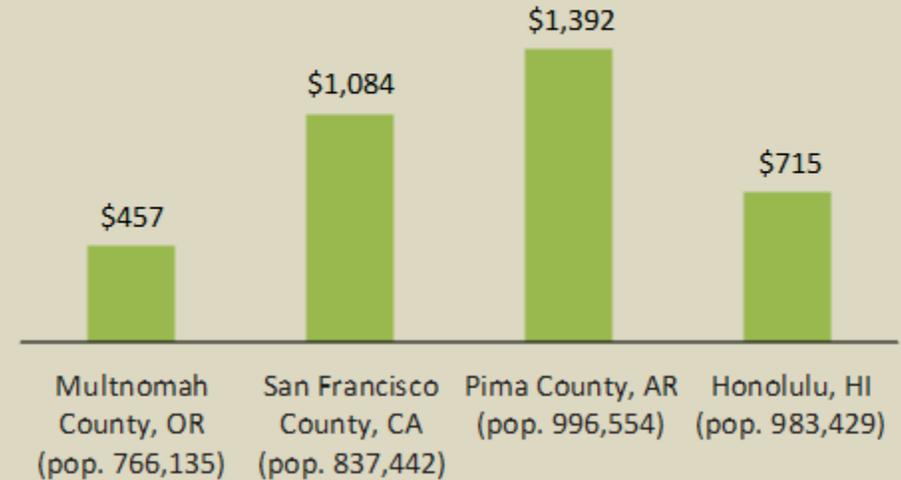
MED is staffed by professionals including board-certified physicians specialized in the areas of anatomic and forensic pathology, medical examiner investigators, laboratory technologists, autopsy assistants, and administrative personnel. In FY 2014, the department hired a board-certified chief medical examiner and recruited its first deputy medical examiner.

Over the past five years, the department's vacant FTEs decreased 67%. The department attributes the decrease to the hiring of two board-certified medical examiners.

The department's overtime expenditures increased 37% from FY 2010 to FY 2014. The department attributes the increase to the increase in the number of deaths investigated.

The number of investigations and autopsies increased respectively by 14% and 40% from FY 2010 to FY 2014. The department attributes the increases to increased population and the new chief medical examiner's direction.

National Comparison: Cost Per Death Investigated



Source: Department of the Medical Examiner, Department of Budget and Fiscal Services, Hawai'i State Data Book, and various city and county departments



Prosecutors Examine Digital X-Ray

Source: Medical Examiner Department



Medical Examiner Facility in Iwilei

Source: Office of the City Auditor

18

Department of Parks and Recreation

Chapter 18 Department of Parks and Recreation

The Department of Parks and Recreation (DPR) manages, maintains, and operates all city parks and recreational facilities; develops and implements programs for cultural and recreational activities; and beautifies the city's public streets. The city had 294 parks that encompassed more than 5,000 acres in FY 2014. DPR is divided into three divisions: Executive Services; Division of Urban Forestry; and Park Maintenance and Recreation Services.

The department's goals are to:

- Provide parks and recreational opportunities that are accessible, enjoyable, meaningful, safe, well-designed and well-maintained.
- Promote increased efficiency, effectiveness, and responsiveness in the delivery of parks and recreational programs and services.



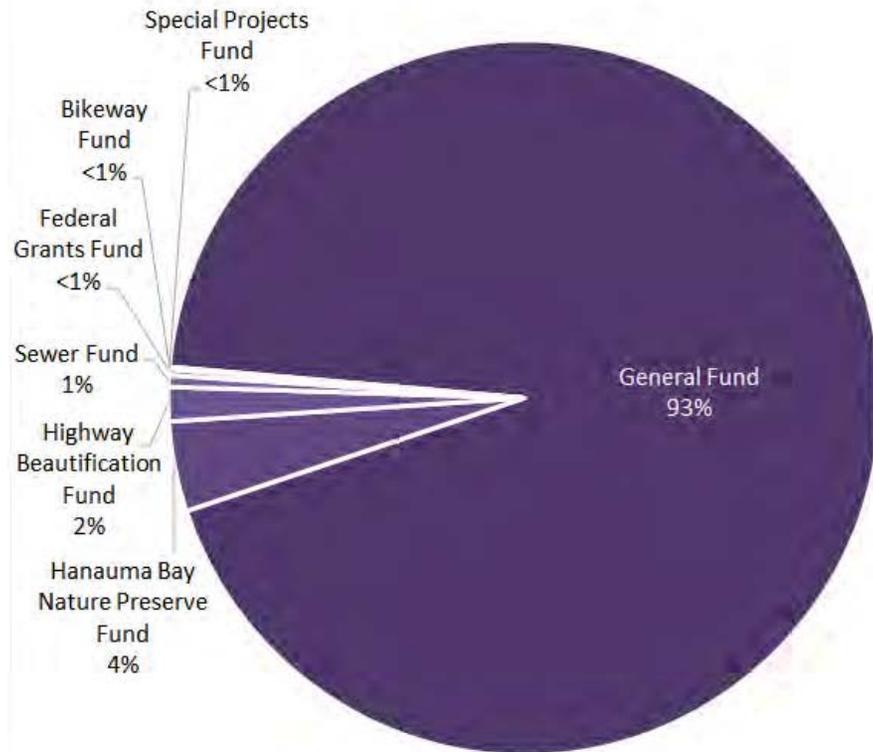
Clockwise from top right: Valentine's Day Senior Dance; Ho'omaluhia Botanical Gardens; Football game at Patsy T. Mink Central O'ahu Regional Park; Pool at Makiki District Park; and Department of Parks and Recreation logo

Sources: Honolulu Photo Bank, Department of Parks and Recreation, Office of the City Auditor

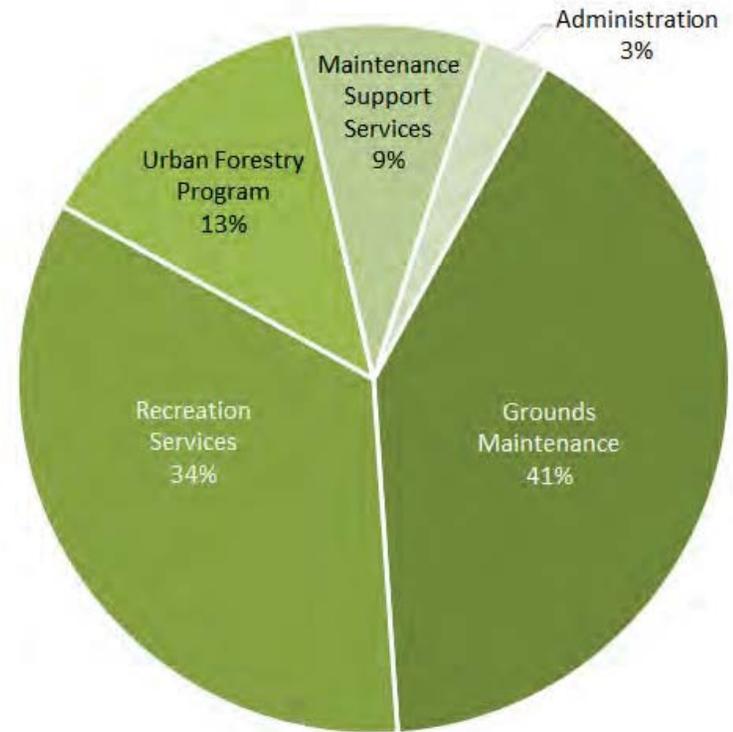
To provide parks and recreational services and programs that enhance the quality of life for the people in the City and County of Honolulu.

Mission Statement

Funding Sources¹



Funding Uses



	Total Operating Expenditures (\$ millions)	Revenues (\$ millions)	Staffing			Overtime Expenditures ³		Citizen Survey (% Excellent or Good) City and County Parks
			Authorized FTE	Vacant Authorized FTE	Cost Per FTE ²	Total (\$ millions)	Non-Holiday	
FY 2010	\$59.8	\$5.5	930.3	190.0	\$64,230	\$1.0	\$634,075	54%
FY 2011	\$55.0	\$5.6	930.3	214.9	\$59,173	\$0.9	\$578,122	60%
FY 2012	\$59.1	\$6.2	941.3	219.3	\$62,802	\$1.0	\$711,115	52%
FY 2013	\$62.0	\$5.9	905.8	155.0	\$68,420	\$1.0	\$716,929	49%
FY 2014	\$63.3	\$6.4	948.3	205.9	\$66,749	\$1.0	\$744,183	54%
Change from last year	2%	9%	5%	33%	-2%	-2%	4%	5%
Change over last 5 years	6%	16%	2%	8%	4%	7%	17%	0%

Sources: Department of Parks and Recreation, Department of Budget and Fiscal Services, and 2014 National Citizen Survey (Honolulu). ¹Percentages do not total 100% due to rounding. ²Cost Per FTE= Total Operating Expenditures/Total Authorized FTE. ³Overtime pay is established by bargaining unit agreement, as applicable.

Spending and Staffing

The Department of Parks and Recreation is the host to thousands of events throughout O`ahu e.g. soccer, baseball and softball tournaments, competitive and fun runs, picnics, tennis tournaments, swim meets, camping, Easter egg hunts, Halloween haunted houses, various festivals, and other activities.

In FY 2014, the department collaborated with the Police Athletic League to conduct basketball, flag football, and volleyball sports leagues for children and teens residing on the Wai`anae Coast. The department is an active partner of the nationwide *Hershey's Track and Field* program.

The department, with the assistance of the Honolulu Police Department, continued to find ways to clean up parks by conducting more than 25 stored property ordinance enforcements annually to remove items illegally stored in the parks and utilizing the park closure rules to reduce the amount of vandalism and other criminal activities in our parks at night.

The department's operating expenditures increased 6% over the last five years. The department's revenue increased 16% from \$5.5 million to \$6.4 million over the last five years.

Authorized staffing increased by 2% between FY 2010 and FY 2014 from 930.3 FTE to 948.3 FTE. Vacant FTE increased 8% over the last five years.

There was a 5% increase in *excellent* or *good* ratings for city and county parks in the 2014 National Citizen Survey (from 49% in FY 2013 to 54% in FY 2014). This rating is much lower than the national comparison and lower than the benchmark of jurisdictions with populations over 300,000.



Soccer game at Kapi`olani Park

Source: Honolulu Photo Bank



Ho`omaluhia Botanical Gardens

Source: Office of the City Auditor

Administration

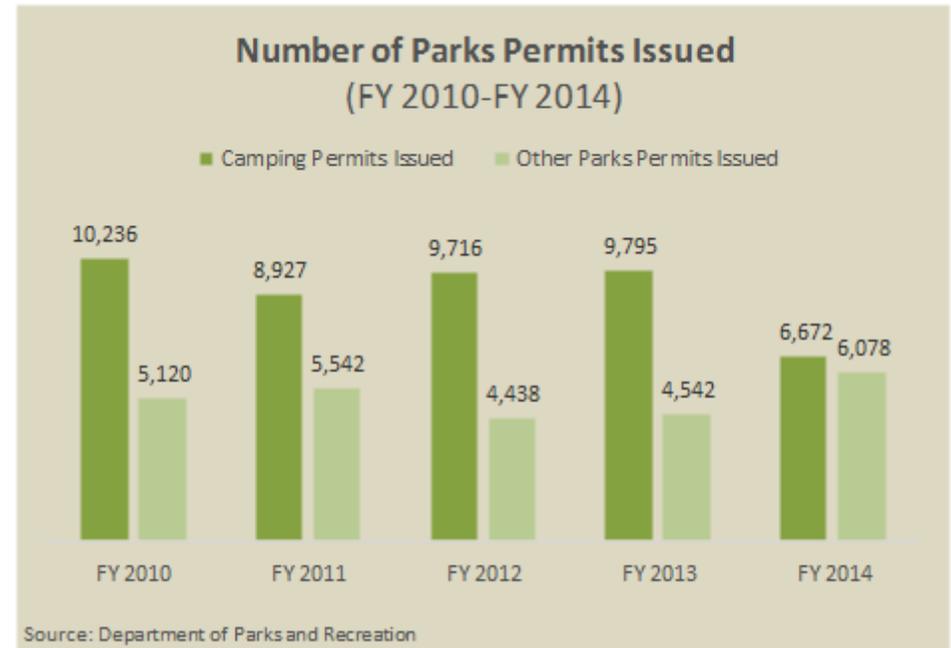
Department administration directs the overall management, maintenance and operations of the city’s park system and recreation services. It also coordinates with the Honolulu Police Department to enforce park rules and regulations in order to maintain public safety.

Over the past five years, Administration’s expenditures decreased 13% from \$2.2 million in FY 2010 to \$1.9 million in FY 2014.

The Executive Services Office oversees the issuance of park and recreational use permits. Activities that require park permits include camping, large picnic groups, sports activities, recreational activities, meetings held by organizations or groups, non-recreational public service activities, certain musical performances, and commercial activities.

The department provided its staff with 13,326 hours of training in FY 2014. Training hours increased by 31% over the last five years.

The department issued 6,672 camping permits in FY 2014, a decrease of 35% over the past five years. The department attributes the decrease to the assessment of fees in 2013, increases in



homeless issues at campsites, the closing of several parks for comfort station renovations, and the scaling back of the summer fun camping program at Kualoa. The department collected \$318,971 in camping fees for FY 2014.

	Administration Expenditures (\$ millions)	Camping Permits Issued	Other Parks Permits Issued	Total Park Permits Issued	Training Hours	Summer Hires
FY 2010	\$2.2	10,236	5,120	15,356	10,183	671
FY 2011	\$2.1	8,927	5,542	14,469	9,035	686
FY 2012	\$2.8	9,716	4,438	14,154	16,204	702
FY 2013	\$2.0	9,795	4,542	14,337	13,478	714
FY 2014	\$1.9	6,672	6,078	12,750	13,326	729
Change from last year	-5%	-32%	34%	-11%	-1%	2%
Change over last 5 years	-13%	-35%	19%	-17%	31%	9%

Source: Department of Parks and Recreation, Department of Budget and Fiscal Services.

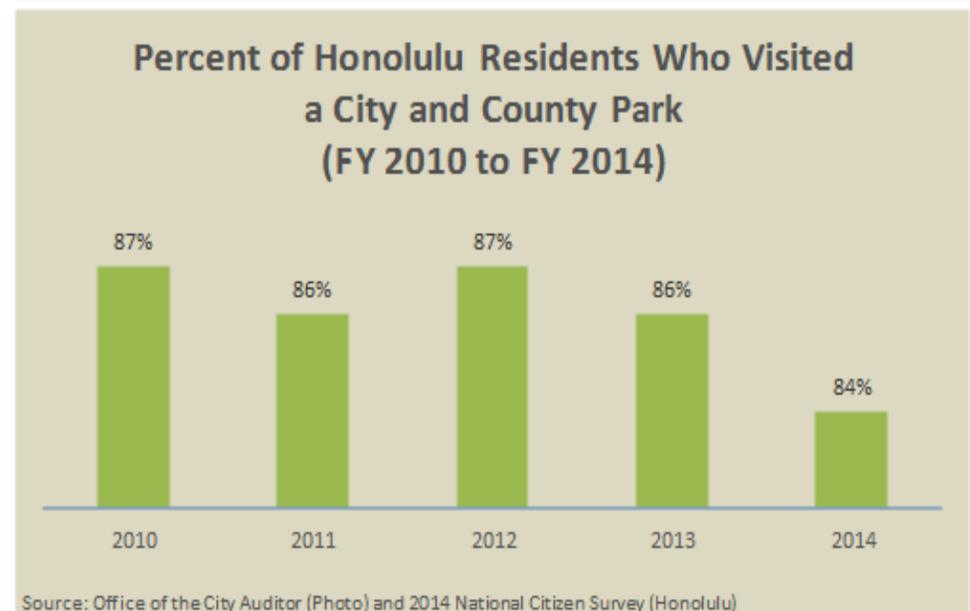
Parks Maintenance and Recreation Services

Grounds Maintenance

Grounds Maintenance maintains all parks and recreation facilities on O`ahu. It is responsible for grounds keeping, custodial and maintenance services. In FY 2014, the department supported the mayor's priority for upgrading parks facilities with various repairs and renovations:

- Hanauma Bay Nature Preserve—rock fall mitigation improvements.
- Kailua Beach Park—sand replenished due to erosion.
- Kapiolani Bandstand—renovations completed.
- Kuhio Beach—repaired concrete walkway.
- Patsy T. Mink Central O`ahu Regional Park—roadway barriers.
- Wahiawa District Park Swimming Pool—renovated and reopened after nearly two years of closure.

Approximately 84% of Honolulu residents reported visiting a city and county park in the 2014 National Citizen Survey. This percentage was similar to the national comparison and benchmarks for jurisdictions with populations over 300,000. This percentage is lower than the percentage of residents from Denver, CO (93%), but higher than Charlotte, NC (82%) and Pasco County, FL (77%).



Maintenance Support

Maintenance Support Services provides minor maintenance and replacement services to park buildings, ground facilities and equipment. Their services include carpentry repair, painting, plumbing and heavy equipment. In FY 2014, their operating expenditures were \$5.5 million, an increase from \$5.2 million in FY 2010.

Maintenance Support Services completed 5,298 separate work orders in FY 2014. The number of plumbing repair and heavy equipment service work orders increased by 23% and 75% respectively over the last five years. Meanwhile the number of carpentry and painting repair and service work orders decreased by 7% and 53% respectively during the same period. The department attributes the decrease in painting service to staffing shortages. The department attributes the increase in heavy equipment service to the addition of mitigative assignments.



Ulehawa Beach Park

Source: Honolulu Photo Bank

	Maintenance Support Services Expenditures (\$ millions)	Grounds Maintenance Expenditures (\$ millions)	Maintenance Support Services				Heavy Equipment Service	Grounds Maintenance Park Acreage	Citizen Survey (%)
			Carpentry Repair and Service	Painting Service	Plumbing Repair and Service				
FY 2010	\$5.2	\$23.9	202	315	1,140	140	5,147	87%	
FY 2011	\$4.7	\$21.9	199	164	1,075	113	5,147	86%	
FY 2012	\$5.0	\$23.0	395	207	1,437	211	5,132	87%	
FY 2013	\$6.2	\$25.1	302	205	1,430	139	5,132	86%	
FY 2014	\$5.5	\$25.9	188	148	1,399	245	5,132	84%	
Change from last year	-12%	3%	-38%	-28%	-2%	76%	0%	-2%	
Change over last 5 years	4%	8%	-7%	-53%	23%	75%	0%	-3%	

Source: Department of Parks and Recreation, Department of Budget and Fiscal Services, and 2014 National Citizen Survey (Honolulu).

Parks Maintenance and Recreation Services

Recreation Services

Parks Maintenance and Recreation Services is responsible for planning, promoting and organizing recreational activities. The division conducts and provides these services through citywide, district and community programs. In FY 2014, total operating expenditures were \$21.6 million.

In FY 2014, the division provided recreational activities for 62,177 participants in its tiny tots, children, teens, adults and seniors recreation programs.

Since 1973, the city's People's Open Market program has supported diversified local agriculture and aquaculture by providing 25 open market sites across O`ahu. The city's People's Open Market schedule is found online at: <http://www1.honolulu.gov/parks/programs/pom/schedules.htm>.

In the 2014 National Citizen Survey, residents rating recreation services *excellent* or *good* were: recreation programs (52%), and recreation centers (46%). Ratings for Honolulu's recreational opportunities were lower than the national comparison and similar



Source: Honolulu Photo Bank

to benchmarks for jurisdictions with populations over 300,000. Residents rating recreational opportunities (60%) *excellent* or *good* were similar to the national comparison and benchmarks for jurisdictions with populations over 300,000.

	Recreation Services Expenditures (\$ millions)	Total Number of Recreation Centers	Registrants in Recreation Services/Activities					Citizen Survey (%)
			Tiny Tots	Children	Teens	Adults	Seniors	Used City and County Recreation Centers
FY 2010	\$20.2	63	1,916	20,865	5,493	8,488	13,471	57%
FY 2011	\$18.6	63	1,672	22,815	4,865	10,339	15,055	52%
FY 2012	\$20.2	63	1,637	22,043	5,136	9,148	15,310	57%
FY 2013	\$20.4	80	1,291	27,638	4,926	8,166	15,243	56%
FY 2014	\$21.6	80	1,304	21,696	5,211	11,796	22,170	60%
Change from last year	6%	0%	1%	-21%	6%	44%	45%	4%
Change over last 5 years	7%	27%	-32%	4%	-5%	39%	65%	3%

Source: Department of Parks and Recreation, Department of Budget and Fiscal Services, and 2014 National Citizen Survey (Honolulu).

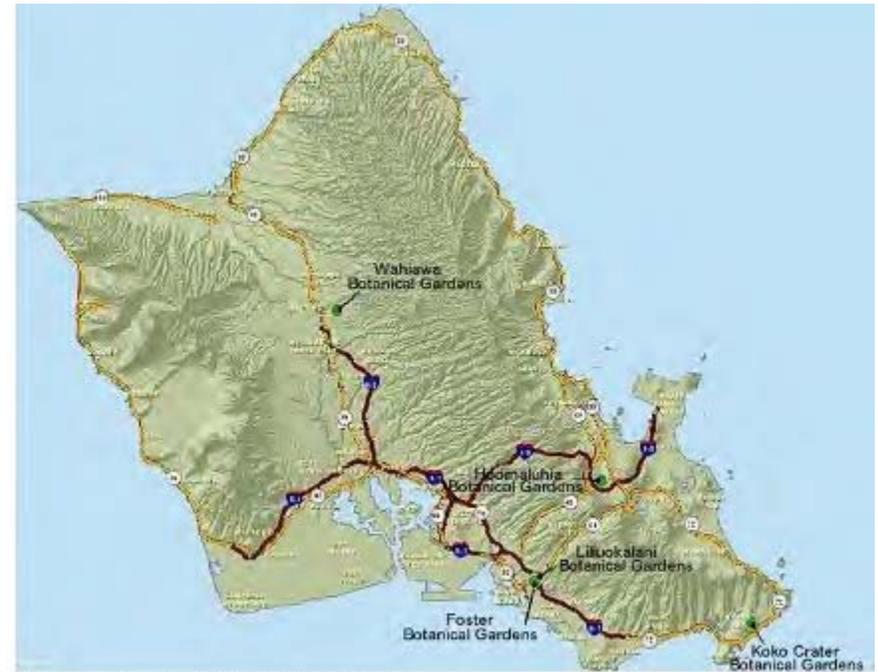
The Urban Forestry division manages the horticulture and botanical garden programs. The Honolulu Botanical Gardens (HBG) includes five botanical gardens and the Community Recreational Gardening program. The horticulture program is responsible for maintaining plants along public roadways, parks and pedestrian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

In FY 2014, the division removed 92 hazardous and/or invasive trees. Ten major sites of invasive species were also cleared. The division monitored the health of 47,792 trees, performed early tree care and low pruning of 269 trees, and planted 427 park and street trees island-wide.

The 1,300 garden members who participated in recreational gardening at the department's 11 community garden sites generated nearly \$47,168 fees for the city. There are 11 community garden sites across O`ahu:

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

Map of Botanical Gardens



Source: Department of Parks and Recreation

	Urban Forestry Program						
	Expenditures (\$ millions)	Botanical Gardens Visitors	Foster Botanical Garden Revenue	Exceptional Tree Designations ¹	Trees on Inventory	Trees Planted	Trees Removed
FY 2010	\$8.2	204,998	\$127,296	792	232,053	1,931	1,356
FY 2011	\$7.8	221,686	\$115,042	792	232,163	1,835	1,796
FY 2012	\$8.0	264,872	\$122,376	808	238,981	1,568	1,972
FY 2013	\$8.2	261,841	116,812	780	237,886	562	1,657
FY 2014	\$8.4	252,985	134,815	780	238,802	1,703	803
Change from last year	2%	-3%	15%	0%	0%	203%	-52%
Change over last 5 years	3%	23%	6%	-2%	3%	-12%	-41%

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

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19

Department of Planning and Permitting

Chapter 19 Department of Planning and Permitting

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

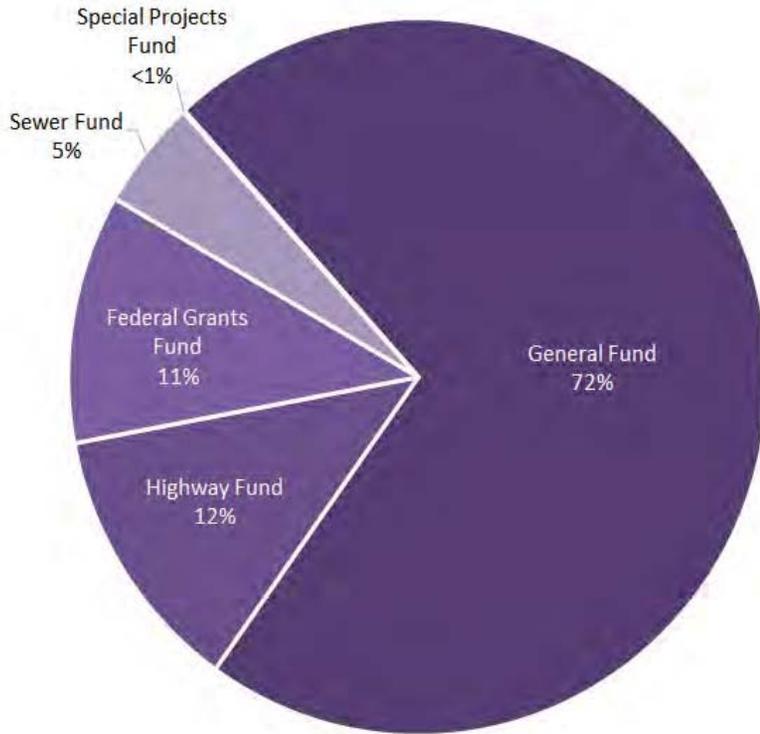
DPP is comprised of eight groups: Administration, Honolulu Land Information System, Building, Customer Service Office, Land Use Permits, Planning, Transit-Oriented Development, and Site Development.

The department also provides administrative support for the Planning Commission, the Zoning Board of Appeals, the Building Board of Appeals, and the Design Advisory Committee.

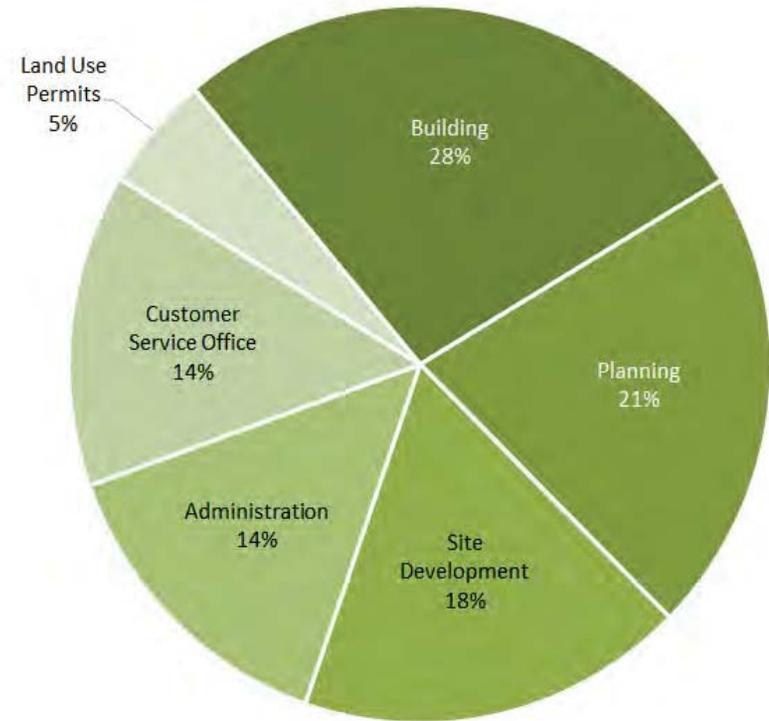
To provide the public with efficient, timely service that is responsive and effective in guiding development to protect our unique resources and environment; provide livable neighborhoods that are compatible to their adjacent communities; provide a community that is responsive to the residents' social, economic, cultural, and recreational needs; and ensure the health and safety of our residents.

Mission Statement

Funding Sources¹



Funding Uses



	Staffing					
	Revenues (\$ millions)	Operating Expenditures (\$ millions)	Total Authorized FTE	Total Vacant FTE	Cost Per FTE ²	Overtime Expenditures ³
FY 2010	\$13.7	\$17.9	336.0	79.0	\$53,266	\$54,002
FY 2011	\$12.9	\$15.9	330.0	78.0	\$48,140	\$59,778
FY 2012	\$13.8	\$16.6	333.0	91.0	\$49,783	\$97,815
FY 2013	\$15.8	\$15.5	332.0	76.0	\$46,744	\$146,768
FY 2014	\$24.4	\$19.4	337.0	78.0	\$57,712	\$85,230
Change from last year	54%	25%	2%	3%	23%	-42%
Change over last 5 years	78%	9%	0.3%	-1%	8%	58%

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

Highlights

In FY 2014, the Department of Planning and Permitting's operating expenditures totaled \$19.4 million, an increase of 25% over the previous year and 9% from FY 2010. The department attributed the increase to collective bargaining, reinstatement of postponed step movements for bargaining unit 13 employees and the end of furloughs. Additionally, the department noted an increase in consultant services due to transit-oriented development (TOD) around the neighborhoods surrounding the Honolulu Rail Transit route.

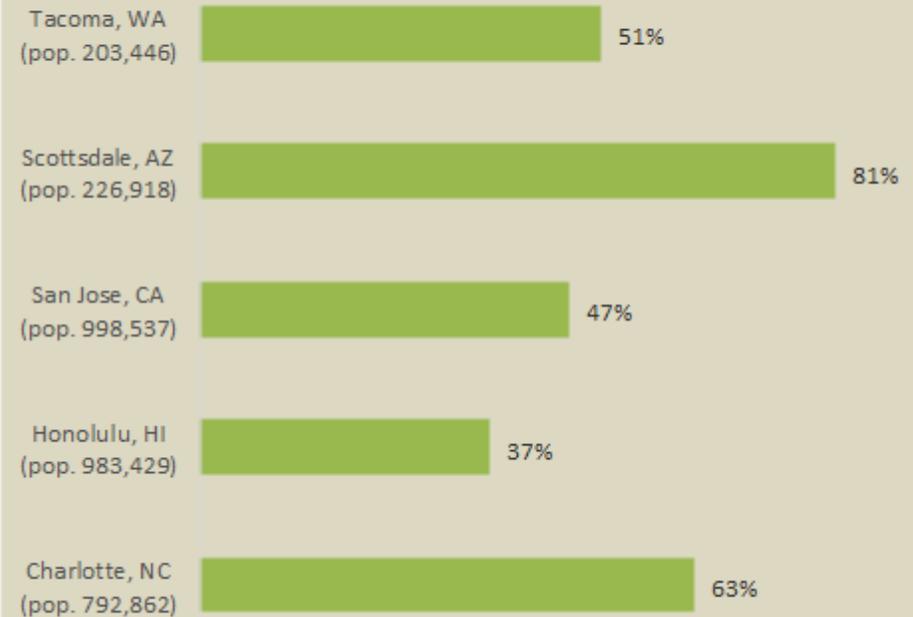
Revenues for the department totaled \$24.4 million, an increase of 54% from last year. According to DPP, the increase was due to city council ending the moratorium on solar photovoltaic permits and authorizing new and increased permit fees to recover the costs of processing the permits.

The department had 337 authorized FTE positions in FY 2014. Vacancies were 3% higher than the previous year. Overtime expenditures totaled \$85,230, a 42% decrease from last year, but a 58% increase compared to five years ago.

In the 2014 National Citizen Survey, 46% of Honolulu residents rated the overall appearance of Honolulu as *excellent* or *good*, a 4% decrease from last year. This rating is lower to the national benchmarks and similar for cities with over 300,000 residents. Among large cities, Honolulu ranked 16th out of 21 cities, equivalent to the 25th percentile for the overall appearance of Honolulu.

Residents were also asked to rate the overall built environment of Honolulu (including the overall design, buildings, parks, and transportation systems). About 37% of respondents rated the overall built environment as *excellent* or *good*, a 3% increase from last year.

National Comparisons: Overall Built Environment (% *Excellent* or *Good*)



Source: 2014 National Citizen Survey (Honolulu) and various city's websites.

	Citizen Survey (% <i>Excellent</i> or <i>Good</i>)	
	Overall Appearance of Honolulu	Overall Built Environment of Honolulu (Including Overall Design, Buildings, Parks and Transportation Systems)
2010	52%	--
2011	53%	--
2012	54%	--
2013	50%	34%
2014	46%	37%
Change from last year	-4%	3%
Change over last 5 years	-6%	--

Source: 2010—2014 National Citizen Survey (Honolulu)

Administration plans, directs, and coordinates department activities including personnel management, budget preparation and fiscal management. It is also responsible for administering the Honolulu Land Information System (HoLIS) and the city's Geographic Information System (GIS). These programs relate to DPP's goals to: provide a comprehensive and integrated information source of geographic information systems; and improve the city's operational services.

HoLIS manages the GIS and oversees the operations that maintain, protect, store, and utilize geospatial data related to citywide programs and projects. It also maintains, edits, and updates the city's multipurpose cadastre¹ and land records base maps.

HoLIS' operating expenditures were \$1.6 million in FY 2014, a 10% increase over the past five years.



During FY 2014, the division created new web applications for mapping the TOD areas and the new TOD zoning maps for Waipahu. These applications were publicized through outreach

and social media. The division also added new features and advanced capabilities to the city's GIS website which included maps that displayed bike routes and road repavements.

HoLIS maintains HonLINE, the city's web-based permitting program that enables users to apply, pay, and print city building permits for single family, solar, electrical, plumbing, air conditioning, photovoltaic, and fence work entirely online. In FY 2014, internet HonLINE permits issued decreased 26% from 16,737 in FY 2013 to 12,428 in FY 2014 but increased nearly 287% from five years ago. According to the division, a large percentage of photovoltaic permits are still being issued which explains the increase over the past five years. The division noted that other permit types available online have increased as well.

In FY 2014, DPP received the 2013 Computronix Customer Innovation Award in *Best Use of Technology* category for the implementation of its online permitting application.

Total GIS work orders completed increased 37% from FY 2010 to FY 2014.

	Operating Expenditures (\$ millions)		Honolulu Land Information System (HoLIS)					Internet (HonLINE) Permits Issued	Total Visits to GIS Website
	Administration	Honolulu Land Information System	Total GIS Work Orders Completed	Total GIS Data Maintenance Jobs	Total Maps and Exhibits Prepared	Total New POSSE Permit Jobs Created			
FY 2010	\$2.3	\$1.4	371	333	553	79,420	3,209	238,568	
FY 2011	\$2.2	\$1.3	368	1,295	290	83,652	3,702	313,411	
FY 2012	\$2.4	\$1.0	365	1,667	394	102,815	6,419	362,500	
FY 2013	\$2.3	\$1.3	601	1,572	129	135,090	16,737	395,200	
FY 2014	\$2.8	\$1.6	507	1,300	380	121,040	12,428	671,344	
Change from last year	21%	25%	-16%	-17%	195%	-10%	-26%	70%	
Change over last 5 years	21%	10%	37%	290%	-31%	52%	287%	181%	

Source: Department of Budget and Fiscal Services and Department of Planning and Permitting.¹Cadastre is defined as an official register of the quantity, value, and ownership of real estate used in apportioning taxes.

Administration and Building

Total maps and exhibits prepared increased 195% from last year. The department noted that it was due to the increase in the number of projects that requested hard copy map products, e.g. maps for street rehabilitation meetings and zoning changes.

Total GIS website hits increased 70% from FY 2013 to FY 2014. According to the division, the demand for GIS services continue to grow and many more people are using the site to begin their property and land use research.

Building

The Building Division is responsible for administering and enforcing building, electrical, plumbing, building energy efficiency, and housing codes. The division also reviews permit applications, plans, and specifications for building, relocation, and sign permits. Additionally, it inspects buildings, structures, sidewalks, and driveways under construction for compliance with approved plans and pertinent codes.

Building and mechanical code inspections continued a downward trend since FY 2010. Total building code complaints serviced in



FY 2014 totaled 3,458, a 13% increase from FY 2013, but a decrease of 13% from five years ago.

The division reviewed 4,523 building/sign permit applications in FY 2014, which was 49% and 21% less than last year and five years ago, respectively.

	Operating Expenditures (\$ millions)	Total Building Code Complaints Serviced	Total Building Code Inspections Conducted	Total Building Code Violation Notices Issued	Total Electrical Code Inspections Conducted	Total City Photovoltaic Inspections	Total Third Party Photovoltaic Inspections ¹	Total Mechanical Code Inspections Conducted	Total Building/Sign Permit Applications Reviewed
FY 2010	\$5.5	3,970	75,071	643	31,033	1,064	-	30,209	5,699
FY 2011	\$4.8	3,821	66,788	582	28,535	2,544	-	30,209	5,343
FY 2012	\$5.0	3,620	65,400	480	33,355	6,312	-	27,955	6,286
FY 2013	\$4.9	3,054	63,090	429	38,232	14,790	394	23,629	8,831
FY 2014	\$5.4	3,458	61,686	536	36,676	12,013	2,272	23,399	4,523
Change from last year	8%	13%	-2%	25%	-4%	-19%	477%	-1%	-49%
Change over last 5 years	-2%	-13%	-18%	-17%	18%	1029%	--	-23%	-21%

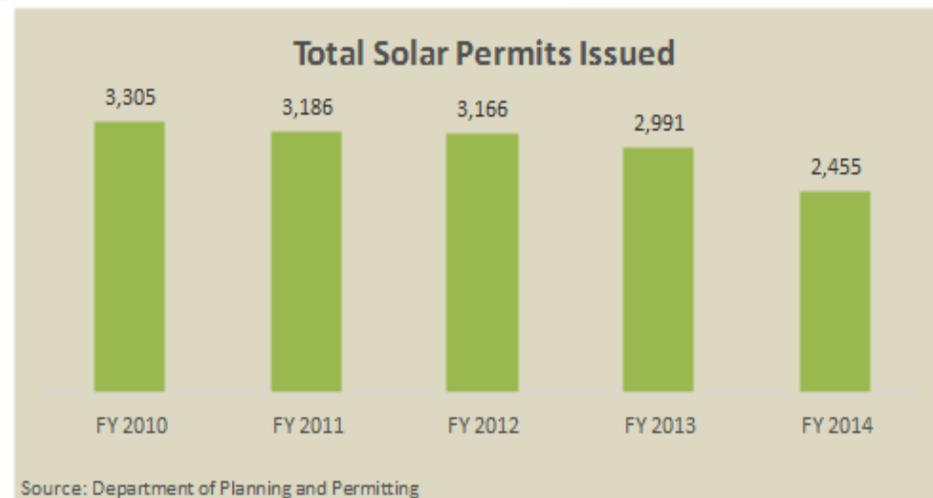
Source: Department of Budget and Fiscal Services, Department of Planning and Permitting. ¹Third Party Photovoltaic inspections began with the adoption of Ordinance 12-38 on December 12, 2012.

The Customer Service Office (CSO) operates the consolidated permit counter, which handles customer inquiries, processes minor permits, receives permit applications, and collects permit fees. CSO also maintains the department’s various historical and current property and permit records. Additionally, it processes complaints and inspects existing buildings, structures, vacant lots, and sidewalks to address unsafe and substandard conditions.

In FY 2014, total sidewalks inspected decreased 10% from FY 2013 because there were fewer sidewalk complaints. CSO noted that inspectors spent more time addressing the increased number of Transient Vacation Rental complaints received during the fiscal year.

In FY 2014, total vacant lots inspected was 252, a 48% increase from last year. CSO attributed the increase to media attention on the Kawamoto/blighted property bill.¹ The department received more complaints on vacant lot overgrowth investigations along with littered and blighted properties.

CSO issued 23,391 building permits in FY 2014. This was 24% less than the number of building permits issued from last year. According



to CSO, photovoltaic system permits issued was approximately 7,000 less which explains the significant decrease in building permits.

Total solar permits issued has been declining over the past five years. The department reported that this declining trend is most likely due to the current fees, saturation in areas, and non-approvals from HECO for net metering.

	Operating Expenditures (\$ millions)	Total Sidewalks Inspected	Total Vacant Lots Inspected	Total Housing Units with Housing Code Deficiencies Found	Total Building Permits Issued	Total Solar Permits Issued	Citizen Survey (% Excellent or Good)
FY 2010	\$3.1	2,600	145	235	14,248	3,305	65%
FY 2011	\$2.6	3,747	170	280	15,631	3,186	60%
FY 2012	\$2.6	3,140	151	239	21,947	3,166	63%
FY 2013	\$2.5	3,747	170	369	30,882	2,991	37%
FY 2014	\$2.8	3,380	252	400	23,391	2,455	43%
Change from last year	9%	-10%	48%	8%	-24%	-18%	6%
Change over last 5 years	-11%	30%	74%	70%	64%	-26%	-22%

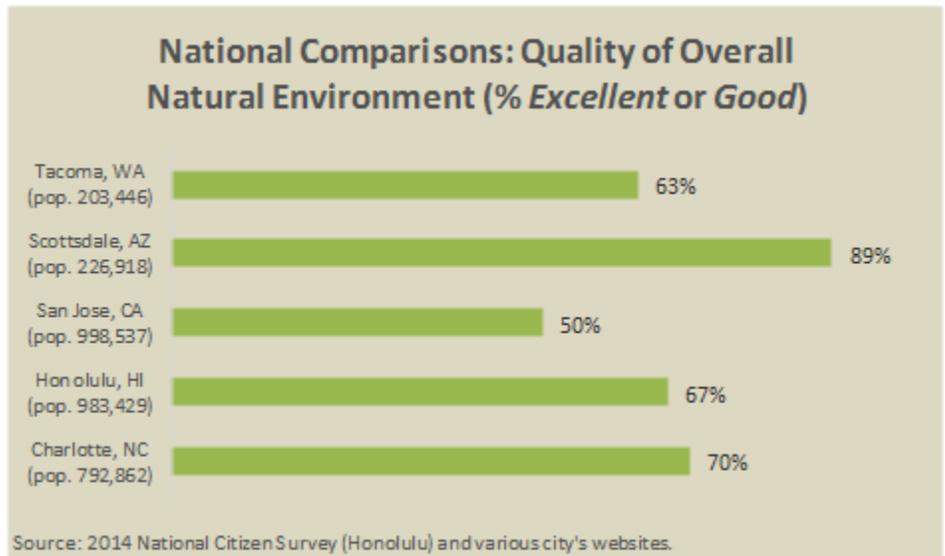
Source: Department of Budget and Fiscal Services, Department of Planning and Permitting, and 2014 National Citizen Survey (Honolulu). ¹Relating to the Disposal of Weeds, Garbage, Trash and Waste From Property, Bill 3 (2013)

Land Use Permits

Land Use Permits Division (LUPD) administers the Land Use Ordinances (LUO) and all regulations pertaining to land use within the City and County of Honolulu. The division reviews and prepares amendments to the LUO and processes all LUO regulated land use permits. It also administers the special management area and shoreline setback ordinances and processes all required special management area permits, including setback variances and permits for minor shoreline structures.

Special design district applications reviewed showed a declining trend from FY 2010 to FY 2012, but increased in FY 2013 and FY 2014. LUPD explained that the development/redevelopment activities in Waikiki have contributed to this rising trend. LUPD expects these activities to continue or even increase slightly from FY 2014 into FY 2015. LUPD also anticipates the establishment of a new special district for TOD, which is likely to increase special design district permit processing activities.

The number of environmental assessments/impact statements revised increased nearly 150% from the previous year. LUPD explained that the increase was due to the activities related to Waikiki redevelopment, special management area (SMA)



development, and shoreline lots development within the shoreline setback area.

Number of waivers granted exhibited a downward trend since FY 2010, but increased in FY 2013 and FY 2014. LUPD noted that this was due to cyclical industry upgrades to existing cellular and wireless telecommunications installations, and photovoltaic solar farm installations on O`ahu.

	Operating Expenditures (\$ millions)	Total Special Design District Applications Reviewed	Total Zoning Variances Reviewed	Total Environmental Assessments/ Impact Statements Revised	Number of Waivers Granted	Number of Conditional Use Permits (Minor/Major)	Citizen Survey (% Excellent or Good)	
							Quality of Overall Natural Environment in Honolulu	Preservation of Natural Areas
FY 2010	\$1.3	98	36	25	75	101	67%	39%
FY 2011	\$1.1	86	31	21	65	96	67%	49%
FY 2012	\$1.1	85	35	20	55	102	71%	39%
FY 2013	\$1.0	106	30	8	77	121	65%	31%
FY 2014	\$1.0	110	35	20	80	120	67%	48%
Change from last year	6%	4%	17%	150%	4%	-1%	2%	17%
Change over last 5 years	-19%	12%	-3%	-20%	7%	19%	0%	9%

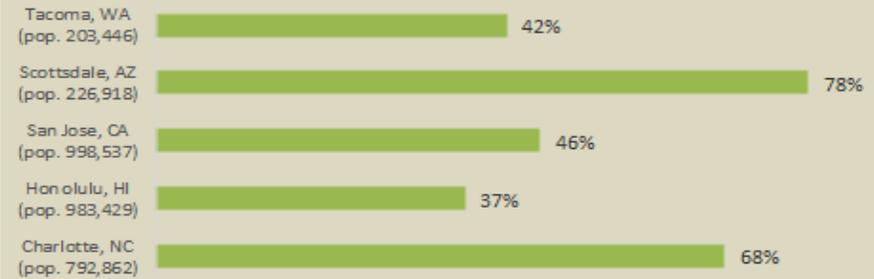
Source: Department of Budget and Fiscal Services, Department of Planning and Permitting, and 2014 National Citizen Survey (Honolulu).

Planning is responsible for preparing, evaluating, and revising the *O`ahu General Plan* and nine long-range regional development plans. The division is responsible for developing transit-oriented development plans, which support the DPP and the mayor's transportation priorities. It also processes applications for public infrastructure map amendments, zone changes and state special use permits; and monitors compliance with unilateral agreement conditions associated with zone changes, including affordable housing requirements.

The division's operating expenditures totaled \$4.1 million, a 143% increase from last year. According to the division, the increase was due to growth in the TOD program.

In FY 2014, DPP's TOD program presented the draft neighborhood TOD plans and implementation strategy at the November 2013 TOD Symposium. Draft TOD plans were completed for 14 of the 21 station areas, including East Kapolei, Waipahu, Aiea-Pearl City, Kalihi and downtown Honolulu, with the Ala Moana neighborhood nearing completion. According to DPP, the division is working with several other city departments in a TOD sub-cabinet on implementation strategies, financial tools, and key catalytic projects. City Council

National Comparisons: Overall Quality of New Development (% Excellent or Good)



Source: 2014 National Citizen Survey (Honolulu) and various city's websites.

funded planning work for revitalization of the Kapalama Canal area, mixed-use development and a bus transfer station at the Pearlridge station and redevelopment of the Blaisdell Center.



Crowds gathered at the "pop up" main street at the 2014 Transit-Oriented Development Symposium

Photo Courtesy of the Department of Planning and Permitting

	Operating Expenditures (\$ millions)	Total Zone Change Applications Reviewed	Total Environmental Assessments/ Impact Statements Reviewed	Total Unilateral Agreement Permit Reviewed	Citizen Survey (% Excellent or Good)	
					Quality of New Development in Honolulu	Land Use, Planning, and Zoning
FY 2010	\$2.4	8	41	251	39%	21%
FY 2011	\$2.3	6	21	268	39%	29%
FY 2012	\$2.3	4	25	278	40%	24%
FY 2013	\$1.7	11	31	306	29%	16%
FY 2014	\$4.1	14	35	246	37%	16%
Change from last year	143%	27%	13%	-20%	8%	0%
Change over last 5 years	72%	75%	-15%	-2%	-2%	-5%

Source: Department of Budget and Fiscal Services, Department of Planning and Permitting, and 2014 National Citizen Survey (Honolulu).

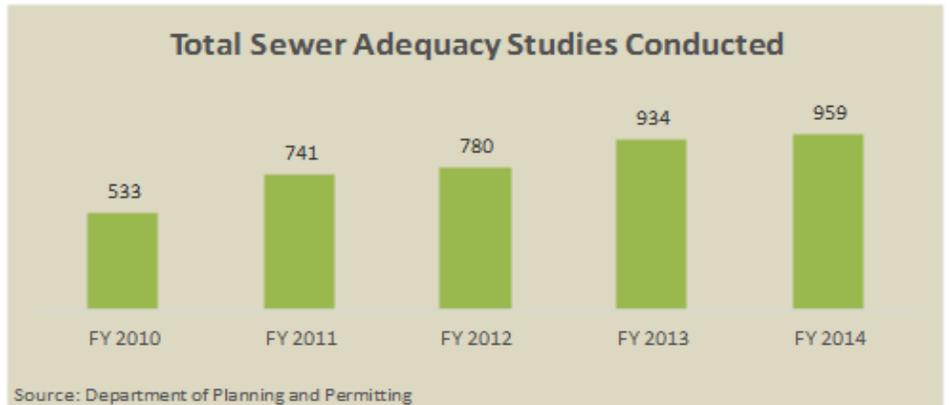
Site Development

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

The number of grading permits issued has been declining since FY 2010. The division explained that the downturn of the local and national economy contributed to this trend. However, the division expects to see a rising trend due to signs of better economic conditions, continued low interest rates, transition of major projects (such as Koa Ridge, Hoopili, Makaiwa Hills, Kapolei West, and Kapolei Harbor Side) from planning to design and construction, and the demand for more affordable housing.

The number of non-permit related major complaints increased 15% over last year. The division noted the public has been more active in participating in matters that affect communities.

Sewer adequacy studies and sewer connection permits typically are early lead items that occur before developers and property owners



submit construction plans. In FY 2014, the division conducted 959 sewer adequacy studies, an increase of 3% from FY 2013 and nearly 80% from FY 2010. According to the division, the higher counts of sewer adequacy studies suggest that developments on O`ahu have been primarily concentrated in older sewer areas. Additionally, the division noted that there has been a growing movement by realtors and prospective developers to obtain wastewater capacity information as part of due diligence before selling or purchasing properties in older sewer areas. This movement has led to increasing staff workload related to responding to inquiries and making more adequacy studies.

	Operating Expenditures (\$ millions)	Total Construction Plans Reviewed	Total Grading Permits Issued	Total Grading Permit Inspections Conducted	Major Complaints Investigated/ Reports Prepared Non-Permit Related ¹	Total Sewer Adequacy Studies Conducted	Total Sewer Connection Permits Issued
FY 2010	\$3.4	1,372	697	19,439	2,431	533	533
FY 2011	\$3.0	1,381	687	19,468	1,633	741	443
FY 2012	\$3.2	1,452	664	21,234	1,543	780	544
FY 2013	\$3.1	1,347	628	24,516	1,387	934	523
FY 2014	\$3.5	1,403	587	25,036	1,593	959	474
Change from last year	11%	4%	-7%	2%	15%	3%	-9%
Change over last 5 years	1%	2%	-16%	29%	-34%	80%	-11%

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

20

Honolulu Police Department

Chapter 20 Honolulu Police Department

The Honolulu Police Department (HPD) is the primary law enforcement agency for the City and County of Honolulu. HPD is responsible for preserving public peace; preventing crime; and detecting and apprehending law offenders. It protects the rights of persons and property, and enforces and prevents violations of federal and state laws, and city ordinances and regulations.

The department's mission is to provide excellent service through partnerships that build trust, reduce crime, create a safe environment, and enhance the quality of life. In FY 2014 HPD initiated and participated in 29 Project CLEAN events with various community groups throughout O`ahu. The project is in its third year and continues to successfully encourage and maintain strong community partnerships, increase neighborhood pride, and discourage crime.

The Honolulu Police Commission appoints the Chief of Police, provides oversight of HPD's policies, goals and objectives and ensures public trust through its investigations of police conduct. The Chief of Police directs the operation and administration of the department. The department has several bureaus and divisions including Central and Regional Patrol, Special Field Operations, Investigative, and Support Services. Other divisions are Community Affairs, Narcotics and Vice, Communications, and Major Events. The department is accredited by the Commission on Accreditation for Law Enforcement Agencies, Inc. HPD's Scientific Investigation Section's Trace Evidence Analysis and Questioned Document Examination Units are also accredited in conformance with International Organization for Standardization standards.

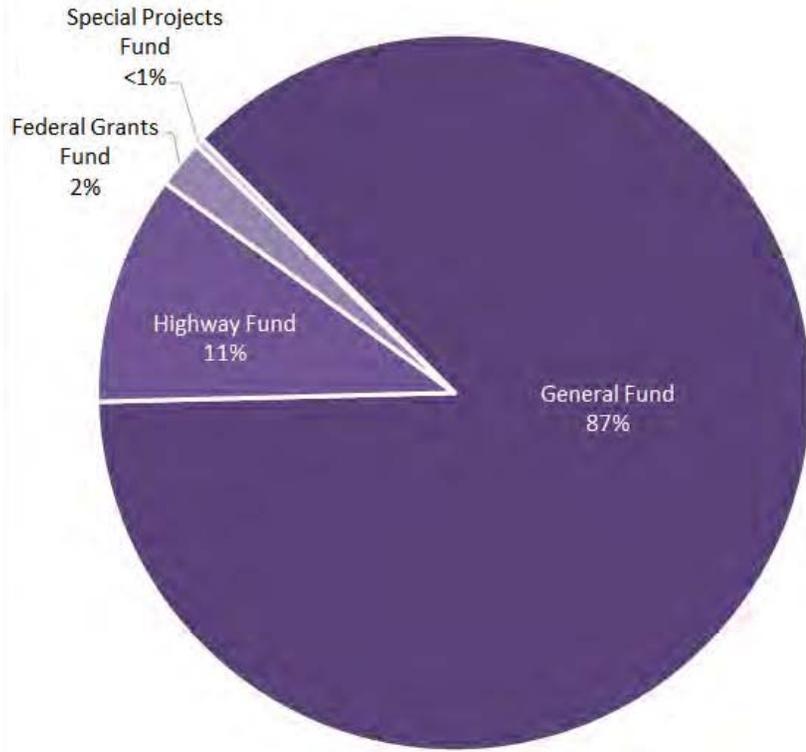
During FY 2014, the HPD partnered with local television station KHON2 to air public service messages and provide pertinent information to the public. *Ask HPD* is aired every Wednesday on KHON2's morning show *Wake Up 2day*. The public can send their questions to the HPD via Facebook, Twitter, Google+, or Instagram web sites. Questions can also be electronically mailed directly to the HPD at askhpd@honolulu.org.

In FY 2014, the HPD expanded its reach on the Internet with links from HPD's website to other social media sites, such as Facebook, Twitter, Google+, and Foursquare. The HPD recognizes that the Internet is a powerful tool to utilize in the fight against crime.

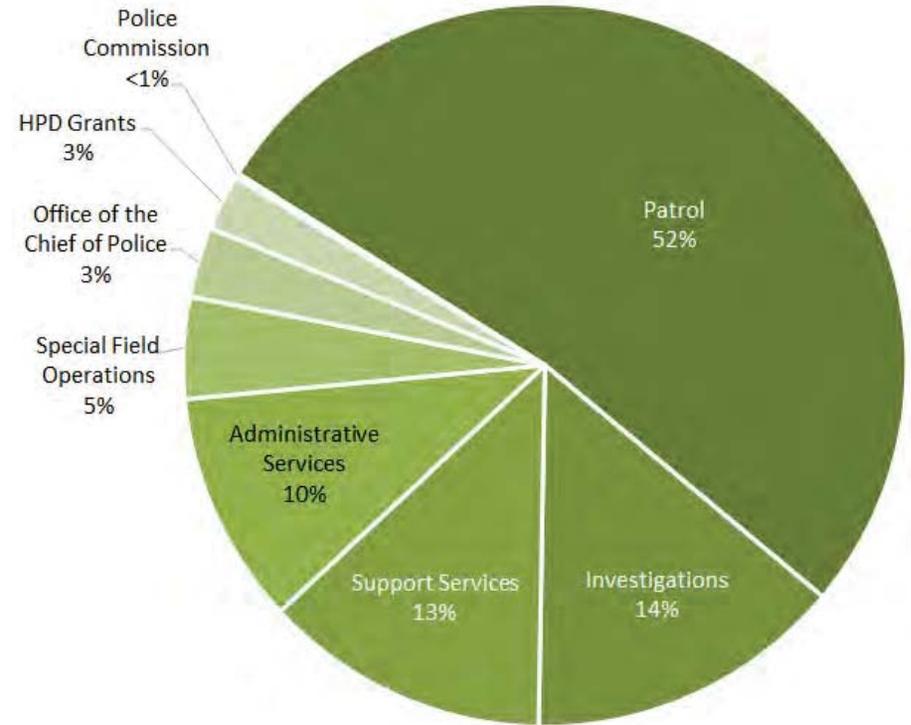
To provide excellent service through partnerships that build trust, reduce crime, create a safe environment, and enhance the quality of life.

Mission Statement

Funding Sources¹



Funding Uses¹



Operating Expenditures (\$ millions)

	Total Expenditures	Police Commission	Office of the Chief of Police	Administrative Bureau	Central and Regional Patrol	Investigative Bureau	Special Field Operations	Support Services Bureau
FY 2010	\$216.3	\$0.5	\$7.5	\$22.0	\$111.1	\$26.7	\$23.4	\$25.0
FY 2011	\$227.3	\$0.5	\$6.8	\$21.2	\$117.5	\$27.8	\$23.8	\$25.0
FY 2012	\$231.2	\$0.4	\$6.9	\$28.9	\$111.4	\$27.9	\$24.2	\$24.8
FY 2013	\$226.2	\$0.4	\$7.6	\$27.9	\$121.3	\$32.0	\$10.6	\$26.4
FY 2014	\$241.3	\$0.5	\$7.6	\$31.2	\$125.9	\$34.3	\$11.0	\$30.9
Change from last year	7%	15%	0%	12%	4%	7%	4%	17%
Change over last 5 years	12%	-4%	1%	41%	13%	28%	-53%	23%

Source: Department of Budget and Fiscal Services. ¹Percentages do not total 100% due to rounding.

Spending and Staffing

In FY 2014, the department's total expenditures were \$241.3 million, an increase of 12% compared to \$216.3 million in FY 2010. Over the past five years, revenues, comprised of intergovernmental revenue, service charges, licenses, permits, fines and forfeitures, have increased 3%, from \$13.5 million in FY 2010 to \$13.9 million in FY 2014. According to HPD, the increase in revenues is due to grant reimbursements made after fiscal year expenditures. However, the majority of revenue comes from the parking meter collections and alarm tracking fees and fines.

Overtime expenditures in FY 2014 of \$19.1 million increased 10% over the past five years while it decreased 6% from last year's total of \$20.3 million. According to HPD, the decrease in overtime expenditures was due to strategies implemented through its commanders to streamline and consolidate operation functions that resulted in cost savings.

Authorized department staffing consists of uniformed and civilian personnel. In FY 2014, HPD had an authorized 2,730 FTE which has been relatively stable over the past 5 years. Vacant FTEs decreased 23% from 318 FTE in FY 2013 to 244 FTE in FY 2014. The department

stated that FY 2011 through FY 2013 were higher than normal because of the Asian Pacific Economic Cooperation (APEC) and retirements.

When programs are built together by the police and community, they enable residents and law enforcement to communicate, collaborate, and work together to build safer, more caring communities. As a result, there is a better exchange of information, and the public gains a better understanding of law enforcement.

HPD participates in several social media platforms in an effort to support these community-building efforts. By the end of 2014 the department had many followers: 19,928 on Facebook; 9,874 on Twitter; 1,210 on Instagram; 18,579 on Nixle; and 131,869 views on YouTube.



Photo courtesy of the Honolulu Police Department

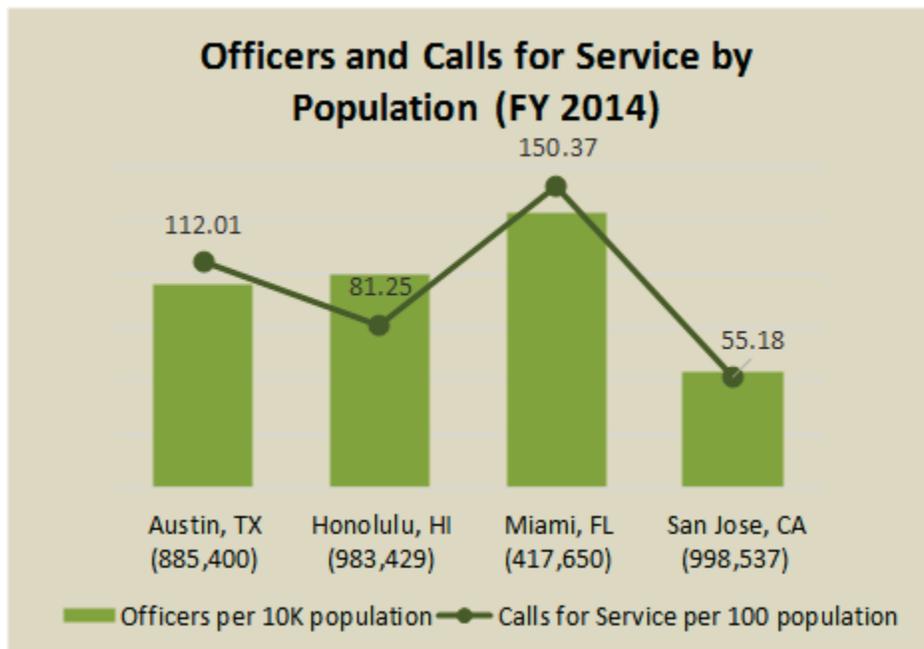
	Revenues (\$ millions)	Staffing (FTE) ¹				Overtime Expenditures ²		
		Total Authorized FTE ³	Total Filled FTE	Staffing Level	Vacant FTE	Cost Per FTE	Total (\$ millions)	Non-Holiday (\$ millions)
FY 2010	\$13.5	2,730	2,488	91.1%	242	\$79,215	\$17.5	\$12.4
FY 2011	\$11.5	2,730	2,431	89.0%	299	\$83,265	\$19.2	\$13.5
FY 2012	\$15.4	2,730	2,413	88.4%	317	\$84,690	\$18.6	\$13.6
FY 2013	\$14.7	2,717	2,399	88.3%	318	\$83,269	\$20.3	\$15.0
FY 2014	\$13.9	2,730	2,486	91.1%	244	\$88,371	\$19.1	\$14.4
Change from last year	-5%	0.5%	4%	3%	-23%	6%	-6%	-4%
Change over last 5 years	3%	0%	0%	0%	1%	12%	10%	16%

Source: Honolulu Police Department. ¹Does not include reserve officers in the total authorized staffing, as one reserve officer is equivalent to one-eighth of a FTE. ²Overtime pay is established by bargaining unit agreement, as applicable. ³Authorized staffing is determined by budget while actual staffing varies based on service separations and hiring.

The Communications Division is Honolulu’s primary public safety answering point (PSAP), receiving all 911 calls for police, fire and emergency medical services, as well as poison control and the suicide crisis center. The Enhanced 9-1-1 (E911) section routes these calls to appropriate agencies. In FY 2014, there were a total of 976,411 calls for service. Of the total calls, 799,074 were for the police and of those, 544,762 resulted in dispatch. Officers are dispatched to a wide range of service calls. These include, but are not limited to:

- Burglaries
- Traffic hazards
- Parking violations
- Medical emergencies
- Fires
- Arguments
- Alarms
- Protective orders
- Motor vehicle accidents

The division also serves as both the O`ahu Warning Point and the Alternate Hawai`i State Warning Point for civil defense emergencies, which include natural and man-made disasters, such as tsunamis, tropical cyclones, flash floods, and enemy or terrorist attacks.



Source: City and County of Honolulu Police Department, City of Austin Police Department, City of Miami Police Department, City of San Jose Police Department, U.S. Census Bureau Quickfacts, and FBI 2013 Uniform Crime Report .

	Calls for Service				
	HPD Calls for 911 Service ¹	Calls Resulting in Dispatch	Priority 1 Calls	Priority 2 Calls	False Alarms
FY 2010	684,595	546,870	184,281	362,589	26,710
FY 2011	682,696	543,018	188,205	354,813	27,338
FY 2012	753,520	537,882	192,198	345,684	29,126
FY 2013	735,008	539,515	192,197	347,318	30,517
FY 2014	799,074	544,762	187,227	357,535	30,984
Change from last year	9%	1%	-3%	3%	2%
Change over last 5 years	17%	0%	2%	-1%	16%

Source: Honolulu Police Department. ¹Calls for service include emergency and non-emergency calls.

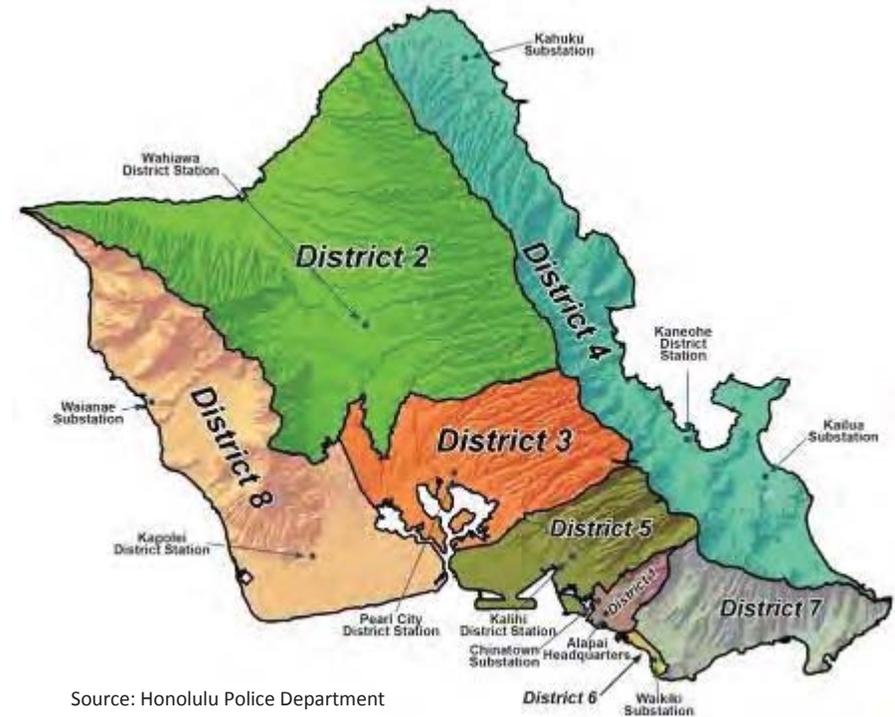
Calls for Service

Over the past five years, the average response time for Priority 1 calls has steadily increased a total of 0.20 minutes from 7.13 minutes in FY 2010 to 7.33 minutes in FY 2014. Priority 1 calls include emergencies and in-progress cases. The average response time for Priority 2 calls increased 0.07 minutes from 11.96 in FY 2010 to 12.03 minutes in FY 2014. Priority 2 calls include forgery, fraud, vandalism, weapons, prostitution, drugs, gambling, driving while intoxicated, etc.

Hawai'i's Enhanced 911 Board allocated \$2.7 million for the project to update location and mapping data for the HPD and the civilian Public Safety Answering Points on O'ahu. The federal mandated updates include better geographic and mapping data to aid in reducing response times. This project is ongoing and is anticipated to be completed in 2016.

The HPD completed installation of the Intrado VIPER system, the department's Next Generation 911 system. The new system is an Internet Protocol-based network that will allow the HPD to service incoming 911 calls via text message, photograph, and video stream.

Map of O'ahu Police Districts and Police Stations



	Priority 1 Average Response (minutes) ¹	Priority 2 Average Response (minutes) ¹
FY 2010	7.13	11.96
FY 2011	7.14	12.05
FY 2012	7.14	11.96
FY 2013	7.24	12.24
FY 2014	7.33	12.03
Change from last year	1%	-2%
Change over last 5 years	3%	1%

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

Police data for reporting Part 1 and Part 2 offenses are in accordance with the FBI Uniform Crime Reporting (FBI-UCR) guidelines.¹ Over the last five years, HPD’s digital forensics examiners have seen its workloads increase. The department attributes this to the increase in computer use in general and, more specifically, the increase in the use of social media by the public.

By engaging the public, CrimeStoppers Honolulu assists the HPD’s efforts to identify offenders, locate wanted persons, and recover stolen or illegal items. In FY 2014, CrimeStoppers Honolulu received 553 tips that assisted in 77 arrests and the closure of 136 cases. This networking has been expanded to social media, which posts information relating to unsolved crimes, missing persons, bank crimes, sex offenders, school programs, and other topics of interest.

In FY 2014, 88% of Honolulu residents reported that they are *very* or *somewhat safe* in their neighborhoods during the day, while 66% reported feeling *very* or *somewhat safe* in downtown Honolulu during the day. The ratings for neighborhood safety and downtown



safety are similar to the benchmark for jurisdictions with populations over 300,000, but both are lower than FY 2013 (93% and 71% respectively).

	Actual Offenses ²			Arrests ²			Clearance Rates for Part 1 Offenses			
	Part 1 Offenses	Part 2 Offenses	Total Offenses	Adult Arrests	Juvenile Arrests	Total Arrests	Homicide	Rape	Robbery	Larceny Theft
FY 2010	36,168	61,942	98,110	32,074	8,247	40,321	93.3%	55.3%	25.8%	14.9%
FY 2011	33,233	58,723	91,956	29,861	6,820	36,681	88.2%	48.2%	26.6%	15.6%
FY 2012 ²	32,744	58,139	90,883	30,536	6,084	36,620	72.7%	54.6%	29.5%	16.2%
FY 2013 ³	33,400	56,648	90,048	29,522	5,698	35,220	73.3%	51.0%	30.7%	15.2%
FY 2014	----- Crime Data Not Yet Available ⁴ -----									

Change from last year

Change over last 5 years

Source: Honolulu Police Department. ¹The department complies with FBI Uniform Crime Reporting guidelines in reporting Part 1 and Part 2 offenses. Part 1 includes murder, forcible rape, robbery, aggravated assault, burglary, larceny-theft, motor vehicle theft, and arson. Part 2 includes all other offenses, such as other assaults, forgery, fraud, vandalism, weapons, prostitutions, other sex offenses, drug crimes, gambling, family offenses, liquor laws, driving while intoxicated, and disorderly conduct. ²Estimated. Data reported for the period between July 2012 to December 2012; January 2013 to June 2013 data are unavailable. ³Data provided are the actual numbers. Previous FY 2012 numbers were estimated. ⁴Data not available at time of publication.

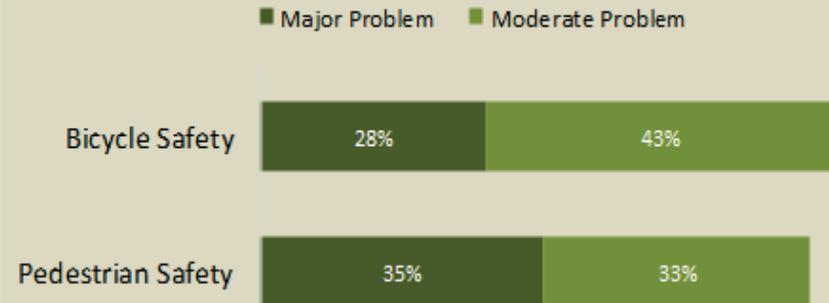
Traffic Services

Traffic Services is responsible for promoting the safe and efficient movement of traffic on the public roadways through educational programs; traffic management; enforcement of traffic laws; and investigating death and critical injury collisions and felony traffic crimes.



Photo Courtesy of the Honolulu Police Department

To what degree are the following problems in Honolulu?



Source: 2014 National Citizen Survey (Honolulu)

The HPD continued its Safer Roads Campaign, which is an ongoing effort by the department and community groups to reduce the rate and severity of traffic collisions. Efforts to deter hazardous driving ranged from speed enforcement in affected corridors to monitoring places where racers congregate. In FY 2014 the total fatalities decreased 14% from a total of 63 in FY 2013 to 54 in FY 2014, and those with critical injuries decreased 37% from 43 in FY 2013 to 27 in FY 2014.

	Death and Serious Injury			Motor Vehicle Collisions				Enforcement			Citizen Survey
	Fatalities	Critical Injury	Failure to Render Aid ¹	Major ²	Minor	Non-Traffic	Total	OVUII Arrests ³	Moving Citations	Hands-Free Law Violations	Traffic Enforcement (% Excellent or Good)
FY 2010	54	45	24	5,005	16,579	7,320	28,904	4,056	114,807	7,612	40%
FY 2011	58	33	25	5,320	16,576	7,663	29,559	4,193	121,976	11,198	42%
FY 2012	55	45	9	5,152	16,842	7,979	29,973	4,407	116,251	15,165	35%
FY 2013	63	43	8	5,108	17,360	7,597	30,065	4,277	119,672	13,586	33%
FY 2014	54	27	10	6,560	18,627	6,195	31,382	4,742	110,721	6,786	34%
Change from last year	-14%	-37%	25%	28%	7%	-18%	4%	11%	-7%	-50%	1%
Change over last 5 years	0%	-40%	-58%	31%	12%	-15%	9%	17%	-4%	-11%	-6%

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

The 2014 National Citizen Survey revealed that safety is one of the three most important facets of community to the residents of Honolulu. A majority of residents (66%) rated their overall feeling of safety in Honolulu as *excellent or good*. Honolulu's ratings were *lower* than national benchmarks, but *similar* to cities with over 300,000 residents.

In FY 2014, 52% of the respondents rated police services as *excellent or good*, which was a decrease of 12% over the last five years. Ratings for crime prevention services as *excellent or good* increased 5% from 37% in FY 2013 to 42% in FY 2014.

About 87% of residents reported that no one in their household was a victim of crime in the past year, compared to 82% in FY 2013, and 74% of respondents did not report a crime to the police. Both ratings were *similar* to jurisdictions with populations over 300,000.

A total of 81% of residents stated that it was *essential or very important* to reduce drug activity in residential neighborhoods. Nearly as many residents (79%) also responded that it was *essential or very important* to them that the issue of reducing property crimes in residential neighborhoods is addressed.



Photo Courtesy of the Honolulu Police Department

	Citizen Survey				
	Overall Feeling of Safety in Honolulu	(% Very or Somewhat Safe)		(% Excellent or Good)	
		Safety in Your Neighborhood During the Day	Safety in Honolulu's Downtown Area During the Day	Police Services	Crime Prevention
FY 2010	-	89%	71%	64%	44%
FY 2011	-	87%	66%	63%	42%
FY 2012	-	92%	68%	64%	42%
FY 2013	64%	93%	71%	53%	37%
FY 2014	66%	88%	66%	52%	42%
Change from last year	2%	-5%	-5%	-1%	5%
Change over last 5 years	--	-1%	-5%	-12%	-2%

Source: The 2014 National Citizen Survey (Honolulu)

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21

Department of the Prosecuting Attorney

Chapter 21 Department of the Prosecuting Attorney

The Department of the Prosecuting Attorney (PAT) investigates and prosecutes violations of statutes, ordinances and regulations for which there are criminal sanctions occurring within the City and County of Honolulu. The department also represents the people and the State of Hawai'i in criminal proceedings in District Court, Circuit Court, and Family Court as well as appeals heard by the Hawai'i Intermediate Court of Appeals and Hawai'i Supreme Court.

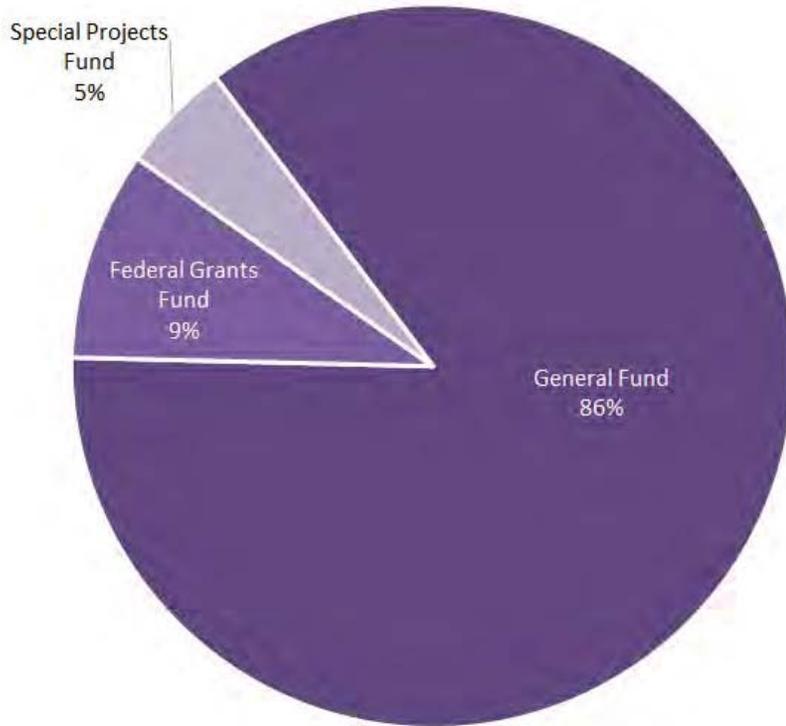
To accomplish the charter's mandate to serve and advance the general welfare and safety of city and county residents, PAT's administration has established the following mission: promote and ensure public safety and order through effective, efficient and just prosecution. PAT consists of eleven divisions:



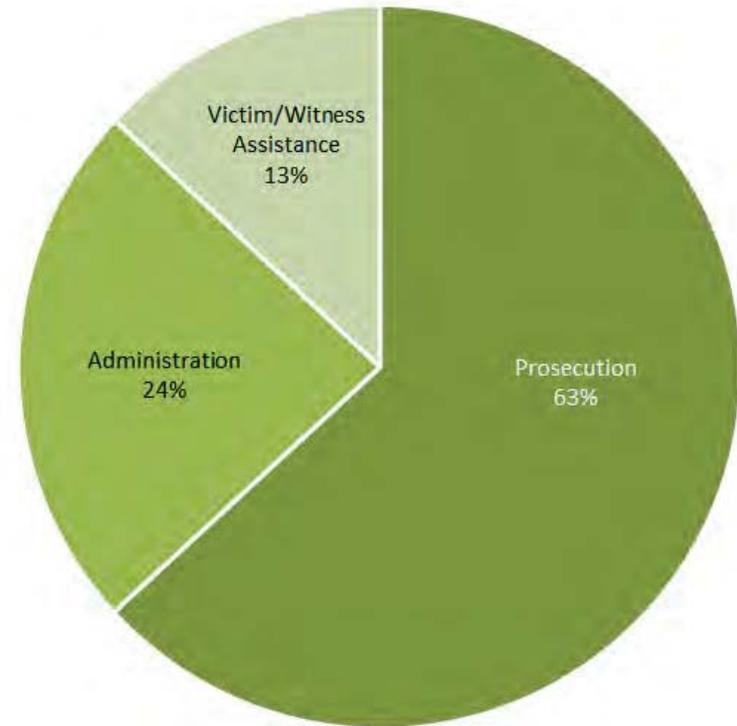
To promote and ensure public safety and order through effective, efficient and just prosecution.

Mission Statement

Funding Sources



Funding Uses



	Revenues (\$ million)	Operating Expenditures (\$ million)	Staffing			Overtime Expenditures ²	
			Authorized FTE	Vacant FTE	Cost Per FTE ¹	Total	Non-Holiday
FY 2010	\$4.2	\$21.2	287.5	49.5	\$73,734	\$8,873	\$8,743
FY 2011	\$2.4	\$17.8	287.5	57.0	\$61,978	\$10,620	\$10,360
FY 2012	\$1.6	\$17.0	287.5	57.5	\$59,136	\$11,053	\$11,053
FY 2013	\$3.8	\$20.0	288.0	49.0	\$69,522	\$17,074	\$16,776
FY 2014	\$2.6	\$19.9	289.0	46.0	\$68,901	\$14,476	\$14,061
Change from last year	-32%	-1%	<1%	-6%	-1%	-15%	-16%
Change over last 5 years	-39%	-6%	1%	-7%	-7%	63%	61%

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

Highlights

In FY 2014, the Department of the Prosecuting Attorney’s operating expenditures totaled \$19.9 million, similar to FY 2013. Compared to five years ago, expenditures decreased 6% from \$21.2 million in FY 2010 to \$19.9 million in FY 2014. Revenues decreased 32% from \$3.8 million in FY 2013 to \$2.6 million in FY 2014 because the department received less state and federal funding.

The department had 289 authorized FTE positions in FY 2014. Vacancies decreased 7% from 49 FTE positions in FY 2010 to 46 in FY 2014. According to PAT, the decrease is attributed to priority placed on filling vacant positions expeditiously.

Overtime expenditures decreased 15% from \$17,074 in FY 2013 to \$14,476 in FY 2014. PAT believes that the decrease resulted from requiring overtime to be preapproved and supervisors monitoring workload.

In FY 2014, PAT’s cost per FTE was \$68,901 which is lower than the FY 2014 budgeted cost per FTE for Austin, TX (\$107,623); Columbus, OH (\$109,553); Denver, CO (\$124,662); and San Diego County, CA (\$158,047).



New case management system, Prosecutor by Karpel (PbK)⁴ training in December 2013.

Photo Courtesy of the Department of the Prosecuting Attorney.

PAT continued to fulfill the charter’s mandate and its goal of ensuring public safety and order through effective, efficient and just prosecution. The department’s priorities continued to be elder abuse, domestic violence, sex assaults, cybercrimes, drugs, and cruelty to animals.

In FY 2014, city council funded the purchase of a 20-unit apartment that will become the Honolulu Family Justice Center. The center will consolidate services for domestic violence victims and provide long-term transitional housing.

During FY 2014, the department held three specialized training sessions in the area of prosecution: *Gunshot Wounds in Domestic Settings, Strangulation, and Cross Examination in Domestic Violence Cases.*

	Total Cases ¹			Jury Trials ¹			White Collar Crime		Copper/Metal Theft	
	Accepted	Resolved	Resolution Rate ²	Total Convictions	Total Non-Convictions ³	Elder Abuse Cases	Total Cases	Dollars Lost (\$ million)	Total Cases	Total Convictions
FY 2010	7,586	2,039	27%	86	182	84	27	-	0	0
FY 2011	7,727	2,187	28%	66	122	127	34	-	6	6
FY 2012	7,465	1,968	26%	57	109	179	16	-	7	7
FY 2013	5,914	1,897	32%	49	317	172	18	\$4.0	9	9
FY 2014	<i>Pending⁴</i>									

Source: The Department of the Prosecuting Attorney. ¹Figures above include felony cases only, no misdemeanors and traffic cases. ²Case Resolution Rate = Cases Resolved/Total Cases Accepted. ³Total jury trial non-convictions include dismissed cases, acquittals, and trials where the defendant was found not guilty. ⁴PAT is refining database search functions on its new case management system. During FY 2014, the department implemented a cloud-based case management system, *Prosecutor by Karpel (PbK)*, which stores all events on a single database and allows for cross-referencing a defendant's entire criminal history in a single search.

22

Honolulu Authority for Rapid Transportation

Chapter 22 Honolulu Authority for Rapid Transportation

The Revised Charter of the City and County of Honolulu authorizes the Honolulu Authority for Rapid Transportation (HART) to develop, operate, maintain, and expand the city's fixed guideway system. HART is a semi-autonomous government unit of the city. The HART Board of Directors is the policymaking body for the agency and appoints the Executive Director/CEO. HART's CEO provides leadership, direction and supervision of the day-to-day business activities of the agency.

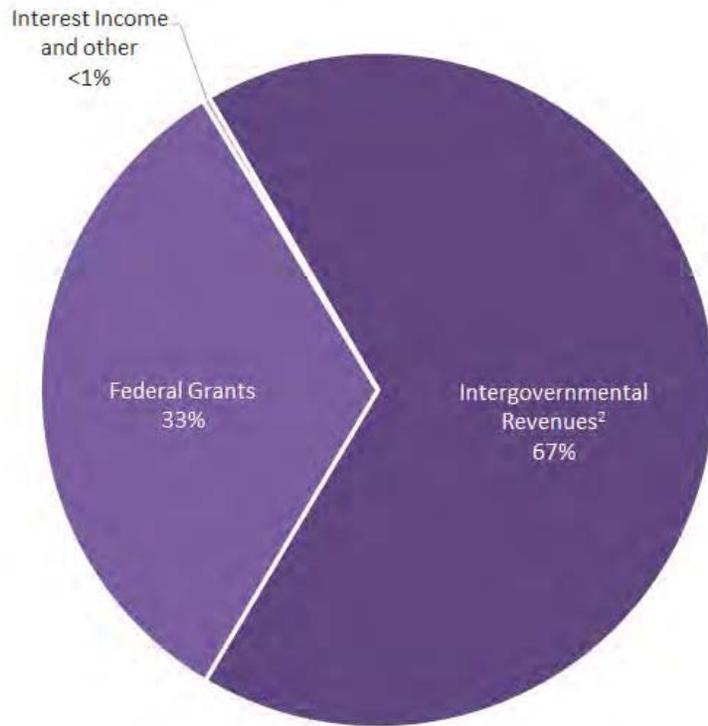
The Honolulu Rail Transit Project (H RTP) is a 20.1 mile rail transit system on O`ahu extending from East Kapolei to Ala Moana Center via the Honolulu International Airport and the downtown business district. The project includes 21 transit stations; a maintenance and storage facility; 80 light metro fully automated (driverless) rail vehicles; and 4 park-and-ride facilities at East Kapolei, UH West O`ahu, Pearl Highlands; and Aloha Stadium. The H RTP is expected to be fully integrated with fixed bus route services (TheBus). Full revenue service is projected to begin in FY 2019.

HART's activities to construct Honolulu's rail transit project on time and on budget are aligned with the mayor's priority to build rail better.

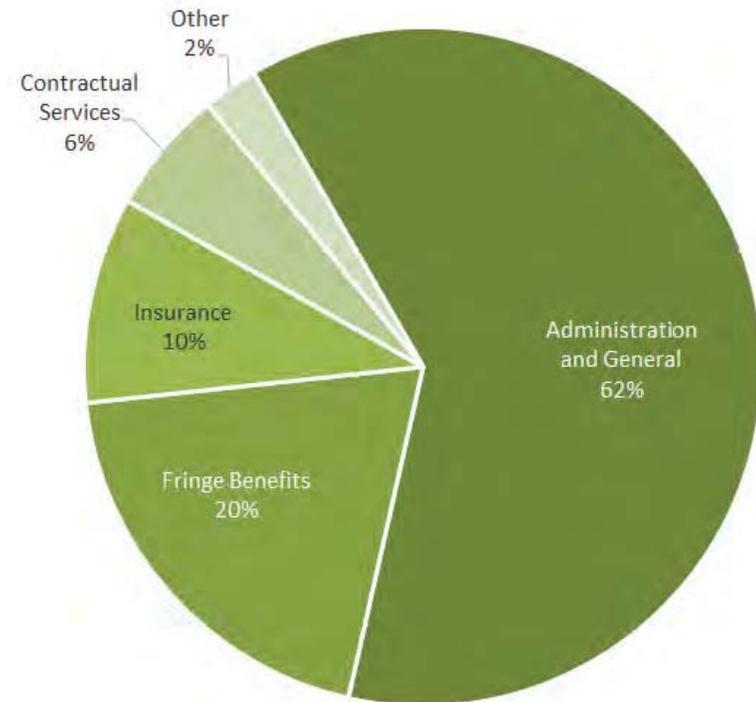


Source: Honolulu Authority for Rapid Transportation

Funding Sources¹



Funding Uses



	Operating Expenditures (\$ millions)	Staffing			Total Overtime Expenditures ⁵
		Total Authorized FTE	Total Vacant FTE	Cost Per FTE ⁴	
FY 2010	-	-	-	-	-
FY 2011 ³	-	-	-	-	-
FY 2012	\$15.9	136	49	\$116,944	\$40,617
FY 2013	\$15.4	139	21	\$110,966	\$53,978
FY 2014	\$19.4	139	13	\$139,689	\$118,204
Change from last year	26%	0%	-38%	26%	119%
Change over last 3 years	22%	2%	-73%	19%	191%

Source: Office of the City Auditor based on Honolulu Authority for Rapid Transportation Financial Statements and Independent Auditors Report (June 30, 2014 and 2013). ¹Percentages do not total 100% due to rounding. ²Intergovernmental revenues are comprised of the 0.5% surcharge on the State of Hawai'i's General Excise Tax (GET). ³HART was established on July 1, 2011. There is no data prior to this date.

⁴Cost Per FTE = Total Operating Expenditures/Total Authorized FTE. ⁵HART reports Total Overtime Expenditures only.

Spending and Staffing

FY 2014 was HART's third year of existence. HART's primary non-operating revenue sources are the 0.5% county surcharge on the State of Hawai'i's General Excise Tax (GET) and grant assistance from the U.S. Department of Transportation's Federal Transit Administration (FTA). In FY 2014 HART recognized \$218,390,853 from the GET county surcharge and \$107,116,948 from the FTA grant assistance.

HART Organization, Staffing, and Initiatives

In FY 2014, HART had 139 authorized FTE positions. Vacancies decreased 73% from 49 in FY 2012 to 13 in FY 2014. Over the past 3 years, overtime has increased 191%, from \$40,617 in FY 2012 to \$118,204 in FY 2014. The staffing level is designed to ensure that HART has the technical capacity and capability to manage the implementation of the H RTP and meet the requirements of the FTA for managing major New Starts projects.

Litigation Matters

Construction on the rail project was temporarily suspended on August 24, 2012 after a ruling by the Hawai'i Supreme Court required completion of an Archeological Inventory Survey (AIS) in the Kaleikini v. Formby litigation. HART completed the AIS requirements and construction re-started on September 16, 2013. In February 2014, two federal challenges were successfully resolved when both the U.S. Ninth Circuit Court of Appeals and the U.S. District Court for the District of Hawai'i issued favorable decisions, bringing all outstanding federal litigation to conclusion. The rulings lifted the injunction against real estate activities in the City Center section with compliance of the District Court's mandate to complete the City Center Traditional Cultural Properties report, analyses of the Beretania Street Tunnel Alternative, and the impacts to Mother Waldron Park.

	Non-Operating Revenues ² (\$ millions)					
	Capital Assets (\$ millions)	Intergovernmental Revenues ³	Federal Grants	Interest Income and Other	Total Non-Operating Revenues	Project Contingency Balance ⁴
FY 2010	-	-	-	-	-	-
FY 2011 ¹	-	-	-	-	-	-
FY 2012	\$548.6	\$631.8	\$42.7	\$0.5	\$674.9	\$723.0
FY 2013	\$858.0	\$173.8	\$164.1	\$0.4	\$338.2	\$696.0
FY 2014	\$1184.6	\$218.4	\$107.1	\$1.1	\$326.6	\$598.0
Change from last year	38%	26%	-35%	199%	-3%	-14%
Change over last 3 years	116%	-65%	151%	120%	-52%	-17%

Source: Office of the City Auditor based on Honolulu Authority for Rapid Transportation Financial Statements and Independent Auditor's Report (June 30, 2014 and 2013). ¹HART was established on July 1, 2011. There is no data prior to this date. ²Operating revenues of HART will be realized when rail system operations commence. ³Intergovernmental revenues are comprised of the 0.5% surcharge on the State of Hawai'i's General Excise Tax (GET). ⁴FY 2012 and FY 2013 totals reflect balances as of July 31, 2012 and June 1, 2013, respectively.

HART Design and Construction

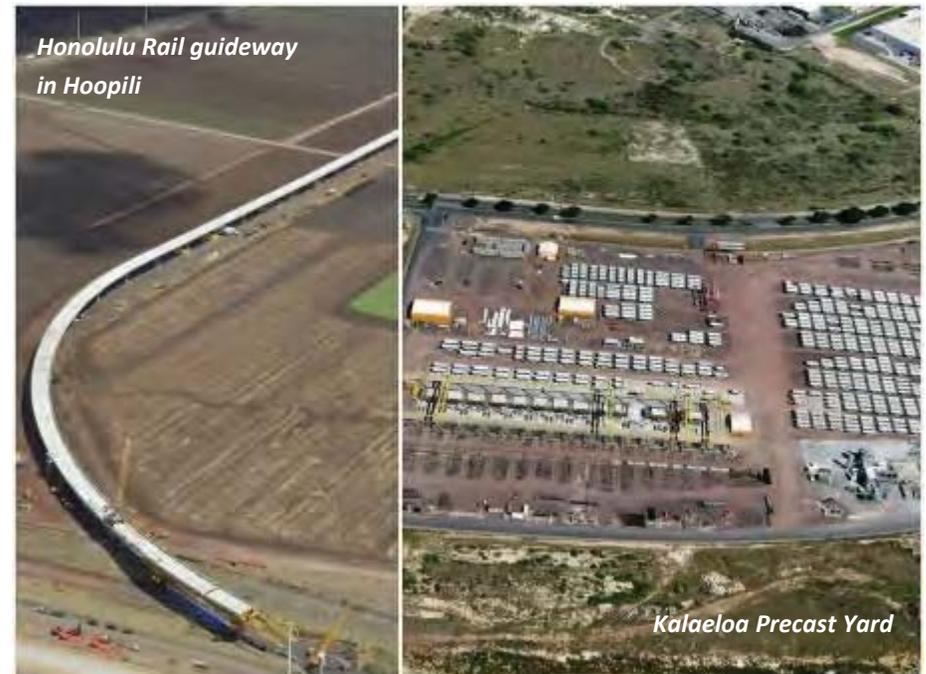
Major events included the construction of the westernmost section of the project alignment on the West O`ahu/Farrington Highway guideway section and completion of 107 columns.

The Kalaeloa Precast Yard, responsible for manufacturing guideway segments, became fully operational, and cast 702 concrete guideway segments. Segment construction began in the Hoopili area, with 96 segments placed atop columns.

The North Access Road underpass was completed in June 2014. By the close of FY 2014, the Farrington Highway Station Group, along with the Kamehameha Highway Station Group and West O`ahu Station Group were sent out to bid.

HART unveiled a replica of the train car for Honolulu's rail transit system at Kapolei Hale on February 13, 2014. The rails system will feature a fleet of 80 rail cars. Each air-conditioned four-car train Wi-Fi and room for wheelchairs, bicycles, surfboards and luggage.

In FY 2014, HART continued its commitment to transparency. The Public Information and Outreach Department participated in more than 300 community meetings, workshops, presentations, and events. HART's efforts to inform and engage the public included two Industry Day events, which brought together large contractors with smaller contractors; unveiling a life size model of the train, which had more than 7,000 visitors. The team's outreach efforts launched an anti-graffiti project in partnership with more than 20 schools and community groups.



Source: Honolulu Authority for Rapid Transportation

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23

Royal Hawaiian Band

Chapter 23 Royal Hawaiian Band

The Royal Hawaiian Band (RHB) performs at community and educational concerts, official ceremonies, cultural events, special programs, and parades. This historic organization is the only full-time municipal band in the United States, and the only band in the country established by a royal kingdom, founded by King Kamehameha III in 1836.

To accomplish the charter's mandate to serve and advance the general happiness and aspirations of city and county residents, the band's administration has established four goals and objectives:

- Maintain a high level of musical performance excellence and efficiently manage the band resources.
- Provide musical services to various segments of the community through a variety of programs and performances.
- Promote the City and County of Honolulu through the production of recordings, concerts, parades and tours that feature the music of Hawai'i.
- Promote and perpetuate the history and culture of Hawai'i through the performance of traditional and contemporary Hawaiian music and dance.



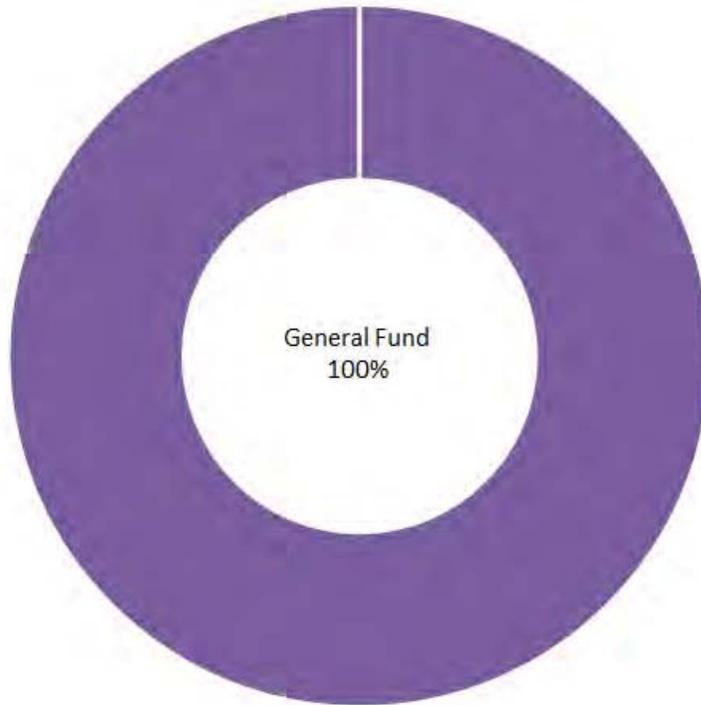
Source: City and County of Honolulu Office of the City Auditor



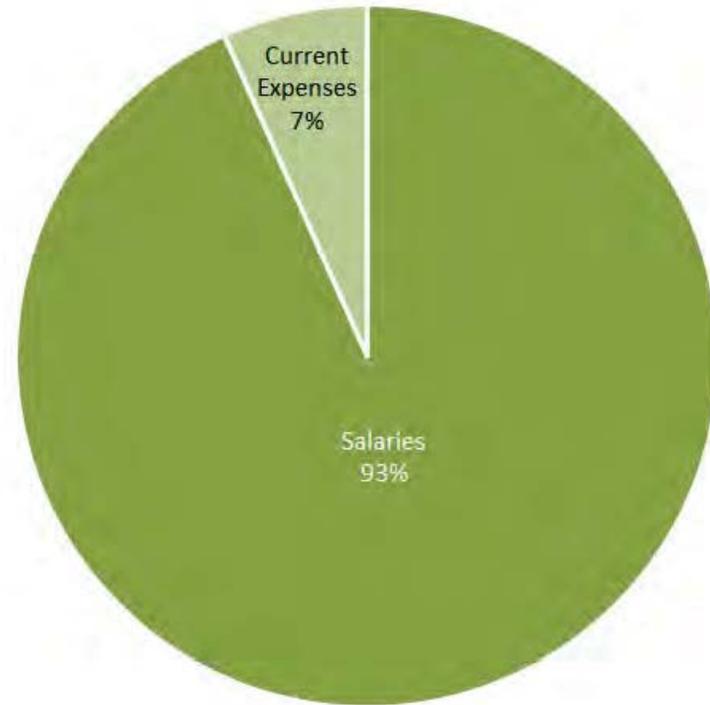
To serve as the official band representing the mayor and the City and County of Honolulu at private functions and public events to create goodwill and promote Honolulu and the State of Hawai'i through its music.

Mission Statement

Funding Sources



Funding Uses



	Operating Expenditures (\$ millions)	Revenue	Authorized Staffing		Cost Per FTE ¹	Total Overtime Expenditures ²	Total Number of Performances
			Total Authorized FTE	Vacant Authorized FTE			
FY 2010	\$2.1	\$8,400	40	5	\$51,823	\$41,646	302
FY 2011	\$1.8	\$2,350	40	7	\$46,140	\$44,258	312
FY 2012	\$1.8	\$2,676	40	10	\$44,865	\$42,957	354
FY 2013	\$1.8	\$10,875	40	7	\$44,310	\$29,140	332
FY 2014	\$2.0	\$0	40	4	\$49,186	\$30,888	357
Change from last year	11%	-100%	0%	-43%	11%	6%	8%
Change over last 5 years	-5%	-100%	0%	-20%	-5%	-26%	18%

Source: Executive Operating Program and Budget (FY 2012-FY 2016), Department of Budget and Fiscal Services, Royal Hawaiian Band, Full-Time Equivalent (FTE) Department of Budget and Fiscal Services BRASS data (FY 2010), and Advantage Budget System (ABS) data (FY 2011-FY 2014). ¹ Cost per FTE = Operating Expenditures/Total Authorized FTE. ² Overtime pay is established by bargaining unit agreement, as applicable, and total overtime consists of non-holiday overtime only.

Highlights

Operating expenditures increased 11% from \$1.8 million in FY 2013 to \$2.0 million in FY 2014. The band explained that the increase in operating expenditures was the result of an increase in salaries due to a collective bargaining contract. The band also noted that their FY 2014 budget included monies that were moved from the band's original CIP budget, which included \$40,000 for equipment replacement, to the band's operating budget.

The band generated no revenue in FY 2014, which was a significant drop from \$10,875 in FY 2013. According to the band, in FY 2014, there were a total of six private fee¹ performances scheduled, however, all of the scheduled performances were eventually cancelled for a variety of reasons, thereby leaving the band with no revenue for the year.

Vacant authorized FTE decreased from 7 FTE in FY 2013 to 4 FTE in FY 2014. The band said that it filled 3 positions, a trombone and two French horn players, in FY 2014.

Total overtime expenditures have decreased 26% over a five year period from \$41,646 in FY 2010 to \$30,888 in FY 2014. The band noted that the decrease in overtime expenditures was mainly due to the band putting a newly designed equipment truck, which includes a hydraulic lift, into service in January 2011. The band also noted that more efficient use of storage space and a superior loading and unloading system, eliminated the need for two vehicles to transport equipment to each performance, which lowered overtime costs because the band needed only one equipment truck driver instead of two.

The band had 357 performances in FY 2014, an 8% and 18% increase from 332 in FY 2013 and 302 in FY 2010, respectively. According to the band, performance totals increased due to an increase in



RHB performing at Royal Hawaiian Center

Photo Courtesy of the Royal Hawaiian Band

performance requests, and better utilization of available resources enabled the band to perform more for the public without adding cost to the city.

In FY 2014, Kapi`olani Bandstand concerts were limited due to ongoing construction and repairs of the bandstand and parking facilities. A majority of these regularly scheduled concerts were rescheduled and moved to different venues across the city. The band said that this proved to be one of their biggest challenges in FY 2014.

¹Revised Ordinances of Honolulu (ROH) Section 2-15.2(a)(1) – Private function - \$1,200.00 for the first hour, and thereafter, \$150.00 for each 15 minutes or fraction thereof; Section 2-15.2(a)(4) - Public or semi-public function – no fee. According to Section 2-15.2(c), all the fees above are collected and paid into the General Fund.

The band fulfills the charter’s mandate and its goal of providing musical services to various segments of O`ahu’s community through a variety of programs and performances to diverse audiences throughout O`ahu each year. In FY 2014, the band performed at 71 community and cultural events, which included the Kailua 4th of July Parade, Korean Festival, and Honolulu City Lights.

The 2014 National Citizen Survey asked residents to rate the opportunities to attend cultural, arts, and music activities. About 62% rated opportunities as *excellent* or *good*, which is an 11% increase from the prior year, but below the 70% in FY 2010. The 62% rating is *similar* to percentages reported nationwide and among cities with populations over 300,000. Among large cities, Honolulu ranked 7th out of 17 cities, equivalent to the 63rd percentile for opportunities to attend cultural, arts, and music activities.



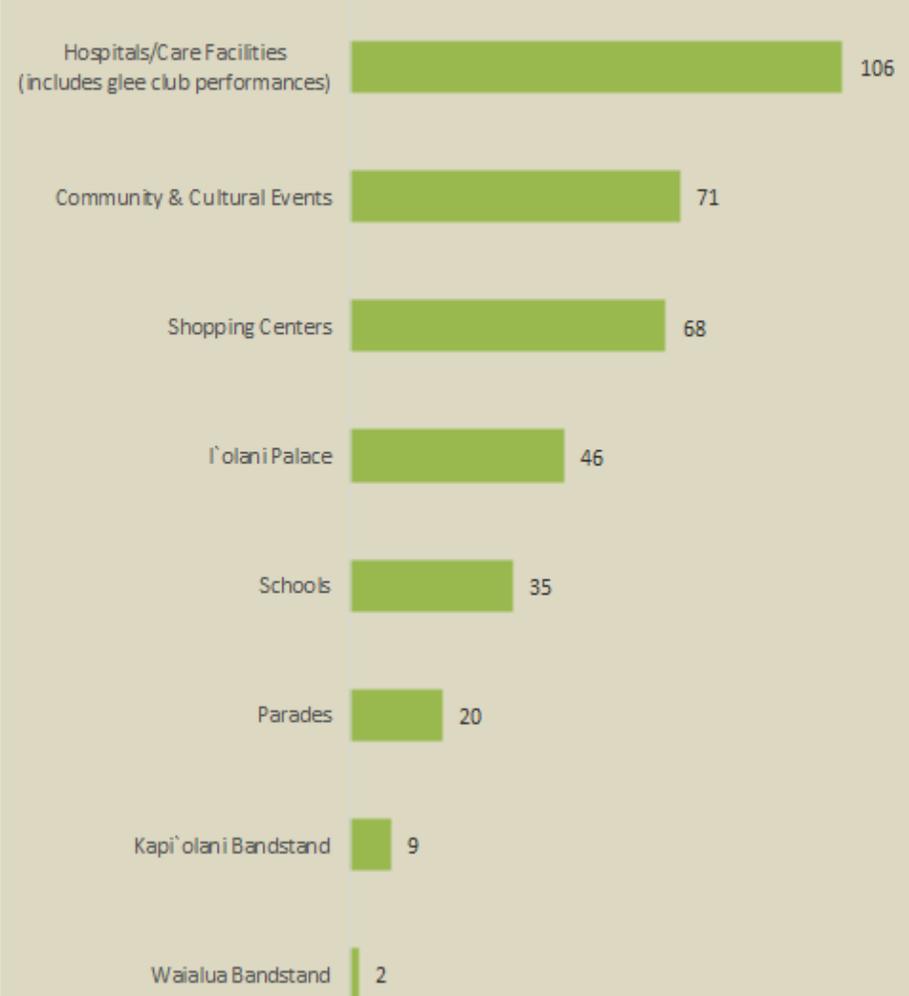
The band’s new aloha uniforms.

Photo Courtesy of the Royal Hawaiian Band

Citizen Survey (% Excellent or Good)	
	Opportunities to Attend Cultural/Arts/Music Activities
FY 2010	70%
FY 2011	71%
FY 2012	69%
FY 2013	51%
FY 2014	62%
Change from last year	11%
Change over last 5 years	-8%

Source: 2010-2014 National Citizen Survey (Honolulu)

Where Did the Royal Hawaiian Band Perform in FY 2014?¹



Source: Royal Hawaiian Band. ¹Other than regularly scheduled performances at I`olani Palace and Kapi`olani Bandstand, all performances require the mayor’s approval. Anyone may request the services of the band through the mayor’s office. Once approved, the band coordinates the schedule and logistics with the event’s sponsor.

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24

Department of Transportation Services

Chapter 24 Department of Transportation Services

The Department of Transportation Services' (DTS) mission is to provide a safe and efficient transportation system for the City and County of Honolulu. It accomplishes this mission through effective management of resources to plan, design, implement, operate, and maintain city streets, highways, transit systems and city transportation facilities. DTS also has jurisdiction over the efficient movement of vehicles, pedestrians, bicycles, and other modes of transportation through the city's transportation infrastructure.

Over the past 5 years, operating expenditures increased 15% from FY 2010 (\$205.2 million) to FY 2014 (\$235.2 million). According to DTS, expenditures have increased due to collective bargaining increases (O`ahu Transit Services' and city's), and rising energy costs.

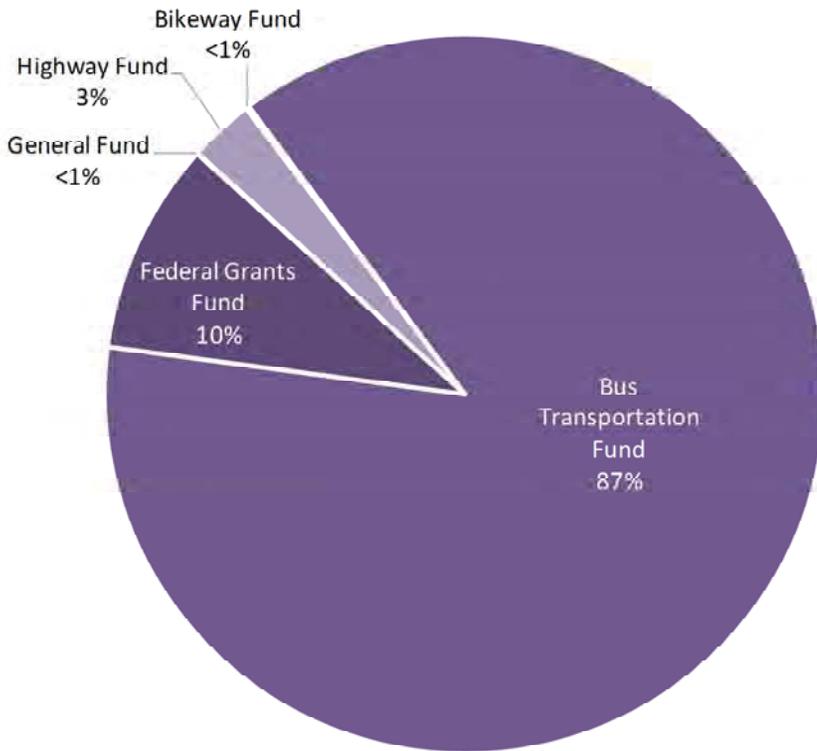
The department consists of the following divisions:

- Administration plans, directs and coordinates the operational activities of the divisions, and serves as the liaison with the Transportation Commission.
- Transportation Planning coordinates the department's transportation planning concepts and initiatives.
- Public Transit is responsible for the city's fixed-route bus transit system (TheBus) and the paratransit system (TheHandi-Van). It oversees O`ahu Transit Services (OTS), the contractor that manages and operates the public transit system for the city.
- Traffic Engineering conducts studies and analysis to promote the safe, efficient, and effective operation of the city's streets, roadways and related facilities.
- Traffic Signals and Technology designs, implements, operates and maintains over 797 state and city traffic signals on O`ahu. It also operates the Traffic Management Center.

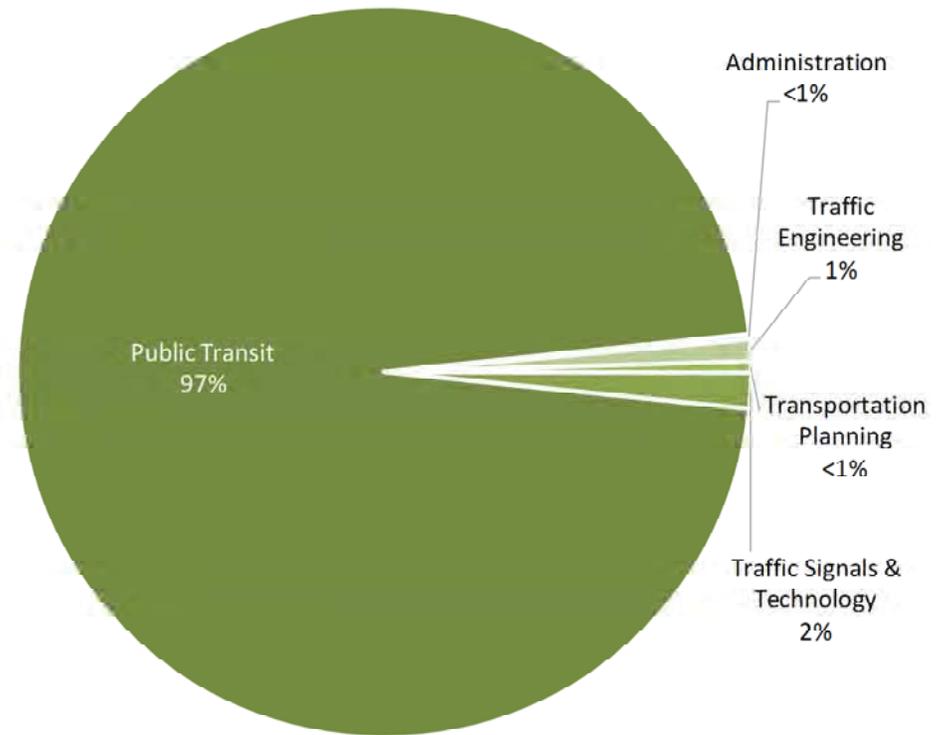
The Department of Transportation Services plans, designs, engineers and implements a safe and efficient multi-modal transportation system for the City and County of Honolulu.

Mission Statement

Funding Sources¹



Funding Uses¹



	Staffing					
	Operating Expenditures (\$ millions)	Revenues (\$ millions)	Total Authorized FTE	Total Vacant FTE	Cost Per FTE ³ (\$ millions)	Total Overtime Expenditures ⁴
FY 2010	\$205.2	\$94.0	225	136	\$0.9	\$250,826
FY 2011	\$217.0	\$89.4	274	187	\$0.8	\$257,997
FY 2012	\$223.9	\$79.3	115	38	\$1.9	\$243,840
FY 2013	\$230.9	\$88.0	115	40	\$2.0	\$334,148
FY 2014	\$235.2	\$91.6	115	31	\$2.0	\$290,151
Change from last year ²	2%	4%	0%	-23%	2%	-13%
Change over last 5 years	15%	-2%	-49%	-77%	124%	16%

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

Administration and Transportation Planning

Administration plans, directs, and coordinates the department's activities in accordance with the city charter and direction from the mayor and managing director. It provides personnel management, budget preparation, and fiscal management. Over the last five years, administration's expenditures increased 8% from FY 2010 (\$532,534) to FY 2014 (\$576,376). According to DTS, the increase is attributed to collective bargaining restoration of salary schedules, the elimination of furloughs/supplemental time-off, and the lifting of travel restrictions for approved travel.

The department's goals are to provide greater and improved safety for all modes of transportation and increased quality of life for residents, incorporating *Complete Streets* principles that balance multiple modes of travel, including but not limited to transit (TheBus/TheHandiVan), motor vehicles, bicycles, pedestrians and rail (under construction) into the planning, design, and construction of city transportation facilities and projects, including the city's Transit-Oriented Development (TOD) plans and projects.

Transportation Planning

Transportation Planning (TPD) provides citywide transportation planning and project programming for capital improvement and

project budgets. TPD also performs environmental, traffic impact, and future travel demand studies. It applies for and administers highway and transit programs and projects that are funded by the Federal Highway Administration and Federal Transit Administration. TPD's expenditures decreased 17% over the last five years.

The division's highlights include:

- Coordinated multimodal concepts and connectivity in the planned transit-oriented development areas such as Kaka`ako.
- Initiated more than 75 traffic data and speed study reports, resulting in safer roadways and intersections.
- Incorporated new pedestrian, bicycle, and vehicular transportation projects into the Transportation Improvement Program, resulting in approximately \$14 million in new federal highway funds and \$35 million in transit funds, to maintain and purchase new buses and Handi-Vans.
- Gained a 25% revenue growth with smart parking meters over the previous coins-only parking meter revenue stream.
- Reviewed approximately 150 reports regarding environmental assessments, traffic impact assessments, and development studies emphasizing *Complete Streets* concepts and multimodal approaches and connectivity.

	Complaints Referred to DTS						
	Operating Expenditures		Administration		Transportation Planning		
	Administration	Transportation Planning (\$ millions)	Mayor's/MD's DARTs ¹ and RISRs ²	Customer Service Department Referrals	Federal Grants Programmed (\$ millions)	Active Grants Managed	Transportation Improvement Program Projects
FY 2010	\$532,534	\$1.4	648	1,048	\$65.0	25	25
FY 2011	\$538,112	\$0.8	469	830	\$23.0	25	25
FY 2012	\$463,964	\$1.1	601	960	\$83.0	27	27
FY 2013	\$560,111	\$1.1	819	1,142	\$60.0	30	20
FY 2014	\$576,376	\$1.2	881	924	\$79.0	19	21
Change from last year	3%	6%	8%	-19%	32%	-37%	5%
Change over last 5 years	8%	-17%	36%	-12%	22%	-24%	-16%

Source: Department of Transportation Services and Department of Budget and Fiscal Services. ¹DART- Mayor's Document and Record Tracking System. ²RISR- Managing Director's Request for Investigation and Service

The Public Transit Division (PTD) plans and directs the city’s public transit system, including both TheBus and TheHandi-Van. PTD oversees the city’s contract with O`ahu Transit Services, Inc. (OTS), which is responsible for managing and operating both TheBus and TheHandi-Van.

Public Transit comprises 97% of the department’s operating budget. Over the last five years, public transit’s expenditures increased 17% from \$194.3 million in FY 2010 to \$227.4 million in FY 2014. According to DTS, the operating expenditure increase is primarily due to collective bargaining increases for salaries and fringe benefits, medical insurance premium increases, and rising fuel costs.

In FY 2014, bus fare revenues were \$55.0 million which is a 20% increase from \$45.9 million in FY 2010. The department states that OTS passenger composition and revenue reports indicate that increased sales of adult and youth passes and cash fares were the primary contributors to the increase.

Several projects were completed in order to improve TheBus service. Routes 80, 80A and PH6 in upper Hawai`i Kai were realigned and extended. Routes 501 and 504 in Central O`ahu underwent service

expansion and enhancement in light of the discontinuation of service by the Mililani Trolley. Route 41 (Kapolei to `Ewa Beach) was extended to provide service to the Kanehili Hawaiian Homes subdivision.

In anticipation of the addition of rail as a public transit option, the division made many efforts to commence bus-rail integration. PTD worked with HART on the development of specifications for an electronic fare media (*smart card*) fare collection system for the bus-rail intermodal transit system. The division also conducted ongoing planning and coordination of bus-rail intermodal routes to include the Waikiki Regional Circulator which will enhance intermodal operations via a bus route between the Ala Moana Transit Station and Waikiki.

In the 2014 National Citizen Survey, about 42% of respondents reported using TheBus, TheHandi-Van or other public transportation instead of driving. This was higher than the national benchmarks. Residents rating ease of travel by public transportation in Honolulu *excellent* or *good* were 38% which is a 4% decrease from 42% in FY 2013.

	Public Transit				Bus Subsidy (\$ millions)			Citizen Survey (% Excellent or Good)
	Operating Expenditures (\$ millions)	Bus Fare (\$ millions)	Bus Operating Cost (\$ millions)	Fare Box Recovery % ¹	General Fund	Highway Fund	Total Subsidy	Bus or transit services
FY 2010	\$194.3	\$45.9	\$162.9	28%	\$96.3	\$28.0	\$124.3	67%
FY 2011	\$205.1	\$51.7	\$171.3	30%	\$70.5	\$64.3	\$134.8	68%
FY 2012	\$217.0	\$54.8	\$178.0	31%	\$63.8	\$63.3	\$127.1	58%
FY 2013	\$223.7	\$55.0	\$182.9	30%	\$68.6	\$76.6	\$145.2	62%
FY 2014	\$227.4	\$55.0	\$183.8	30%	\$99.4	\$50.8	\$150.2	61%
Change from last year	2%	0%	0%	0%	45%	-34%	3%	-1%
Change over last 5 years	17%	20%	13%	2%	3%	81%	21%	-6%

Source: Department of Transportation Services, Department of Budget and Fiscal Services. ¹Farebox recovery set by Resolution 00-29, CD1 at 27-33% bus fare revenues to operating costs.

Public Transit – TheBus and TheHandi-Van

TheBus (Fixed Route)

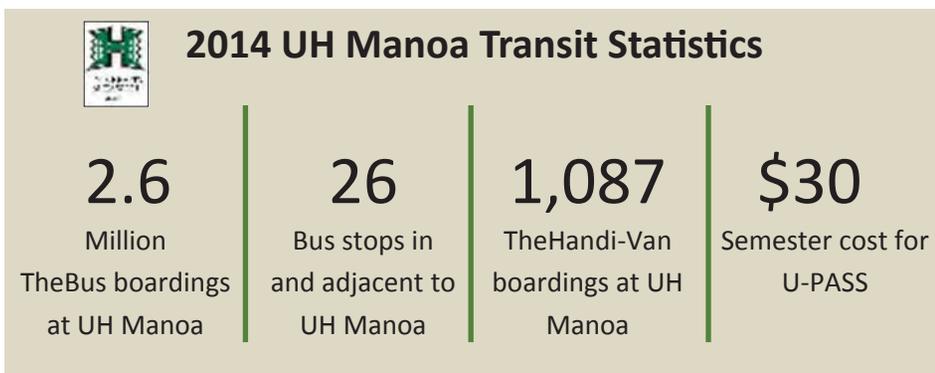
During FY 2014, DTS reports that improvements were made to six bus routes. The division procured 63 40-foot, low-floor, clean diesel buses, 10 60-foot, low-floor clean diesel, heavy-duty articulated buses, and 8 40-foot, low-floor, heavy-duty, series hybrid-electric buses.

Over the past five years, total TheBus boardings at UH Manoa increased 24% from 2.1 million in FY 2010 to 2.6 million in FY 2014. DTS stated that various service improvements were implemented in scheduling and routing to and from UH Manoa between 2012 and 2013. These improvements increased frequencies of service and

re-configuring existing routes to provide direct connections between Waikiki and the Kapiolani Community College and UH Manoa campuses.

TheHandi-Van (Demand Response)

TheHandi-Van provides transportation service for persons with disabilities who are functionally unable to independently use TheBus. A total of 4,429 functional assessments for paratransit eligibility were conducted in FY 2014. Of these, 440 applicants were deemed conditionally eligible, 370 were deemed temporarily eligible, 3,485 were deemed unconditionally eligible, and 134 were deemed ineligible.



Human Services Transportation Coordination Program

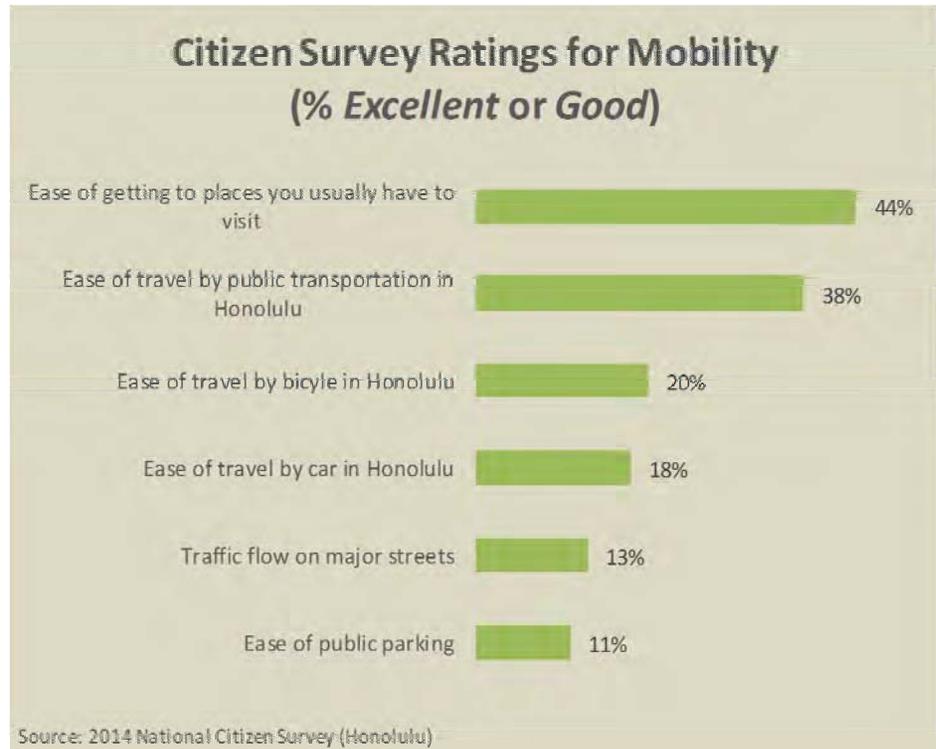
In FY 2014, DTS provided 136,991 paratransit trips to approximately 251 riders through an existing transportation service operated by Goodwill Industries of Hawai'i, Inc. (Goodwill), The Arc in Hawai'i, and the Special Education Center of Hawai'i. Goodwill provides transport for clients to/from Goodwill programs, and midday and late night trips between Kalaeloa transitional shelters and the Kapolei Transit Center, which provides a vital link to jobs and services for area residents.

	Fixed Route (TheBus)					Demand Response (TheHandi-Van)				
	Total Bus Hours (millions)	Passenger Boardings (millions)	Average Weekday Ridership	Total TheBus Boardings at UH Manoa ¹	Operating Expense Per Passenger Boarding ²	Total Service Hours	Passenger Boardings	Total Handi-Van Boardings at UH Manoa ¹	Average Weekday Ridership	Operating Expense Per Passenger Boarding ²
FY 2010	1.5	73.2	230,787	2,076,776	\$2.23	397,625	790,357	-	2,665	\$38.21
FY 2011	1.5	73.8	228,158	2,323,035	\$2.32	400,424	825,680	-	2,782	\$38.60
FY 2012	1.5	76.3	229,515	2,579,421	\$2.34	415,727	845,903	625	2,842	\$39.22
FY 2013	1.4	69.2	222,241	2,593,994	\$2.64	424,993	841,447	901	2,807	\$43.71
FY 2014	1.4	66.3	208,430	2,582,482	\$2.77	432,965	882,084	1,087	2,912	\$41.55
Change from last year	1%	-4%	-6%	0%	5%	2%	5%	21%	4%	-5%
Change over last 5 years	-4%	-9%	-10%	24%	24%	9%	12%	--	9%	9%

Source: Department of Transportation Services. ¹UH Manoa boardings are for 26 bus stops in and adjacent to UH-Manoa and are based on weekly ridership data. ²American Public transportation Association: data for Unlinked Passenger Trips, also called boardings, is the number of times passengers board public transportation vehicles, FY 2010 to FY 2013.

Traffic Engineering’s mission is the safe and efficient operations for all city roads and streets for the vehicular, pedestrian and bicycle movement of people and goods. The division administers and implements various capital improvements for traffic, safety, and bikeway programs. This includes new signage and striping, and updating the city’s traffic code and pedestrian safety programs. The division’s operating expenses increased 25% over the last five years from \$1.8 million in FY 2010 to \$2.2 million in FY 2014. The division reports the increase was due to a higher level of federal grant funding (Complete Streets Implementation Study, Highway Safety Grant), an expansion of the Bike Ed Hawai`i program, and higher advertising rates to publish required legal notices.

During FY 2014, Traffic Engineering continued working with communities to promote pedestrian safety, including the *Be Safe, Be Seen* Halloween Pedestrian Safety Campaign; hosting pedestrian safety booths at various fairs and community events; conducting safety presentations for various senior living facilities and senior groups; promoted the city’s *Ped Man* safety campaign to 2,733 elementary school students; and installed the city’s first *Fix-it* bike repair station, located in front of the Frank F. Fasi Municipal Building.



	Operating Expenditures (\$ millions)	Traffic Engineering Studies	Special Studies	Minor Traffic & Bikeway Projects	Safety Campaigns	Traffic Fatalities	
						Pedestrian	Bicycle
FY 2010	\$1.8	1,283	7	11	4	20	3
FY 2011	\$2.3	1,283	3	15	5	16	1
FY 2012	\$1.7	1,462	7	21	6	17	1
FY 2013	\$2.1	1,548	10	22	9	19	0
FY 2014	\$2.2	1,444	10	18	10	24	2
Change from last year	8%	-7%	0%	-18%	11%	26%	--
Change over last 5 years	25%	13%	43%	64%	150%	20%	-33%

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

Traffic Signals and Technology (TST) is responsible for the Honolulu Traffic Management Center and implementation of the city’s Intelligent Transportation System program to improve existing highway traffic efficiency through technology. It designs, implements, operates and maintains nearly 800 city and state traffic signals and 86 emergency vehicle pre-emption systems on O`ahu. Management of these transportation systems is essential to meeting the department’s goal of providing safe and efficient transportation.

TST’s operating expenditures increased 8% from last year. According to DTS, the increase is due to an increase to stand-by pay and salaries (collective bargaining); accumulated vacation payouts; parts, supplies, and materials required to maintain and operate the existing traffic signals and cameras; and electricity costs.

TST completed the design of the city’s Joint Traffic Management Center (JTMC), with construction scheduled to start in 2015. The division installed two new traffic signals and upgraded two signalized intersections, and expanded traffic camera and signal communication to the Waikele/Waipio area. TST also reviewed and issued 9,425 permits of various nature to include usage, parade/block party, oversize/overweight, bike/run, and First Amendment permits.



Source: Baldrige & Associates Structural Engineering website (Joint Traffic Management Center Parking Structure)

In the 2014 National Citizen Survey, residents rating traffic flow on major streets *excellent* or *good* was 13%. These ratings were *lower* than national benchmarks in cities with populations over 300,000. About 33% of residents rated traffic signal timing as *excellent* or *good*, which was *lower* than the national benchmark.

	Operating Expenditures (\$ millions)	Total Traffic Cameras	Traffic Signals Inspected	Adjusted Signal Timing for Efficient Traffic Flow ¹	Responses to Complaints	Responses to Legal Issues	Street Use Permits	Special Events
FY 2010	\$3.4	200	421	160	623	72	6,281	168
FY 2011	\$3.4	200	421	160	623	72	7,185	179
FY 2012	\$3.3	209	592	47	592	42	6,903	176
FY 2013	\$3.4	209	592	-	548	39	7,715	82
FY 2014	\$3.7	229	649	-	500	31	9,062	106
Change from last year	8%	10%	10%	--	-9%	-21%	17%	29%
Change over last 5 years	11%	15%	54%	--	-20%	-57%	44%	-37%

Source: Department of Transportation Services and Department of Budget and Fiscal Services. ¹FY 2010 to FY 2011 Optimize Timings of Traffic Signals. FY 2012 Adjusted signal timing for efficient traffic flow.

25

Honolulu Board of Water Supply

Chapter 25 Honolulu Board of Water Supply

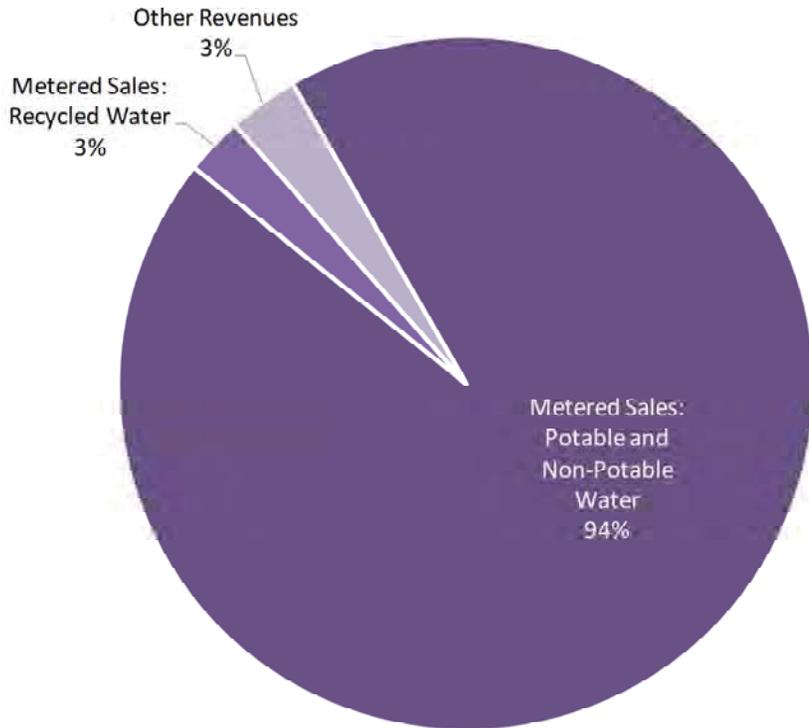
By city charter, the Honolulu Board of Water Supply (BWS) has full and complete authority to manage, control, and operate all city water systems on O`ahu. Its mission, *Water for Life*, is to provide a safe and dependable water supply that is affordable to its customers, now and into the future. BWS focuses its efforts on the following strategic objectives: Resource Sustainability, Economic Sustainability and Organizational Sustainability.

In FY 2014, the BWS initiated a 30-year Water Master Plan to identify problems and develop solutions to ensure a safe, reliable and affordable water supply. It will prioritize system infrastructure repairs, replacements and upgrades; recommend changes in engineering design, maintenance and operations; and develop a long-term financing plan and rate study.

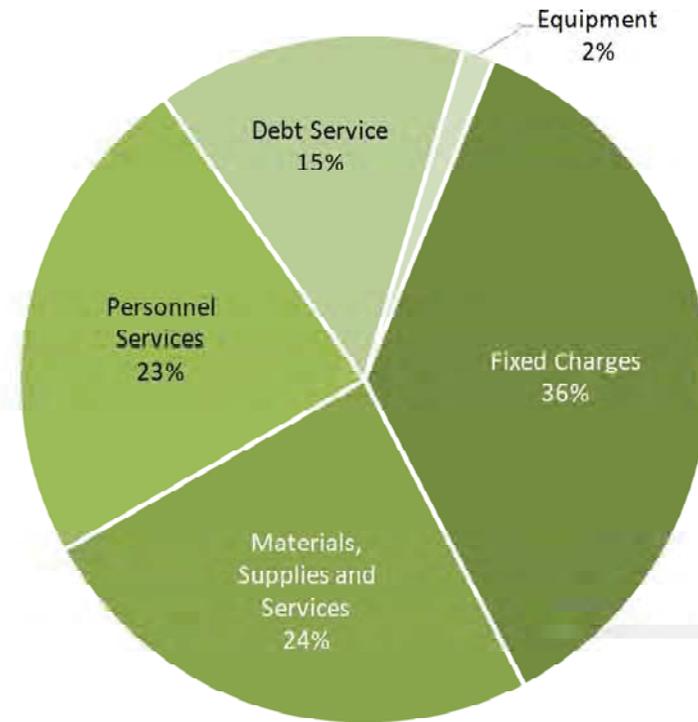
To provide a safe and dependable water supply that is affordable to its customers, now and into the future.

Mission Statement

Funding Sources



Funding Uses¹



	Total Operating Expenditures (\$ millions)	Revenues (\$ millions)	Debt Service (\$ millions)	Total Authorized FTE	Total Vacant FTE	Cost Per FTE ¹	Total Overtime Expenditures (\$ millions)
FY 2010	\$120.8	\$156.2	\$20.9	714	227	\$169,127	\$2.0
FY 2011	\$124.6	\$155.1	\$20.9	714	253	\$174,454	\$1.8
FY 2012	\$131.0	\$158.6	\$20.7	714	251	\$183,455	\$2.0
FY 2013	\$145.2	\$186.8	\$22.2	714	228	\$203,291	\$2.3
FY 2014	\$141.5	\$197.5	\$20.5	714	232	\$198,182	\$2.3
Change from last year	-3%	6%	-8%	0%	2%	-3%	-1%
Change over last 5 years	17%	26%	-2%	0%	2%	17%	17%

Source: Honolulu Board of Water Supply. ¹Cost Per FTE= Total Operating Expenditures / Total Authorized FTE.

Highlights

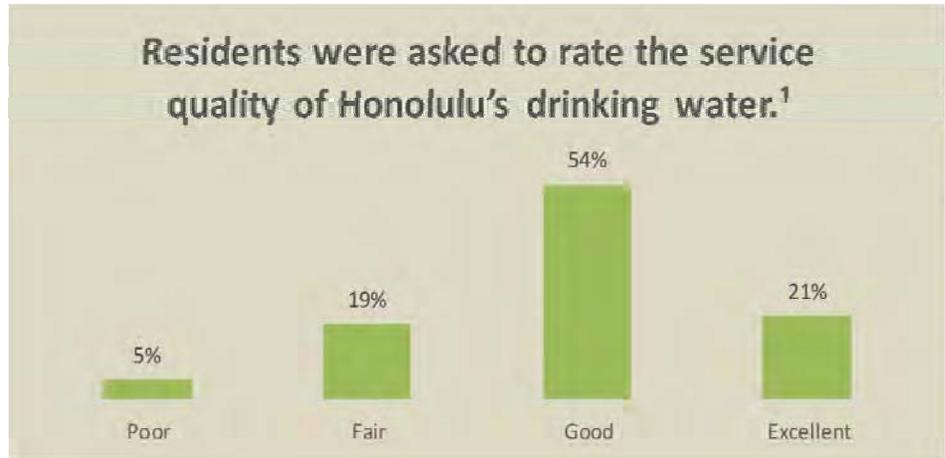
Total operating expenditures increased 17% to \$141.5 million in FY 2014 from \$120.8 million in FY 2010. According to BWS, increases in other post employment benefit (OPEB) contributions, other contractual services, and other materials, supplies and electricity costs contributed to the increase in operating expenditures.

Total revenue increased 26% to \$197.5 million in FY 2014 from \$156.2 million in FY 2010. BWS noted that the increase in revenue was mainly due to the implementation of three out of five scheduled annual rate increases.

Total overtime expenditures increased 17% to \$2.3 million in FY 2014 from \$2 million in FY 2010. BWS explained that the increase in overtime expenditures was the result of bargaining unit pay increases.



The 2014 National Citizen Survey asked Honolulu residents to rate the service quality for drinking water. About 75% rated service quality as *excellent* or *good*, which is *similar* to percentages reported nationwide and among communities with populations over 300,000. Among large communities, Honolulu ranked 7th out of 19



Source: 2014 National Citizen Survey (Honolulu), and City and County of Honolulu Office of the City Auditor (Photo). ¹Percentages do not total 100% due to rounding.

communities, equivalent to the 67th percentile for drinking water service quality. About 88% of residents made an effort to conserve water, which is *similar* to percentages reported nationwide and among communities with populations over 300,000. Among large communities, Honolulu ranked 4th out of 9 communities, equivalent to the 63rd percentile for conserving water.

	Total Water Consumption		Citizen Survey	
	Residential (billion-gallons)	Commercial (billion-gallons)	Drinking Water Service Quality (% <i>Excellent</i> or <i>Good</i>)	Conserved Water
FY 2010	29.5	21.3	75%	-
FY 2011	29.0	20.8	74%	-
FY 2012	28.0	21.0	72%	-
FY 2013	28.8	21.3	74%	87%
FY 2014	28.5	22.0	75%	88%
Change from last year	-1%	3%	1%	1%
Change over last 5 years	-3%	3%	0%	-

Source: Honolulu Board of Water Supply and 2010-2014 National Citizen Survey (Honolulu).

Construction contracts totaled \$46.3 million in FY 2014, which was a 409% increase from \$9.1 million in FY 2010 and a 55% increase from \$29.8 million in FY 2013. According to BWS, increases in construction contracts were due to increases in the department's overall CIP budget. BWS further noted that it's capital budget was \$41.4 million in FY 2010, \$49.3 million in FY 2013, and \$87.6 million in FY 2014, and with increases in the budgeted amounts, more construction projects were executed for FY 2014.

Professional services contracts increased 431% to \$13.3 million in FY 2014 from \$2.5 million in FY 2010. BWS explained that the increase in professional services contracts was also due to an increase in the overall CIP budget.

A typical monthly water bill increased 34% to \$51.25 in FY 2014 from \$38.11 in FY 2010. According to BWS, water bill increases were the result of the implementation of three out of five scheduled annual rate increases.

In FY 2014, the monthly residential charge for 10,000 gallons of water in Honolulu was \$44.50. In Jacksonville, residents were charged \$36.58, and San Francisco residents were billed \$78.02.

	Construction Contracts (\$ millions)	Professional Services Contracts (\$ millions)	Typical Monthly Water Bill ¹
FY 2010	\$9.1	\$2.5	\$38.11
FY 2011	\$26.3	\$4.3	\$39.55
FY 2012	\$21.5	\$3.0	\$46.18
FY 2013	\$29.8	\$14.6	\$50.57
FY 2014	\$46.3	\$13.3	\$51.25
Change from last year	55%	-9%	1%
Change over last 5 years	409%	431%	34%

Source: Honolulu Board of Water Supply. ¹Typical monthly residential water bill: Billing Charge (\$7.70) + Quantity Charge (\$43.55) = \$51.25.

How Does Honolulu's Water Rates Compare with Other Cities in FY 2014?²

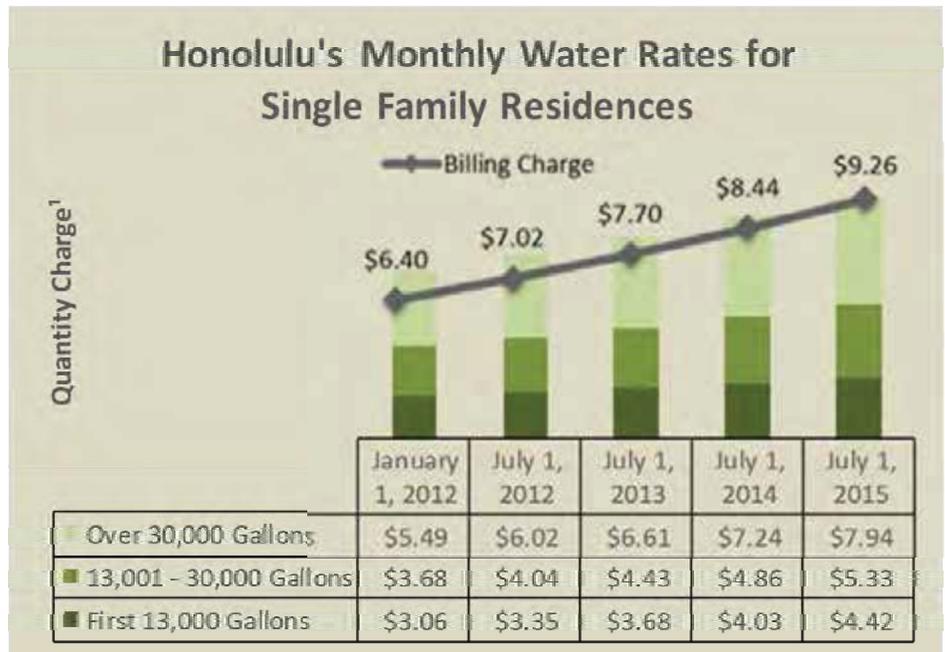


Source: City and County of Honolulu Office of the City Auditor. ²Estimated monthly charges based on residential water rates in FY 2014 for 10,000 gallons of water consumed.

Water Consumption

Average day metered consumption for East Honolulu totaled 7.073 mgd² in FY 2014, which was a 16% decrease from 8.417 mgd in FY 2010 and a 12% decrease from 8.003 mgd in FY 2013. BWS attributed these decreases in consumption to the weather, and explained that irrigation demand decreased due to above average rainfall. BWS also noted that overall, water demand decreased because of the lack of new development in East Honolulu, a successful water conservation program, and the economic effects of the increase in water rates, which was an incentive for customers to use less water and fix leaking water fixtures and property piping.

New connections totaled 540 in FY 2014, which was a 50% decrease from 1,075 in FY 2010 and a 48% decrease from 1,035 in FY 2013. According to BWS, the number of new connections continued to trend downward in FY 2014, which can be attributed to a decrease in new subdivisions. BWS also noted that while construction activity remains relatively high with Transit-Oriented Development (TOD) along the rail line, there is likely a transition of new unit sales from residential subdivisions toward high-rise condominiums and apartments in urban areas like Kaka`ako. BWS explained that since high-rise developments have a single large water meter, and not



Source: BWS website—<http://www.hbws.org/cssweb/display.cfm?sid=1175>

¹Quantity Charge Rates-Per 1,000 gallons of water drawn.

individual meters for each unit, the number of new connections have decreased during this period.

	Average Day Metered Consumption (mgd) ² by Development Plan Area								New Connections
	East Honolulu	'Ewa	Wai'anae	Central O'ahu	Ko'olau Poko	Ko'olau Loa	North Shore	Primary Urban Core	
FY 2010	8.417	15.020	8.544	16.110	14.983	1.383	2.532	62.521	1,075
FY 2011	7.429	14.276	7.850	14.216	14.480	1.262	2.954	60.413	962
FY 2012	8.268	15.561	8.457	15.95	14.429	1.309	2.997	62.002	1,069
FY 2013	8.003	16.353	8.001	15.743	14.272	1.398	2.580	60.625	1,035
FY 2014	7.073	16.309	7.805	15.487	15.861	1.262	2.586	64.904	540
Change from last year	-12%	-0.3%	-2%	-2%	11%	-10%	0.2%	7%	-48%
Change over last 5 years	-16%	9%	-9%	-4%	6%	-9%	2%	4%	-50%

Source: Honolulu Board of Water Supply. ²mgd = million gallons per day.

BWS replaced a total of 5.1 miles of pipeline in FY 2014, which was a 364% increase from the 1.1 miles replaced in FY 2010. According to BWS, this increase was due to an increase in the capital improvement program (CIP) budget from \$41.4 million in FY 2010 to \$82.2 million in FY 2014. BWS also noted that this budget increase was a result of water rate increases to address aging infrastructure, and in addition, there were three projects originally scheduled in FY 2010 for a total of 1.4 miles, but one of these projects was deferred.

Total water main breaks totaled 298 in FY 2014, which was a 25% decrease from 399 in FY 2010 and a 10% decrease from 331 in FY 2013. BWS explained that the decrease in water main breaks resulted from progress made in pipeline replacement miles, and an overall reduction in water demand due to water conservation and water system operational changes, which reduced booster pumping and its associated stress on the water system pipelines.

Total leaks recovered totaled 308 in FY 2014, which was a 54% decrease from 665 in FY 2010 and a 42% decrease from 532 in FY 2013. BWS said that although the number of miles surveyed by the leak detection crew have been relatively similar over the years,

there has been an overall decrease in the number of leaks around the island.

Annual water savings leak recovery totaled 268 mg/yr¹ in FY 2014, which was a 68% decrease from 838 in FY 2010 and a 43% decrease from 471 in FY 2013. According to BWS, these decreases were due to less leaks that have been detected around the island, and most of the bigger leaks have already been found in previous years.



Waihe'e Tunnel

Source: City and County of Honolulu Office of the City Auditor

BWS added no recycled water pipeline in FY 2014, compared to 3.7 miles of pipeline added in FY 2010. BWS noted that the recycled water distribution system has not been expanded since 2010 because new development has not been constructed.

	Potable Water					Non-Potable Water		
	Water Mains (Miles)	Pipeline Replaced (Miles)	Total Water Main Breaks	Total Breaks Per 100 Miles of Pipeline	Total Leaks Recovered	Annual Water Savings Leak Recovery (mg/yr) ¹	Total Recycled Water Pipeline (Miles)	Total Recycled Water Pipeline Added (Miles)
FY 2010	2,079	1.1	399	19	665	838	35.2	3.7
FY 2011	2,095	1.0	333	16	174	1,086	36.0	0.9
FY 2012	2,101	5.0	312	15	209	1,206	38.0	1.5
FY 2013	2,106	5.9	331	16	532	471	38.0	0
FY 2014	2,114	5.1	298	14	308	268	38.0	0
Change from last year	0.4%	-14%	-10%	-13%	-42%	-43%	0%	--
Change over last 5 years	2%	364%	-25%	-26%	-54%	-68%	8%	-100%

Source: Honolulu Board of Water Supply. ¹mg/yr-millions of gallons per year; the water flow from each leak is estimated and totaled with the assumption that the leak duration is over a one year period.

Customer Service

The number of delinquent accounts decreased 42% to 2,577 in FY 2014 from 4,466 in FY 2013. According to BWS, the decrease in the number of delinquent accounts was due to a change in the customer information system. BWS explained that the new system determines the delinquent accounts based off of a different dollar threshold.

Total number of estimated bills increased 43% to 34,620 in FY 2014 from 24,186 in FY 2010. BWS noted that the fiscal years prior to FY 2014 is in part or entirely from the legacy Customer Account System (CAS), which billed bimonthly. From FY 2013 to FY 2014, the number of estimated bills dropped 88% from 283,912 to 34,620 bills. According to BWS, this decrease in the number of estimated bills was due to a change in the billing system in FY 2013. BWS explained that they had an unusually high number of estimated bills, but the FY 2014 total more reflects the average amount of estimated bills.

Although the call volume at the BWS customer care center decreased 12% to 249,478 in FY 2014 from the prior year, call volume increased 211% over the five year period beginning in



FY 2010. BWS said that the increase in call volume was due to estimated bill inquiries, a new bill format and billing system, and rate increases.

	Total Number				
	Water Accounts (At Year End)	Delinquent Accounts	Estimated Bills	Customer Care Center Calls	Average AMR Read Rate ¹
FY 2010	173,377	2,331	24,186	80,256	-
FY 2011	174,269	2,952	30,979	74,103	-
FY 2012	175,360	3,222	31,230	104,647	87.14%
FY 2013	165,787	4,466	283,912	284,953	86.30%
FY 2014	166,839	2,577	34,620	249,478	85.70%
Change from last year	1%	-42%	-88%	-12%	-0.6%
Change over last 5 years	-4%	11%	43%	211%	-

Source: Honolulu Board of Water Supply. ¹BWS did not maintain average Automatic Meter Reading (AMR) read rate statistics prior to FY 2012.