

Office of the City Auditor
City and County of Honolulu
State of Hawai'i
Report for Fiscal Year 2010

Service Efforts and Accomplishments & 2010 Honolulu Citizen Survey



City and County of Honolulu

Office of the City Auditor

March 4, 2011

Honorable City Council
Honolulu, Hawai'i

City and County of Honolulu Service Efforts and Accomplishments Report (FY 2010)

This is the City Auditor's first Service Efforts and Accomplishments Report for the City and County of Honolulu. The report is intended to be informational. It provides data about the costs, quality, quantity, and timeliness of city services. It includes a variety of comparisons to other cities and the results of a citizen survey. Our goal is to provide the Honolulu City Council, city employees, and the public with an independent, impartial assessment of performance trends that can be used to strengthen governmental accountability and transparency, improve governmental efficiency and effectiveness, and support future decision making.

OVERALL SATISFACTION (pages 5-6 and pages 22-23)

This report includes the second Citizen Survey conducted for the city and the first to be administered in conjunction with this report. The opinions of a random, representative sample of residents about community quality of life, service delivery, civic participation, and unique issues of local interest offers city employees, elected officials, and other stakeholders an opportunity to identify challenges; to plan for and evaluate improvements; and to identify service improvements for long-term success. Nearly 75% of the residents rated the overall quality of life in the City and County of Honolulu as excellent or good and 84% rated it as an excellent or good place to live. More than 87% reported they plan to stay in the city over the next five years.

A variety of community characteristics were evaluated by the survey participants. Characteristics receiving the most favorable ratings were air quality and recreational opportunities. Characteristics receiving the least favorable ratings were the availability of affordable housing, the amount of public parking, and traffic flow on major streets. Community ratings were compared to national benchmarks. Of the 31 characteristics for which comparisons were available, 5 were above the national benchmarks, 5 were similar to the national benchmarks, and 21 were below the national benchmarks.

Population growth was seen as too fast (65%). The economic recession and accelerated downturn affected respondent ratings related to economic development (24% excellent or good); employment opportunities (22% excellent or good); and 86% responded the rate of job growth as "too slow". Despite scoring below the national benchmarks, residents (53%) rated Honolulu as an excellent or good place to work and 70% reported shopping opportunities as excellent or good.

City services were compared to national benchmarks in the database. Of the 31 comparisons available, 2 were above the benchmarks, 3 were similar to the benchmarks, and 26 were below the benchmarks. Fifty percent reported they had ridden TheBus or Handivan and 55% rated the ease of bus travel as excellent or good. This score was much higher than the national benchmarks. Community design ratings were below the national benchmarks for traffic flow on major streets (10% of residents rated this as excellent or good); ease of car travel (25% excellent or good); and ease of bicycle travel (22% excellent or good). Other services rated below the national benchmarks were amount of public parking (9% excellent or good), street repair (13% excellent or good), street cleaning (27% excellent or good), and sidewalk maintenance (28% excellent or good).

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

OVERALL SPENDING, STAFFING, AND ACCOMPLISHMENT OF CITY PRIORITIES (pages 11-23)

General Fund spending increased from \$850 million to \$1.25 billion (or 48%) over the last five years. Honolulu's estimated population remained stable at over 900,000. In FY 2010, total citywide authorized staffing was 10,920 full-time equivalent employees (FTE) including 192 temporary positions. However, only 8,810 FTEs were filled and 2,110 FTEs were vacant. Authorized staffing increased 3% between FY 2006 and FY 2010.

On a per capita basis, FY 2010 General Fund costs of \$1,382 included:

- \$1 for debt service,
- \$2 for capital outlays,
- \$2 for highways and streets,
- \$2 for sanitation,
- \$4 for human services,
- \$24 for miscellaneous expenses,
- \$65 for culture and recreation,
- \$142 for general government,
- \$175 for retirement and health benefits,
- \$344 for public safety,
- \$621 for operating transfers out such as TheBus, solid waste and capital projects.

The capital outlays increased from \$410.8 million in FY 2006 to \$1.69 billion in FY 2010. As a result, the city debt service increased from \$202.3 million in FY 2006 to \$301.8 million in FY 2010. However, debt service as a percentage of operating expenditures remained below the cap of 20%, ranging from 15.6% to 18.2% during the past five years.

This year's report includes information about resident perceptions and city progress in areas we deemed priority areas using the following symbol :

-  Community Design
-  Environmental Sustainability
-  Public Safety
-  Recreation and Wellness
-  Civic Engagement
-  Community Inclusiveness

COMMUNITY DESIGN (pages 31, 37, 51, 54, 83, 86, and 101-103)

The ability to move easily throughout a community can greatly affect the quality of life among residents. Residents responding to the survey rated six aspects of mobility on a scale of "excellent", "good", "fair", and "poor". Ease of bus travel was given the most positive rating followed by ease of walking in Honolulu. These ratings varied when compared to the national and custom benchmarks.

Housing variety and affordability are not luxuries for any community. When there are too few options for housing style and affordability, the characteristics of a community tilt toward a single group, often well-off residents. The availability of affordable housing was rated as "excellent" or "good" by 6% of the respondents and 24% rated the variety of housing options "excellent" or "good". These ratings were below the national benchmarks. Fifty-four percent reported housing costs 30% or more of their income, which was much more than national and for cities with populations over 300,000.

Land use and zoning, or community development, contributes to a feeling among residents and even visitors of the attention given to the speed of growth, the location of residences and businesses, a representative mix of housing, and the balance of commerce, amenities and green space. Respondents rating Honolulu as “excellent” or “good” was 39% for the overall quality of new development, 52% for overall appearance of the city, and 21% for land use, planning, and zoning. These ratings were much below the national benchmarks.

The Department of Design and Construction reported the number of capital improvement projects declined 27% from 133 to 97 projects over the last five years. The Department of Planning and Permitting reported the number of land use permits and projects reviewed increased from 88 to 193 projects and the number of construction plans reviewed declined from 1,566 to 1,372 reviews over the same five years. The number of zoning variances reviewed increased from 34 to 55 variances and average processing time for zoning variances increased from 3 months to 4 months between FY 2006 and FY 2010. Affordable housing agreements reviewed dropped from 50 in FY 2006 to 2 in FY 2010.

The Department of Community Services’ statistics show the number of Section 8 Housing vouchers remained the same at over 3,950 over the past five years. The number of persons on the housing waiting list decreased 60% from 11,150 in FY 2006 to 4,500 in FY 2010 and the number of applications declined from 801 to 30 over the same time period.

ENVIRONMENTAL SUSTAINABILITY (pages 47-50, 51, 54, 77, 79, 83, 86, and 105-106)

Residents value the aesthetic qualities of their hometowns and appreciate features such as overall cleanliness and landscaping. In addition, the appearance, smell, and taste of the air and water do not go unnoticed as increasing emphasis is focused on the environment. Air quality received the highest rating (75% excellent or good) and 75% rated drinking water as excellent or good. Over 90% of the residents reported they recycle paper, cans, or bottles from home. The overall quality of the environment was rated as “excellent” or “good” by 67% of survey respondents. These ratings were above the national benchmarks.

Sewer services, storm drainage, yard waste pick-up, and garbage collection ratings were similar to cities with populations over 300,000. However, the ratings for availability of affordable quality health care, food, and health services indicated improvements are needed.

The Department of Environmental Services reported green waste tonnage increased over 98% from 29,395 tons to 58,240 tons over the last five years and total tons recycled increased 5% from 495,867 tons to 520,670 tons over the same period. Used as an alternative fuel, over 400,000 tons of municipal solid waste was sent to the H-POWER electric generating plant each year.

PUBLIC SAFETY (pages 39, 41-42, 55-58, 91, 93-94, and 96)

Safety from violent or property crimes creates the cornerstone of an attractive community. Residents were asked to rate their feelings of safety from violent crimes, property crimes, fire, and environmental dangers. Many residents gave positive ratings of safety for the city. About 55% said they felt “very” or “somewhat” safe from violent crimes and 58% felt “very” and “somewhat” safe from environmental hazards. Public safety ratings were below the national benchmarks with residents reporting they were safer in their neighborhoods during the day (89%) than in Honolulu’s downtown after dark (17%). Police services, crime prevention, and traffic enforcement were rated below the national benchmarks.

Calls for Honolulu Police Department services decreased 10% between CY 2006 and CY 2010 as Priority 1 calls (murder, rape, robbery, burglary, aggravated assault, arson, etc.) and Priority 2 calls (forgery, fraud, vandalism, weapons, prostitution, drugs, gambling, driving while intoxicated, etc.) declined 17% over the same five year period.

Ratings for fire services (91% excellent or good) and ambulance services (90% excellent or good) were similar to the national benchmarks.

The Honolulu Fire Department reported fire calls decreased 29% from 3,375 to 2,383 calls over five years while medical rescues increased 27% from 20,218 to 25,617 over the same period. Emergency medical services transports decreased 4% from 45,441 to 43,581 transports over five years, while ocean rescues increased 28% from 1,500 to 1,920 rescues.

RECREATION AND WELLNESS (pages 43-44, 71, 77, 79-81, and 99)

Leisure activities can vastly improve the quality of life of residents - serving to entertain and promote healthy lifestyles. Recreation opportunities were rated higher than the national benchmarks. Ratings varied for city parks, recreation programs and classes, and recreation centers and facilities. Some were similar to and others were rated lower than the national benchmarks.

Department of Parks and Recreation operating expenditures increased 20% from \$49.7 million to \$59.8 million over five years as park acreage declined from 5,216 acres to 5,147 acres and the number of parks maintained increased from 282 to 288 parks. Registrations for adult (-4%), teen (-21%), and children (-2%) services decreased over five years.

Cultural, artistic, social and educational services raise the opportunities for personal growth among residents. Residents gave "excellent" or "good" ratings for opportunities to attend cultural activities (70% "excellent" or "good") which were above the national benchmarks) and educational opportunities (38% "excellent" or "good") which was much below the national ratings.

City residents rated the community's health services. The availability of affordable quality health care and preventive health services were rated lower than the national benchmarks.

CIVIC ENGAGEMENT (page 73)

The extent to which residents take opportunities to participate in government is an indicator of the connection between the government and the populace. Honolulu residents are somewhat civically engaged. Although only 25% reported they attended a meeting of local elected public officials or other local public meetings in the previous 12 months, 59% reported they watched a meeting of local elected officials or other city-sponsored meeting on cable television or the internet. The latter score was higher than the national benchmarks.

When asked if they had visited the city website in the previous 12 months, 58% reported they had done so at least once. Survey participants rated volunteer opportunities favorably (73% "excellent" or "good"), but rated opportunities to attend or participate in community matters less favorably (56% "excellent" or "good"). The number of registered voters increased 3% from 444,090 to 456,660 between FY 2006 and FY 2010 while total communications received by the City Clerk remained stable at over 3,600 over the same period.

Public trust in local government ratings were below national benchmarks. About 29% rated the overall direction taken by the city as "excellent" or "good". More than 33% gave excellent or good ratings for the value of services for taxes paid to the city. Nearly 33% gave excellent or good ratings for the job the city government does at welcoming citizen involvement. Only 45% rated the services provided by the city government as excellent or good. In contrast, the state (40% excellent or good) and federal (48% excellent or good) governments scored about the same.

Residents who had interacted with an employee of the City and County of Honolulu in the previous 12 months gave higher marks to those employees. "Excellent" or "good" ratings for the employees were knowledge (70%), responsiveness (63%), courtesy (66%), and overall impression (65%). These ratings were similar to cities with populations of over 300,000.

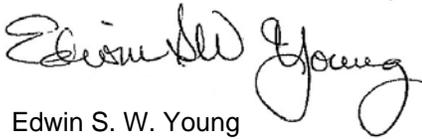
COMMUNITY INCLUSIVENESS (pages 30, 44, 71, 73, 77, 81, and 99)

A community that succeeds in creating an inclusive environment for a variety of residents is a community that offers more to many. “Excellent” or “good” ratings for openness and acceptance of people of diverse backgrounds (62%) and as a place to retire (63%) were above the ratings for cities with 300,000 or more residents. Residents gave “excellent” or “good” ratings for sense of community (54%), availability of affordable quality child care (14%), and a place to raise children (66%). These ratings were similar to or lower than the national benchmarks.

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, and an overview of city priorities. Chapters 2 through 24 present the mission statements, description of services, background information, workload, performance measures, and survey results for the various city services. The full results of the National Citizen SurveyTM and Benchmark Report are also attached.

Additional copies of this report are available from the auditor’s office and are posted on the web at <http://www1.honolulu.gov/council/auditor>. We thank the many departments and staff that contributed to this report. This report would not be possible without their support.

Respectfully submitted,



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THE NATIONAL CITIZEN SURVEY™

City and County of Honolulu, HI 2010

City and County of Honolulu, HI 2010 Benchmark Report

Attachment 1

Attachment 2

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BACKGROUND

INTRODUCTION

This is the first 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, 2010 (FY 2010). It also includes 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 2006 through 2010
- Selected comparisons to other cities.

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

Chapter 1 provides a summary of overall spending and staffing over the last five years, as well as an overall description of the city's accomplishments in meeting the city priorities. Chapters 2 through 24 present the mission statements, description of services, background information, workload, performance measures, departmental observations and survey results for:

- Budget and Fiscal Services
- Community Services
- Corporation Counsel
- Customer Services
- Design and Construction
- Emergency Management
- Emergency Services
- Enterprise Services
- Environmental Services
- Facility Maintenance

- Honolulu Fire Department
- Human Resources
- Information Technology
- Legislative Branch
- Office of the Mayor and the Managing Director
- Medical Examiner
- Parks and Recreation
- Planning and Permitting
- Honolulu Police Department
- Prosecuting Attorney
- Royal Hawaiian Band
- Transportation Services
- Honolulu Board of Water Supply

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.

The city charter adopted in 1959 was cited by the United States Conference of Mayors as a model for modern American metropolitan area government. All elective positions have four-year terms elected on a nonpartisan basis.

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

ECONOMY

Hawai'i's economy continued to expand until 2007. When the U.S. economy experienced a downturn, Honolulu also was affected by the recession. To

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

The city continues to focus on fiscal stability while attempting to maintain municipal services and minimizing increases in fees and taxes.

CITY PRIORITIES

For this report, city priorities (designated with this symbol ) were listed as:

-  Community Design
-  Environmental Sustainability
-  Public Safety
-  Recreation and Wellness
-  Civic Engagement and
-  Community Inclusiveness

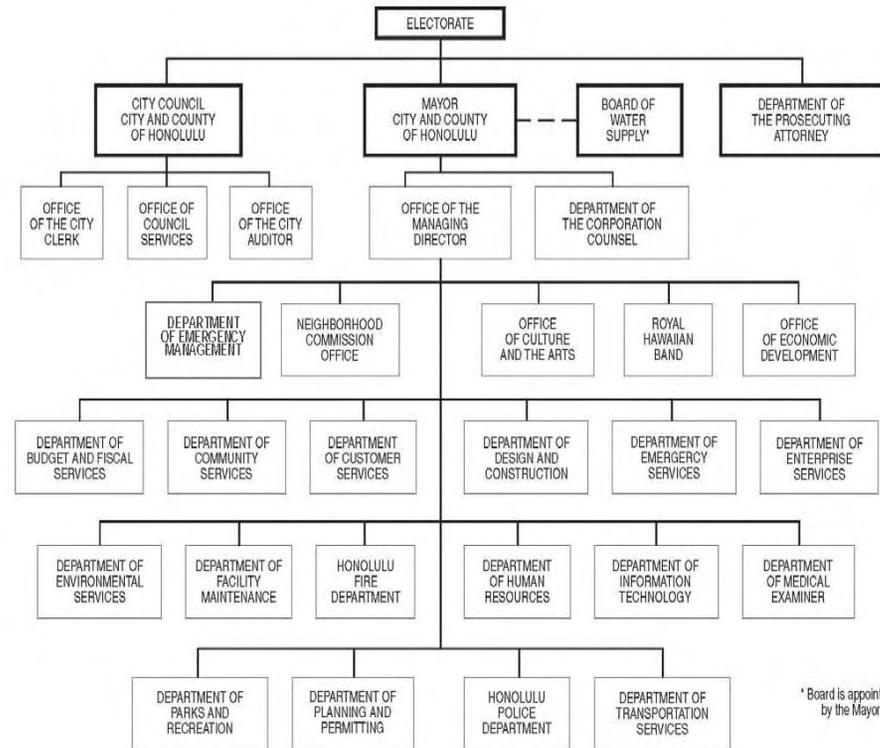
Maps of Hawai'i with Honolulu



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

CITY AND COUNTY OF HONOLULU
ORGANIZATION CHART

FISCAL YEAR 2009 - 10



Source: City and County of Honolulu

COMMUNITY PROFILE

Hawai'i is located in the central Pacific Ocean about 2,400 miles from San Francisco. The Republic of Hawai'i was annexed as a territory of the United States in 1893 and attained statehood in 1959. Its capital, Honolulu, was incorporated as a city in 1907. The City and County of Honolulu covers the entire island of O'ahu and is the largest city in Hawai'i.

According to the latest U.S. Census Bureau statistics, the city and county covers almost 600 square miles and contains 907,574 residents. This is about 70% of the state's total population of 1.3 million people. Of the total Honolulu population, 135,228 (14.9%) was 65 years and over. Population density is 1,460.3 persons per square mile. Tourism is the city's principal industry, followed by federal defense expenditures and agricultural exports. Including tourists, the de facto population increased to about 936,600 persons.

DEMOGRAPHICS

The population of Honolulu is diverse and multi-cultural. According to census statistics, 26.6% of Honolulu residents were white, and 43.9% were of Asian descent.

<u>Race-ethnicity</u>	<u>Population</u>	<u>Percent</u>
White	241,415	26.6%
Asian ¹	398,425	43.9%
Black or African American	38,118	4.2%
Native Hawaiian and Other Pacific Islander ²	77,144	8.5%
American Indian/Alaska Native	5,445	0.6%
Other / Two or more races	147,027	16.2%
Hispanic or Latino (of any race)	73,513	8.1%
White persons, not Hispanic	194,221	21.4%

Source: U.S. Census Bureau 2010 American Community Survey

Foreign born persons were 19.2% of the population and 28.9% reported a language other than English was spoken at home. 89% had at least a high

¹ Asian includes Asian Indian, Chinese, Filipino, Japanese, Korean, Vietnamese and other Asian.

² Native Hawaiian and Other Pacific Islander includes Samoan, Guamanian, Chamorro, and other Pacific Islanders.

school diploma or its equivalent. Of these, 31% had some college or an associate degree, 20% had a bachelor's degree; and 10% had a graduate or professional degree.

According to the U.S. Census Bureau 2010, Honolulu had 286,450 households with an average of 2.95 persons per household. Median household income was \$70,010 per year and per capita money income was \$21,998. Persons below the poverty level were estimated at 8.5%. Mean travel time to work was 27.3 minutes.

Housing totaled 337,991 units and homeownership was 54.6%. The median value for owner-occupied housing units was \$309,000. The median monthly housing cost for mortgaged owners was \$2,225 and renters was \$1,262. 45% of the owners had mortgages, 10% had no mortgages, and 56% of the renters spent 30% or more of their household income on housing.

NATIONAL RANKING

According to the State of Hawai'i, Honolulu ranked as the 55th largest metropolitan statistical area and the 52nd largest county in the nation.

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

Other national rankings included number one for percentage of workers who carpooled to work and number seven for using public transportation to work. Hawai'i ranked number two for the number of workers in the service sector. In the nation, Hawai'i had the highest median housing value in the nation and ranked in the bottom four for home ownership. Hawai'i's cost of living was one of the highest in the nation.

The following table shows population by age as of 2009³:

<u>Age</u>	<u>Population</u>	<u>Percent</u>
Under 18 years	201,481	22.2%
18 to 64 years	571,772	62.9%
65 years and over	135,229	14.9%

Source: U.S. Census Bureau 2010

OVERALL COMMUNITY QUALITY

The survey results indicate a need to improve resident perceptions regarding Honolulu’s quality of life. When asked to rate the overall quality of life in Honolulu, 75% of residents said “excellent” or “good”. When asked to rate Honolulu as a place to live, 84% gave “excellent” or “good” ratings.⁴ These ratings placed Honolulu in the 37th to 44th percentile when compared to the national benchmarks. When compared to cities with populations of over 300,000 residents, the rankings changed.

The ratings for these and other questions are shown below.

<u>Community Quality Ratings</u>	<u>Percent Rating Honolulu Excellent or Good</u>	<u>National Ranking</u>	<u>300,000+ Cities Ranking</u>
Overall quality of life	75%	37 ^{%ile}	64 ^{%ile}
Honolulu as a place to live	84%	44 ^{%ile}	72 ^{%ile}
Neighborhood as a place to live	78%	39 ^{%ile}	55 ^{%ile}
Services to seniors	44%	13 ^{%ile}	26 ^{%ile}
Services to youth	36%	19 ^{%ile}	20 ^{%ile}
Services to low-income	33%	21 ^{%ile}	29 ^{%ile}

Source: National Citizen Survey™ 2010 (Honolulu)

Although residents gave low ratings, 87% responded they would remain in Honolulu for the next five years. This placed Honolulu in the 64th percentile and above the national benchmark. 82% indicated they would recommend living in Honolulu to someone who asks. According to the National Research Center, intentions to stay and willingness to make recommendations, provide evidence that the city provides services and amenities that work although many ratings were below the national benchmarks.

³ Total will not equal 907,574 due to U.S. Census Bureau overlaps.

⁴ As a place to retire, 63% gave “excellent” or “good” ratings. As a place to work, 52% said “excellent” or “good”.

SENSE OF COMMUNITY

A majority of residents (54%) rated Honolulu’s “sense of community” as excellent or good. This rating was below the national benchmarks and placed Honolulu in the 35th percentile. 51% gave excellent or good ratings for the city’s overall appearance and placed the city in the 23rd percentile compared with other jurisdictions. 39% rated cleanliness as good or excellent. The rating for cleanliness placed Honolulu in the 5th percentile nationally, or 132 out of 139 jurisdictions. Most residents (62%) felt that the Honolulu community was open and accepting towards people of diverse backgrounds. This was similar to the national benchmarks and placed the city in the 51st percentile.

<u>Community Characteristics</u>	<u>Percent Rating Honolulu Excellent or Good</u>	<u>National Ranking</u>	<u>300,000+ Cities Ranking</u>
Overall image/reputation of Honolulu	66%	44 ^{%ile}	67 ^{%ile}
Overall appearance of Honolulu	51%	23 ^{%ile}	20 ^{%ile}
Cleanliness of Honolulu	39%	5 ^{%ile}	0 ^{%ile}
Openness and acceptance of the community toward people of diverse backgrounds	62%	51 ^{%ile}	85 ^{%ile}
Sense of community	54%	35 ^{%ile}	67 ^{%ile}

Source: National Citizen Survey™ 2010 (Honolulu)

The survey also included questions to assess resident involvement with neighbors. 49% of residents reported talking to or visiting their immediate neighbors at least several times a week, which is similar to other jurisdictions. 71% talked to or visited their immediate neighbors at least several times a month.

COMMUNITY AMENITIES

In comparisons to other jurisdictions, Honolulu residents gave high ratings for ease of bus travel in Honolulu, air quality, and drinking water. A high rating was also given for opportunities to attend cultural events. These satisfaction levels placed Honolulu above the 70th percentile nationally and above the 80th percentile when compared to cities with populations over 300,000. Other rankings indicated efforts to improve these service areas should continue.

Community Amenities	Percent Rating Honolulu Excellent or Good	National Ranking	300,000+ Cities Ranking
Ease of bus travel in Honolulu	55%	74 ^{%ile}	92 ^{%ile}
Air Quality	75%	72 ^{%ile}	94 ^{%ile}
Drinking Water	76%	79 ^{%ile}	93 ^{%ile}
Opportunities to attend cultural events	70%	83 ^{%ile}	81 ^{%ile}
Shopping opportunities	70%	78 ^{%ile}	64 ^{%ile}
Recreation opportunities	71%	74 ^{%ile}	67 ^{%ile}
Traffic flow on major streets	10%	1 ^{%ile}	0 ^{%ile}
Availability of affordable quality housing	6%	2 ^{ile}	5 ^{%ile}
Employment opportunities	22%	31 ^{%ile}	25 ^{%ile}
Availability of affordable quality health care	33%	16 ^{%ile}	12 ^{%ile}
Availability of affordable quality child care	14%	2 ^{%ile}	0 ^{%ile}

Source: National Citizen Survey™ 2010 (Honolulu)

In 2010, the rate of population growth in Honolulu was viewed as “too fast” by 65% of survey respondents. Survey respondents rated economic development as “fair” or “poor” (76%) and job growth as too slow (86%).

Other factors affecting the perception of residents include availability of public parking, street cleaning, sidewalk maintenance, and street repair. For example, 13% of Honolulu residents rated street repair as good or excellent, 28% as fair, and 59% as poor. This satisfaction level places the city in the 2nd percentile and is much below the comparison for other surveyed jurisdictions.

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

Transportation and Parking Services	Percent Rating Honolulu Excellent or Good	National Ranking	300,000+ Cities Ranking
Street repairs	13%	2 ^{%ile}	0 ^{%ile}
Street cleaning	27%	2 ^{%ile}	11 ^{%ile}
Street lighting	41%	10 ^{%ile}	22 ^{ile}
Sidewalk maintenance	28%	8 ^{%ile}	17 ^{%ile}
Traffic signal timing	37%	14 ^{%ile}	13 ^{%ile}
Amount of public parking	9%	1 ^{%ile}	0 ^{%ile}

Source: National Citizen Survey™ 2010 (Honolulu)

KEY DRIVER ANALYSIS

This year’s survey report from the National Research Center (see Attachment 1 of this report, pages 47-51) analyzed the responses from the City and County’s National Citizen Survey to provide an analysis of “Key Drivers” and an overall evaluation of services by category. According to the report, local government core services – like fire protection - land at the top of the list when residents are asked about the most important local government services. Key Driver Analysis however reveals service areas that influence residents’ overall ratings for quality of government services. Examining services that have the greatest likelihood of influencing residents’ opinions about overall service quality may help government better focus its efforts.

Based on Honolulu’s survey results, “Police services”, “Emergency preparedness”, and “Recycling” were the three areas most strongly correlated with ratings of overall service quality.

SCOPE AND METHODOLOGY

The Office of the City Auditor prepared this report in accordance with the City Auditor’s FY 2010 Work Plan. The scope of our review covered information and results for the city’s departments for the fiscal year beginning July 1, 2005 (FY 2006) and ending June 30, 2010 (FY 2010).

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

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

When possible, we have included in the report 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, 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*.⁵ 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. In 2003, GASB issued a special report on *Reporting Performance Information: Suggested Criteria for Effective Communication* that describes

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

16 criteria that state and local governments can use when preparing external reports on performance information.⁶ Using the GASB criteria, the Association of Government Accountants (AGA) initiated a Certificate of Excellence in Service Efforts and Accomplishments Reporting project in 2003.

Our report implements this national program. The City and County of Honolulu has reported various performance indicators for a number of years. 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 documents⁷, performance measures from other jurisdictions, and benchmarking information from the ICMA⁸ and other professional organizations. We used audited information from the Comprehensive Annual Financial Reports for the City and County of Honolulu (CAFRs).⁹ We cited departmental mission statements and performance targets¹⁰ 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.

⁶ A summary of the GASB special report on reporting performance information is online at http://www.seagov.org/sea_gasb_project/criteria_summary.pdf

⁷ The budget is on-line at <http://www1.honolulu.gov/budget/execbgt/index1.htm>.

The operating budget includes additional performance information.

⁸ International City/County Management Association (ICMA), *Comparative Performance Measurement FY 2005 Data Report*. This report summarizes data from 87 jurisdictions.

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

¹⁰ The operating budget may include additional performance targets for the budget benchmarking measures.

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

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

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

THE NATIONAL CITIZEN SURVEY™

The National Citizen Survey™ is a collaborative effort between the National Research Center, Inc. (NRC), and the International City/County Management Association (ICMA).¹¹ Respondents in each jurisdiction are selected at random. Participation is encouraged with multiple mailings and self-addressed, postage-paid envelopes. Results are statistically re-weighted, if necessary, to reflect the proper demographic composition of the entire community.

Surveys were mailed to a total of 1,200 Honolulu households in September 2010. Completed surveys were received from 444 residents, for a response rate of 38%. Typical response rates obtained on citizen surveys range from 25% to 40%.

It is customary to describe the precision of estimates made from surveys by a “level of confidence” (or margin of error). The 95% confidence level for this survey of 1,200 residents is no greater than plus or minus 5 percentage points around any given percent reported for the entire sample.

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

¹¹ The full report of Honolulu’s survey results can be found in Attachments 1-2.

considered “statistically significant” if they are greater than 10 percentage points.

The NRC has collected citizen survey data from more than 500 jurisdictions in the United States. Inter-jurisdictional comparisons are available when similar questions are asked in at least five other jurisdictions. 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.

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.¹²

<u>Year</u>	<u>Population</u>
FY 2006	900,340
FY 2007	903,467
FY 2008	898,695
FY 2009	902,745
FY 2010	907,574
Percent change over last 5 years:	0.8%

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

¹² The U.S. Census Bureau periodically revises prior year estimates. Where applicable we used their revised population estimates to recalculate certain indicators in this report.

INFLATION

Financial data has not been adjusted for inflation. In order to account for inflation, readers should keep in mind that the City and County of Honolulu Consumer Price Index for All Urban Consumers has decreased by 3.3% over the 5 years of financial data that is included in this report. The index changed as follows:

<u>Date</u>	<u>Index</u>
June 2006	5.8%
June 2007	5.0%
June 2008	4.9%
June 2009	0.3%
June 2010	2.5%
Percent change over last 5 years:	-3.3%

ROUNDING

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

COMPARISONS TO OTHER CITIES

Where possible we included comparisons to cities with comparable population size to Honolulu. In addition, city departments suggested cities with comparable programs or organization of services. The choice of the cities that we use for our comparisons may vary depending on whether data is easily available. Regardless of which cities are included, comparisons to other cities should be used carefully. We tried to include “apples to apples” comparisons, but differences in costing methodologies and program design may account for unexplained variances between cities. For example, the California State Controller’s Office gathers and publishes comparative financial information from all California cities.¹³ We used this information

where possible, but noted that cities provide different levels of service and categorize expenditures in different ways. Other data was extracted from the U.S. Census Bureau 2010 results and the State of Hawai’i Data Book issued by the Department of Business, Economic Development and Tourism.

ACKNOWLEDGEMENTS

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

We would like to acknowledge our debt to Sharon Erickson and the City of Palo Alto that set several precedents for local government accountability and performance through its *City of Palo Alto Service Efforts and Accomplishments* reports over the last 9 years.

¹³ California State Controller, *Cities Annual Report Fiscal Year 2007-08*
<http://www.sco.ca.gov/Files-ARD-Local/LocRep/Cities0708revised.pdf>.

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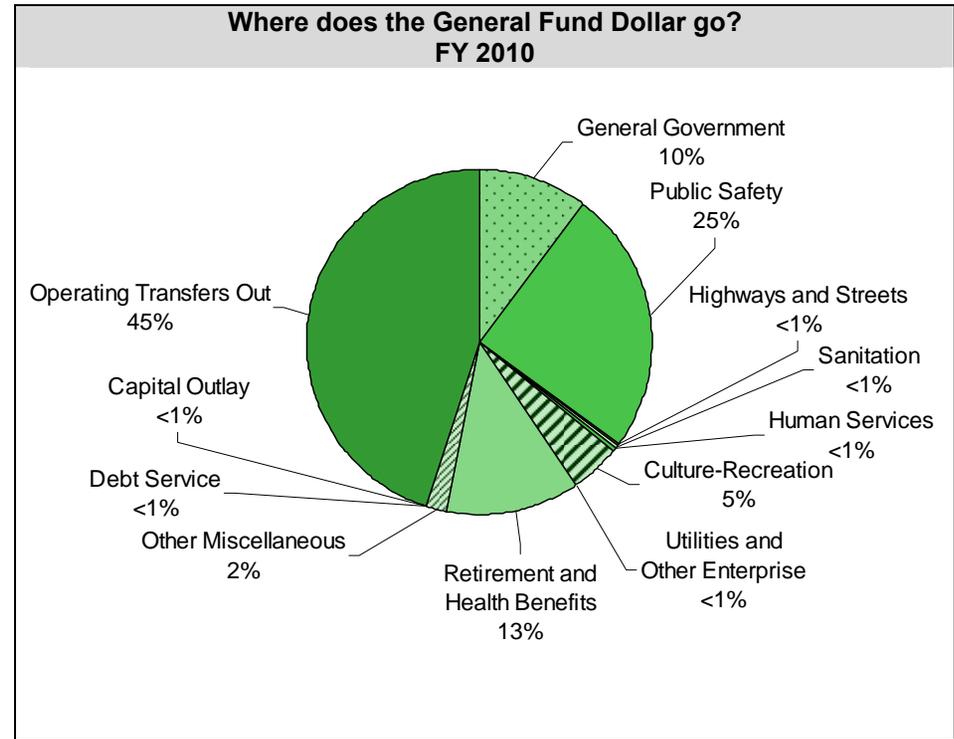
CHAPTER 1 – OVERALL SPENDING, STAFFING & ACCOMPLISHMENT OF CITY PRIORITIES

OVERALL SPENDING

Honolulu, like other cities, uses various funds to track specific activities. The General Fund is used for all general revenues and governmental functions including community and customer services, design and construction, emergency management and services, environmental services, fire, information technology, parks and recreation, police, legislative, and support services. These services are supported by general city revenues and program fees. Proprietary Funds are used for highway, parks and playgrounds, sewer, bus transportation, solid waste, water, housing, and enterprise services such as golf course, the zoo, and auditoriums. These services are generally supported by charges paid by users.

The pie chart to the right shows where a General Fund dollar goes. The table below shows more detail. In FY 2010, the city's total General Fund expenditures and other uses of funds totaled \$1.255 billion. This included \$564 million in transfers to other funds (including \$1.6 million for capital projects, \$1 million for debt service, and \$170 million for bus transport services).

Total General Fund uses of funds increased 48% over the last five years (some expenses were transferred to other funds), or more than inflation (0.8% over the same five-year period).



Source: Comprehensive Annual Financial Report (FY 2010)

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

	General Government	Public Safety	Highways and Streets	Sanitation	Human Services	Culture-Recreation	Utilities and Other Enterprise	Retirement and Health Benefits	Other Miscellaneous	Debt Service	Capital Outlay	Operating Transfers Out	TOTAL	Proprietary Funds Operating Expenditures
FY 2006	\$105	\$249	\$1.9	-	\$1.7	\$49	-	\$118	\$18	\$1.3	-	\$306	\$850	\$416
FY 2007	\$115	\$269	\$2.2	\$2.3	\$2.4	\$52	-	\$119	\$22	\$0.6	-	\$423	\$1,007	\$441
FY 2008	\$125	\$289	\$2.6	\$5.5	\$2.8	\$60	-	\$121	\$20	\$0.9	\$2.1	\$624	\$1,253	\$504
FY 2009	\$134	\$309	\$3.7	\$4.8	\$3.7	\$64	-	\$150	\$26	\$0.9	\$2.0	\$649	\$1,347	\$497
FY 2010	\$129	\$312	\$2.1	\$3.0	\$3.1	\$59	\$0.1	\$159	\$22	\$1.0	\$1.6	\$564	\$1,255	\$524
Change over last 5 years	23%	25%	11%	30%	82%	19%	-	35%	23%	-24%	-24%	84%	48%	26%

Sources: Executive Operating Program and Budgets (FY 2006-2009) and Comprehensive Annual Financial Reports (FY 2006-2010)

PER CAPITA SPENDING

As shown below, in FY 2010, General Fund operating expenditures and other uses of funds totaled \$1,382 per Honolulu resident, including operating transfers. Based on the U.S. Census count of 907,574 residents, we estimate the per capita cost per department in FY 2010 was about \$552.

Proprietary/special fund operating expenses totaled \$577 per capita. Honolulu's 35 proprietary funds include highway, highway beautification, bikeway, parks and playgrounds. Other funds are sewer, solid waste, transit, bus transportation. More funds are liquor commission, post-employment benefits reserves, affordable housing, and rental assistance funds.

Other funds are for zoo animal purchase, the Hanauma Bay Nature preserve, and fiscal stability reserve funds. There are also funds for land conservation, clean water and natural lands, and community development.

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

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

Per Capita Spending by Department			
Department	FY 2010	Department	FY 2010
Budget and Fiscal Services	\$18	Human Resources	\$6
Community Services	\$3	Information Technology	\$19
Corporation Counsel	\$6	Mayor	\$1
Customer Service	\$20	Managing Director	\$3
Design and Construction	\$15	Neighborhood Commission	\$1
Emergency Management	\$1	Royal Hawaiian Band	\$2
Emergency Services	\$35	Medical Examiner	\$2
Enterprise Services	\$0	Parks and Recreation	\$62
Environmental Services	\$5	Planning and Permits	\$15
Facilities Maintenance	\$19	Police	\$204
Fire	\$97	Prosecuting Attorney	\$18
Total Per Capita Cost for City Operations = \$552			

Sources: Budget Summaries, BFS Director's Financial Report, and U.S. Census Bureau

Per Capita Cost by Function (FY 2006 – 2010)

	General Government		Highways and Streets		Human Services	Culture-Recreation	Retirement and Health Benefits		Other Miscellaneous	Debt Service	Capital Outlay	Operating Transfers		Proprietary Funds Operating Expenditures
	Public Safety	Sanitation	Health Benefits	Operating Out			TOTAL							
FY 2006	\$117	\$277	\$2	0	\$2	\$55	\$131	\$19	\$1	0	\$340	\$944	\$462	
FY 2007	\$128	\$297	\$2	\$2	\$3	\$57	\$132	\$24	\$1	0	\$468	\$1,115	\$488	
FY 2008	\$139	\$321	\$3	\$6	\$3	\$67	\$135	\$22	\$1	\$2	\$695	\$1,395	\$561	
FY 2009	\$148	\$342	\$4	\$5	\$4	\$71	\$166	\$29	\$1	\$2	\$719	\$1,492	\$550	
FY 2010	\$142	\$344	\$2	\$2	\$3	\$65	\$175	\$24	\$1	\$2	\$621	\$1,382	\$577	
Change over last 5 years	21%	24%	0%	-	85%	18%	34%	22%	0%	-	83%	46%	25%	

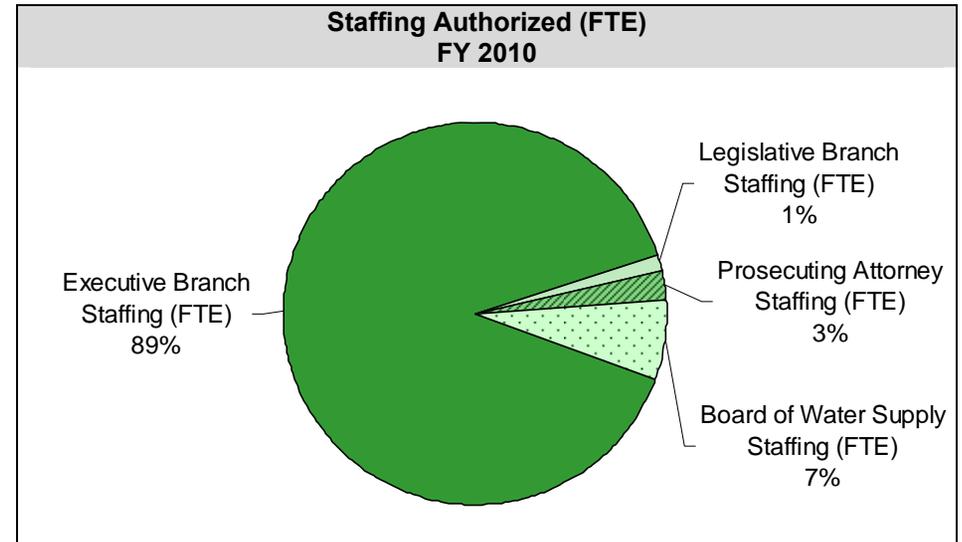
Sources: Budget Summaries, BFS Director's Financial Report, and U.S. Census Bureau

AUTHORIZED STAFFING

City staffing is measured in full-time equivalent staff, or FTEs¹. As of January 1, 2011, there were a total of 10,920 authorized FTE citywide. Citywide filled positions totaled 8,810 FTE and vacant positions were 2,110 FTEs (19.3%). The executive branch was authorized 9,782 FTE and filled 7,944 FTE positions. The executive branch vacancy rate was 18.8% or 1,838 FTE at the beginning of 2011.

Over the last five years, total citywide FTE (including authorized temporary positions) increased 3% and the vacancy rate decreased 0.2%. In the executive branch, authorized FTE staffing increased 3% and the vacancy rate declined 0.5% between FY 2006 and FY 2010.

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



Sources: Department of Budget and Fiscal Services BRASS Data (FY 2006-2010) (1-11-2011), City Council Administration, and Honolulu Board of Water Supply

City Staffing (FTE) (FY 2006 to FY 2010) (As of January 1, 2011)

Fiscal Year	Total Citywide Staffing (Estimated FTE) ¹					Executive Branch Staffing (FTE) ¹				
	Total City Authorized FTE	Authorized FTE (Filled)	Authorized FTE (Vacant)	Authorized FTE Filled (Percent)	Authorized FTE Vacant (Percent)	Total Authorized FTE	Authorized FTE (Filled)	Authorized FTE (Vacant)	Authorized FTE Filled (Percent)	Authorized FTE Vacant (Percent)
FY 2006	10,626.7	8,556.8	2,069.8	80.5%	19.5%	9,471.2	7,644.3	1,826.8	80.7%	19.3%
FY 2007	10,718.9	8,682.4	2,036.5	81%	19%	9,581.4	7,779.9	1,801.5	81.2%	18.8%
FY 2008	10,799.9	8,867.3	1,932.6	82.1%	17.9%	9,668.9	7,972.8	1,696.1	82.5%	17.5%
FY 2009	10,846.4	8,929.3	1,917.1	82.3%	17.7%	9,714.4	8,034.8	1,679.6	82.7%	17.3%
FY 2010	10,920.4	8,810	2,110.4	80.7%	19.3%	9,781.9	7,944	1,837.9	81.2%	18.8%
Change over last 5 years	3%	3%	2%	0.2%	-0.2%	3%	4%	0.6%	0.5%	-0.5%

Sources: Department of Budget and Fiscal Services BRASS Data (FY 2006-2010) (1-11-2011), City Council Administration, and the Honolulu Board of Water Supply

¹ FTE count excludes personal services contract staff which is estimated at 420 FTE for FY 2010.

AUTHORIZED STAFFING (cont.)

Authorized staffing in the Legislative branch¹ was 128 FTE, of which 123 were filled as of January 2011. The vacancy rate was 3.9% or 5 FTE. Although authorized FTE increased 5% over the past five years, FTEs filled has decreased 2.7% to 96.1%.

Authorized FTE for the Office of the Prosecuting Attorney remained stable between FY 2006 and FY 2010 at 287.5 authorized FTEs. It filled 238 FTE positions at the beginning of calendar year 2011 and had 49.5 FTE positions vacant. This represented a vacancy rate of 17.2%.

The Honolulu Board of Water Supply, a quasi-governmental entity within the City and County of Honolulu, was authorized 640 FTEs and filled 496 positions as of January 2011. The vacant 144 FTEs represented a vacancy rate of 22.5%. Filled positions in FTEs decreased 12% over the past five years.

City Staffing (FTE) (FY 2006 to FY 2010) (As of January 1, 2011)					
	Honolulu Board of Water Supply Staffing (FTE)				
	Total Authorized FTE	Authorized FTE (Filled)	Authorized FTE (Vacant)	Authorized FTE Filled (Percent)	Authorized FTE Vacant (Percent)
FY 2006	727	534	193	73.4%	26.6%
FY 2007	714	540	185	75.6%	25.9%
FY 2008	714	527	198	73.8%	27.7%
FY 2009	711	529	182	74.4%	25.6%
FY 2010	640	496	144	77.5%	22.5%
Change over last 5 years	-12%	-7%	-25%	5.5%	-5.5%

Source: Honolulu Board of Water Supply

City Staffing (FTE) (FY 2006 to FY 2010) (As of January 1, 2011)

	Legislative Branch Staffing ¹ (FTE)					Prosecuting Attorney Staffing (FTE)				
	Total Authorized FTE	Authorized FTE (Filled)	Authorized FTE (Vacant)	Authorized FTE Filled (Percent)	Authorized FTE Vacant (Percent)	Total Authorized FTE	Authorized FTE (Filled)	Authorized FTE (Vacant)	Authorized FTE Filled (Percent)	Authorized FTE Vacant (Percent)
FY 2006	122	120.5	1.5	98.8%	1.2%	287.5	239	48.5	83.1%	16.9%
FY 2007	125	120.5	4.5	96.4%	3.6%	287.5	242	45.5	84.2%	15.8%
FY 2008	119	116.5	2.5	97.9%	2.1%	287.5	251.5	36	87.5%	12.5%
FY 2009	122	116.5	5.5	95.5%	4.5%	287	249	38	86.8%	13.2%
FY 2010	128	123	5	96.1%	3.9%	287.5	238	49.5	82.8%	17.2%
Change over last 5 years	5%	2%	233%	-2.7%	2.7%	0%	-0.4%	2%	-0.3%	0.3%

Sources: Council Administration and Department of Budget and Fiscal Services BRASS Data (FY 2006-2010) (1-11-2011)

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

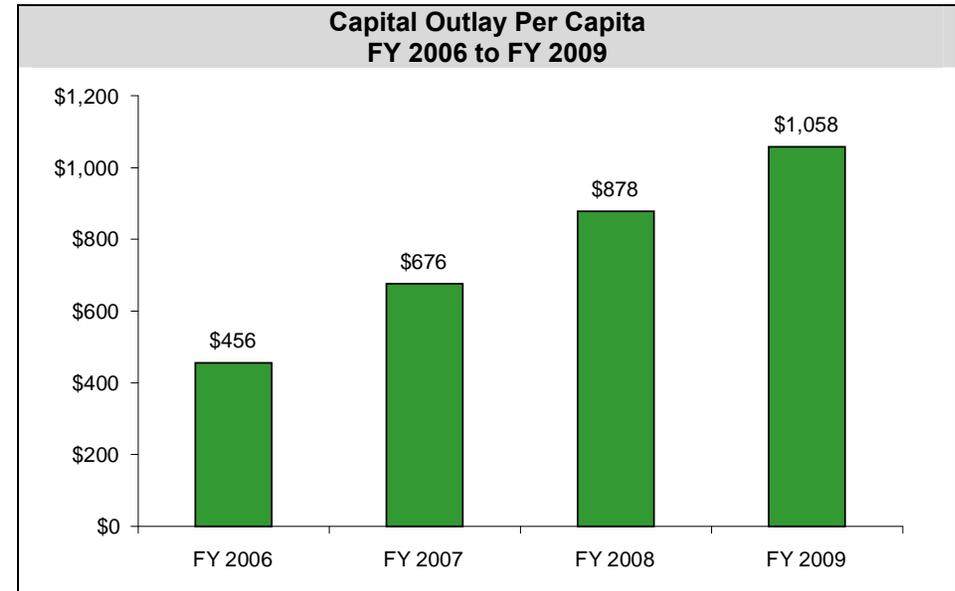
CAPITAL SPENDING

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

FY 2010 funding totaled \$1.69 billion and was an increase of \$738.5 million over the previous year. More than \$1 billion in this amount is attributable to the rail transit project. General government projects totaled \$38.6 million. Public safety CIP projects were \$44.1 million, highways and streets totaled \$132 million, and sanitation projects totaled \$321.9 million. Culture and recreation CIP projects totaled \$38.5 million.

With the implementation of GASB Statement 34 in FY 2001-02, the city has recorded all its capital assets in its citywide financial statements. Capital assets are valued at historical cost, net of accumulated depreciation. This includes buildings and structures, vehicles and equipment, roadways, and distribution systems.

Capital outlay has increased over the past five years from \$410.8 million to \$1.69 billion. As shown in the graph on the right; capital outlay per capita has increased from \$456 in FY 2006 to \$1,058 in FY 2009. Capital outlays increased the most for public safety (110%) and highways and streets (147%) over the last five years.



Sources: Executive Operating Program and Budgets (FY 2006-2009) and U.S. Census Bureau

Capital Outlay (\$ million)

	General Government	Public Safety	Highways and Streets	Sanitation	Human Services	Culture-Recreation	Utilities and Other Enterprises	Total
FY 2006	\$46.7	\$21	\$53.5	\$210.3	\$15	\$22.1	\$42.1	\$410.8
FY 2007	\$45.6	\$31.4	\$80	\$344.6	\$15.1	\$27.1	\$67.2	\$611
FY 2008	\$57.9	\$56.8	\$70	\$402.3	\$14.6	\$29.4	\$158.4	\$789.5
FY 2009	\$64.2	\$57.3	\$121.4	\$319.6	\$15.6	\$40	\$336.8	\$954.8
FY 2010	\$38.6	\$44.1	\$132	\$322	\$14	\$38.5	\$1,110	\$1,699
Change over last 5 years	-17%	110%	147%	53%	-7%	74.2%	2,537%	314%

Source: City and County of Honolulu Comprehensive Annual Financial Reports (FY 2006-2010) and Executive Operating Program and Budgets (FY 2006-2012)

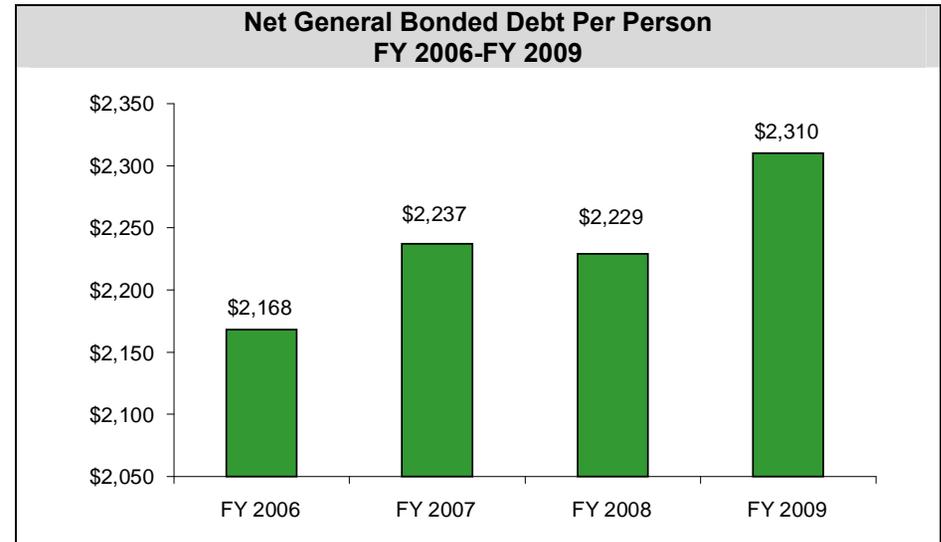
CITY DEBT

Debt service for general obligation bonds (including self-supporting bonds) as a percentage of the city's operating budget, including enterprise and special revenue funds should not exceed 20 percent. Debt service on direct debt (excluding self-supported bonds), as a percentage of General Funds revenues should not exceed 20 percent. The total outstanding principal of the city's variable rate debt should not exceed 120 percent of the city's short-term investments.

Debt service as a percentage of operating expenditures increased from 15.6% in FY 2006 to 18.2% in FY 2010.

The city's general obligation bond ratings between FY 2006 and FY 2010 improved from AA to AA+ under the Fitch rating system. Standard and Poor's ratings also improved from AA- to AA. Moody's bond ratings for city bonds also improved from Aa2 to Aa1. Bond ratings for the wastewater system revenue bond ratings showed similar improvements.

According to city finance reports, the authorized debt per Honolulu resident increased \$1,000 from FY 2008 to \$3,853 per resident as of December 31, 2009. This increase was due to the approval of \$917 million in bonds for the rail transit project.



Sources: Executive Operating Program and Budgets (FY 2006-2009) and U.S. Census Bureau

	Bond Ratings (FY 2006-FY 2010)			Bond Ratings (FY 2006-FY 2010)		
	General Obligation Bond Ratings			Wastewater System Revenue Bond Ratings		
	Moody's	Standard & Poor's	Fitch	Moody's	Standard & Poor's	Fitch
FY 2006	Aa2	AA-	AA	Aa3	AA-	AA-
FY 2007	Aa2	AA	AA	Jr. A1,	Jr. A+,	Jr. A+,
FY 2008	Aa2	AA	AA	Sr. Aa3	Sr. AA-	Sr. AA-
FY 2009	Aa2	AA	AA	Jr. A1,	Jr. A+,	Jr. A+,
FY 2010	Aa1	AA	AA+	Sr. Aa3	Sr. AA-	Sr. AA-

	Debt Service (\$ million)	Operating Expenditures (\$ million)	Debt Service as a Percentage of Operating Expenditures	Authorized Debt Per Person ¹
FY 2006	\$202.3	\$1,294	15.6%	\$2,319
FY 2007	\$253.7	\$1,418	17.9%	\$2,578
FY 2008	\$281.4	\$1,567	18%	\$2,856
FY 2009	\$296	\$1,679	17.6%	\$3,853
FY 2010	\$301.8	\$1,418	18.2%	-

Sources: Executive Operating Program and Budgets (FY 2006-2009), Comprehensive Annual Financial Report (FY 2010), and Office of Council Services 2010 Status of the City's Finances

¹ Per Calendar Year

ACCOMPLISHMENT OF CITY PRIORITIES

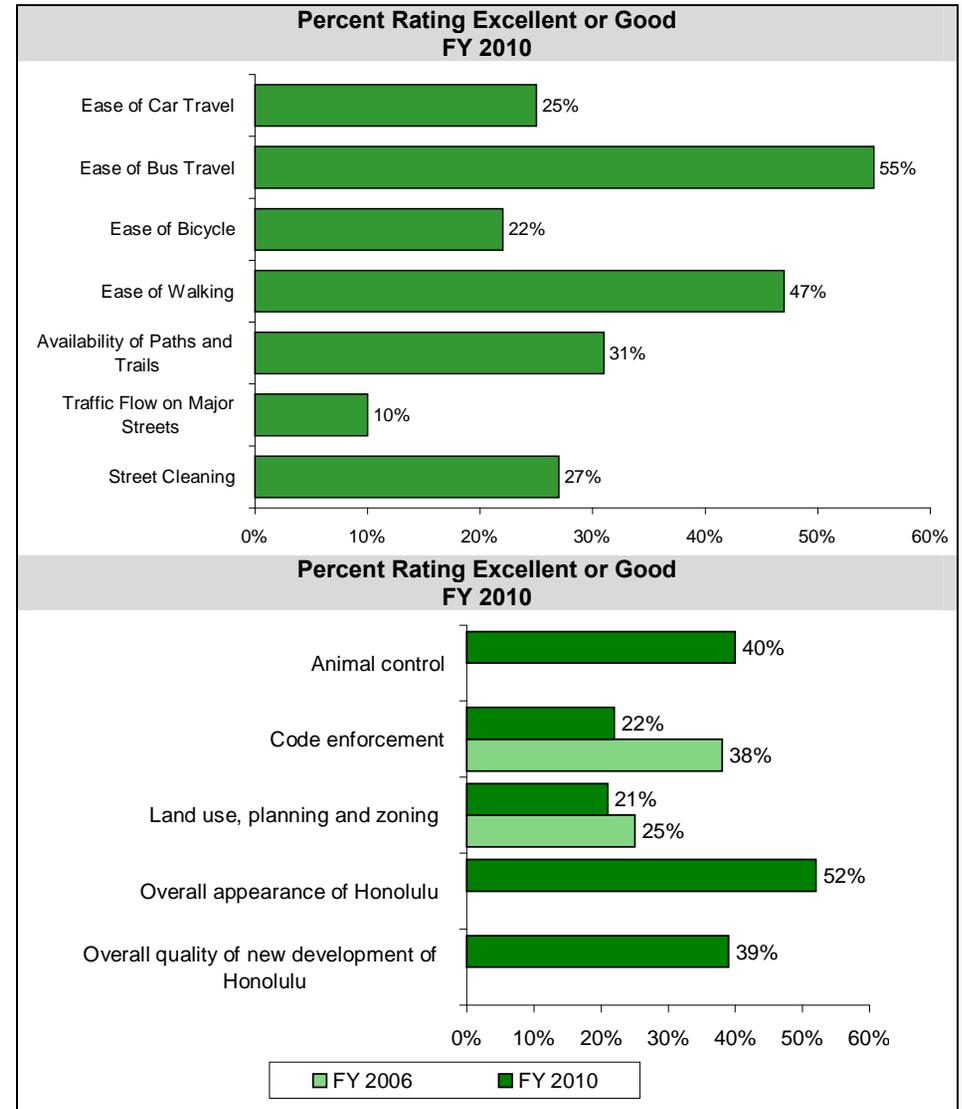
COMMUNITY DESIGN

(pages 31, 37, 51, 54, 83, 86, and 101-103)

The ability to move easily throughout a community can greatly affect the quality of life among resident. Residents responding to the survey rated six aspects of mobility on a scale of “excellent”, “good”, “fair”, and “poor”. Ease of bus travel was given the most positive rating followed by ease of walking in Honolulu. These ratings varied when compared to the national and custom benchmarks.

Land use and zoning, or community development, contributes to a feeling among residents and even visitors of the attention given to the speed of growth, the location of residences and businesses, the kind of housing that is appropriate, and the ease of commerce, green space, and residences. Respondents rating Honolulu as “excellent” or “good” was 39% for the overall quality of new development and 52% for overall appearance of the city. These ratings were much below the national benchmarks.

The Department of Design and Construction reported the number of capital improvement projects declined 27% from 133 to 97 projects over five years. The Department of Planning and Permitting reported the number of land use permits and projects reviewed increased from 88 to 193 projects and the number of construction plans reviewed declined from 1,566 to 1,372 reviews over the same five years. The number of zoning variances reviewed increased from 34 to 55 variances and average processing time for the zoning variances increased from 3 months to 4 months between FY 2006 and FY 2010. Affordable housing agreements reviewed dropped from 50 in FY 2006 to 2 in FY 2010.



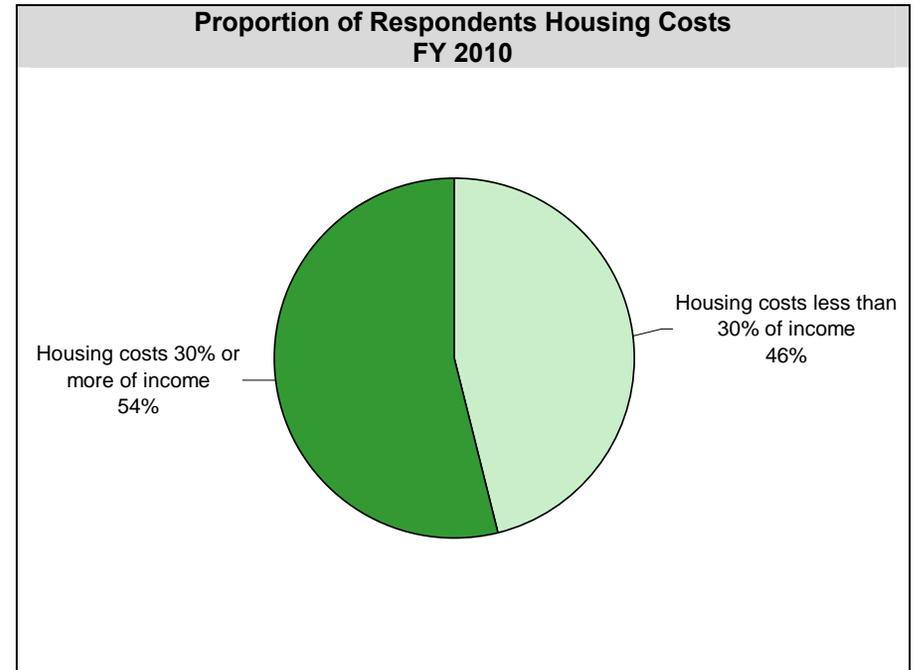
Source: National Citizen Survey™ 2010 (Honolulu)

ACCOMPLISHMENT OF CITY PRIORITIES

COMMUNITY DESIGN (continued)

Housing variety and affordability are not luxuries for any community. When there are too few options for housing style and affordability, the characteristics of a community tilt toward a single group, often well-off residents. The availability of affordable housing was rated as “excellent” or “good” by 6% of the respondents and 24% rated the variety of housing options “excellent” or “good”. These ratings were much below the national benchmarks.

The Department of Community Services statistics show the number of Section 8 Housing vouchers remained the same at over 3,950 over five years. The number of persons on the housing waiting list decreased 60% from 11,150 in FY 2006 to 4,500 in FY 2010 and the number of applications declined from 801 to 30 over the same time period.



Source: National Citizen Survey™ 2010 (Honolulu)

Citizen Survey
Residents Rating Area Excellent or Good

	Transportation				Housing			Land Use and Zoning			
	Street Repair	Street Lighting	Sidewalk Maintenance	Traffic Signal Timing	Bus or Transit Services	Amount of Public Parking	TheBus or Handivan within Honolulu (in last 12 months)	Availability of Affordable Quality Housing	Variety of Housing Options	Population Growth as Too Fast	Run Down Buildings, Weed Lots and Junk Vehicles as a Major Problem
FY 2006	16%	65%	42%	35%	66%	12%	48%	-	-	-	17%
FY 2007	-	-	-	-	-	-	-	-	-	-	-
FY 2008	-	-	-	-	-	-	-	-	-	-	-
FY 2009	-	-	-	-	-	-	-	-	-	-	-
FY 2010	13%	41%	28%	37%	67%	9%	50%	6%	24%	65%	26%
Change over last 5 years	-3%	-24%	-14%	2%	1%	-3%	2%	-	-	-	9%

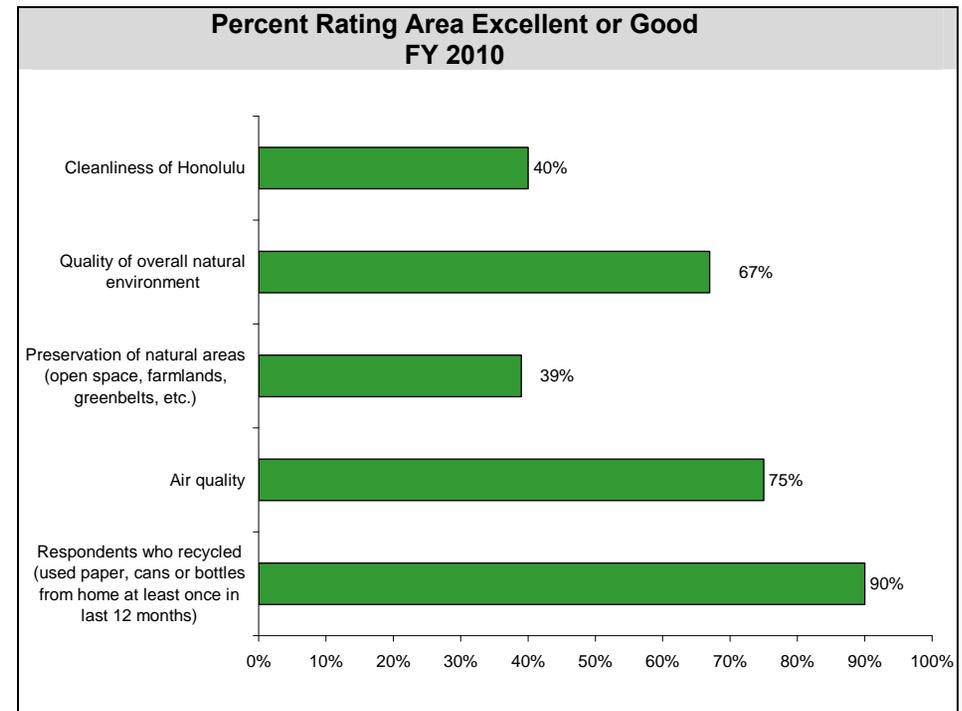
Source: National Citizen Survey™ 2010 (Honolulu)

ACCOMPLISHMENT OF CITY PRIORITIES

ENVIRONMENTAL SUSTAINABILITY (pages 47-50,51, 54, 77, 79, 83, 86, and 105-106)

Residents value the aesthetic qualities of their hometowns and appreciate features such as overall cleanliness and landscaping. In addition, the appearance, smell, and taste of the air and water do not go unnoticed as increasing emphasis is focused on the environment. The overall quality of the environment was rated as “excellent” or “good” by 67% of the survey respondents. Air quality received the highest rating and was much above the national benchmarks. 90% of the residents reported they recycle used paper, cans, or bottles from home. This was much more than the national benchmarks.

The Department of Environmental Services reported green waste tonnage has increased over 98% from 29,395 tons to 58,240 tons over five years and the total tons recycled increased 5% from 495,867 tons to 520,670 tons over the same period. Over 400,000 tons of municipal solid waste was sent to the H-POWER facility to generate electricity each year.



Source: National Citizen Survey™ 2010 (Honolulu)

Citizen Survey: Residents Rating Area Excellent or Good

	Sewer Services	Drinking Water	Storm Drainage	Yard Waste Pick-up	Garbage Collection
FY 2006	37%	73%	35%	56%	72%
FY 2007	-	-	-	-	-
FY 2008	-	-	-	-	-
FY 2009	-	-	-	-	-
FY 2010	57%	75%	51%	64%	73%
Change over last 5 years	20%	2%	16%	8%	1%

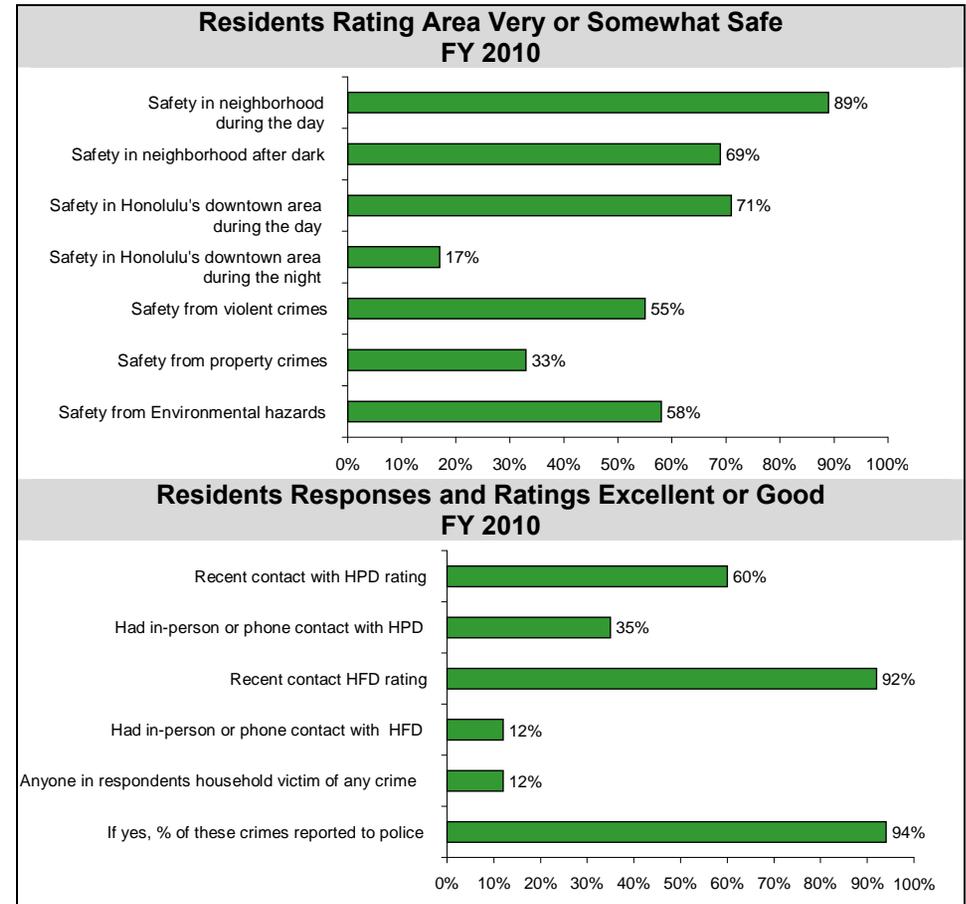
Source: National Citizen Survey™ 2010 (Honolulu)

ACCOMPLISHMENT OF CITY PRIORITIES

PUBLIC SAFETY (pages 39, 41-42, 55-58, 91, 93-94, and 96)

Safety from violent or property crimes creates the cornerstone of an attractive community. Residents were asked to rate their feelings of safety from violent crimes, property crimes, fire, and environmental dangers. Many residents gave positive ratings of safety for the city. About 55% said they felt “very” or “somewhat” safe from violent crimes and 58% felt “very” and “somewhat” safe from environmental hazards. Daytime sense of safety was better than nighttime safety and neighborhoods were rated safer than downtown Honolulu.

The Honolulu Police Department (HPD) calls for service decreased 10% between FY 2006 and FY 2010 as Priority 1 calls (murder, rape, robbery, burglary, aggravated assault, arson, etc.) and Priority 2 calls (forgery, fraud, vandalism, weapons, prostitution, drugs, gambling, driving while intoxicated, etc.) declined 17% over the same five year period. The Honolulu Fire Department’s (HFD) fire calls decreased 29% from 3,375 to 2,383 calls over five years while medical rescues increased 27% from 20,218 to 25,617 over the same period. Emergency medical services transports decreased 4% from 45,441 to 43,581 transports over five years while ocean rescues increased 28% from 1,500 to 1,920 rescues.



Source: National Citizen Survey™ 2006 and 2010 (Honolulu)
*In the past 12 months

Citizen Survey: Residents Rating Services Excellent or Good

	Police Services	Fire Services	Ambulance and Emergency Medical Services	Crime Prevention	Fire Prevention and Education	Traffic Enforcement	Emergency Preparedness
FY 2006	63%	81%	73%	39%	63%	41%	-
FY 2007	-	-	-	-	-	-	-
FY 2008	-	-	-	-	-	-	-
FY 2009	-	-	-	-	-	-	-
FY 2010	64%	91%	90%	44%	67%	40%	57%
Change over last 5 years	1%	10%	17%	5%	4%	-1%	-

Source: National Citizens Survey 2010™ (Honolulu)

ACCOMPLISHMENT OF CITY PRIORITIES

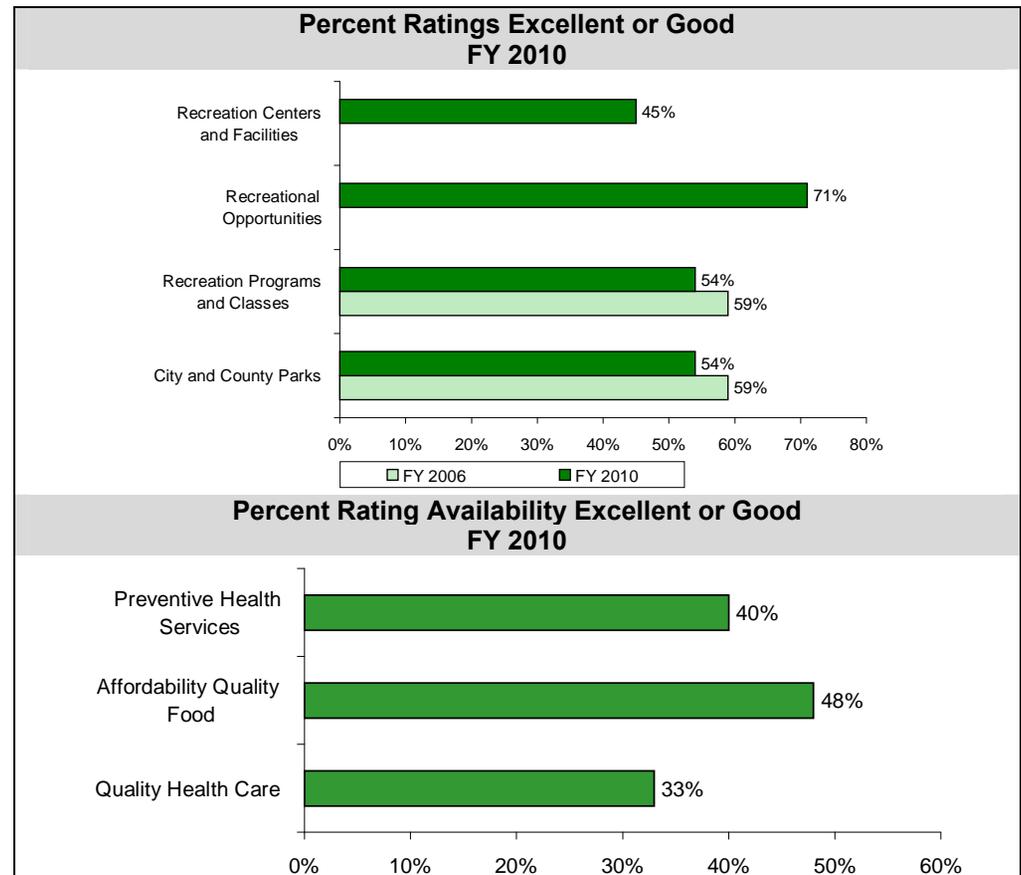
RECREATION AND WELLNESS (pages 43-44, 71, 77, 81, and 99)

Leisure activities can vastly improve the quality of life of residents, serving to entertain and for good health. Recreation opportunities were rated higher than the national benchmarks. Ratings varied for city parks, recreation programs and classes, and recreation centers and facilities. Some were similar to and others were rated lower than the national benchmarks.

Cultural, artistic, social and educational services raise the opportunities for personal growth among residents. Residents gave “excellent” or “good” ratings for opportunities to attend cultural activities (70% which is above the national benchmarks) and educational opportunities (38% which is much below the national ratings).

City residents rated the community's health services. The availability of affordable quality health care and preventive health services were rated lower than the national benchmarks.

Department of Parks and Recreation operating expenditures increased 20% from \$49.1 million to \$59.5 million over five years as park acreage declined from 5,216 acres to 5,147 acres and the number of parks maintained increased from 282 to 288 parks. The total number registering for adults (-4%), teens (-21%), and children (-2%) services decreased over the same five years.



Source: National Citizen Survey™ 2010 (Honolulu)

Citizen Survey: Resident Responses and Rating Area Excellent or Good

	Parks and Recreation (in last 12 months)			Culture, Arts and Education		
	Used City and County Honolulu Recreation Centers	Participated in a City and County Recreation Program or Activity	Visited a Neighborhood Park or City and County Park	Opportunities to Attend Cultural Activities	Educational Opportunities	Participated in Religious or Spiritual Activities in Honolulu in Last 12 Months
FY 2006	-	51%	-	-	-	-
FY 2007	-	-	-	-	-	-
FY 2008	-	-	-	-	-	-
FY 2009	-	-	-	-	-	-
FY 2010	57%	40%	87%	70%	38%	49%
Change over last 5 years	-	-11%	-	-	-	-

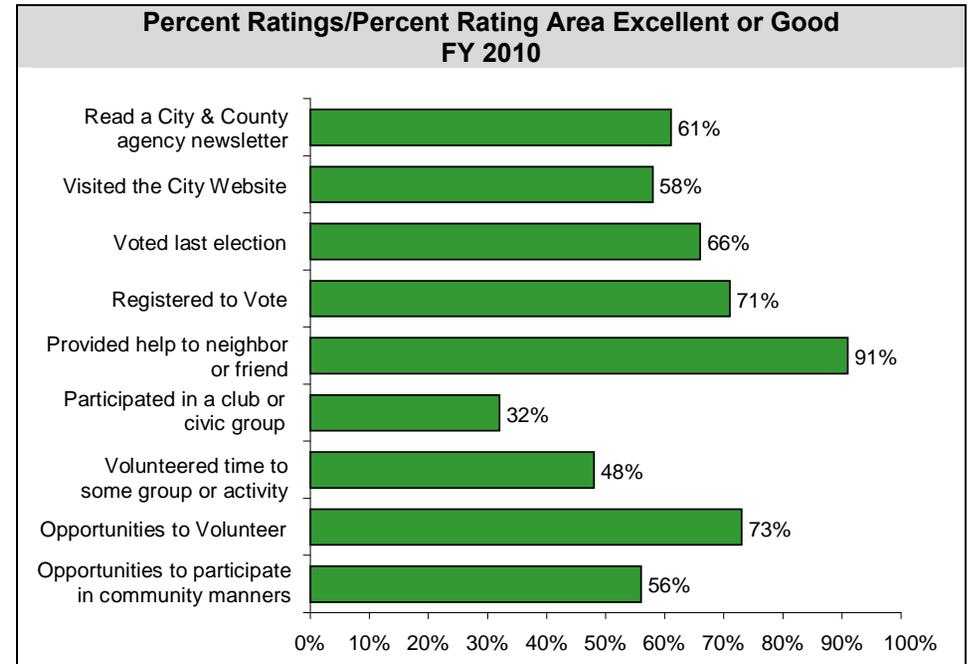
Source: National Citizen Survey™ 2010 (Honolulu)

ACCOMPLISHMENT OF CITY PRIORITIES

CIVIC ENGAGEMENT (page 73)

The extent to which residents take opportunities to participate in government is an indicator of the connection between the government and the populace. When residents are civically engaged, they take the opportunity to participate in making the community more livable for others. Survey participants rated the volunteer opportunities favorably (73% “excellent” or “good”), but rated opportunities to attend or participate in community matters less favorably (56%). Most of the participants had not attended a public meeting of local elected officials or other public meeting during the last 12 months, but watched a meeting of local elected officials or other public meeting on cable televisions, the internet, or other media. The latter was much more than the national benchmarks. When asked if they had visited the city website in the previous 12 months, 58% reported they had done so at least once.

The number of registered voters increased 3% from 444,090 to 456,660 between FY 2006 and FY 2010 while total communications received by the City Clerk remained stable at over 3,600 over the same period.



Source: National Citizen Survey™ 2010 (Honolulu)

Citizen Survey: Residents Rating Area Excellent or Good

Social Engagement, Information and Awareness

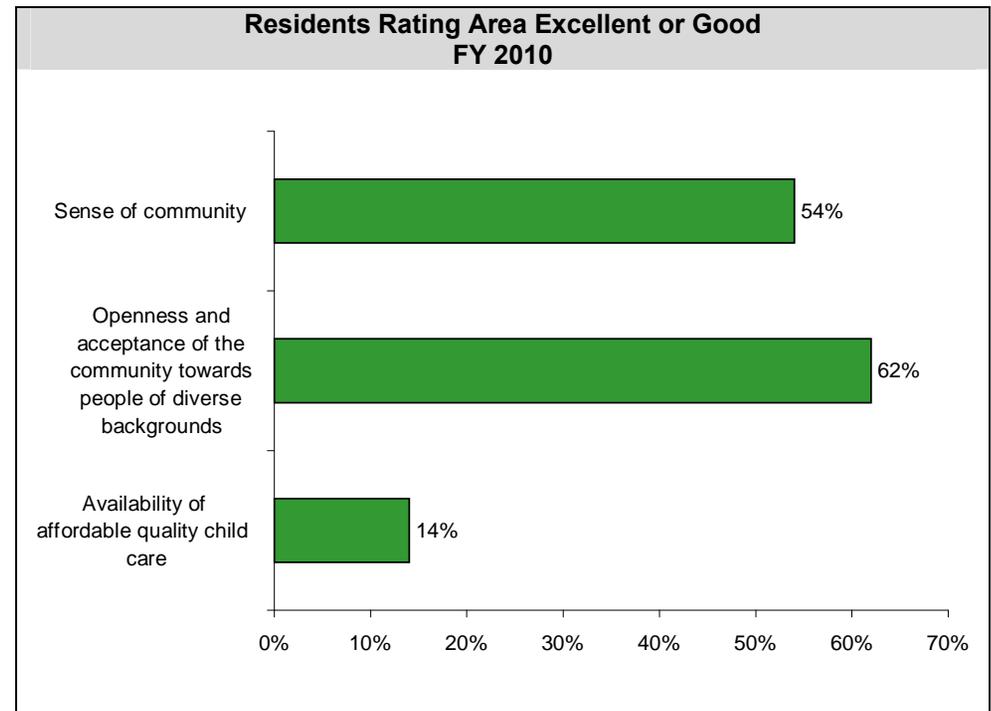
	Opportunities to Participate in Social Events and Activities	Opportunities to Participate in Religious or Spiritual Events and Activities	Respondents Who Talk or Visit with Immediate Neighbors Several Times a Week or Just About Everyday	Public Information Services	Watched a Local Meeting of Elected Officials or Other Public Meeting on Cable TV or Other Media	Attended a Local Meeting of Elected Officials or Other Public Meeting
FY 2006	-	-	-	51%	-	-
FY 2007	-	-	-	-	-	-
FY2008	-	-	-	-	-	-
FY 2009	-	-	-	-	-	-
FY 2010	59%	71%	49%	41%	59%	25%
Change over last 5 years	-	-	-	-10%	-	-

Source: National Citizen Survey™ 2010 (Honolulu)

ACCOMPLISHMENT OF CITY PRIORITIES

COMMUNITY INCLUSIVENESS (pages 44, 71, 73, 77, 81, and 99)

A community that succeeds in creating an inclusive environment for a variety of residents is a community that offers more to many. Residents gave “excellent” or “good” ratings for sense of community (54%), availability of affordable quality child care (14%), and a place to raise children (66%). These ratings were similar to or lower than the national benchmarks. “Excellent” or “good” ratings for openness and acceptance of people of diverse backgrounds (62%) and as a place to retire (63%) were above the ratings for cities with 300,000 or more residents.



Source: National Citizen Survey™ 2010 (Honolulu)

Citizen Survey Residents Rating Area Excellent or Good

	Honolulu as a Place to Raise Children	Honolulu as Place to Retire	Services to Seniors	Services to Youth	Services to Low-Income People
FY 2006	60%	57%	57%	47%	35%
FY 2007	-	-	-	-	-
FY 2008	-	-	-	-	-
FY 2009	-	-	-	-	-
FY 2010	66%	63%	44%	36%	32%
Change over last 5 years	6%	6%	-13%	-11%	-3%

Source: National Citizen Survey™ 2010 (Honolulu)

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CHAPTER 2 - BUDGET AND FISCAL SERVICES

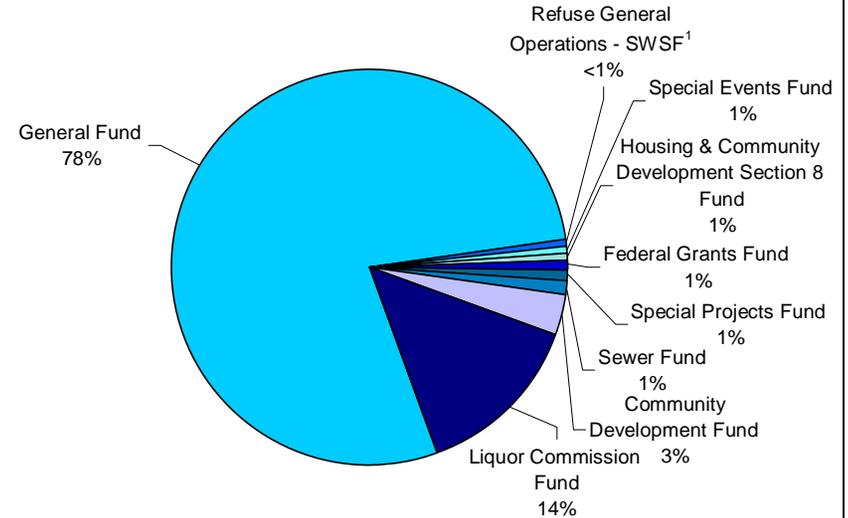
As the city's central financial agency, Budget and Fiscal Services (BFS) is responsible for all aspects of the city's finances, management of the treasury and funds, assesses real property, procures goods and services, and prepares and manages the Executive Operating and Capital Budget and Program. It administratively supports the Liquor Commission.

The department has nine major divisions and programs:

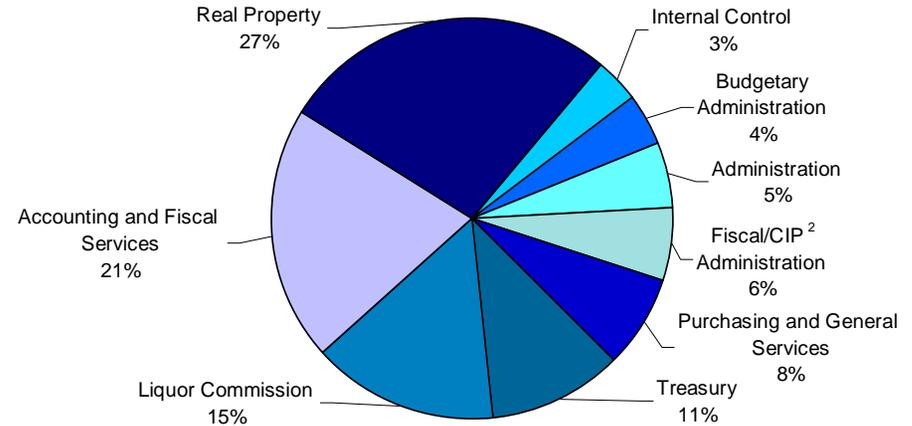
- Administration provides department-wide leadership and coordination. It is also responsible for citywide insurance and self-insurance.
- Accounting and Fiscal Services provides accounting and financial services; and prepares payroll, financial statements and reports on city operations.
- Budgetary Administration provides budgetary services, prepares the annual operating budget, and provides organizational and budgetary reviews of city agencies and programs.
- Fiscal/Capital Improvement Project Administration oversees citywide planning, analysis, preparation and implementation of the annual capital budget and program, and plans and budgets for all revenues. It also monitors the implementation of capital projects, expenditures and requests for amendments, and increases to construction contingencies due to the city's debt service.
- Internal Control examines and evaluates financial activities, controls and processes for recording financial transactions to safeguard city assets.
- Purchasing and General Services procures all materials, equipment, and services. It processes construction, consultant and personal services contracts for the city, and maintains the personal property inventory.
- Real Property annually identifies and assesses all real property in the city and County of Honolulu.
- Treasury administers the treasury management program, general collections, and real property tax collections. It deposits money, invests funds, and issues and pays bonds.
- The Liquor Commission administers and enforces Hawaii's liquor laws on O'ahu through inspections, licensing, registration, and education.

During FY 2010, the City and County was able to manage its budget, and furloughs were not required. Proactive budget decisions in FY 2010 included budget restrictions of 3% and 4.5%, a hiring freeze, and reducing departments' salary funds by \$38.6 million.

**What Are the Sources of Budget and Fiscal Services Funds?
FY 2010**



**Where Does a Budget and Fiscal Services Dollar Go?
FY 2010**



Source: Department of Budget and Fiscal Services

¹ Refuse General Operations - Solid Waste Special Fund

² Fiscal/Capital Improvement Project

SPENDING AND STAFFING

The mission of the Department of Budget and Fiscal Services (BFS) is to protect the financial well-being of the City and County of Honolulu.

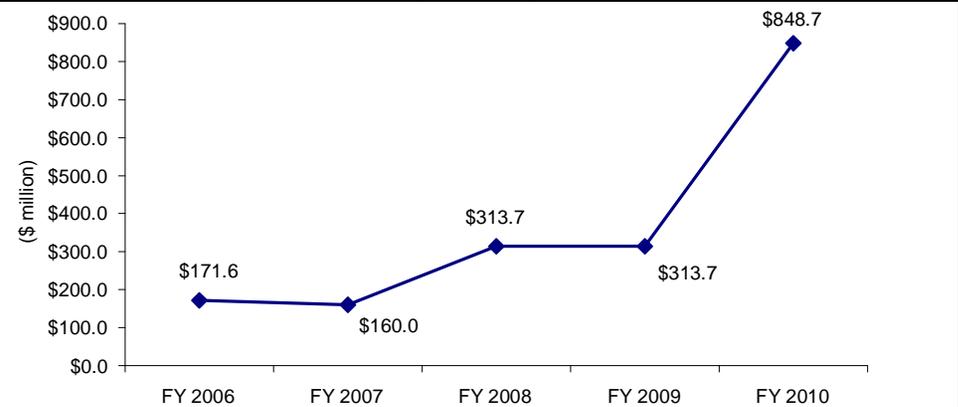
Budget and Fiscal Services' preparation of the city's annual financial report and budget program have earned the Government Finance Officers Association's Certificate of Achievement for Excellence in Financial Reporting for Fiscal Year 2009 and for the past 23 of the last 24 years; as well as the Distinguished Budget Presentation Award in 2009 and for the past 11 years.

Budget and Fiscal Services' spending has increased from \$17.4 million in FY 2006 to \$20.6 million in FY 2010, an increase of about 19%. Authorized staffing has also increased, from 354 FTE in FY 2006 to 370 FTE in FY 2010, an increase of 5%. During this same time period, the department has had an average of 78 vacant FTEs, from 82 FTE in FY 2006 to 75 FTE in FY 2010, a decrease of nearly 9%.

Real Property Tax is the primary revenue source for the General Fund. Property tax collections have increased 44% over the past 5 years from \$588.2 million in FY 2006 to \$847.5 million in FY 2010. The department notes this is primarily due to a 45% increase in net taxable real property values.

Over the past 5 years, delinquent taxes have grown 72 percent from \$9.7 million in FY 2006 to \$15.7 million in FY 2010 which the department attributes to the increase in the total amount of real property taxes billed.

Value of Construction Contracts Awarded (\$ million)



Source: Honolulu Annual Department and Agency Reports (FY 2006-2010)

BFS reports that it has met its goal of maintaining the real property tax delinquency rate below 2%. Delinquent collections have increased 215%, from \$2.8 million in FY 2006 to \$8.9 million in FY 2010. The department reports that this is due to the implementation of its consultant's recommendations and filling all vacant collections FTEs. It also notes that collections staff are sometimes diverted from recoveries to fill in when operational needs arise due to other vacancies within the Treasury Division.

Over the past 5 years, the number and value of construction contracts awarded has increased by 31% and 395% respectively. According to the department, from last year to this year, construction contracts awards increased 171%, from \$313.7 million to \$848.7 million in FY 2010 due to the rail transit project.

	Operating Expenditures				BFS to Total Authorized City		Real Property Taxes			Delinquent Tax Collections (\$ million)	Consultant Contracts Awarded ⁴	Consultant Contracts Awarded (\$ million)	Construction Contracts Awarded ⁴	Construction Contracts Awarded (\$ million)
	(\$ million)	FTEs	Percent Vacant Authorized FTE	Cost per FTE	FTE	Ratio ¹	Overall Sales	Tax Revenues (\$ million)	Outstanding Delinquent Taxes ² (\$ million)					
FY 2006	\$17.4	354	23%	\$49,025	1 to 30	98.0%	\$588.2	\$9.7	1.7%	\$2.8	167	\$38.3	93	\$171.6
FY 2007	\$17.8	364	23%	\$48,952	1 to 29	98.3%	\$686.4	\$9.2	1.4%	\$3.7	140	\$45.0	86	\$160.0
FY 2008	\$20.2	368	21%	\$55,000	1 to 29	98.3%	\$769.3	\$12.6	1.7%	\$0.8	133	\$125.9	146	\$313.7
FY 2009	\$20.4	368	21%	\$55,408	1 to 29	95.9%	\$798.6	\$16.0	2.0%	\$5.8	133	\$125.9	146	\$313.7
FY 2010	\$20.6	370	20%	\$55,715	1 to 30	98.7%	\$847.5	\$15.7	1.9%	\$8.9	169	\$73.1	122	\$848.7
Change over last 5 years	19%	5%	-3%	14%	-	0.7%	44%	62%	0.2%	215%	1%	91%	31%	395%

Sources: Honolulu Annual Department and Agency Reports (FY 2006-2010), Department of Budget and Fiscal Services, and Department of Budget and Fiscal Services Brass Data

¹Sales based ratio studies provide an efficient and objective evaluation method for testing the performance and quality of real property assessments produced by mass appraisal valuation methods. The sales ratio is determined by comparing assessments to actual sales. By ordinance, the required assessment ratio is set at 100% market value for city, as well as for 27 states. Overall mean ratios represent all property classes.

² Includes outstanding taxes from the current year's levy and prior year uncollected delinquencies.

³ Outstanding delinquent taxes as a percent of current levy.

⁴ Excludes Board of Water Supply.

LIQUOR COMMISSION

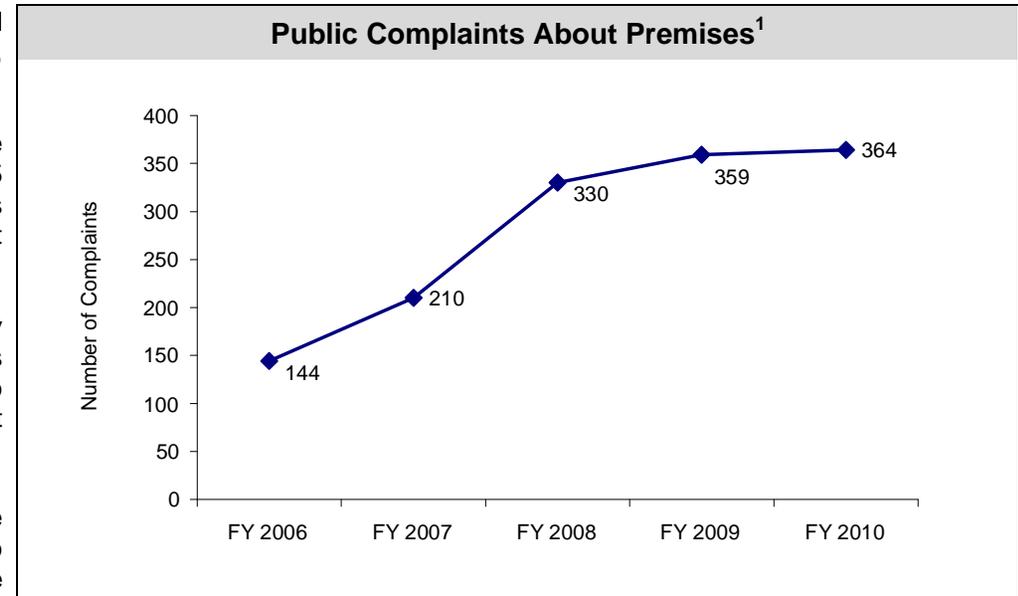
The Honolulu Liquor Commission has sole jurisdiction, power, authority and discretion to grant, refuse, suspend and revoke any license for the manufacture, importation, or sale of liquor within the City and County of Honolulu.

Authorized staffing has remained at 50 FTE over the past 5 years. The commission reports that it has met mission requirements despite 23 to 25 vacant FTE annually due to recruitment and retention challenges. This has been accomplished through the use of retired law enforcement and contract personnel.

The number of individuals trained in liquor service and compliance increased by 44% from FY 2006 to FY 2010. According to the commission, investigations declined nearly 14% and total violations adjudicated declined by 27% due to workload fluctuations in manpower levels among its enforcement and audit personnel.

Complaints concerning unlicensed premises are increasing, as well as noise complaints. Complaints have increased 153% over the past 5 years, due to increased public awareness and greater access to the commission via the Internet, telephone, and outreach efforts. To address noise complaints, the Commission maintains training and certification of all enforcement investigators for noise measurement and noise monitoring.

The total number of adjudicated liquor violations pertaining to minors decreased 26% over the past 5 years. The commission attributes the decrease in minor sales/consumption violations to a steady increase in licensee awareness and compliance, which it hopes will continue.



Source: Honolulu Annual Department and Agency Reports (FY 2006-2010)

	Operating Expenditures (\$ million)	Vacant Authorized FTEs	Cost Per FTE	Total Liquor License Revenues ² (\$ million)	Liquor Licenses in Effect ³	Total Investigations Conducted ⁴	Public Complaints About Premises ¹	Total Violations Adjudicated	% Adjudicated Violations: Minors
FY 2006	\$2.4	46%	\$48,736	\$3.0	1,384	12,000	144	532	28%
FY 2007	\$2.5	50%	\$49,262	\$3.9	1,394	12,000	210	487	18%
FY 2008	\$2.7	46%	\$54,008	\$3.6	1,402	10,500	330	369	34%
FY 2009	\$2.9	50%	\$57,587	\$3.6	1,411	10,225	359	473	37%
FY 2010	\$3.1	50%	\$62,013	\$3.7	1,374	10,354	364	387	28%
Change over last 5 years	27%	4%	27%	25%	-1%	-14%	153%	-27%	0%

Sources: Honolulu Annual Department and Agency Reports (FY 2006-2010), Department of Budget and Fiscal Services, and Department of Budget and Fiscal Services BRASS Data

¹Complaints about liquor establishments include drug activity, prostitution, gambling, serving liquor to minors, excessive noise and other administrative violations.

² Annual Department and Agency Reports: Liquor Commission Schedule B: License Fees Realized: Renewals, Basic license Fees and Gross Liquor Sales (additional fees).

³ Liquor Commission Schedule A: Licenses in Effect.

⁴ The Liquor Commission notes the number of investigations conducted is an approximate number.

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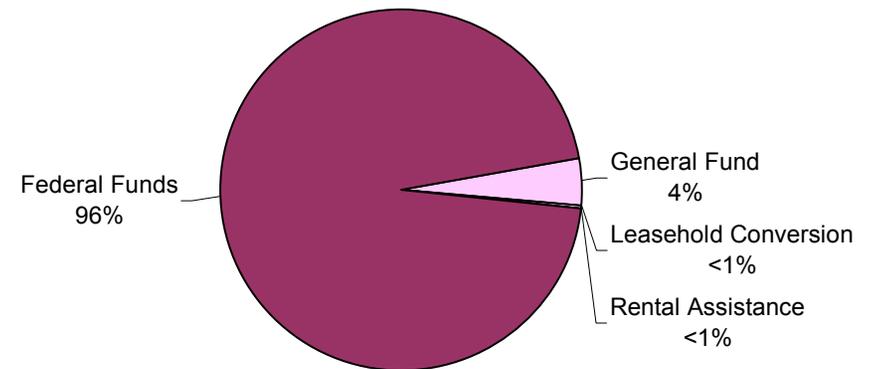
CHAPTER 3 - COMMUNITY SERVICES

Unlike the majority of counties nationwide, education, health care and social services are all provided directly by the State of Hawai'i instead of local government. Thus, the Department of Community Services (DCS) functions either in partnership with the state or as a sub-recipient for federal funds. In FY 2010 it received approximately 96% of its operating budget from federal or state funds. The remaining 4% comes from the city's general fund. Administration comprises less than 1% of operating expenditures.

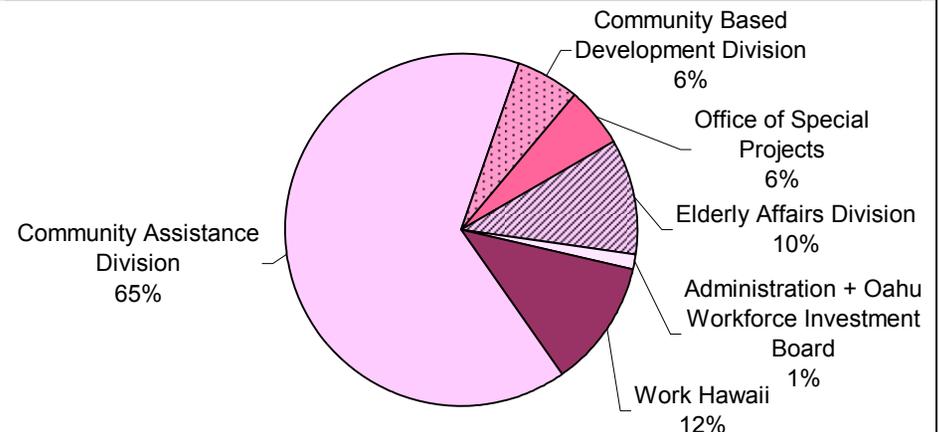
DCS consists of the following:

- Office of Special Projects serves as the liaison to the community. It consists of a Grants Unit, Community Revitalization and Youth Service Center.
- Elderly Affairs serves as the focal point for the City for seniors and the disabled. It plans and develops a coordinated and comprehensive system of services to enable those who are frail, or have limited economic or social support systems, to live independently in the community for as long as possible.
- Community Based Development works in partnership with the private for-profit and non-profit sectors, and other government agencies to address affordable and special needs housing and shelter, and supportive services for people in need.
- WorkHawaii administers the federal Workforce Investment Act and related workforce programs in the City as the lead agency for O'ahu WorkLinks.
- O'ahu Workforce Investment Board is an administratively attached agency to DCS. It is mandated and funded by the Federal Workforce Investment Act of 1998. It monitors O'ahu WorkLinks and selects its services providers; develops the local workforce plan for O'ahu; and collaborates with business leaders to help O'ahu grow a globally competitive workforce.
- Community Assistance provides rental assistance to eligible low-income families; preserves decent, safe and sanitary housing for low, moderate and gap group income households; and assists lower and gap-group income families to achieve homeownership. It administers rental subsidies allocated by the U.S. Department of Housing and Urban Development (HUD).

**What Is the Source of the Department of Community Services Funds?
FY 2010**



**Where Does the Department of Community Services Dollar Go?
FY 2010**



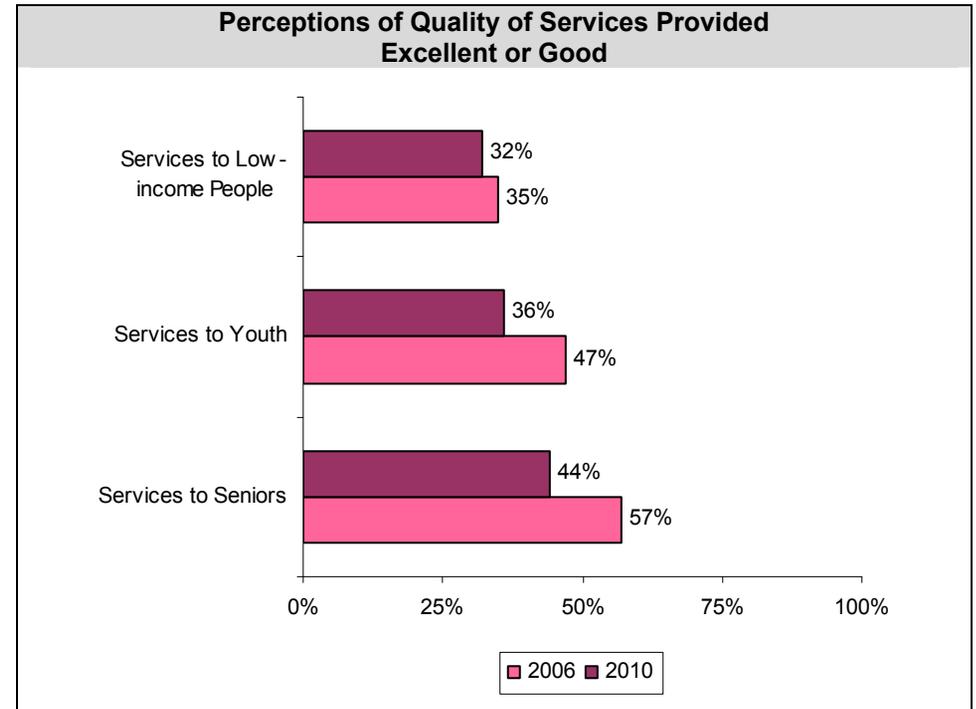
Source: Department of Budget and Fiscal Services

Services Provided

The department noted that it has a significant number of temporary positions since many are funded by either the federal or state government. The department reported that it uses personal services contracts due to hiring freezes and vacancy cutbacks in City general funds and the uncertain availability of funds for state and federally funded positions. Filled positions include limited term appointments and personal services contracts. Community Development Block Grants (CDBG) are funded through the U.S. Department of Housing and Urban Development. Service providers receiving CDBG funds provide domestic violence outreach, literacy services, youth gang prevention, and elderly services. Grant awards have increased by 32% over the past 4 years.

The department's Youth Services Center serves populations considered high-risk, including criminal offenders, ex-offenders, chronically unemployed, people with special needs, chemical addictions and individuals experiencing homelessness. The number of participants in this program has increased by 33% over the past 5 years.

The National Citizen Survey™ 2010 (Honolulu) reflects respondents' perceptions of all social services, and not exclusively those provided by the Department of Community Services. For services to seniors, 44% rated this as "excellent" or "good," but only 36% for services to youth and 32% for low-income people. Ratings for services to low-income people were below the national average, but were similar to those in cities with populations over 300,000.



Source: National Citizen Survey™ 2010 (Honolulu)

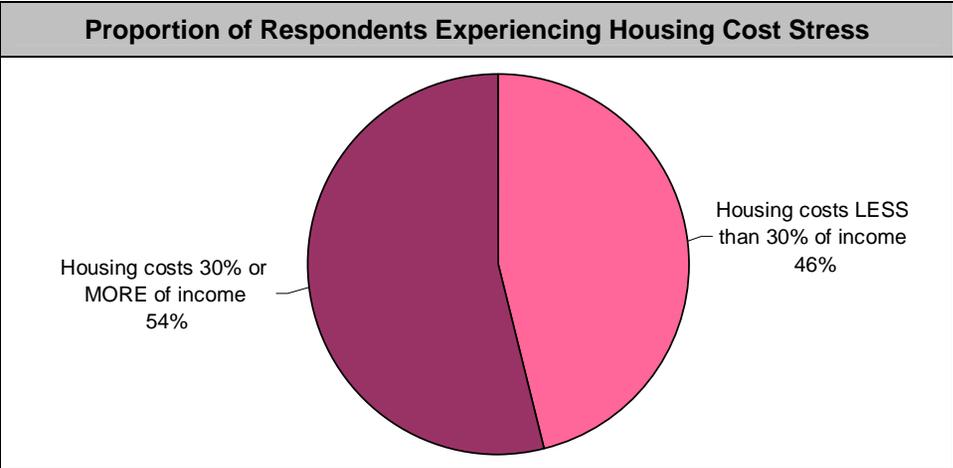
	Operating Exp (\$ million)	Staffing (FTE)			CDBG Grant Awards	Youth Services Participants Served	O'ahu WorkLinks One-Stop Center Users	Citizen Survey (% rating services excellent or good)		
		Authorized	Vacancies	Filled Positions				Seniors	Youth	Low-income people
FY 2006	\$59.3	196	72	124	-	2,251	14,916	57%	47%	35%
FY 2007	\$61.6	215	79.5	135.5	19	2,500	12,315	-	-	-
FY 2008	\$72.4	240	95.5	144.5	17	2,900	14,859	-	-	-
FY 2009	\$78.7	243	83.5	159.5	17	2,900	17,548	-	-	-
FY 2010	\$81.1	245	87	158	25	3,000	20,110	44%	36%	32%
Change over last 5 years	37%	25%	21%	27.5%	-	33%	35%	-13%	-11%	-3%

Sources: Executive Operating Program and Budgets (FY 2006-2009), Department of Budget and Fiscal Services, and Department of Community Services.

Housing Assistance

At the Department of Community Services, the Community Assistance Division comprises 65% of the department’s operating budget. Within this division, the Rental Assistance Branch processes applications submitted by families for rental subsidies allocated by the U.S. Department of Housing and Urban Development (HUD). This branch administers the federally funded, Section 8, tenant-based, Housing Choice Voucher Program sponsored by HUD for those at 30% of median income on O’ahu. In 2006, the department’s waiting list averaged 11,150 applicants. The department estimated it would take 10 years for new applicants to be processed, and new applications have not been accepted since 2006.

The Rehabilitation Loan Program provides housing rehabilitation loans to owner-occupant homeowners with incomes up to 80% of O’ahu’s median income. The Down Payment Assistance Program was established to assist first-time homebuyers. In FY 2010, the city awarded \$861,076 in Emergency Shelter Grant (ESG) funds to 11 shelter and service providers serving homeless individuals and families. The need for such a safety net is illustrated by the National Citizen Survey™ 2010 (Honolulu) results. The cost of housing, as reported in the survey was compared to residents’ reported monthly income to create a rough estimate of the proportion of residents experiencing housing cost stress. This was defined as those whose housing costs consisted of more than 30% of their monthly income. Based on this comparison, 54% of Honolulu’s residents experienced housing stress.



Source: National Citizen Survey™ 2010 (Honolulu)

Among cities with populations of 300,000 or more, Honolulu ranked 6th out of a total 131, scoring at the 96th percentile. According to the U.S. Census Bureau, the percentage of mortgaged owners spending 30% or more of their income on housing costs in Honolulu was 45%, comparable to counties like San Diego (50%), San Francisco (53%), and Los Angeles (50%). Among respondents, only 6% rated availability of affordable quality housing as “excellent” or “good”. For variety of housing options, 24% rated Honolulu as “excellent” or “good”. Both ratings were much below percentages reported nationwide and among cities with populations over 300,000.

	Section 8			Rehabilitation Loans Closed (\$ million)	Down Payment Loans Closed (\$ million)	ESG Program Clients ¹ Served	Citizen Survey (% excellent or good ratings)		
	Housing Choice Vouchers	Average Number on Waiting List	Applications Processed				Availability of Affordable Quality Housing	Variety of Housing Options	Housing Cost Stress (≥30% of Income)
FY 2006	3,973	11,150	801	\$2	\$0.84	2,000	-	-	-
FY 2007	3,849	9,400	900	\$1.7	\$0.73	2,000	-	-	-
FY 2008	3,505	8,400	735	\$1.8	\$1.18	2,000	-	-	-
FY 2009	3,850	6,700	3,358	\$2.6	\$1.18	2,414	-	-	-
FY 2010	3,950	4,500	30	\$2.5	\$1.96	2,400	6%	24%	54%
Change over last 5 years	-1%	-60%	-96%	24%	134%	20%			

Sources: Executive Operating Program and Budgets (FY 2006-2009) and Department of Community Services

¹ ESG=Emergency Shelter Grant Program.

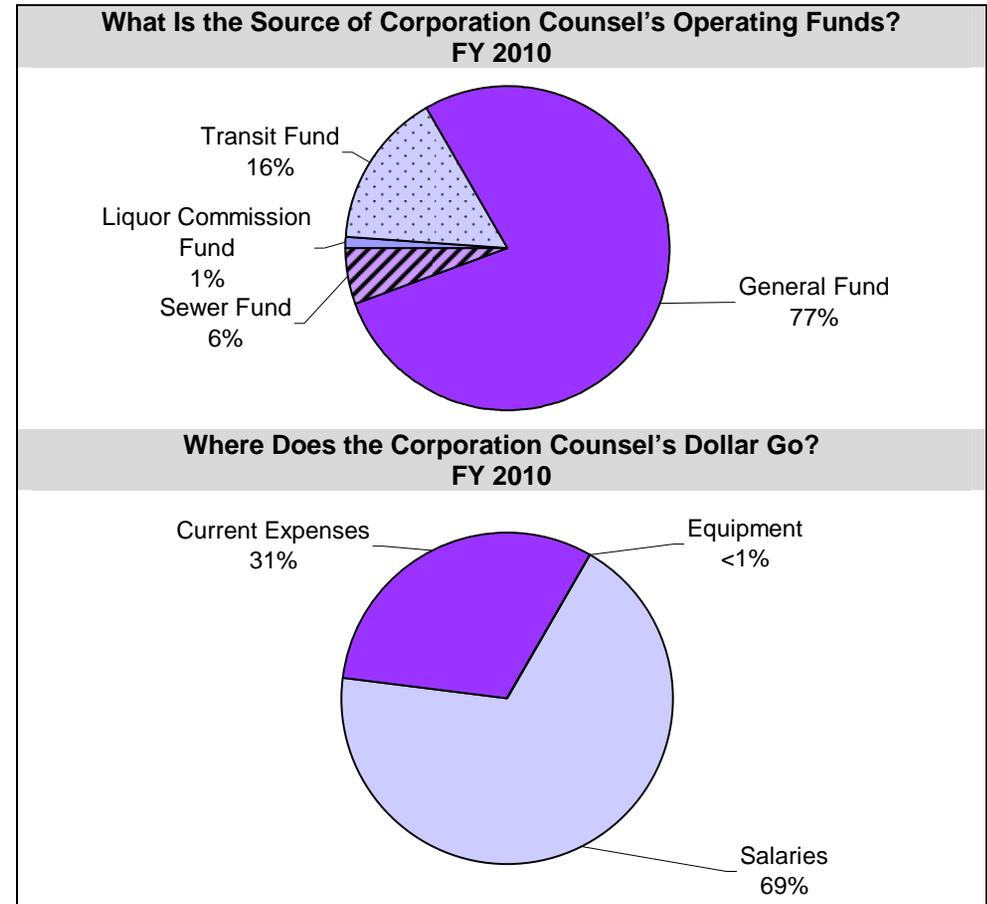
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CHAPTER 4 - CORPORATION COUNSEL

The Corporation Counsel 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. Corporation Counsel has three divisions:

- Counseling and Drafting (C&D) renders oral and written legal opinions to the Mayor, City Council, and all city departments; defends the city in administrative proceedings and appeals; drafts and reviews legal documents, ordinances, and resolutions; and drafts state legislation.
- Litigation represents the City and County of Honolulu and its employees (acting in the course and scope of their employment) before all of the courts in the State of Hawai'i; processes and litigates personal injury and property damage claims by or against the city; and seeks collections for monies owed to the city for various services rendered by the city.
- Real Property Tax (RPT) was created to expeditiously maximize the intake of real property tax revenues for the City and County of Honolulu. This division defends the city in real property tax appeals, provides legal advice on real property tax matters, and also provides legal advice and support to the Real Property Assessment Division. The latter is in the Department of Budget and Fiscal Services.

In FY 2009, four new positions were added to support Honolulu's mass transit project, and one new position was added to increase support for the Liquor Commission. Counsel has also reduced current expenses by limiting its use of consultant services. The department reports that the reduction in the total number of cases is the result of closing an accumulated backlog of cases in both C&D and Litigation during FY 2010.



Source: Department of Budget and Fiscal Services

	Operating Expenditures (\$ million)	Staffing (Total FTE)	Cost per FTE	Counsel and Drafting (C&D) Cases	Litigation Cases	Real Property Tax (RPT) Cases	Total Number of Cases	Cost per FTE for Cities of Comparable Size ¹	
FY 2006	\$5.8	87.5	\$ 66,087	11,813	2,130	275	14,218	Honolulu Corp Counsel	\$86,998
FY 2007	\$5.2	75.5	\$ 69,257	12,285	2,555	237	15,077	Miami City Attorney	\$125,204
FY 2008	\$5.8	76	\$ 75,894	11,969	3,060	268	15,297	Colorado Springs City Attorney	\$101,565
FY 2009	\$6.5	81	\$ 78,181	12,353	4,030	204	16,587	San Diego City Attorney	\$110,752
FY 2010	\$7.1	82	\$ 86,998	10,534	2,664	355	13,553		
Change over last 5 years	23%	-6%	32%	-11%	25%	29%	-5%		

Sources: Executive Operating Program and Budgets (FY 2006-2009) and Department of Budget and Fiscal Services

¹ FY 2009-10 Budgets for cities listed.

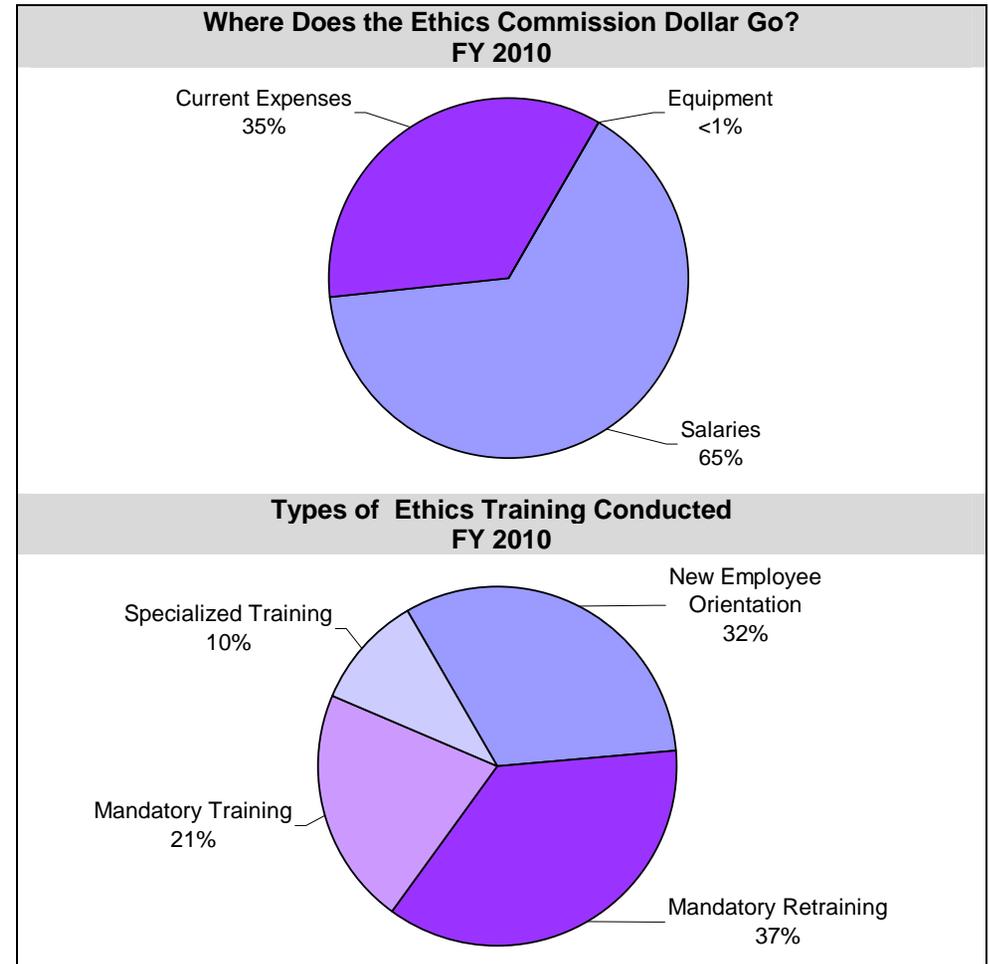
ETHICS COMMISSION

The Ethics Commission is administratively attached to the Department of the Corporation Counsel.

The purpose of this commission is to ensure that city officers and employees understand and follow the standards of conduct governing their work for the public. It renders advice on ethics to city personnel, the public and the media; investigates complaints of violations of the ethics laws; and recommends discipline to appointing authorities for violations of the ethics laws. The commission is authorized to impose civil fines for ethics violations by elected and appointed officers. It also develops and implements education programs, including mandatory ethics training and retraining for all supervisory personnel, elected officers, and board and commission members. The commission also recommends legislation before the Council and the Legislature; develops guidelines about standards of conduct; reviews and maintains financial disclosure statements of city officials with significant discretionary authority; and regulates lobbying and lobbyists.

The most common areas of inquiry are financial and personal conflicts of interest; gifts; political activities; post-government employment; and the use of government resources or positions. The commission implements its objectives through a balance of training programs, ethics advisory opinions, and enforcement actions. For the past five years, the commission has been staffed with two permanent full-time positions. Its expenditures are supported entirely by the general fund.

According to the Council on Governmental Ethics, Honolulu had 91 investigations between its two employees. The ratio of 46 cases per ethics employee was higher than San Francisco (18 employees and 36 cases), San Diego (102 cases and 6 employees), and Seattle (48 cases and 6 ethics employees). In contrast, Honolulu was lower than Minneapolis (60 cases and 1 ethics employee).



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

	Operating Expenditures	Staffing (Total FTE)	Cost per FTE	Complaints opened for investigation	Requests for advice answered	Training Conducted ¹
FY 2006	\$158,939	2	\$ 79,470	28	359	942
FY 2007	\$159,347	2	\$ 79,674	32	380	839
FY 2008	\$192,879	2	\$ 96,440	31	350	1,740
FY 2009	\$207,188	2	\$103,594	77	290	1,078
FY 2010	\$180,388	2	\$ 90,194	91	267	964
Change over last 5 years	13.5%	0%	13%	225%	-26%	2%

Sources: Executive Operating Program and Budgets (FY 2006-2009) and Ethics Commission

¹ Combined attendee totals for Mandatory Ethics Training/Re-training, New employee, Specialized Ethics training

CHAPTER 5 - CUSTOMER SERVICES

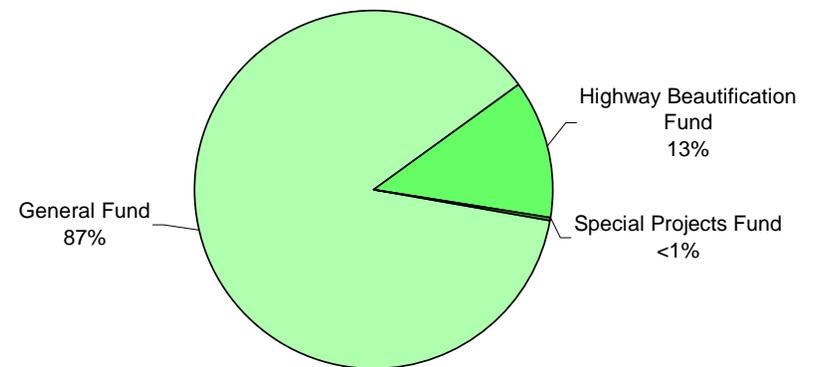
The Customer Services Department's (CSD) main functions include motor vehicle registration, driver licensing issuance, satellite city hall systems, information dissemination, printing services, and the city's records management and archives program. Over the past five years, staffing has remained steady and vacancies have decreased by 17%. Total operating expenditures have increased by 11%.

The majority of the department's expenditures for FY 2010 are from the Division of Motor Vehicles, Licensing and Permits (67%). This division processes various types of registrations from vehicles to animals; issues driver and business licenses; and administers and enforces the motor vehicle inspection program. It also issues permits for disabled parking, general newsstands, and publication dispensing racks in Waikiki; and administers the city's animal care and control contract.

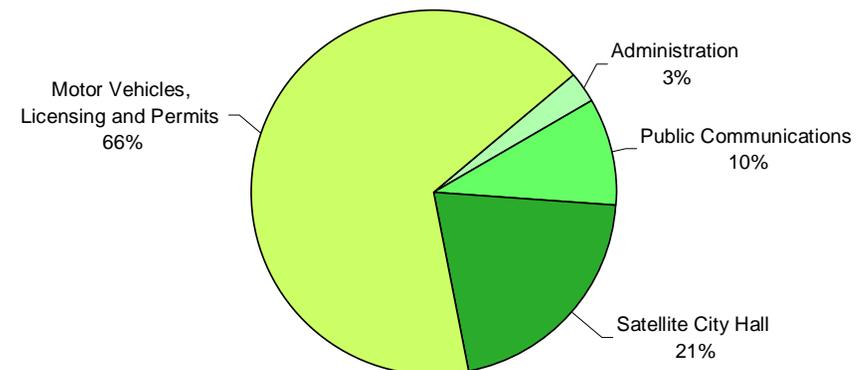
The Satellite City Hall Division accounts for 21% of the department's expenditures. The division provides essential services and information for city and state agencies through 10 storefront offices. The workload at the satellite locations has remained steady over the past five years. The amount of revenue collected has increased by 24%.

Through its Public Communications Division (10% of expenditures), CSD provides information to the public, responds to complaints, offers printing services for city departments and agencies, and oversees the city's reference library, records management, archives programs and the municipal bookstore.

**What Is the Source of Customer Services' Operating Funds?
FY 2010**



**Where Does a Customer Services' Dollar Go?
FY 2010**



Source: Department of Budget and Fiscal Services

	Motor Vehicle Licensing and Permits					Satellite City Hall			Citizen Survey			
	Operating Expenditures (\$ million)	Staffing (Total FTE)	Vacant Position (FTE)	Cost per FTE ¹	Driver's License		Number of Walk-in Customers Served (million)	Number of Transactions Handled	Revenues Collected (\$ million)	Impressions of City Employees (% rating excellent or good)		
					Issue (minutes)	Transactions/Employee				Knowledge	Responsiveness	Courtesy
FY 2006	\$18.4	298	54	\$75,321	20	9,803	1.1	896,727	\$107.8	62%	61%	63%
FY 2007	\$19	298	39	\$73,224	20	10,264	1	829,247	\$77.8	-	-	-
FY 2008	\$19.7	298	32	\$74,246	20	9,974	1.1	924,545	\$133.7	-	-	-
FY 2009	\$20.2	298	37	\$77,552	20	10,152	1.1	901,276	\$128.3	-	-	-
FY 2010	\$20.3	298	45	\$80,396	20	9,975	1.1	892,300	\$133.7	70%	63%	66%
Change over last 5 yrs	11%	0%	-17%	7%	100%	2%	0%	-0.5%	24%	8%	2%	3%

Sources: Executive Operating Program and Budgets (FY 2006-2009), Department of Budget and Fiscal Services, and Ratings from those who had contact with city employees

¹ Cost per FTE = Operating Expenditures/Total FTE

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CHAPTER 6 - DESIGN AND CONSTRUCTION

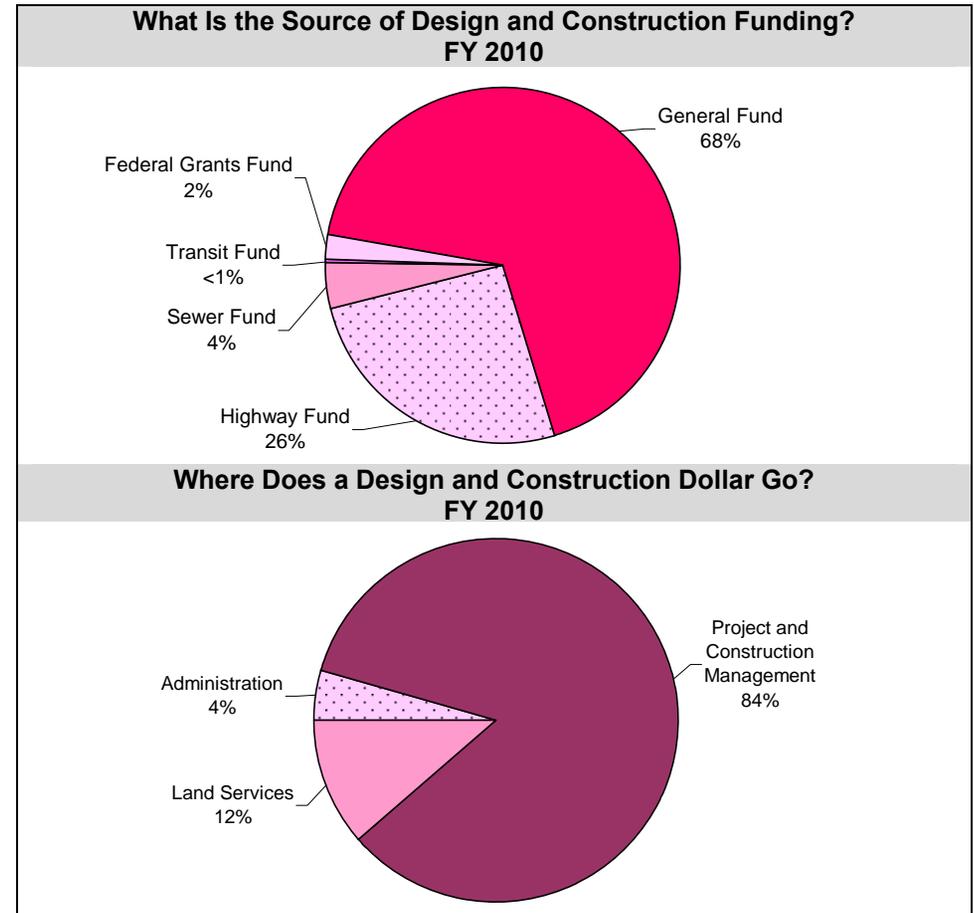
The Department of Design and Construction (DDC) is the central agency responsible for administering the city's Capital Improvement Program (CIP). The department consists of three operating divisions.

Administration provides administrative services support including personnel management, and CIP and operating budget preparation. Project and Construction Management oversees the activities relating to capital improvements 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, department operating expenditures increased 35% from \$15.3 million in FY 2006 to \$20.6 million in FY 2010. Both the number of CIP projects completed and the value of CIP projects completed declined from FY 2006 to FY 2010. General funds comprise 68% of DDC's operations and 84% of the department's operating budget is spent on project and construction management.

According to the department, the increase in field survey staffing levels contributed to the increase in field surveys conducted. In FY 2010, the department conducted 1,040 field surveys, which is an increase of 306% over the 256 surveys conducted in FY 2006. The department explained that the 111% increase in the number of title searches in FY 2010 (2,654) compared to FY 2006 (1,258) is attributed to the increase in sewer projects and the upcoming rail project. Title searches included parcels that will be acquired, parcels that may be considered for purchase, and parcels affected by the project. The number of land parcels acquired increased 25% between FY 2006 (170 parcels) and FY 2010 (213 parcels).

The department also noted that the number of street and sewer projects increased during the five-year period, which in turn required more parcel acquisitions.



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

	Operating Expenditures (\$ million)	Operating Revenues (\$ million)	Total Positions (FTE)	Number of CIP Projects Completed	Value of CIP Projects Completed (\$ million)	Number of Field Surveys Conducted	Number of Title Searches Conducted	Number of Parcels Acquired
FY 2006	\$15.3	\$2.3	319	133	\$241	256	1,258	170
FY 2007	\$15.6	\$1.4	321	127	\$119	780	1,455	393
FY 2008	\$18.9	\$1.5	319	98	\$103	335	1,896	402
FY 2009	\$20.4	\$0.8	319	81	\$186	457	1,536	322
FY 2010	\$20.6	\$2.2	319	97	\$142	1,040	2,654	213
Change over last 5 years	35%	-5%	0%	-27%	-41%	306%	111%	25%

Source: Executive Operating Program and Budget (FY 2006-2009) and Department of Design and Construction

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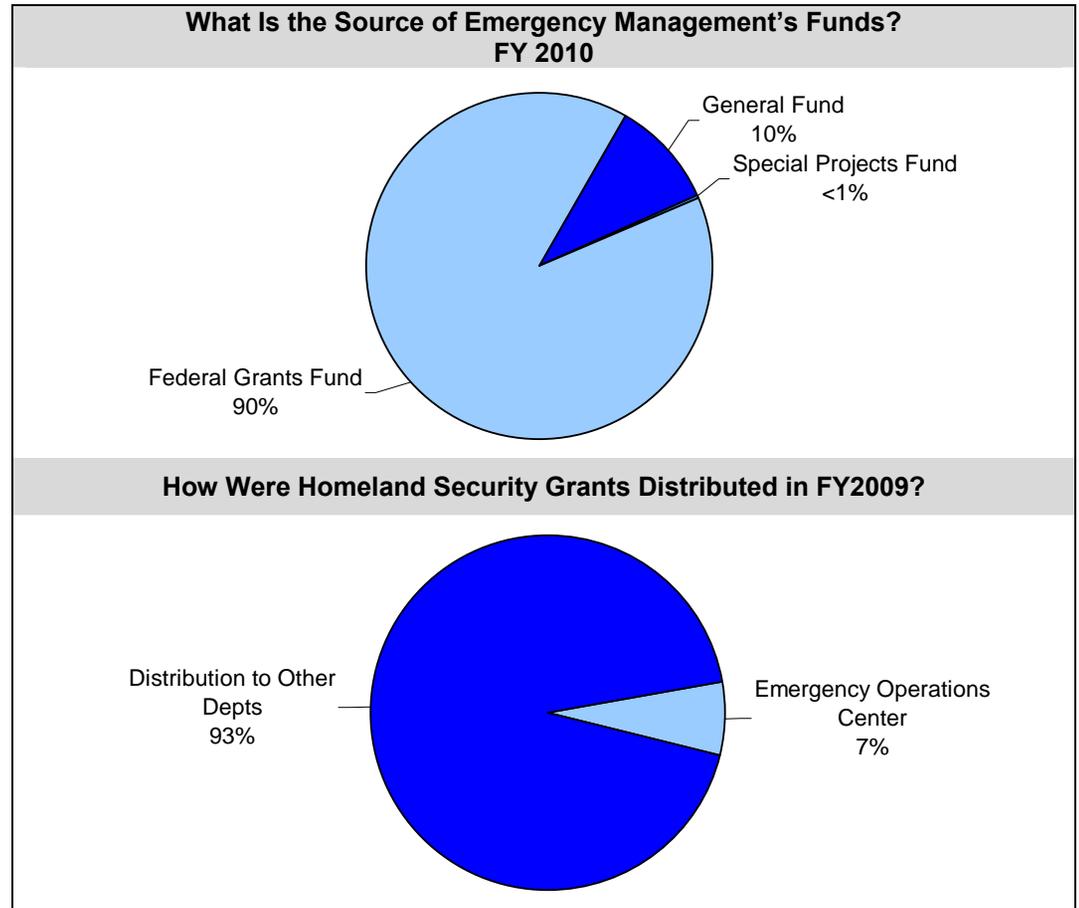
CHAPTER 7- EMERGENCY MANAGEMENT

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

Homeland Security Grants comprise the majority of departmental revenues from federal grants. In FY 2010, the department secured \$7.4 million in Homeland Security Grants. DEM used 7% for related expenses to run the Emergency Operations Center (EOC) and comply with the Homeland Security guidance. The remaining 93% was passed to different city departments such as Police, Fire, Emergency Services, Information Technology, Board of Water Supply, Planning and Permitting, Environmental Services, and Facilities Management.

The EOC is frequently activated to provide assistance for the incidents noted in the table below. Staffing levels vary with the severity of the event and the complexity of coordination or support required. Activities in a full activation can consist of communications support, coordinating the deployment of pumping and heavy equipment, the activation of the emergency management reserve corps personnel, and the coordination of state response resources.

In the 2010 Honolulu Citizen Survey, 57% of residents rated emergency preparedness as "excellent" or "good". This was similar both as a national comparison and among other cities with populations over 300,000. This factor was rated as both a core service and a key driver service, one of three most likely to influence residents' opinions about the overall quality of service in the city.



Sources: Department of Budget and Fiscal Services and Department of Emergency Management

	Homeland Security Grants Received (\$ million)	DEM Operating Expenditures	Total Staffing (FTE)	Days of Emergency Operating Center Activation				
				High Surf	Flood/ Flash Flood Advisory	Tsunami Info/ Watch/ Warning	Brush/ Wild Fire	Tropical Depression/ Cyclone
FY 2006	\$3.7	\$694,051	11.5	141	82	41	27	22
FY 2007	\$2.3	\$637,667	15.5	163	58	54	10	39
FY 2008	\$3.2	\$763,704	15.5	133	54	44	8	18
FY 2009	\$13.2	\$1,272,743	15.5	133	10	44	8	18
FY 2010	\$7.4	\$805,313	15.5	133	39	26	10	18
Change over last 5 years	102%	16%	35%	-6%	-82%	-37%	-63%	-18%

Sources: Executive Operating Program and Budgets (FY 2006-2009) and Department of Emergency Management

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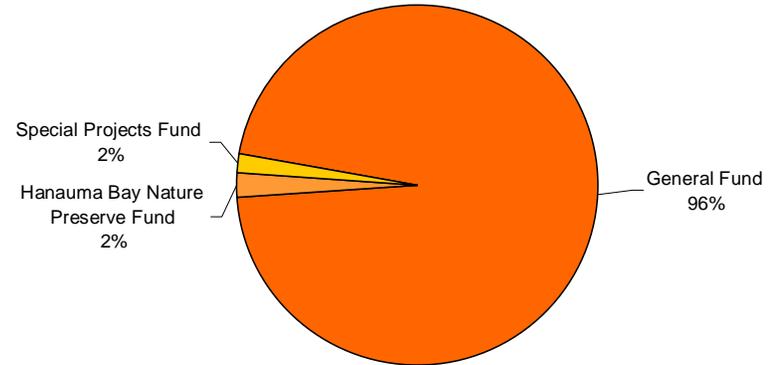
CHAPTER 8 - EMERGENCY SERVICES

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

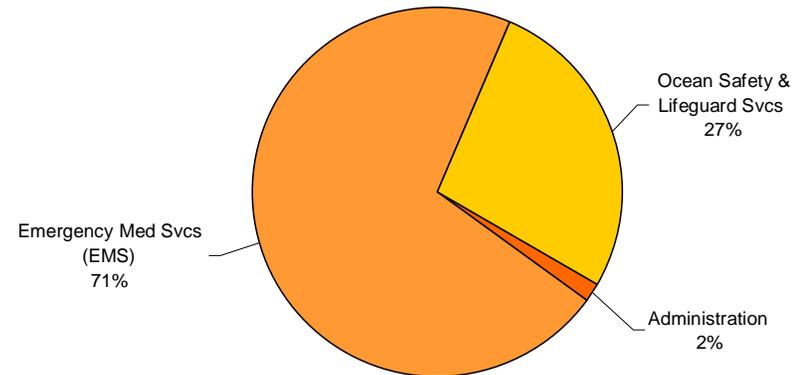
- Administration is responsible for overall operations, establishing policy, providing guidance, and staffing.
- Emergency Medical Services Division (EMS) develops programs and delivers emergency medical care and services. The state Department of Health contracts with the City and County of Honolulu to provide pre-hospital emergency medical care and services on O‘ahu. EMS cooperates with the Honolulu Fire Department and military response agencies to respond to medical emergencies.
- Ocean Safety and Lifeguard Division (OS) provides lifeguard services along the 198 miles of O‘ahu’s coastline. This includes ocean rescue, emergency medical treatment, mobile patrol and response, and risk reduction programs related to ocean safety.

The department noted that retaining EMS personnel is a challenge, due to competition from higher paying federal fire department jobs. In contrast, personnel costs for lifeguards tend to be lower because about one-third of lifeguards work 19 hours a week and are on personal services contracts.

What Is the Source of Honolulu Emergency Services Department Funds? FY 2010



Where Does the Honolulu Emergency Services Department Dollar Go? FY 2010



Source: Department of Budget and Fiscal Services

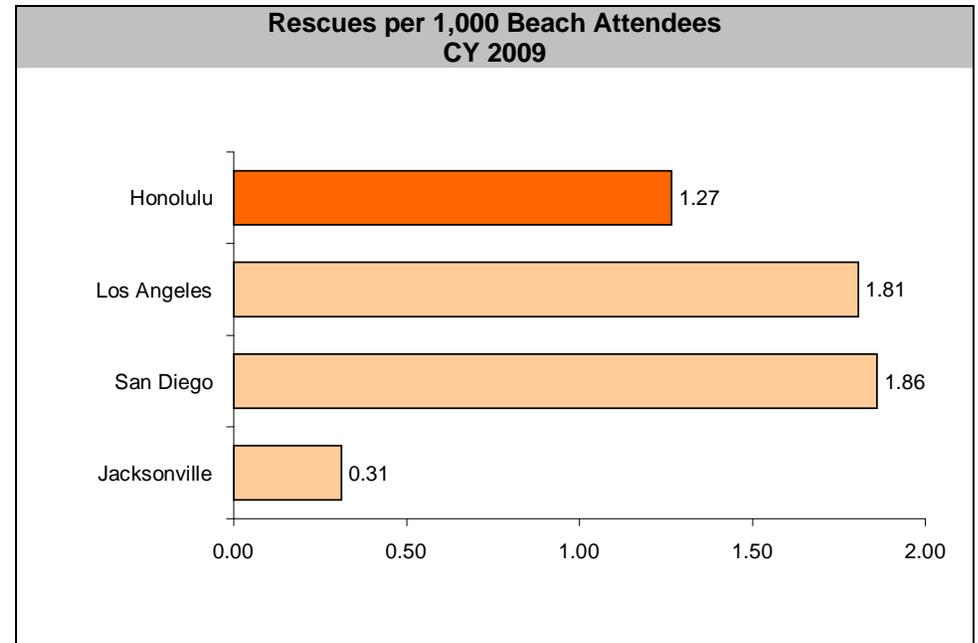
	Operating Expenditures (\$ million)				Staffing (FTE)				Cost per FTE		
	Total	Admin	EMS	OS	Total	Admin	EMS	OS	Admin	EMS	OS
FY 2006	\$25.8	\$0.4	\$18.4	\$7	437.5	6	277.7	153.8	\$70,955	\$66,198	\$45,535
FY 2007	\$26.5	\$0.5	\$18.3	\$7.7	463	7	277.7	178.3	\$65,902	\$66,079	\$43,054
FY 2008	\$31	\$0.5	\$22.1	\$8.4	473	7	283.7	182.3	\$68,372	\$78,023	\$46,122
FY 2009	\$32.7	\$0.5	\$23.5	\$8.7	471	7	280.7	183.3	\$71,028	\$83,725	\$47,410
FY 2010	\$32.8	\$0.5	\$23.5	\$8.8	468	7	277.7	183.3	\$74,147	\$84,551	\$48,178
Change over last 5 years	27%	22%	28%	26%	7%	17%	0%	19%	4%	28%	6%

Sources: Executive Operating Program and Budgets (FY 2006-2009) and Department of Budget and Fiscal Services

Emergency Medical and Ocean Safety

The Emergency Medical Services (EMS) Division is divided into two operational districts: District I (West O’ahu) has 10 EMS ambulance units and one Rapid Response Unit; District II (East O’ahu) has 9 ambulance units and one Rapid Response Unit. *Dispatch* refers to the number of times an ambulance is sent. *Transport* refers to bringing someone to the hospital, excluding those who have passed away. In FY 2010, dispatch totaled 63,433 among 19 ambulances, averaging 9 per day. Based on available data over the past two years, transports comprised an average of 71% of dispatches.

Ocean Safety, has divided the island into four operational districts: South Shore (Pearl Harbor to Maunalua Bay), Windward (Maunalua Bay to Kualoa Point), North Shore (Kualoa to Ka’ena Point) and Leeward (Ka’ena to Pearl Harbor). Each district is assigned one captain and two lieutenants responsible for daily operations. Basic coverage is tower-based, with lifeguards assigned to stations at specific beaches. Mobile response units and personal watercraft are used to respond to aquatic emergencies along the entire coastline of O’ahu. The division’s training unit follows guidelines established by the United States Lifesaving Association. (USLA) and is a certified USLA agency. Rescue comparisons were made with other USLA agencies with large beach attendance numbers.



Source: United States Lifesaving Association

	Emergency Medical Services			Ocean Safety			CY 2009 USLA Statistics			
	EMS Transports ¹	Ambulances Per 100,000 Population	EMS Transports/ Ambulance	Ocean Rescues	Preventive Actions	Beach Users (million)	Reporting Agency	Attendance (million)	Total Rescues	Rescues Per 1,000
FY 2006	45,441	2.11	2,392	1,500	380,000	16	C&C Honolulu	15.2	1,920	1.27
FY 2007	45,335	2.10	2,386	1,388	335,631	13.7	City of San Diego	25.1	4,666	1.86
FY 2008	45,289	2.11	2,384	1,753	354,452	14	Jacksonville Beach, FL	7	218	0.31
FY 2009	43,768	2.10	2,304	1,731	448,537	14.7	Los Angeles County Fire Dept/ Beaches	70.3	12,686	1.81
FY 2010	43,581	2.09	2,294	1,920	527,395	15.2				
Change over last 5 years	-4%	-1%	-4%	28%	39%	-5%				

Sources: Executive Operating Program and Budget (FY 2006-2009), Department of Budget and Fiscal Services, and United States Lifesaving Association (CY 2009)

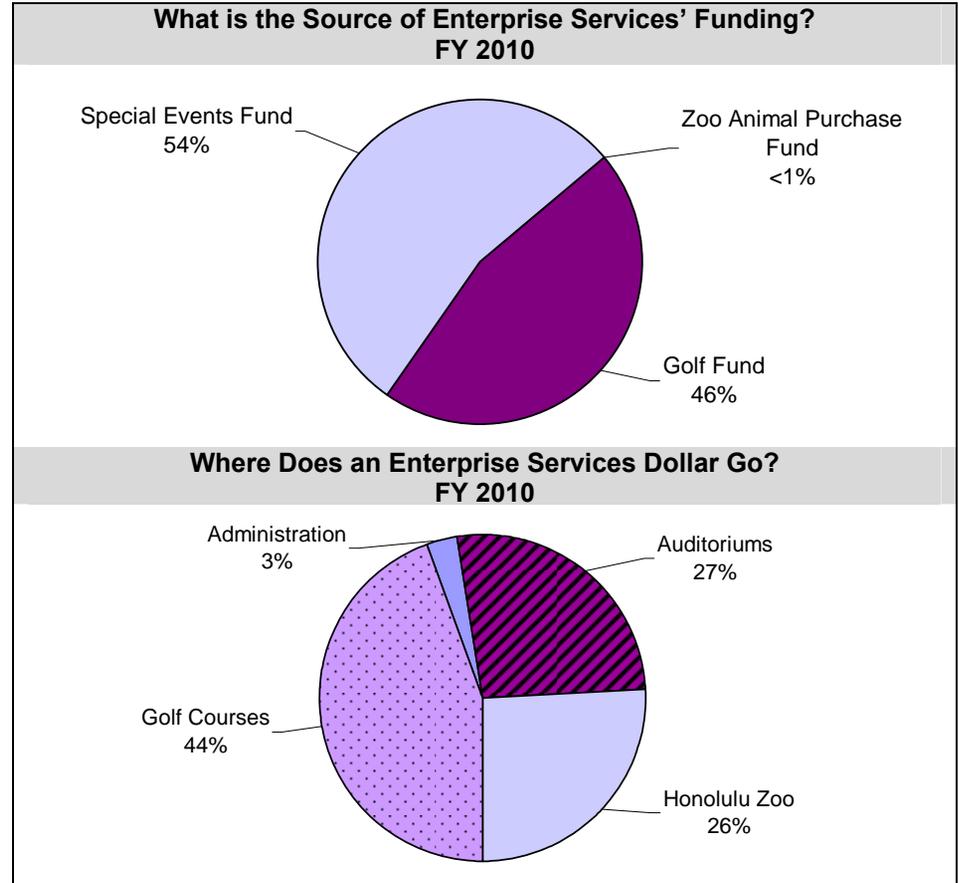
¹ HFD co-responds to incidents with EMS. HFD provides basic life support care while EMS provides advanced life support care.

CHAPTER 9 - ENTERPRISE SERVICES

The Department of Enterprise Services 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 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.

Operating expenditures increased 21% from FY 2006 (\$16.4 million) to FY 2010 (\$19.9 million). The operating expenditure increase was offset by a commensurate rise in revenues which increased 22% from FY 2006 (\$17.6 million) to FY 2010 (\$21.6 million). According to the department, expenditures increased because of collective bargaining increases and overall increases in goods and services needed to fulfill operational requirements. Revenue gains resulted from increased attendance at all venues by improving marketing efforts, expanding shows at the Blaisdell Center and Waikiki Shell, improving course conditions at municipal golf courses to attract more play, and obtaining new and interesting exhibits at the zoo. The department met its goal to decrease general fund subsidy with a decrease of 1% from FY 2006 to FY 2010. The department explained that general fund subsidies fluctuated during the five-year period because of collective bargaining and fringe benefit increases, which were offset by reductions to current expense and salary expenditures that were required to balance the budget.

Both the zoo and city golf courses offer residents recreational opportunities. The Neal S. Blaisdell Center and Waikiki Shell hosts a variety of local, national, and international performances. For the 2010 Citizen Survey, 71% of Honolulu residents rated recreation opportunities as "excellent" or "good" and 70% gave the same rating for opportunities to attend cultural activities.



Sources: Department of Budget and Fiscal Services and Department of Enterprise Services

	Operating Expenditures (\$ million)	Staffing (FTE)	Total Revenues (\$ million)	General Fund Subsidy (\$ million)	Citizen Survey	
					Recreation Opportunities (excellent or good)	Opportunities to Attend Cultural Activities (excellent or good)
FY 2006	\$16.4	290.93	\$17.6	\$20.4	-	-
FY 2007	\$18	291.93	\$18.1	\$23.8	-	-
FY 2008	\$18.5	292.93	\$19.8	\$22.1	-	-
FY 2009	\$20.2	292.93	\$18.6	\$23.7	-	-
FY 2010	\$19.9	292.93	\$21.6	\$20.1	71%	70%
Change over the last 5 years	21%	1%	22%	-1%		

Sources: Executive Operating Program and Budgets (FY 2006-2009), Department of Budget and Fiscal Services, Department of Enterprise Services, and National Citizens Survey™ 2010 (Honolulu)

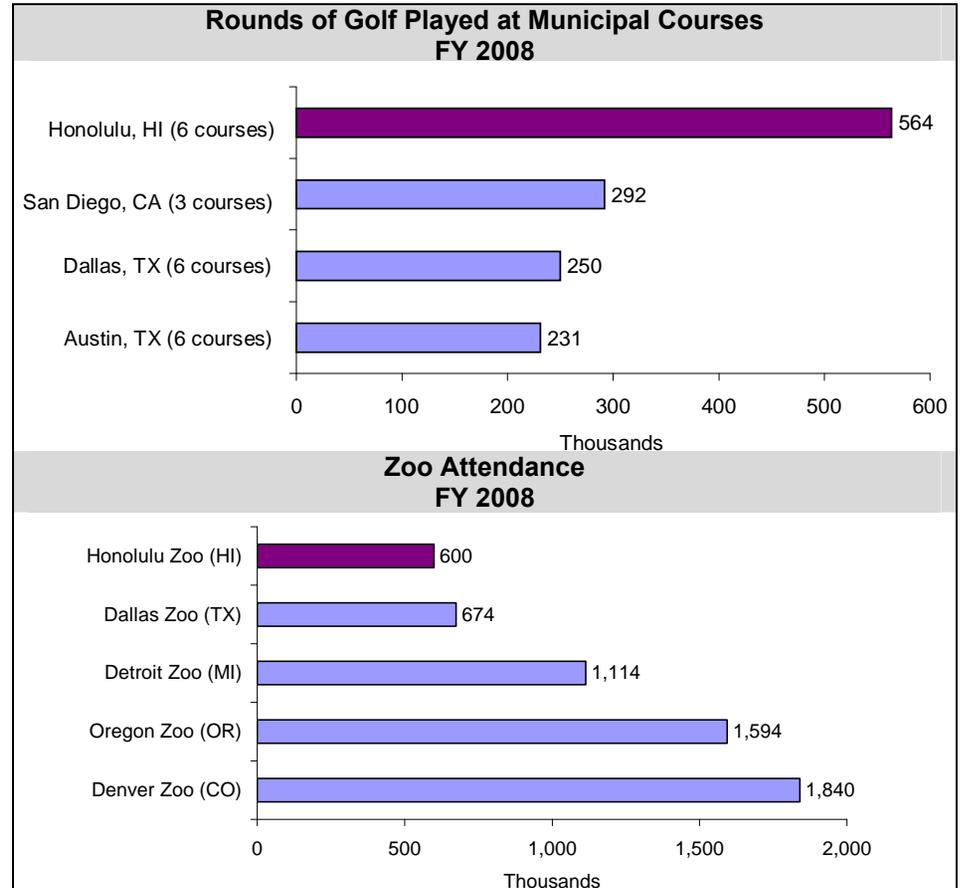
Administration, Auditoriums, Honolulu Zoo, and Golf Courses

The administration program coordinates the preparation, administration and enforcement of citywide concession contracts. Administration expenditures increased 34% from FY 2006 (\$457,022) to FY 2010 (\$609,943). The department attributes the increase in expenditures to collective bargaining increases and slight expansion in staffing levels to reflect the increasing need to provide administrative support to all divisions.

The auditoriums program manages the Blaisdell Center and the Waikiki Shell. Operating expenditures increased 25% from FY 2006 (\$4.2 million) to FY 2010 (\$5.3 million). The number of performances increased 34% from FY 2006 to FY 2010, but attendance dropped by 16% during the same time period. According to the department, the poor economy was the primary cause for the decrease in attendance.

The Honolulu Zoo program plans, operates, and maintains a 42-acre integrated zoological and botanical park in Waikiki. Operating expenditures increased 19% from FY 2006 (\$4.3 million) to FY 2010 (\$5.1 million). Visitor attendance increased 2% during the five-year period and revenues increased 41% from \$1.5 million in FY 2006 to \$2.1 million in FY 2010. The department noted that increase in zoo program revenue was caused by increased marketing efforts and new exhibits which drew more visitors, along with moderate admission fee increases.

The golf course program operates and maintains six municipal golf courses. Operating expenditures increased 19% from FY 2006 (\$7.4 million) to FY 2010 (\$8.8 million). Despite a weakened economy, the number of rounds played remained consistent over the five-year period, declining less than one percent. Revenues generated by the golf courses program increased 5% from \$8.2 million in FY 2006 to \$8.6 million in FY 2010. According to the department, revenue increases were derived from reasonable golf fee increases and improved golf course conditions which continue to steadily draw golfers to all courses.



Sources: Executive Operating Program and Budgets (FY 2006-2009), Department of Enterprise Services, and applicable city websites

	Administration		Auditoriums		Honolulu Zoo			Golf Courses		
	Operating Expenditures	Operating Expenditures (\$ million)	Number of Performances (Blaisdell and Waikiki Shell)	Attendance	Operating Expenditures (\$ million)	Visitor Attendance	Revenues Generated - including concessions (\$ million)	Operating Expenditures (\$ million)	Number of Rounds Played	Revenues Generated - including concessions (\$ million)
FY 2006	\$457,022	\$4.2	684	971,492	\$4.3	568,952	\$1.5	\$7.4	538,451	\$8.2
FY 2007	\$538,255	\$5.1	457	791,557	\$4.4	601,510	\$2	\$8.0	550,073	\$8.2
FY 2008	\$548,518	\$5.2	453	1,008,196	\$4.6	599,442	\$2	\$8.2	563,669	\$8.5
FY 2009	\$609,562	\$5.4	964	889,846	\$5.2	623,034	\$2	\$9.0	563,589	\$7.6
FY 2010	\$609,943	\$5.3	916	813,060	\$5.1	580,265	\$2.1	\$8.8	534,508	\$8.6
Change over last 5 years	34%	25%	34%	-16%	19%	2%	41%	19%	-0.7%	5%

Sources: Executive Operating Program and Budgets (FY 2006-2009) and Department of Enterprise Services

CHAPTER 10 - ENVIRONMENTAL SERVICES

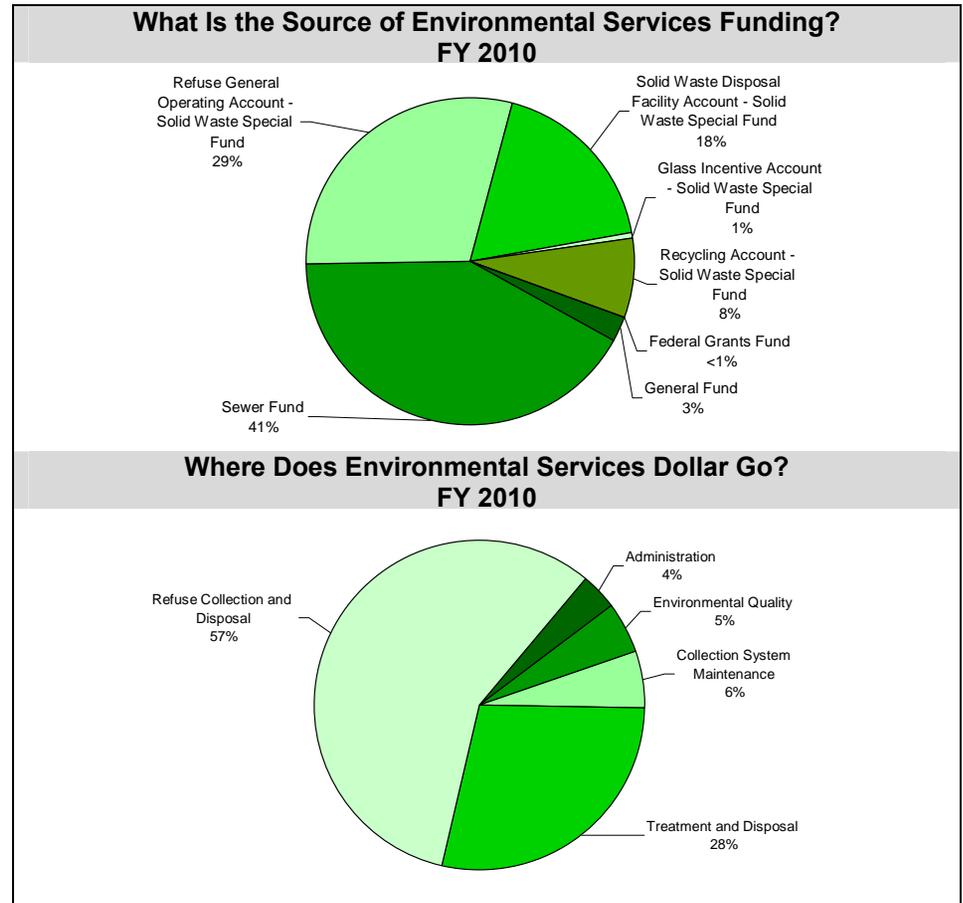
The Department of Environmental Services (ENV) operates the wastewater, solid waste, and storm water programs. Its mission is to protect the public health and the environment by providing effective and efficient management of the city's wastewater, storm water, and solid waste disposal systems.

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

The department has five activities. These are administration; environmental quality; and collection system maintenance. Other activities are wastewater treatment and disposal; and refuse collection and disposal programs.

Over the last five years, department operating expenses increased 12.5% from \$176.2 million in FY 2006 to \$198.2 million in FY 2010. Administration costs increased 52.9 percent from \$4.6 million in FY 2006 to \$7 million in FY 2010, while refuse collection and disposal expenditures decreased 3% from \$116.9 million in FY 2006 to \$113.8 million in FY 2010. Refuse collection and disposal accounted for 57% of the department's operating expenditures in FY 2010, followed by treatment and disposal which represented 28% of the department's expenditures.

Staffing increased 2% from 1,145 to 1,166 full-time equivalents (FTEs) from FY 2006 to FY 2010.



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

	Total Operating Expenditures (\$ million)	Administration (\$ million)	Environmental Quality (\$ million)	Collection System Maintenance (\$ million)	Treatment and Disposal (\$ million)	Refuse Collection and Disposal (\$ million)	Staffing (FTE)
FY 2006	\$176.2	\$4.6	\$7.4	\$7.9	\$39.5	\$116.9	1,145
FY 2007	\$190.4	\$7	\$8.8	\$9.2	\$42.2	\$123.1	1,148
FY 2008	\$227.2	\$8.7	\$12.8	\$9.4	\$56.8	\$139.5	1,169
FY 2009	\$200.4	\$10.4	\$13.4	\$10.3	\$59.4	\$106.9	1,166
FY 2010	\$198.2	\$7	\$9.9	\$11	\$56.4	\$113.8	1,166
Change over last 5 years	13%	53%	35%	41%	43%	-3%	2%

Sources: Executive Operating Program and Budgets (FY 2006-2009), Department of Budget and Fiscal Services, and Department of Environmental Services

Administration

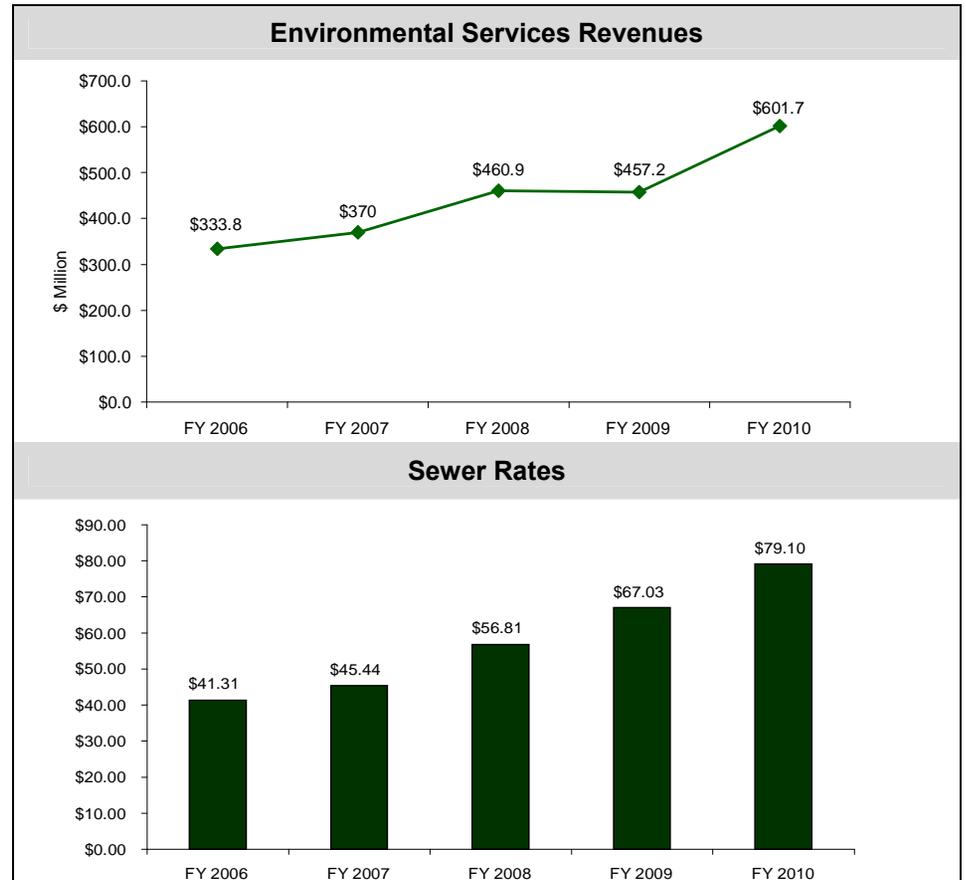
The department's administration directs and coordinates the operation and maintenance of the city's wastewater, storm water, and solid waste programs. It provides overall development and management through financial and capital planning, scheduling and tracking, information technology support, and other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

Capital expenditures rose over 167% from FY 2006 (\$96.1 million) to FY 2010 (\$257 million). The department attributes this to the upgrade of the H-POWER solid waste-to-energy plant in Leeward O'ahu and to the many wastewater collection system and treatment plant projects.

According to the department, it successfully upgraded its wastewater bond rating from AA- in FY 2006 to AA in FY 2010.

The department also realized consistent gains in revenues. Revenues increased 85% from about \$325 million to over \$601 million. Wastewater revenues, which include sewer service charges, increased 136% from \$154.8 million in FY 2006 to \$365 million in FY 2010. Solid waste revenues, which include landfill tip fees and other disposal charges, increased 32.2 percent from \$179 million in FY 2006 to \$236.6 million in FY 2010. Combined with other miscellaneous revenues, overall departmental revenues increased over 80% from \$334 million in FY 2006 to \$602 million in FY 2010.

The monthly sewer rate for single family and duplex dwellings increased over 48% from FY 2006 to FY 2010. The department reports that the sewer rate increases are required to support higher operating costs and the debt service related to significant capital improvements.



Sources: Executive Operating Program and Budgets (FY 2006-2009) and Department of Environmental Services

	Total Revenues (\$ million)	Wastewater Revenues (\$ million)	Solid Waste Revenues (\$ million)	Other Revenues	Sewer Rate	Capital Expenditures (\$ million)	Bond Rating
FY 2006	\$333.8	\$154.8	\$179	\$0	\$41.31	\$96.1	AA-
FY 2007	\$370	\$173.2	\$196.8	\$0	\$45.44	\$134.2	AA-
FY 2008	\$460.9	\$231.3	\$229.7	\$0	\$56.81	\$117	AA-
FY 2009	\$457.2	\$253.8	\$203.4	\$0	\$67.03	\$330.1	AA-
FY 2010	\$601.7	\$365	\$236.6	\$24,482	\$79.10	\$256.6	AA
Change over last 5 years	80%	136%	32%	-	92%	167%	-

Sources: Executive Operating Program and Budgets (FY 2006-2009), Department of Budget and Fiscal Services, and Department of Environmental Services

Environmental Quality

The environmental quality program activity 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.

Wastewater program staff issue permits, conduct inspections and investigations; oversee the city's effluent and bio-solids reuse; and issue annual reports related to wastewater programs. The staff also oversees mandated court consent decrees including recycling of wastewater; monitoring ocean discharges; and conducting air quality monitoring.

The storm water management program investigates and enforces city standards related to illegal storm water discharges; and monitors stream water quality and pollutant loading.

According to the department, its performance measures for wastewater and storm water management have improved. For example, in FY 2010 inspections increased 79% and investigations closed increased 41.2% compared to FY 2007. Compliance monitoring also declined 96% as a result of water quality improvements.

The City and County of Honolulu, through the Storm Water Management Program (SWMP), is legally bound to implement the mandates of a 1987 amendment to the Federal Clean Water Act and the National Pollutant Discharge Elimination System (NPDES) Permit. The federal government regulates water that enters the ocean and other bodies of water. This federal regulation requires permits for stormwater discharges from Municipal Separate Storm Sewer Systems or MS4s in urbanized areas and for construction activities disturbing one or more acres. Permits are issued by the EPA or Hawai'i State Department of Health for treatment plants in the city.

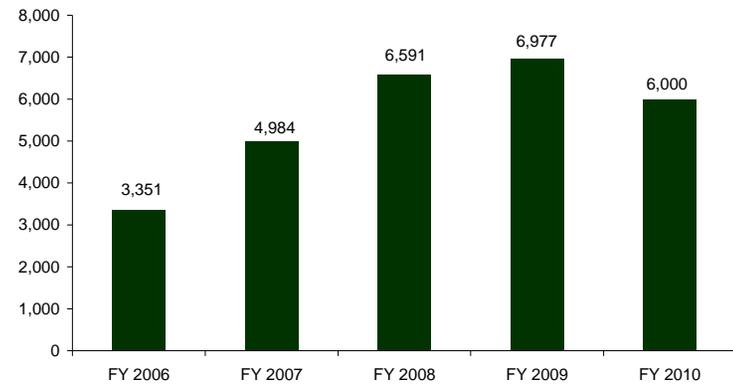
These improvements occurred although operating expenditures decreased from the previous fiscal year, which the department reports was due to reductions in salaries and consultant services.

	Operating Expenditures (\$ million)	Number of Investigations/ Inspections	NPDES Compliance Monitoring	Investigations Closed	Warning Letters Sent	Notices of Violations Issued
FY 2006	\$7.4	3,351	226,395	-	-	-
FY 2007	\$8.8	4,984	220,495	340	168	35
FY 2008	\$12.8	6,591	85,967	360	156	37
FY 2009	\$13.4	6,977	96,876	450	189	32
FY 2010 ¹	\$9.9	6,000	10,000	480	200	40
Change over last 5 years	35%	79%	-96%	41%	19%	14%

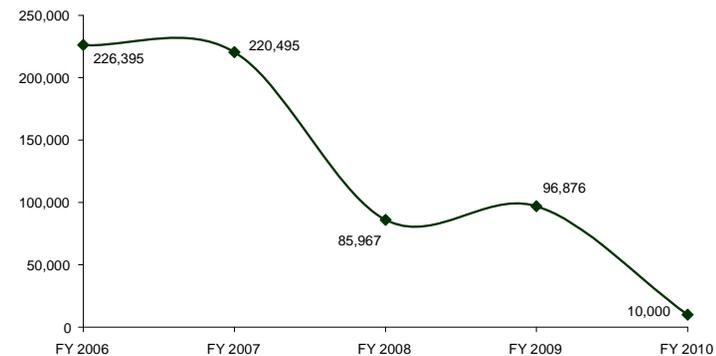
Sources: Executive Operating Program and Budgets (FY 2006-2009) and Department of Environmental Services

¹ FY 2010 figures are estimates; actual data not available

Number of Wastewater Investigations/Inspections



National Pollutant Discharge Elimination System Compliance Monitoring



Sources: Executive Operating Program and Budgets(FY 2006-2009) and Department of Environmental Services

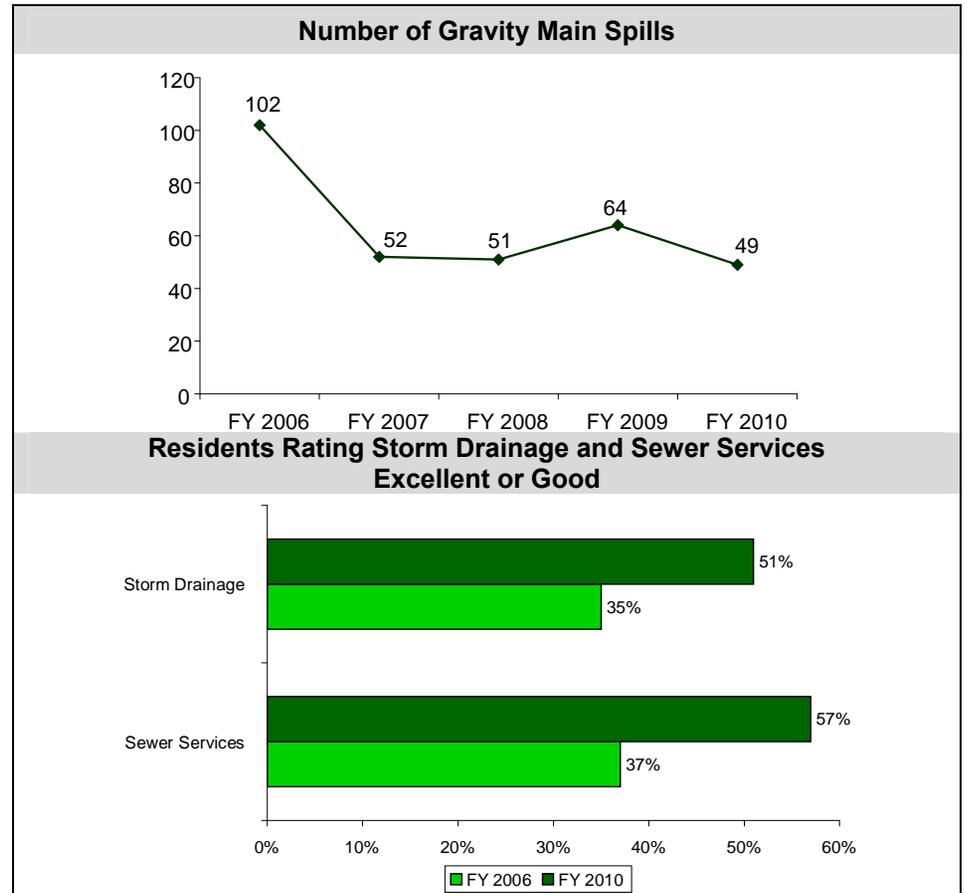
Wastewater Collection System Maintenance, Treatment, and Disposal

The wastewater collection system maintenance activity repairs, operates, and maintains 2,100 miles of mains and pipes in the city's sanitary sewer system.

Operating expenditures increased 41% from \$7.9 million in FY 2006 to \$11 million in FY 2010. During this same time period, the department reported that the miles of lines maintained increased 21% and miles of lines inspected via closed circuit TV (CCTV) cameras increased nearly 239%. The increase in CCTV inspection provides for better understanding of pipe condition, earlier detection of potential problems, and better planning for correction. The department reports that the number of gravity main spills decreased 52% from FY 2006 (102) to FY 2010 (49).

The wastewater treatment and disposal program operates and maintains all city wastewater pumping stations and associated force mains, wastewater treatment plants, and certain storm drain pump stations. Operating expenditures increased 43% from \$39.5 million in FY 2006 to over \$56 million in FY 2010 reflecting the increased cost of maintaining older facilities. The amount of wastewater treated decreased 9% from 116 million gallons per day (mgd) in FY 2006 to 106 mgd in FY 2010 due to the city's on-going sewer maintenance and the installation of low-flow water conservation devices.

Honolulu residents rating sewer services as excellent or good increased from 37% in the FY 2006 survey to 57% in the 2010 survey. Storm drainage services for excellent or good also improved from 35% in the FY 2006 survey to 51% in the current survey. Both scoring increases are statistically significant.



Sources: Executive Operating Program and Budgets (FY 2006-2009), Department of Environmental Services, and National Citizen Survey™ 2010 (Honolulu)

	Wastewater Collection System Maintenance			Wastewater Treatment and Disposal			Citizen Survey	
	Operating Expenditures (\$ million)	Miles of Lines Maintained	Miles of Line TV Inspected	Operating Expenditures (\$ million)	Number of Gravity Main Spills ¹	Wastewater Collected and Treated (mgd)	Sewer Services (excellent or good)	Storm Drainage (excellent or good)
FY 2006	\$7.9	725	16.5	\$39.5	102	116	37%	35%
FY 2007	\$9.2	725	16.5	\$42.2	52	105	-	-
FY 2008	\$9.4	570	39	\$56.8	51	107	-	-
FY 2009	\$10.3	570	39	\$59.4	64	104	-	-
FY 2010	\$11	874	56	\$56.4	49	106	57%	51%
Change over last 5 years	41%	21%	239%	43%	-52%	-9%	20%	16%

Sources: Executive Operating Program and Budgets (FY 2006-2009), Department of Budget and Fiscal Services, Department of Environmental Services, and National Citizen Survey™ 2010 (Honolulu)

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

Refuse Collection and Disposal

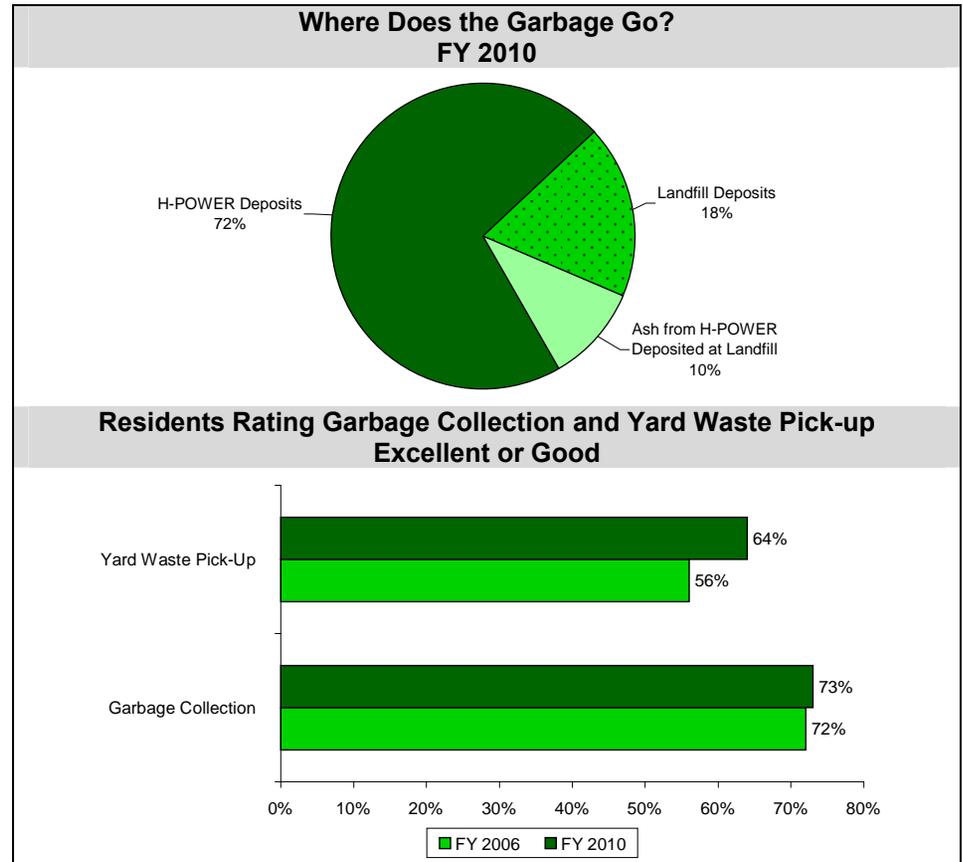
The refuse collection and disposal activity is responsible for administering, managing, and planning the city's solid waste program. It collects, transports, and disposes solid waste through recycling, transfer stations, landfills, residential and non-residential collection, and the H-POWER waste-to-energy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

Solid waste is delivered to the H-POWER plant which incinerates the waste to generate electricity. Using solid waste as fuel reduces the consumption of coal, oil, and other hydrocarbons on O'ahu. While H-POWER volume remains relatively stable with just over 602,000 tons of trash burned at the facility in FY 2010, the amount of garbage diverted from the landfill increased significantly. The volume of garbage deposited at the landfill decreased over 54% from 336,806 tons in FY 2006 to just over 154,000 tons in FY 2010. Overall, the amount of municipal solid waste was reduced by nearly 18% between FY 2006 (1,026,106 tons) and FY 2010 (843,616 tons).

According to the department, recycling, including diversion to waste to energy, is responsible for the reductions in municipal solid waste disposed in the landfill. The downturn in the economy is another reason the amount of overall waste generated decreased.

The department notes that the H-POWER expansion broke ground in January 2010. The expansion will add a third boiler and mass burn facility, which will allow the facility to divert more of the bulky, combustible waste from the landfill.

The 2010 citizen survey found that 73% of respondents rated garbage collection as excellent or good, which is similar to the FY 2006 results of 72%. The 2010 survey also shows that 64% of respondents rated yard waste pick-up as excellent or good versus 56% in 2006.



Sources: Executive Operating Program and Budgets (FY 2006-2009), Department of Environmental Services, and National Citizen Survey™ 2010 (Honolulu)

	Operating Expenditures (\$ million)	Total Single Family Households Serviced	Total Tons of Municipal Solid Waste ¹ Disposed	Municipal Solid Waste Categories			Citizen Survey	
				Tons of Municipal Solid Waste Disposed at H-POWER	Tons of Municipal Solid Waste Disposed at Landfill	Tons of Municipal Solid Waste (Ash from H-Power) at Landfill	Garbage Collection (excellent or good)	Yard Waste Pick-Up (excellent or good)
FY 2006	\$116.9	291,315	1,026,106	600,920	336,806	88,380	72%	56%
FY 2007	\$123.1	295,798	995,409	619,700	289,809	85,900	-	-
FY 2008	\$139.5	296,741	968,451	607,608	275,757	85,086	-	-
FY 2009	\$106.9	297,739	914,085	610,177	214,456	89,452	-	-
FY 2010	\$113.8	298,187	843,616	602,971	154,190	86,455	73%	64%
Change over last 5 years	-3%	2%	-18%	0.3%	-54%	-2%	1%	8%

Sources: Executive Operating Program and Budgets (FY 2006-2009), Department of Environmental Services, and National Citizen Survey™ 2010 (Honolulu)

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

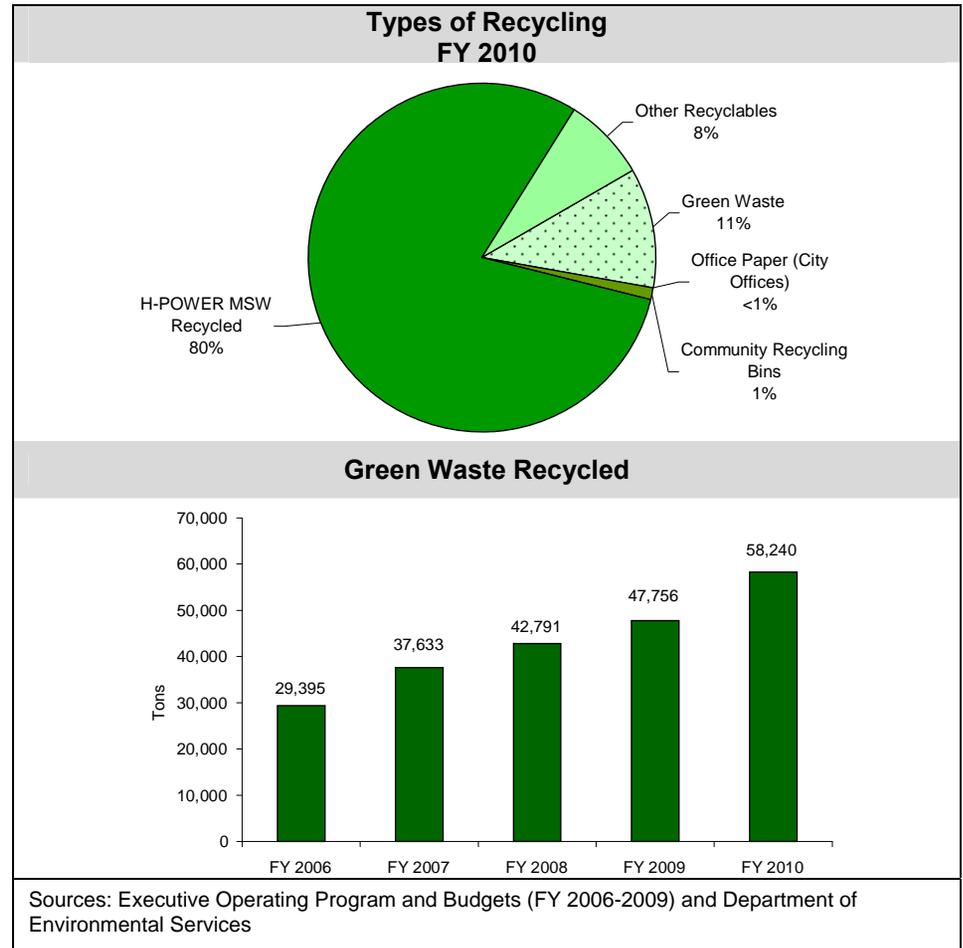
Environmental Sustainability - Recycling

According to the environmental services department, Honolulu is a leader in environmental sustainability. In 2008, the department issued the City's 25-Year Integrated Solid Waste Management Plan that includes the diversion of solid waste as fuel to generate electricity for the city at its H-POWER facility. Approximately 45 megawatts of electricity generated each day, sufficient to power 40,000 homes, is sold to the Hawaiian Electric Company, the island's primary electric utility.

H-POWER recycles over 400,000 tons of solid waste each year, diverting 72% of volume from the landfill; 10% is ash deposited at the landfill. The department reports that the third boiler and mass burn facility is anticipated to commence operations in April 2012, and will allow the city to divert an additional 270,000 tons of the city's solid waste from the landfill each year.

In FY 2010, the city completed implementation of residential curbside mixed recyclable and green waste recycling island-wide. Over the past 5 years, the tonnage recycled increased 5% from FY 2006 (495,867 tons) to FY 2010 (520,670 tons). Green waste recycling increased by over 98% from FY 2006 (29,395 tons) to FY 2010 (58,240 tons). Other recyclables increased over 57%.

The 2010 Citizen Survey found that 70% of residents rated recycling in general as excellent or good. While below average when compared to cities nationwide, this rating places Honolulu similar to communities with populations exceeding 300,000. Moreover, 90% of residents reported in-home recycling of used paper, cans or bottles as excellent or good. This rating exceeds benchmarks both nationally and for communities with populations exceeding 300,000.



Recycling Categories

Citizen Survey

	Total Tons Recycled	Recycling Categories			Citizen Survey			
		Green Waste (Tons)	Office Paper (City Offices - Tons)	Community Recycling Bins (Tons)	H-POWER MSW Recycled (Tons)	Other Recyclables (Tons)	Recycling (excellent or good)	Percent of Residents Recycling Paper, Cans or Bottles from Home
FY 2006	495,867	29,395	154	12,334	427,901	26,083	-	-
FY 2007	495,447	37,633	91	12,077	417,054	28,592	-	-
FY 2008	490,004	42,791	111	11,633	410,339	25,130	-	-
FY 2009	508,614	47,756	177	9,053	419,094	32,534	-	-
FY 2010	520,670	58,240	68	5,760	415,455	41,147	70%	90%
Change over last 5 years	5%	98%	-56%	-53%	-3%	58%	-	-

Sources: Executive Operating Program and Budgets (FY 2006-2009), Department of Environmental Services, and National Citizen Survey™ 2010 (Honolulu)

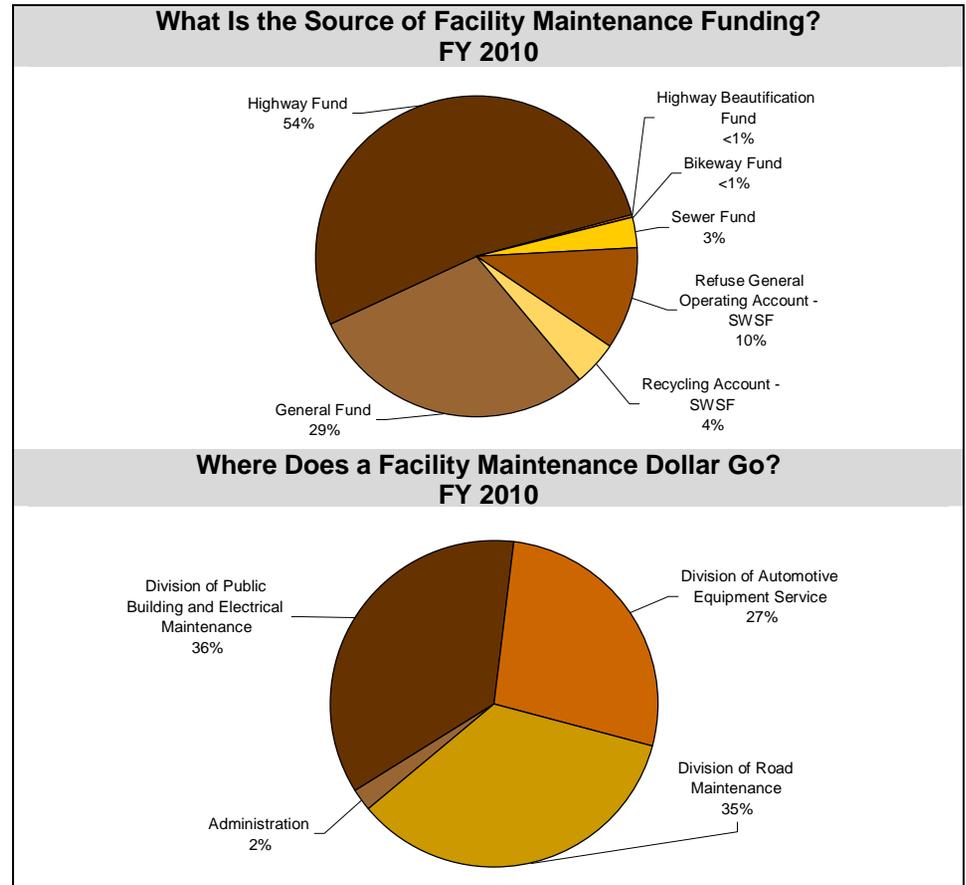
CHAPTER 11 - FACILITY MAINTENANCE

The Department of Facility Maintenance (DFM) plans and administers the city's repair, renovation and maintenance programs. These maintenance programs are applied to roads, bridges, streams, and flood controls systems. The department also maintains city buildings, vehicles and construction equipment. It also plans and administers the repair and maintenance programs for mechanical, plumbing, air-conditioning, electrical, and electronic equipment and facilities. DFM also provides property management, parking garage management, relocation assistance, and heavy vehicle and equipment training. Interdepartmental mail service is also managed by the department.

Facility maintenance's mission is to provide efficient, effective, accountable, and progressive management of its fiscal and functional responsibilities. DFM's operations are divided between four program areas: administration, public building and electrical maintenance (PBEM), automotive equipment services (AES), and division of road maintenance (DRM).

Department operating expenditures increased 15% from FY 2006 (\$52.8 million) to FY 2010 (\$60.9 million). Revenues also increased 83% from \$3 million in FY 2006 to \$5.4 million in FY 2010. According to the department, increased operating expenditures are due to the escalating cost of oil and steel-based products used for department operations; aggressive funding to repair deteriorating public buildings and to perform more street repair and resurfacing; and the acquisition of a traffic calming landscape median repair program. Increased expenditures are also attributed to the rise in property management funding and security costs. Revenue increases were primarily due to the transfer of revenues for various commercial and residential properties from the Department of Community Services (DCS) to DFM.

One of the challenges facing the department's administration program is to fill position vacancies with qualified candidates. The department reports that the number of vacancies filled decreased 56% from FY 2006 (93) to FY 2010 (41).



Sources: Department of Budget and Fiscal Services and Department of Facility Maintenance
Note: SWSF – Solid Waste Special Fund

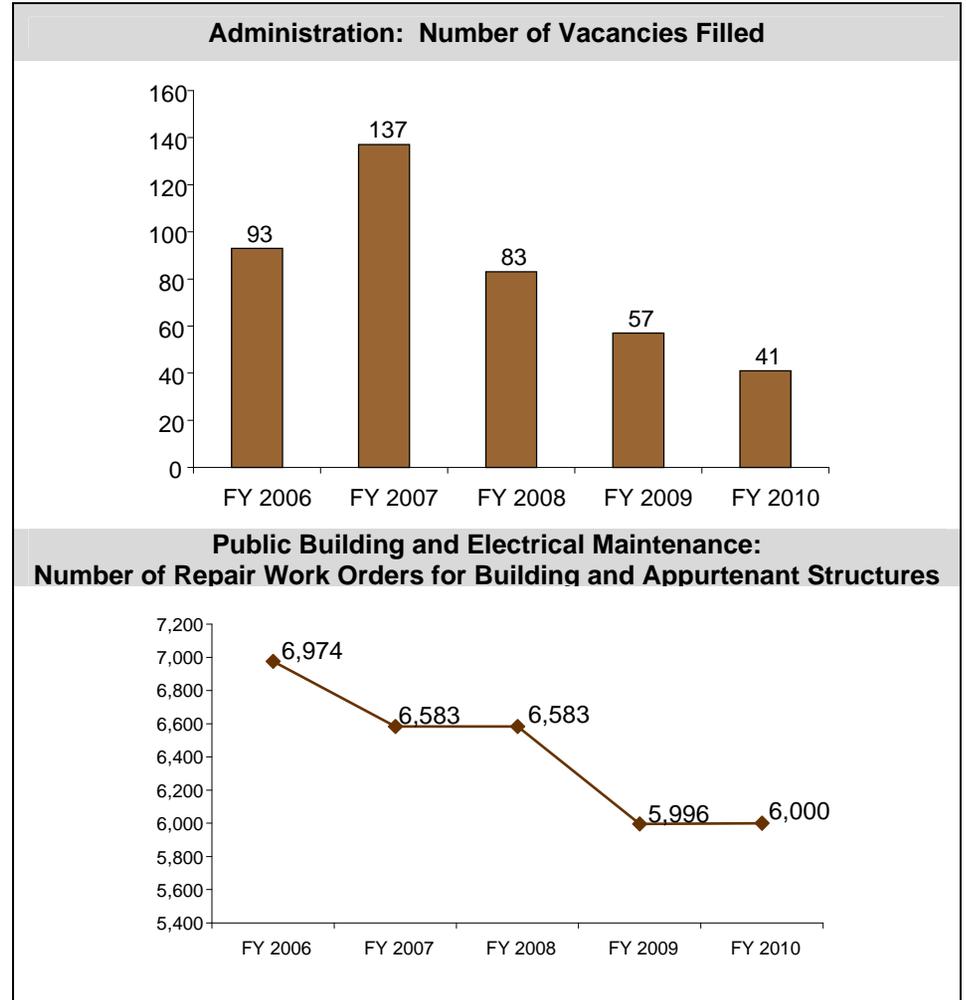
	Department Operating Expenditures (\$ million)	Revenues (\$ million)	Total Authorized Staffing (FTE)	Administration		Public Building and Electrical Maintenance	
				Administration Operating Expenditures (\$ million)	Total Number of Vacancies Filled	PBEM Operating Expenditures (\$ million)	Number of Work Orders for Repair of Building and Appurtenant Structures
FY 2006	\$52.8	\$3	765.05	\$1	93	\$16.8	6,974
FY 2007	\$53.6	\$2.7	774.05	\$1.2	137	\$17.5	6,583
FY 2008	\$62	\$2.8	782.05	\$1.3	83	\$20.2	6,583
FY 2009	\$63.8	\$5.1	772.05	\$1.3	57	\$20.7	5,996
FY 2010	\$60.9	\$5.4	773.05	\$1.3	41	\$21.8	6,000
Change over last 5 years	15%	83%	.01%	24%	-56%	30%	-14%

Sources: Executive Operating Program and Budgets (FY 2006-2009), Department of Budget and Fiscal Services, and Department of Facility Maintenance

Administration Program and Public Building and Electrical Maintenance Division

The administration program manages line and staff activities related to facility maintenance functions. It also provides citywide, heavy vehicle and equipment training¹, as well as interdepartmental mail services. Administrative expenditures increased 24% over the last five years and the total number of vacancies filled declined 56% from FY 2006 (93) to FY 2010 (41). The department noted that the decline in vacancies filled was caused by budget controls implemented in FY 2009 (including required approval processes to exempt critical positions from hiring restrictions), as the city faced a budget shortfall.

The Public Building and Electrical Maintenance Division (PBEM) plans, directs, coordinates, and administers the repair, maintenance, and renovation programs for public buildings and appurtenant structures such as street, park, mall, outdoor, and other city lighting and electrical facilities. PBEM also administers activities including property and parking garage management², city employees parking and motor pool administration. Additionally, the program provides security and janitorial services for Honolulu Hale, Kapolei Hale, Frank F. Fasi Municipal Building, and certain other facilities. PBEM's operating expenditures increased 30% over the last five years, while the number of work orders declined by 14%. The department explained that the decrease in work orders was due to the increase in vacancies created by retirements and the increased funding of major repair and renovation projects which eliminated repeated work orders.



Sources: Executive Operating Program and Budgets (FY 2006-2009) and Department of Facility Maintenance

¹ Citywide heavy vehicle and equipment training activity transferred to Automotive Equipment Services in July 2010.

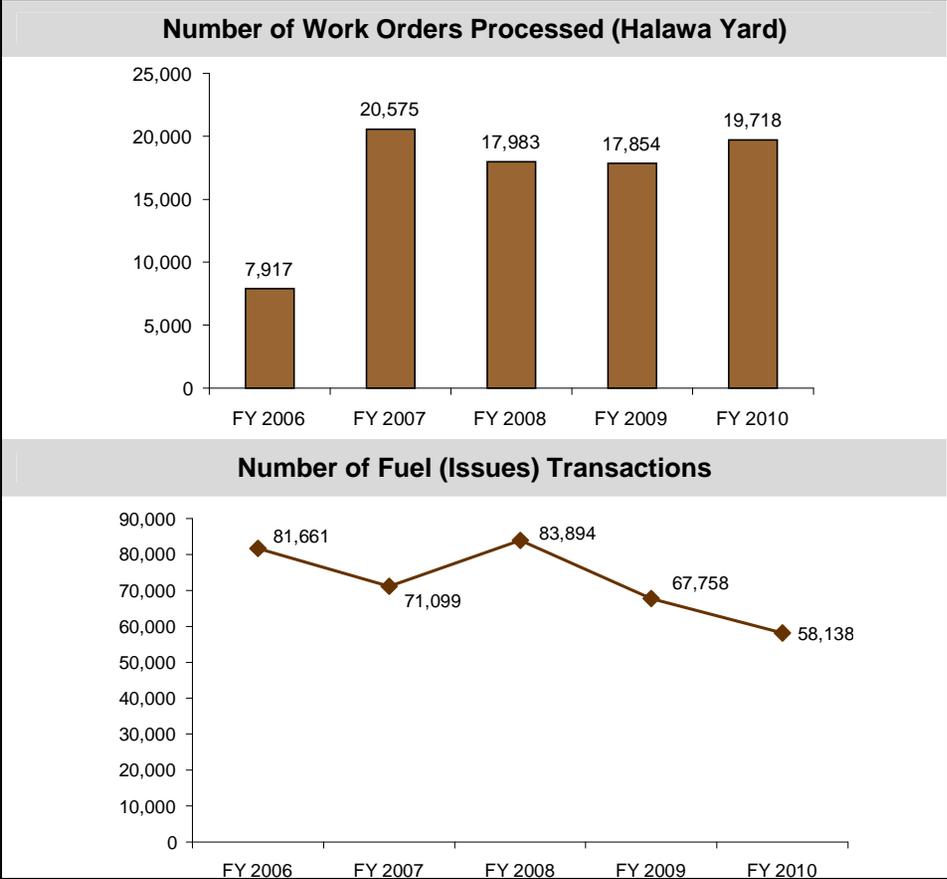
² Parking and property management transferred from Public Building and Electrical Maintenance to Administration in July 2010.

Automotive Equipment Services

Automotive Equipment Services (AES) manages most of the city’s vehicle and equipment repair and maintenance program (excludes Board of Water Supply, police, and fire). It also prepares plans and specifications for purchase of new vehicles and equipment. As of FY 2010, the division had the following vehicles and equipment under its jurisdiction: 1,508 on-road/highway vehicles, 133 off-road/non-highway equipment, and 514 miscellaneous equipment (e.g., trailers, forklifts, compressors, generators, etc.) for a total of 2,155 pieces. The division is organized into four activity areas: administration, storekeeping, service and lubrication, and repair and maintenance.

AES operating expenditures increased 17% from FY 2006 (\$14.2 million) to FY 2010 (\$16.6 million). Although the total number of job tasks completed declined 10% over the past five years, the number of work orders at four repair and maintenance shops saw significant increases. Over the last five years the number of work orders processed increased at the Halawa Yard – automotive (149%), Leeward Yard (68%), Windward Yard (157%), and Construction and Equipment (444%). According to the department, the increase in work orders processed is due to improved work order utilization; increased emphasis on preventive maintenance actions; increased monitoring of highly complex vehicle systems on a regular basis (instead of only when a fault is reported) and more maintenance and repair services being provided with in-house personnel.

Output declines occurred in the number of tire repair and replacements (-16% over five years) and fuel (issues) transactions (-29% over five years). The department explained that a major contributing factor leading to the decline of tire replacements is a result of improved tire inspections and tire pressure monitoring efforts that increased tire service life. The department also explained that the significant factors leading to the overall reduction in the number of fuel transactions is due to fewer state government agencies fueling at AES sites and replacement of older, less fuel efficient vehicles in the city’s fleet with newer, more highly efficient ones.



Source: Executive Operating Program and Budget (FY 2006-2009) and Department of Facility Maintenance

	Operating Expenditures (\$ million)	Total Number of Job Tasks Completed	Number of Work Orders Processed				Number of Tire Repair and Replacements	Fuel (issues) ¹ transactions
			Halawa Yard (Automotive)	Leeward Yard (Pearl City)	Windward Yard (Kapaa)	Construction Equipment		
FY 2006	\$14.2	45,621	7,917	3,266	1,984	878	3,994	81,661
FY 2007	\$15.7	40,542	20,575	6,211	3,988	3,989	3,293	71,099
FY 2008	\$16.5	38,942	17,983	5,862	3,210	4,154	3,852	83,894
FY 2009	\$17.1	38,406	17,854	5,712	3,934	4,543	3,838	67,758
FY 2010	\$16.6	41,110	19,718	5,471	5,094	4,776	3,371	58,138
Change over last 5 years	17%	-10%	149%	68%	157%	444%	-16%	-29%

Source: Executive Operating Program and Budgets (FY 2006-2009) and Department of Facility Maintenance

¹ Issues = the act of dispensing a quantity of fuel

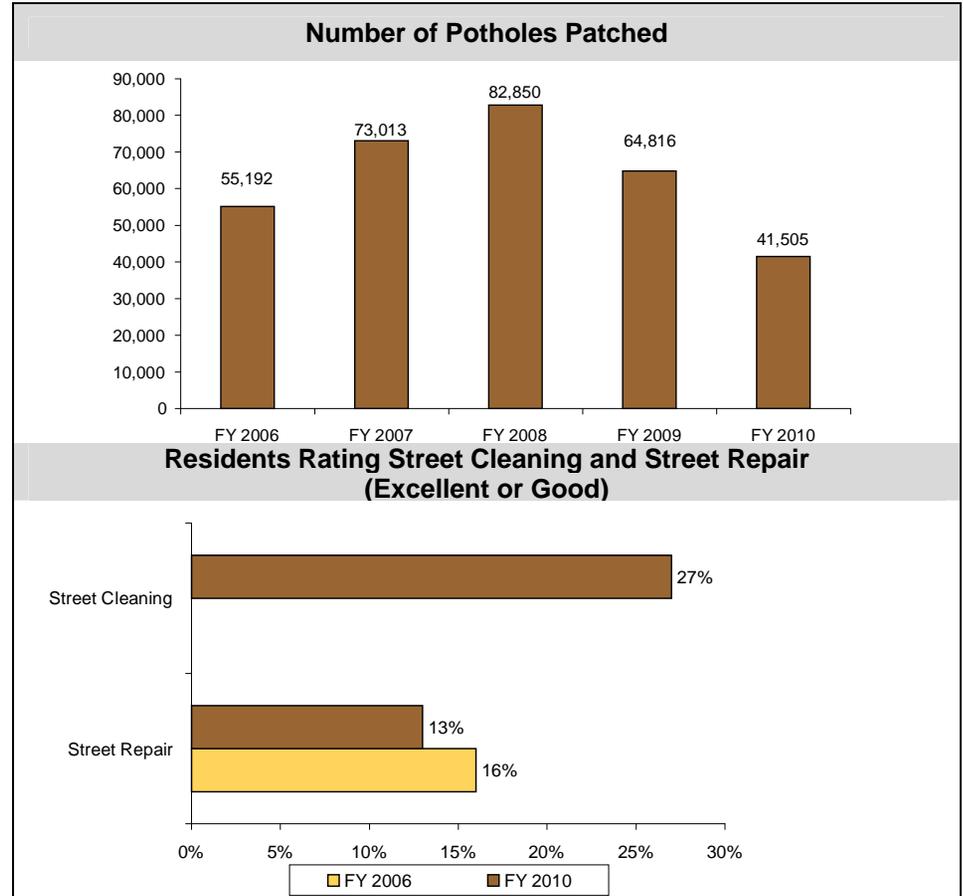
Road Maintenance

The Division of Road Maintenance (DRM) maintains city roadways, sidewalks, storm drains, and bridges. It also provides road striping and signs, and services outdoor municipal parking lots, bike paths, pedestrian malls, and bus stops/shelters, and downtown Honolulu parks. The division also maintains city-owned streams, channels, ditches, and other flood control facilities. It also maintains litter containers at bus stops and pedestrian malls, and removes graffiti within the street right-of-way.

Operating expenditures increased 2% from FY 2006 (\$20.8 million) to FY 2010 (\$21.1 million). Street first-aid repairs (tons) increased 93% from FY 2006 (13,604 tons) to FY 2010 (26,223 tons). Over the last five years, the number of in-house resurfacing lane miles increased 33%. According to the department, increases in first aid repairs and in-house resurfacing are attributed to acquisition of new cold planing and paving equipment and increased requests from administration to perform first-aid repairs and in-house resurfacing of streets due to poor pavement conditions.

The number of potholes patched declined 25% from 55,192 in FY 2006 to 41,505 in FY2010. The number of pothole hotline calls also declined from FY 2006 (7,212) to FY 2010 (3,461). The department commented that the decline in potholes patched is due to better weather conditions in 2010 and increased first aid and in-house resurfacing. In 2006, a federal disaster was declared for Honolulu due to the heavy rainfall events that occurred from February 20 to April 2. The excessive rain caused numerous potholes due to water infiltration of deteriorated pavement and road washouts.

Despite the increase in first aid repairs and in-house road resurfacing, Honolulu residents rating street repair as “excellent” or “good” declined from 16% in FY 2006 to 13% in FY 2010. Similarly, the number of curb miles swept mechanically increased 14% over the last five years. Honolulu residents rating street cleaning as “excellent” or “good” was 27% in FY 2010. This was much below both national benchmarks and cities with more than 300,000 residents.



Sources: Executive Operating Program and Budgets (FY 2006-2009), Department of Facility Maintenance, and National Citizen Survey™ 2010 (Honolulu)

	Operating Expenditures (\$ million)	First Aid Repairs (Tons)	Number of Potholes Patched	Number of Pothole Hotline Calls Received	In-House Resurfacing (Lane Miles)	Number of Curb Miles Swept Mechanically	Citizen Survey	
							Street Repair (excellent or good)	Street Cleaning (excellent or good)
FY 2006	\$20.8	13,604	55,192	7,212	43	25,504	16%	-
FY 2007	\$19.3	14,066	73,013	5,807	38	33,859	-	-
FY 2008	\$24.0	20,832	82,850	5,174	51	33,930	-	-
FY 2009	\$24.6	23,306	64,816	4,121	60	35,955	-	-
FY 2010	\$21.1	26,223	41,505	3,461	57	29,029	13%	27%
Change over last 5 years	2%	93%	-25%	-52%	33%	14%	-3%	-

Sources: Executive Operating Program and Budgets (FY 2006-2009), Department of Facility Maintenance, and National Citizen Survey™ 2010 (Honolulu)

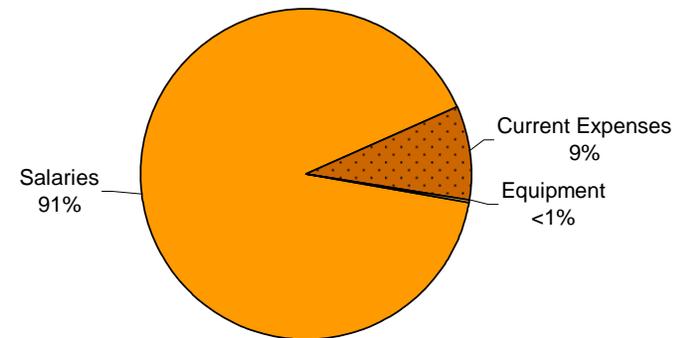
CHAPTER 12 - HONOLULU FIRE DEPARTMENT

The Honolulu Fire Department (HFD) responds to fires, emergency medical incidents, hazardous materials incidents, and rescues on land and sea. Their mission is to save lives, property, and the environment by promoting safety, fire prevention and maintaining a well equipped, highly trained, and motivated force of professional fire fighters and rescue personnel.

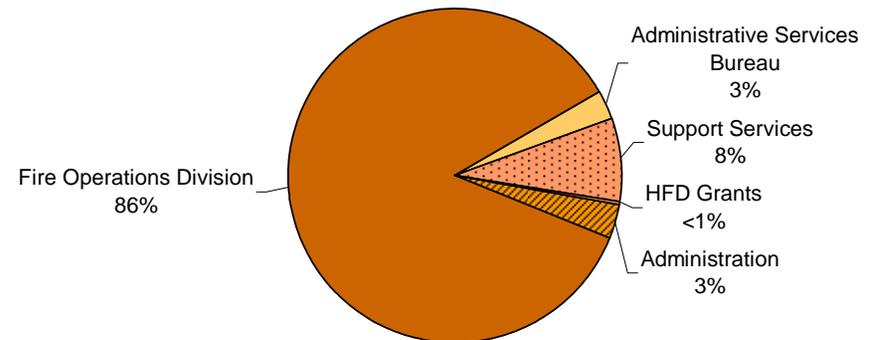
The department was awarded its second re-accreditation in August 2010 by the Commission on Fire Accreditation International (CAFI). The HFD was first accredited in 2000, re-accredited in 2005 and again this year.

The department's operating budget comes entirely from the General Fund. In FY 2010, funds from Federal Grants and Special Projects comprised less than 1% of HFD's operating expenditures. Over the last five years, total department spending increased from \$71.1 million to \$88.2 million, or 24%. The department stated that increases were due to a 4-year collective bargaining agreement spanning FY 2007 through FY 2010 and the rising costs for current expenses due to increased costs for fuel and utilities.

**Where Does the Honolulu Fire Department Dollar Go?
(FY 2010 by Expenditure Category)**



**Where Does the Honolulu Fire Department Dollar Go?
(FY 2010 by Program)**



Source: Department of Budget and Fiscal Services

	Salaries (\$ million)	Current Expenses (\$ million)	Equipment	Total Operating Expenditures	Expenditures Per Resident Served ¹	Expenditures Per Square Mile Served ²	Total Firefighter FTE	Annual Training Hours Per Firefighter	Overtime % of Regular Salaries	Residents Served Per Fire Station ¹
FY 2006	\$63.1	\$7.5	\$0.5	\$71.1	\$79	\$117,715	1,092	213	20%	21,011
FY 2007	\$67.6	\$6.4	\$0.6	\$74.6	\$83	\$123,509	1,092	227	20%	20,854
FY 2008	\$71.9	\$7.6	\$1.3	\$80.8	\$89	\$133,775	1,093	239	19%	20,994
FY 2009	\$76.6	\$8.4	\$0.4	\$85.4	\$94	\$141,391	1,097	254	20%	21,106
FY 2010	\$79.8	\$8.1	\$0.3	\$88.2	\$97	\$146,026	1,096	268	18%	21,174
Change over last 5 years	26%	8%	-40%	24%	23%	24%	0%	26%	-2%	1%

Sources: Executive Operating Program and Budgets (FY 2006-2011), Department of Budget and Fiscal Services, and Honolulu Fire Department

¹Based on U.S. Census data

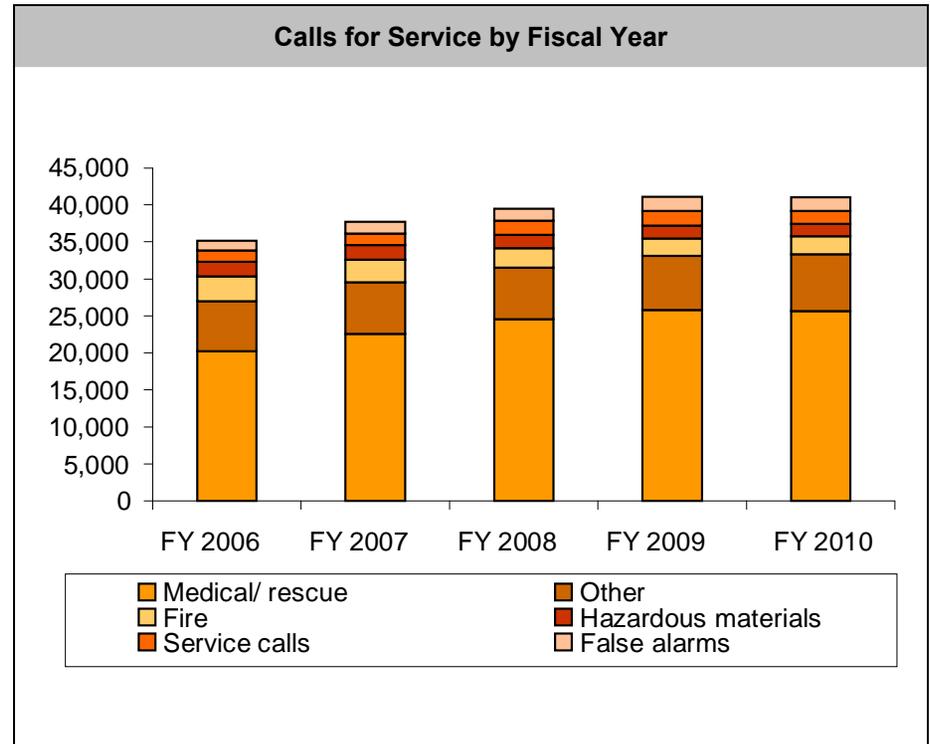
²Based on a service area of 600 square miles.

Fire Calls for Service

The total number of calls grew by 17% from FY 2006 to FY 2010. Fire calls declined by 29%, while medical and rescue calls grew by 27%. This trend is significant, given that medical and rescue calls are the largest service segment and comprise more than 62% of all calls received during FY 2010. The chart at the right shows call growth from FY 2006 to FY 2010. It also shows the main call categories and how they relate to the total number of calls received during the corresponding fiscal year.

There were 2,383 fire incidents and two deaths in FY 2010. Over the last five years, the number of fire incidents decreased by 29%. In the same period, the number of residential structure fires dropped by 18%, from 175 to 144.

Best practice standards, such as National Fire Prevention Association 1710 and Standards of Response Cover require fractile reporting. This means that 80% fractile time in the Urban Fire Response column below, in FY 2010, 80% of responses were shorter than 9 minutes and 37 seconds. Only 63.5% met the Standard of Cover standard for responding under 7 minutes. The department reports responses over 12 minutes are frequently associated with isolated road networks or interstate highway responses.



Sources: Executive Operating Program and Budgets (FY 2006-2009) and Honolulu Fire Department

	Calls for Service							Fire Incidents	Urban Fire Responses		Suburban Fire Responses		Rural Fire Responses		
	Fire	Medical / Rescue	Hazard Materials	Service Calls	False Alarms	Other	TOTAL		TOTAL	80% Fractile Time	Within 7 Minutes ¹	80% Fractile Time	Within 9 Minutes ²	80% Fractile Time	Within 11 Minutes ³
										Time	Minutes ¹	Time	Minutes ²	Time	Minutes ³
FY 2006	3,375	20,218	1,981	1,541	1,341	6,725	35,181	3,375	10:07	65.1%	11:44	69.1%	12:15	73.6%	
FY 2007	3,072	22,592	1,976	1,550	1,548	6,970	37,708	3,072	10:28	61.4%	12:31	64.4%	13:48	72.1%	
FY 2008	2,625	24,538	1,846	1,886	1,610	6,982	39,487	2,625	10:10	60.8%	13:28	63.8%	16:02	64.5%	
FY 2009	2,307	25,770	1,780	2,015	1,850	7,359	41,081	2,307	9:22	63.3%	11:16	68.4%	12:18	72.7%	
FY 2010	2,383	25,617	1,680	1,807	1,825	7,752	41,064	2,383	9:37	63.5%	12:28	66.0%	12:27	76.4%	
Change over last 5 years	-29%	27%	-15%	17%	36%	15%	17%	-29%	-5%	-2%	6%	-4%	2%	4%	

Source: Honolulu Fire Department

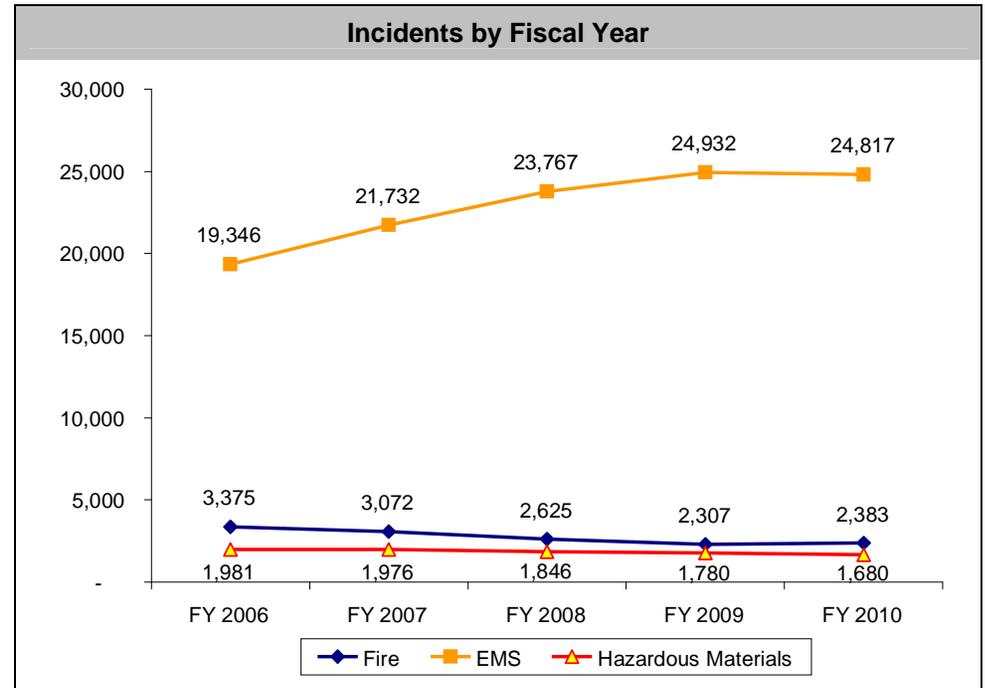
¹⁻³ Total response time standard as stated in the Department's 2005 and 2010 Standard of Cover document prepared for the Commission on Fire Accreditation International.

Emergency Medical Responses and Hazardous Materials

The department responded to 24,817 *emergency medical incidents* in FY 2010. Emergency medical responses represent the largest segment of all incidents responded to by the department¹. Over the last five years, the number of emergency medical incidents increased by 28%.

In FY 2010, the department responded to 1,680 *hazardous materials incidents*. The number of hazardous materials incidents has decreased by 15% and hazardous materials inspections have declined 45% over the last five years.

The number of inspections has decreased by 66%. Fire safety and disaster preparedness presentations have decreased by 40%.



Sources: Executive Operating Program and Budgets (FY 2006-2009) and Honolulu Fire Department

	EMS Urban Responses			EMS Suburban Responses		EMS Rural Responses		Hazardous Materials			Fire Prevention		
	EMS Incidents	80% Fractile Time ²	Within 7 Minutes ³	80% Fractile Time	Within 7 Minutes	80% Fractile Time	Within 7 Minutes	Incidents	Facilities Permitted	Inspected	Inspections	Building Plans Reviewed	Presentations
FY 2006	19,346	6:29	84.6%	7:09	93.0%	8:31	93.1%	1,981	421	222	195,144	2,098	267
FY 2007	21,732	6:15	86.3%	7:30	91.8%	8:29	91.4%	1,976	434	122	190,910	2,150	211
FY 2008	23,767	6:16	89.8%	7:28	93.0%	8:17	91.9%	1,846	382	141	70,170	2,665	150
FY 2009	24,932	6:16	91.9%	7:26	93.0%	8:12	92.7%	1,780	409	215	69,915	2,744	148
FY 2010	24,817	6:17	86.6%	7:28	93.0%	7:44	94.0%	1,680	402	122	66,622	2,467	160
Change over last 5 years	28%	-3%	2%	4%	0%	-9%	1%	-15%	-5%	-45%	-66%	18%	-40%

Sources: Executive Operating Program and Budgets (FY 2006-2009) and Honolulu Fire Department

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

²⁻³ Total response time standard as stated in the Department's 2005 and 2010 Standard of Cover document prepared for the Commission on Fire Accreditation International. Fractile refers to the point below which a stated fraction of the values lie, e.g. in FY 2010, 80% of EMS urban responses arrived in less than 6:17 minutes.

Perceptions of Fire Safety

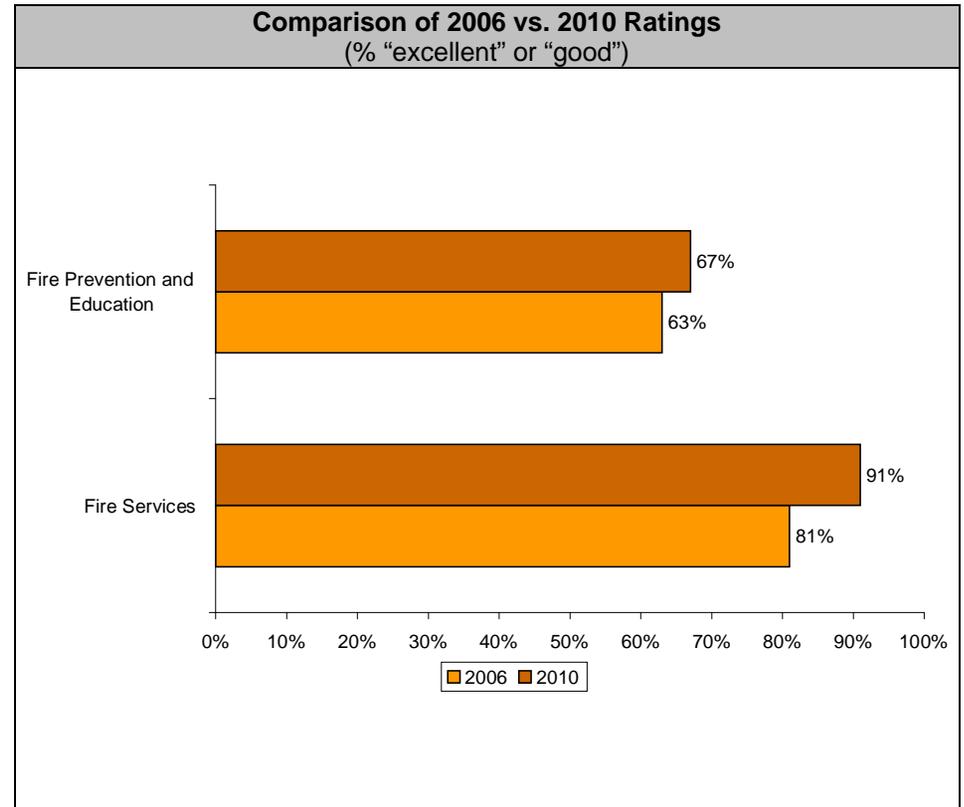
In local government, core services like fire protection invariably land at the top of the list created when residents are asked about the most important local government services. When the 2010 National Citizen Survey (Honolulu) asked, *If the City and County had to reduce services to cut costs, to what extent would you support or oppose reducing the level of fire and police services?*, 76% of respondents replied that they would either “strongly oppose” or “somewhat oppose” reducing these services.

When asked how they felt about their safety from environmental hazards, 58% said they felt “very” or “somewhat” safe. This was much below the national comparison. Among cities with populations over 300,000, Honolulu ranked 125th out of 133, also much below the benchmark.

When asked to rate fire services, 91% responded “excellent” or “good” in 2010. This was compared to 81% in 2006. The 2010 ratings are similar to both the national benchmarks, and among cities with populations over 300,000.

Ratings for fire prevention and education were 67% in 2010 compared to 63% in 2006. This was much below national benchmarks, and similar to cities with populations over 300,000.

Among survey respondents, only 12% had contact with employees of the Honolulu Fire Department. This was similar to the national comparison. Of those who had contact, the overall impression of the employees they came in contact with was mostly positive: 75% rated their experience as “excellent” and 17% rated it “good”.



Source: National Citizen Survey™ 2010 (Honolulu)

CHAPTER 13 - HUMAN RESOURCES

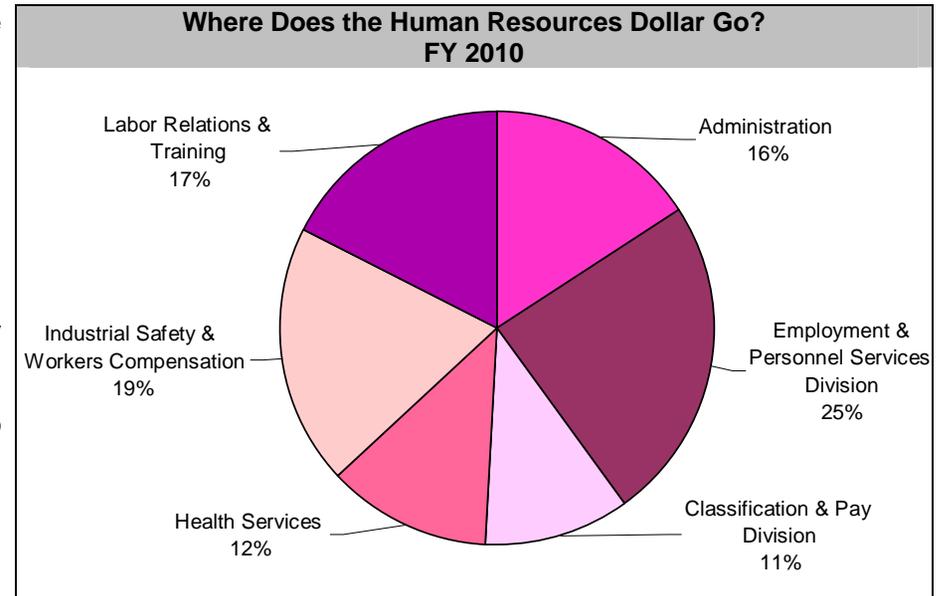
Human Resources (HR) is the central personnel agency for the city. The department has six major functional areas:

- Administration - included in the Administration office budget is the Equal Opportunity program. This program is responsible for promoting and monitoring the city's compliance with federal, state and city laws on discrimination, equal employment, sexual harassment, ADA compliance and other discrimination issues. It also evaluates the handling of discrimination complaints in employment, services, programs and facilities of the city.
- Classification and Pay - plans, develops and administers classification and pay plans, prepares class specifications, and recommends pricing for newly established classes.
- Employment and Personnel Services - administers recruitment, examination, transactions and employee benefits programs; refers qualified candidates to department positions; oversees compliance with drug and alcohol testing; and administers the Fair Labor Standards Act and information privacy program.
- Labor Relations and Training - administers labor relations; personnel development and training programs; leads collective bargaining negotiations; conducts grievance hearings; and advocates arbitration cases.
- Industrial Safety and Workers' Compensation - administers a citywide safety and accident prevention program, and the city's pay-as-you-go, self-insured, workers' compensation program.
- Health Services - conducts pre-employment and annual medical evaluations mandated by state occupational and federal transportation regulations; administers the Employee Assistance Program; drug screening and random testing; and conducts blood analysis for suspects arrested for DUI for the Police Department; and provides expert witness testimony.

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

During FY 2010, the department successfully implemented its Advantage Human Resource Management System which provides a single source of employee data. The system provides better management information and tools, paperless processing, and system validation for error reduction.

Human Resources negotiated collective bargaining agreements with 6 bargaining units which included 24 unpaid furlough days for city workers. The agreements were part of the cost-saving measures for FY 2011.



Source: Department of Budget and Fiscal Services

SPENDING AND STAFFING

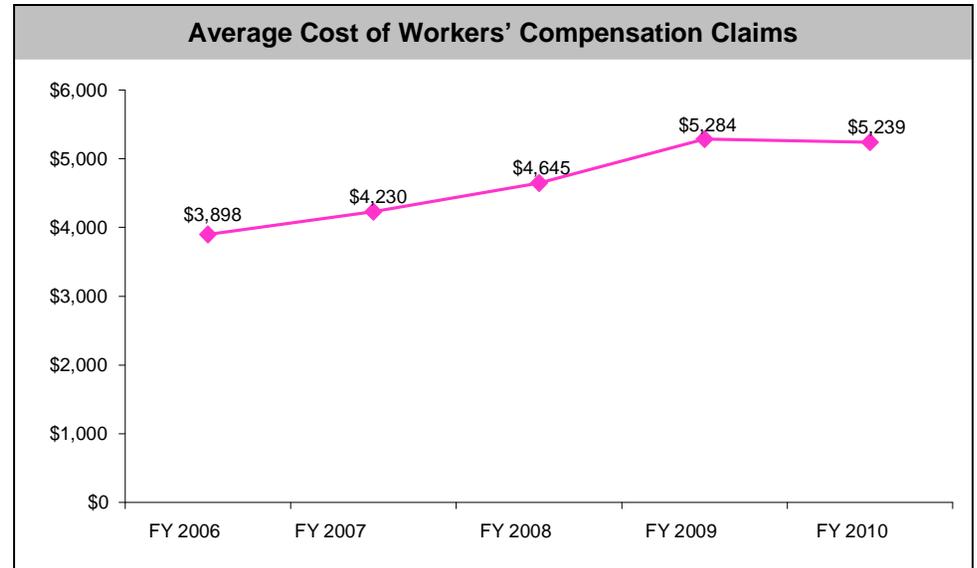
The mission of human resources is to recruit, develop and retain an outstanding workforce dedicated to quality public service for the City and County of Honolulu.

Human resources spending increased from about \$4.9 million to \$5.7 million over the last 5 years, an increase of about 16%. The department reported that increased costs were due to collective bargaining and approved salary increases. Also, new requirements, such as the Equal Opportunity Office and Human Resources/Payroll Enterprise Resource Planning System, increased expenditures for new FTE positions and resources during this time period.¹

In FY 2010, the ratio of HR staff to city staff is approximately 1 to 119. Authorized staffing for the department increased from 86.3 to 91.5 FTE, a 6% increase over the last 5 years. Human Resources' vacancy rate has fluctuated from 10% to 20% over the last five years. According to the department, this is due to retirements, separations and the citywide hiring restrictions on filling vacancies since FY 2008.

Hiring restrictions and cutbacks in funding for vacant FTEs continued for all departments with general fund vacancies in FY 2010. The department reports that this is the primary reason why the number of new hires processed decreased 38% compared to last year.

City employees' satisfaction with HR training has increased over the last 5 years. During this same period, total hours of training have declined by 24%. In FY 2010, HR's training budget was reduced by 16% and led to fewer classes and seminars.



Source: Department of Human Resources

From FY 2006 to FY 2010, the number of injury claims filed by city employees declined by 3%, while the average cost per claim increased 34%, from \$3,898 to \$5,239. According to the department, this is due primarily to a 57% increase in medical expenditures and a 35% increase in wage replacement benefits. It also noted that city employees are seeking more medical treatment and taking longer to recover from their injuries before returning to work.

	Labor Relations and Training						Workers' Compensation					
	Operating Expenditures (\$ million)	Total Authorized FTE ²	Percent Vacant FTEs	Ratio Human Resources Staffing to Total City Authorized FTE	Cost per FTE	Number of New Hires Processed	Hours of Training Provided ³	Overall Training Satisfaction Rating (Out of 5)	Grievances Settled Before Arbitration ⁴	Total Workers' Compensation Claims	Total Direct Expenditures (\$ million)	Average Cost Per Claim
FY 2006	\$4.9	86.3	20%	1 to 123	\$57,346	4,289	13,851	4.2	34%	3,238	\$12.6	\$3,898
FY 2007	\$5.1	87.5	10%	1 to 123	\$58,346	4,675	16,165	4.6	77%	3,342	\$14.1	\$4,230
FY 2008	\$5.6	91.5	13%	1 to 118	\$61,310	4,195	14,561	4.6	85%	3,312	\$15.4	\$4,645
FY 2009	\$5.9	91.5	13%	1 to 119	\$64,484	5,202	15,287	4.7	62%	3,196	\$16.9	\$5,284
FY 2010	\$5.7	91.5	20%	1 to 119	\$62,312	2,677	10,532	4.7	78%	3,143	\$16.5	\$5,239
Change over last 5 years	16%	6%	0%	-	9%	-38%	-24%	0.5	44%	-3%	31%	34%

Sources: Executive Operating Program and Budgets (FY 2006-2009) and Department of Human Resources

¹ Department of Human Resources; Executive Operating Budget and Program, FY 2006 to FY 2010.

² Department of Budget and Fiscal Services BRASS Data.

³ At the start of FY 2010, the training budget was reduced by 15% (approximately \$20,000). To accommodate the reduction, a few classes and seminars were minimized and/or offset throughout the calendar year. In addition, fewer classes were offered due to the depletion of federal funding for the city's journey-worker training program.

⁴ Labor Relations reports that starting in FY 2007, its concerted discussions and collaboration with the unions resolved a number of grievances.

CHAPTER 14 - INFORMATION TECHNOLOGY

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

Its mission is to provide information technology products, services, guidance, and direction to city agencies so that the public is served in a cost-effective and efficient manner. DIT goals and objectives are to apply technology to serve the public, and to operate and maintain cost-effective and efficient computer systems. Other goals include optimizing the use of technology resources; providing technology direction; and ensuring computer resources are secure from unauthorized access. It is deploying e-government initiatives to enhance citizen services and providing technology.

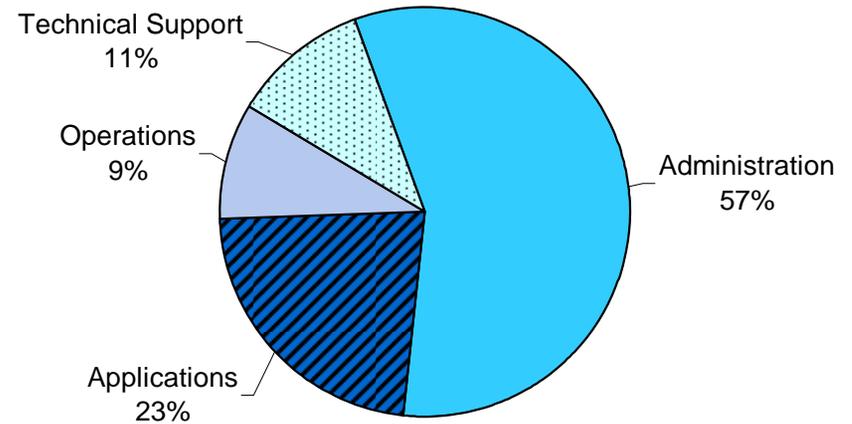
DIT maintains and manages the city computer network and data processing operations 24 hours per day, 7 days a week. It also provides programming support to the city and runs systems that support driver licensing and motor vehicle systems for the entire state and other counties.

DIT work efforts are carried out through five divisions: applications; operations, radio and network; technical support; and Enterprise Resource Planning (ERP). The applications functions include system development and project management for city systems such as public safety, Geographic Information System (GIS), and Service Oriented Architecture (SOA) which supports e-government initiatives. Other applications include support for enterprise resource planning; customer service representatives; radio and network infrastructure; and the city's new security and surveillance system.

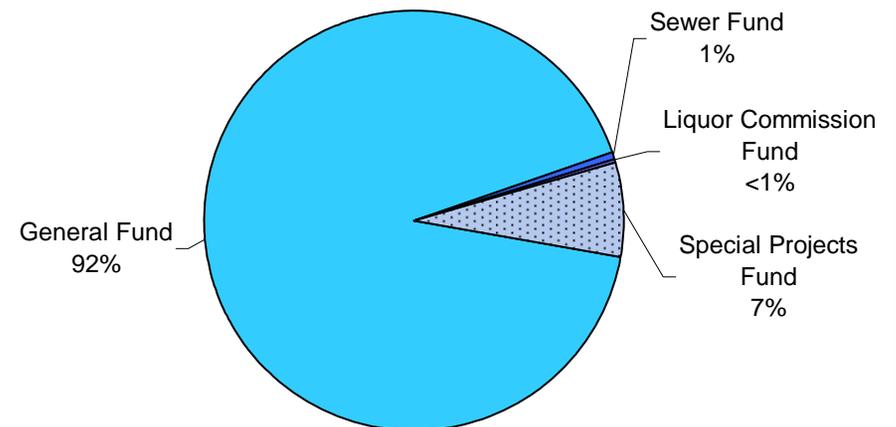
Challenges include outdated computer systems; an urgent need for a new system architecture; and obsolete business applications. Ongoing projects include system and software upgrades; telecommunications and wide-area network improvements; client server application development; and other electronic forms processing.

DIT recently completed upgrades to the mainframe and mid-range computer systems. Work is in progress to upgrade Outlook 2000 to 2010 and the storage backup system. Migration from the telephone legacy system to Voice-Over-Internet-Protocol (VoIP) will be completed later in 2011.

**Where Does An Information Technology Dollars Go?
FY 2010**



**What Are the Sources of Information Technology's Funds?
FY 2010**



Sources: Department of Budget and Fiscal Services and Department of Information Technology

Expenditures, Staffing, and Operations

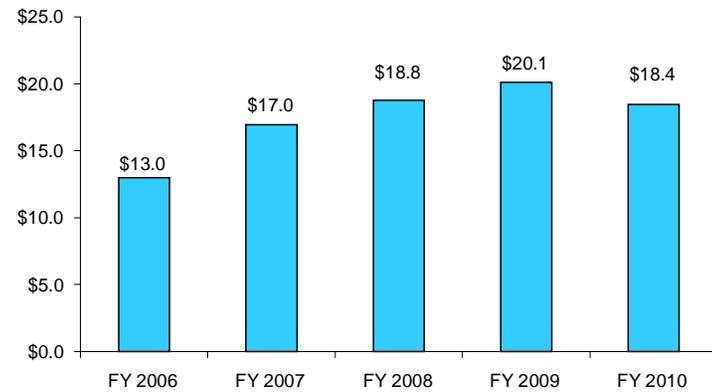
In FY 2010, DIT operating expenditures totaled over \$18.4 million, capital expenditures were \$1.4 million, and staffing was 153 FTE.

The DIT Operations unit administers, plans, and coordinates central and remote computer systems operations for the city. The data center operates 24 hours a day, 365 days a year. This division operates the help desk and coordinates the activities of support technicians. It also provides computer training for city staff.

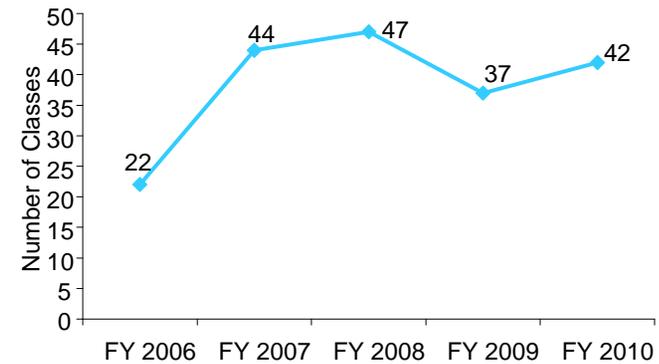
Division responsibilities include supporting and maintaining computer hardware and software; maintaining mainframe and mid-range computers; telecommunications hardware, and other peripheral equipment. Additionally, it ensures uninterrupted network operations. Other duties include data entry services, document controls, and executing system changes. It maintains offsite storage for data; develops disaster recovery plans; and coordinates back-up computer systems.

Division operating expenditures totaled \$1.7 million in FY 2010. This was about 9% of the department's spending. A total of 99% of problem calls were resolved, and 86% of the help desk calls were resolved at first level. According to the department the increase in help desk resolutions at first level is due to DIT developing in-house technician expertise to support software and hardware technical issues. Through remote assistance DIT technicians are able to identify and resolve issues faster. The department was able to offer more computer training courses because of higher demand and the variety of classes offered.

Information Technology Operating Expenditures



Number of Computer Training Classes Conducted



Sources: Department of Budget and Fiscal Services and Department of Information Technology

	Operating Expenditures (\$ million)	Capital Expenditures (\$ million)	Total Staffing (FTE)	Production Systems Online	Total Problem Calls Resolved	Help Desk Calls Resolved at First Level	Number of Computer Training Classes Conducted	Number of Students
FY 2006	\$13	\$8.3	144	99.5%	98.8%	73%	22	201
FY 2007	\$17	\$7.2	150	99.5%	99%	71%	44	443
FY 2008	\$18.8	\$1.6	150	99.5%	99%	73%	47	441
FY 2009	\$20.1	\$1.4	153	99.5%	99%	92%	37	368
FY 2010	\$18.4	\$1.4	153	99.4%	99%	86%	42	373
Change over last 5 years	42%	-83%	6%	-0.1%	0.2%	13%	91%	86%

Sources: Executive Operating Program and Budgets (FY 2006-2009), Department of Budget and Fiscal Services, and Department of Information Technology

Applications

The applications unit is responsible for developing and supporting computer applications; coordinating user and department database administration efforts; supporting and managing desktop computers; and overseeing internet and intranet services. The project management activities include conducting feasibility studies; designing, developing and testing systems; and performing system analysis.

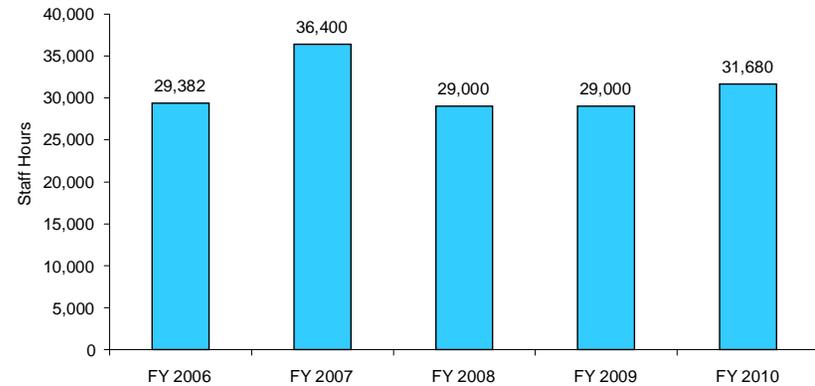
The applications unit's expenditures for FY 2010 were \$4.2 million, or 23% of the DIT spending. Staffing consists of 67 FTEs. Staff hours for new development of computer systems and applications decreased over 9% from 32,111 hours in FY 2006 to 29,120 hours in FY 2010. Hours for system analysis and programming increased 76% to 11,502 hours over five years. Likewise, overhead staff hours also increased 14 % from about 4,400 hours in FY2006 to almost 5,000 staff hours in FY 2010.

According to the department, the applications unit's staff hours increased due to the introduction of new systems such as the city's enterprise resource planning (ERP) system for financial management and HR/Payroll; the integration of city workflow processes; motor vehicle revisions; asset management applications; and the introduction of other related systems.

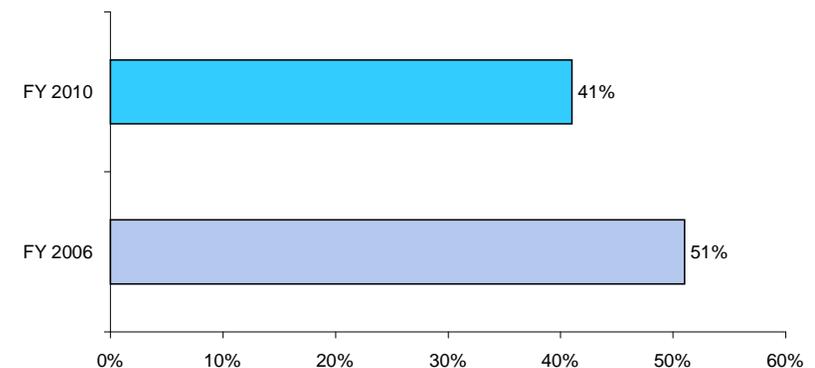
The 2010 Citizen Survey found that 58% of respondents visited the city's website within a 12-month period. The number of residents rating public information services as "excellent" or "good" declined from 51% in FY 2006 to 41% in FY 2010. The 2010 rating was below the benchmarks both nationally and for communities with more than 300,000 residents.

According to the department, DIT is responsible for the infrastructure to support the city's website and each agency is responsible for content and changes they want to the system. In some cases, agencies have contracted out their websites. DIT is helping the agencies by deploying a new website infrastructure and will be rolling out new applications as requested.

Staff Hours Spent on Maintenance and Administration



Residents Rating Public Information Services (Excellent or Good)



Sources: Executive Operating Program and Budgets (FY 2006-2009), Department of Information Technology, and National Citizen Survey™ 2010 (Honolulu)

	Maintenance and Administration (Staff hours)	New Development (Staff Hours)	Maintenance and Problem Solving (Staff Hours)	Analysis and Programming (Staff Hours)	Overhead (Staff Hours)	Citizen Survey	
						Visited the City and County of Honolulu Web Site	Public Information Services (excellent or good)
FY 2006	29,382	32,111	32,760	6,552	4,368	-	51%
FY 2007	36,400	25,200	34,994	9,984	4,992	-	-
FY 2008	29,000	29,000	37,856	10,816	5,408	-	-
FY 2009	29,000	29,000	37,315	11,357	5,408	-	-
FY 2010	31,680	29,120	33,426	11,502	4,992	58%	41%
Change over last 5 years	8%	-9%	2%	76%	14%	-	-10%

Sources: Executive Operating Program and Budgets (FY 2006-2009), Department of Information Technology, and National Citizen Survey™ 2010 (Honolulu)

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CHAPTER 15 - LEGISLATIVE BRANCH

The legislative function consists of nine City Council members elected by districts. Under the charter, the Council has legislative and investigative power. The Legislative Branch is comprised of the City Council, City Clerk, Council Services and City Auditor.

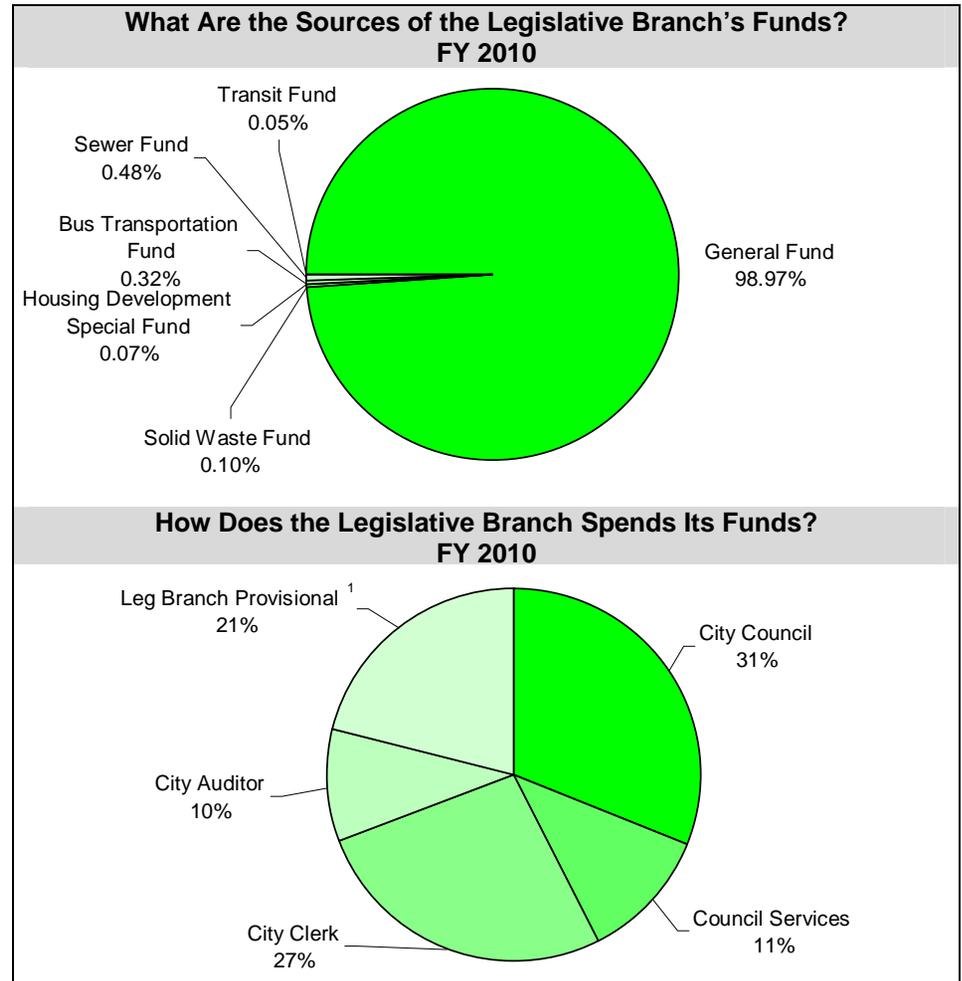
The City Council's major duties include setting city-wide policies by enacting ordinances and resolutions. It adopts the annual operating and capital programs and budgets. It also authorizes measures to balance the city budget including setting the annual property tax rate and the issuance of general obligation bonds. The council also adopts the General Plan for long-range development, land use laws, zoning regulations, and policies for shoreline development.

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

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

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

FY 2010 proved to be a period of challenges and changes at the Honolulu City Council. Its primary task was to help the city maintain core services and provide help to those in need without unreasonable burden on taxpayers.



Source: Department of Budget and Fiscal Services

¹ Legislative Branch Provisional Account

SPENDING AND STAFFING

Overall, the Legislative Branch's expenditures have increased over 13% from \$10.9 million in FY 2006 to \$12.4 million in FY 2010. In FY 2006, the Legislative Branch had 122 FTE authorized which increased almost 5% to 128 FTE in FY 2010. Vacant FTE increased from 1.5 FTE to 5 FTE during this same period.

The City Council's expenditures were \$3.9 million in FY 2006 and FY 2010 and have fluctuated slightly during those years. The Council's authorized staffing has decreased from 65 FTEs in FY 2006 to 61 FTEs in FY 2010.

The City Clerk's expenditures have increased 35.6%, from \$2.4 million in FY 2006 to \$3.3 million in FY 2010. Staffing in FY 2010 was 38 FTE, up from 29 FTE in FY 2006. According to the City Clerk, these increases were due to anticipated higher costs for the election voting system and the hiring of staff needed to process absentee ballots and handle early voting walk-in residents.

Over the past five years, council services expenditures have increased over 9.6% from \$1.3 million in FY 2006 to \$1.4 million in FY 2010. Its authorized staffing has been stable at 20 FTE until FY 2010 when 1 FTE was added for a total of 21 FTE. In FY 2010, council services reports it had three vacant FTEs which necessitated redistributing the responsibilities among the existing staff.

The city auditor's expenditures increased to \$1.2 million in FY 2010, up 28% from FY 2006 (\$0.9 million). According to the city auditor, the increase was due to increases in the city's annual financial audit contract and the number and amount of federal grants received by the city. Its authorized staffing remains the same at 8 FTE in FY 2006 and FY 2010.

According to the City Council, funding in the Provisional Account covers benefits for the Legislative Branch personnel. It increased almost 13% over the past five years from \$2.3 million in FY 2006 to \$2.6 million in FY 2010. According to the council, the increase was due to budgeting more for this branch's retirement obligations, increases in FICA, and increases in the employer share of health benefit costs. The account was increased in anticipation of the higher turnover in staffing retirements as the fifth year of the five-year retirement term was reached.

	Operating Expenditures (\$ million)						Authorized Staffing (FTE)			City Clerk		Council Services	City Auditor
	City Council	City Clerk	Council Services	City Auditor	Provisional Account	Total	Total Authorized FTE	Total Vacant Authorized FTE	Cost Per Legislative FTE	Total Communications Received ¹	Total Registered Voters ²	Total Written Responses ³	Total Audits and Reports ⁴
FY 2006	\$3.9	\$2.4	\$1.3	\$0.9	\$2.3	\$10.9	122	1.50	\$89,503	3,672	444,094	952	15
FY 2007	\$4.2	\$3.1	\$1.4	\$0.9	\$2.3	\$11.9	125	4.50	\$95,034	3,668	436,866	858	17
FY 2008	\$3.8	\$2.2	\$1.4	\$1	\$2.4	\$10.7	119	2.50	\$90,182	3,615	451,982	771	14
FY 2009	\$4.1	\$3.5	\$1.4	\$1.2	\$2.8	\$13	122	5.50	\$106,680	3,541	447,965	766	20
FY 2010	\$3.9	\$3.3	\$1.4	\$1.2	\$2.6	\$12.4	128	5.00	\$96,714	3,624	456,662	753	18
Change over last 5 years	0%	35.6%	7.6%	28.3%	12.9%	13.4%	4.9%	233.3%	8.1%	-1.3%	2.8%	-20.9%	20%

Sources: City Council, City Clerk, Council Services, and City Auditor statistics.

¹ Total communications includes Council, Department, Mayor's Messages, and miscellaneous petitions.

² The county voter registration total includes active voters and failsafe voters that must remain for two election cycles as required by federal law. Registration is as of July 9, 2010.

³ Total number of Written Responses includes bills, resolutions, amendments, and information to individual council members by letter, memo, phone, or electronic communication.

⁴ Total Number of Audits and Reports includes performance and financial audits, consultant studies, and status updates.

PUBLIC POLICY QUESTIONS

The United States has been in a recession since late 2007 with an accelerated downturn occurring in the fourth quarter of 2008. Although the nation emerged from the recession in the third quarter of 2009, high employment lingers and continues to affect the recovery.

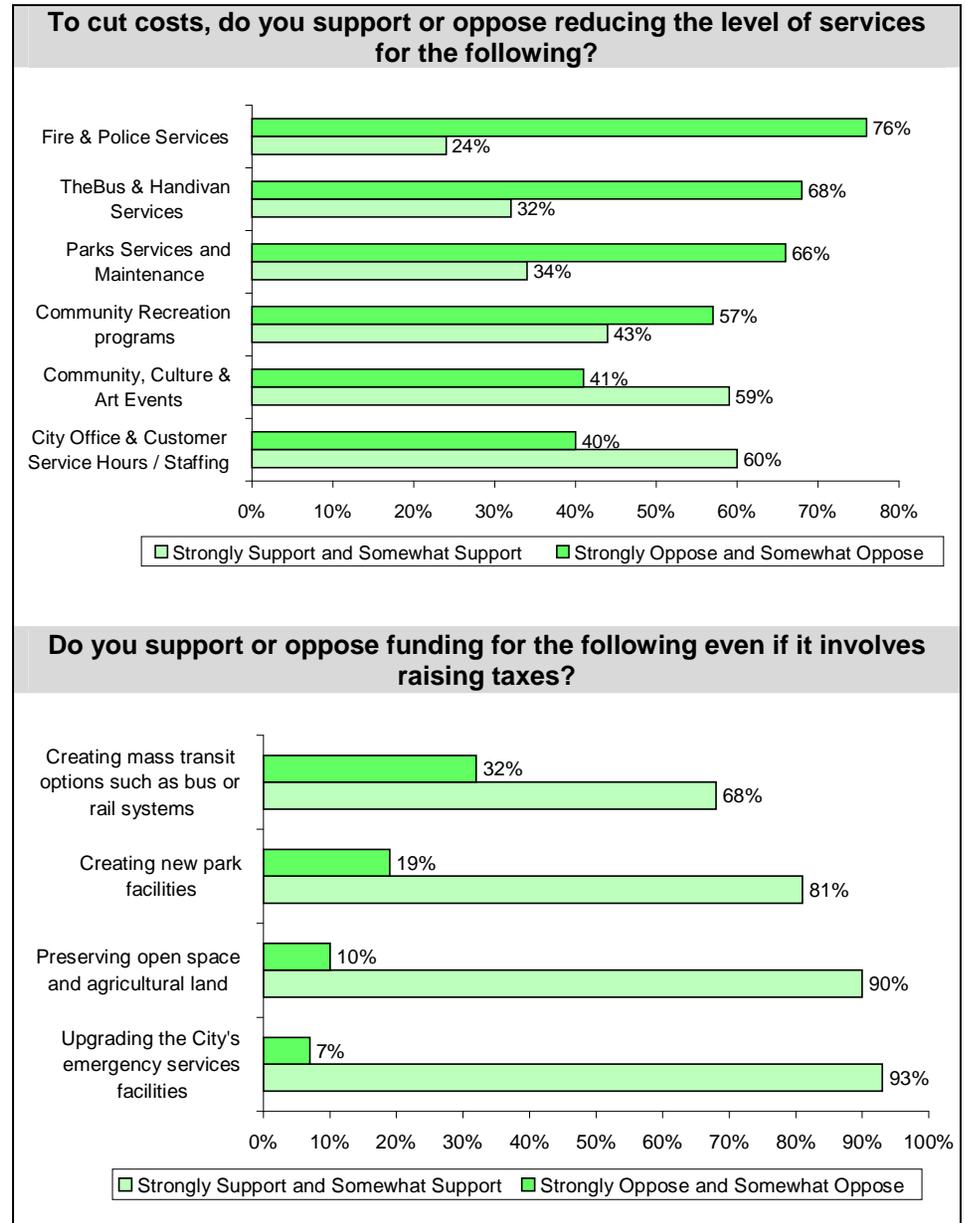
The State of Hawai'i and the City and County of Honolulu were also affected by the nation's economic downturn. Faced with budget deficits and the need to balance the budget, Honolulu initiated temporary salary reductions and other measures to reduce operating costs.

Survey respondents were asked several policy questions. Some questions regarded the degree residents would support or oppose the City and County of Honolulu continuing to fund specific items even if it involved raising taxes. Other questions asked if the City and County should reduce services to cut costs, to what extent the residents would support or oppose reducing the level of services for specific items. Finally, residents were asked if they would support or oppose the increase or decrease of services and taxes. The results of the resident survey are shown on the right.

Most residents supported continuing to fund emergency services facilities upgrades (93%), preserving open space and agricultural land (90%), creating new park facilities (81%), and creating mass transit options such as bus and rail systems (68%) even if funding involved raising taxes.

If the city had to reduce services to cut costs, respondents supported reducing city government and customer service hours and staffing (60%), and reducing community, culture and art events (59%). Respondents opposed reducing fire and police services (76%), bus services (68%), and park services and maintenance (66%). For community and recreation programs such as classes, programs and services to seniors, adults, and the youth, 57% opposed reducing these services.

In summary, 55% preferred keeping the services and taxes at the current level.



Source: National Citizen Survey™ 2010 (Honolulu)

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CHAPTER 16 – MAYOR-MANAGING DIRECTOR

The Mayor-Managing Director's Offices include:

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

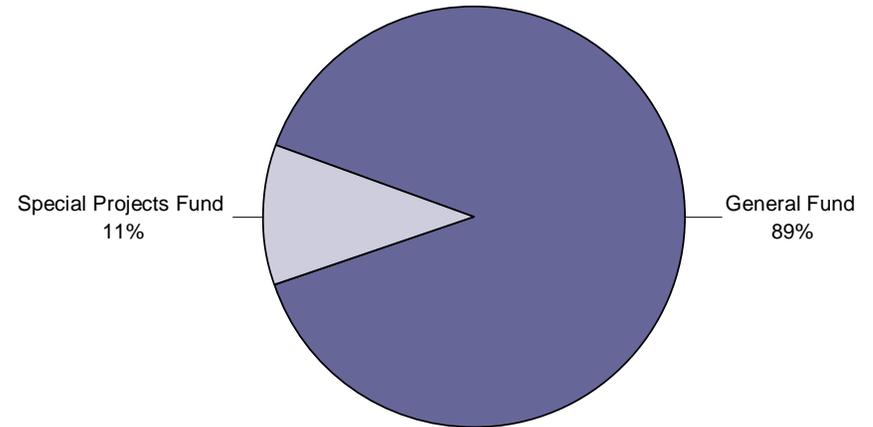
Managing Director (MD) - As the principal management aide to the Mayor, the Managing Director supervises and evaluates the management of all line executive departments and agencies, and prescribes the standards of administrative practice to be followed.

Office of Culture and the Arts - Promotes the value of arts and culture throughout the City and County of Honolulu. It administers the Art in City Buildings program, and other culture and arts programs.

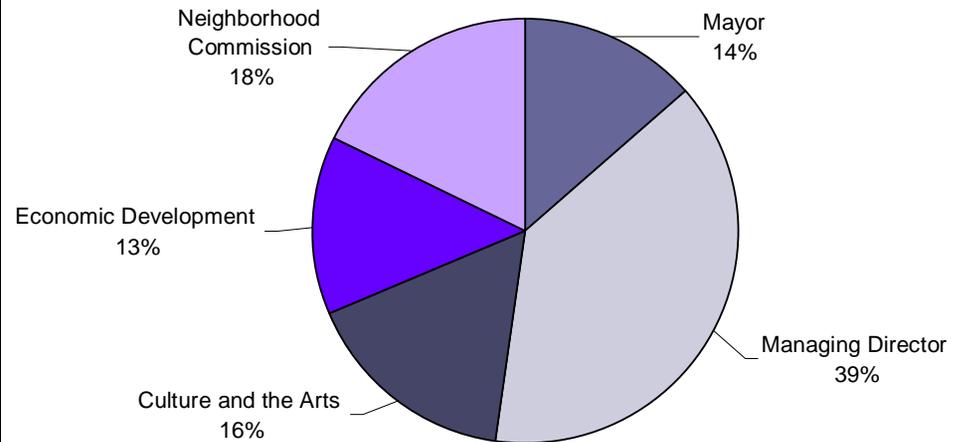
Office of Economic Development - Works with O'ahu's businesses, non-profits and communities to support economic growth and enhance the quality of life at the community level. It also includes the Honolulu Film Office which works with government, business, unions and community groups to develop the television/film industry on O'ahu.

Neighborhood Commission Office (NCO) - Provides administrative and clerical support to the 9-member Neighborhood Commission, 33 neighborhood boards and 445 neighborhood board members. Staff attend the monthly board meetings; coordinate the Mayor's Representative program, and serve as liaison between the boards, the Mayor and city agencies. NCO also coordinates the biennial neighborhood board election that fills all seats.

**What are the Sources of the Mayor-Managing Director's Funds?
FY 2010**



**Where Does the Mayor-Managing Director's Dollar Go?
FY 2010**



Source: Department of Budget and Fiscal Services

MAYOR AND MANAGING DIRECTOR

The goals and objectives of the Mayor's Office are to provide and maintain the highest level of municipal government services.

Mayor's Office expenditures were \$593,238 in FY 2010 and is a 16% decrease from \$702,412 in FY 2006. During this same time period, the Mayor's authorized staffing remained at 6 FTE and had only 1 vacant FTE in FY 2010.

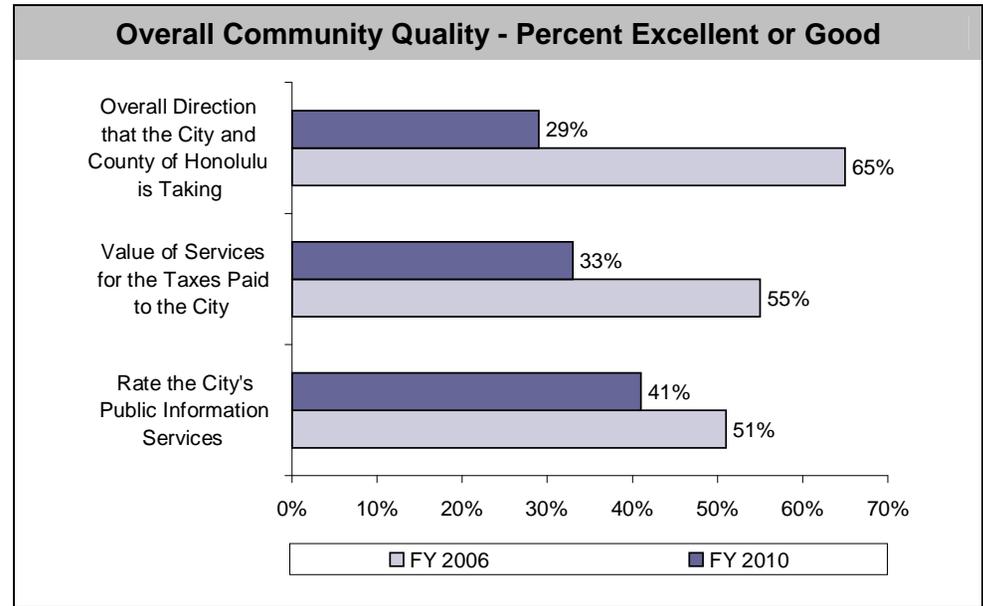
The current Mayor's term began on October 11, 2010.

Managing Director's Office expenditures were \$1.7 million in FY 2010, and had 17 FTE. From FY 2006 to FY 2010, expenditures increased by 8%. During this time, it generally had 2 FTE vacancies. In FY 2010, there were 5 vacant FTE.

Residents were asked to rate the overall direction the city is taking. Approximately 29% rated the direction excellent or good in FY 2010 compared to 65% in FY 2006. This is a statistically significant decline. Rating for overall direction of the city also ranked much below for both national and jurisdictions with more than 300,000 residents. In comparison to large jurisdictions, Honolulu ranked 19 out of 20, or the 5th percentile.

About 33% of residents rated the value of services for the taxes paid to the city as excellent or good in 2010, compared to 55% in FY 2006. This is a statistically significant decline. In comparison nationally and with cities with a population greater than 300,000 residents, Honolulu was much below for both. Among cities with more than 300,000 residents, Honolulu ranked 23 out of 24, equivalent to the 4th percentile.

The declines were probably due to the recession, a mayoral transition in 2010, and related changes in the administration.



Source: National Citizen Survey™ 2010 (Honolulu)

Over the past 5 years, the Mayor's Office has seen a similar increase in both the number of communications with the public and with the Honolulu City Council. According to the Mayor's Office, this is due to increased access and focus on communicating with the public.

	Operating Expenditures				Authorized Staffing (FTE)		Performance Measures		Citizen Survey Percent Excellent or Good		
	Mayor	Managing Director	Subtotal	Total Mayor-MD Offices	Mayor	Managing Director	Public Document Requests	City Council Communication Requests	Overall Direction the City is Taking	Value of Services for the Taxes Paid to the City	Rate the City's Public Information Services
			Combined Offices ¹								
FY 2006	\$702,412	\$1,573,986	\$2,163,698	\$4,440,096	6	17	3,008	1,486	65%	55%	51%
FY 2007	\$526,603	\$1,763,186	\$2,177,096	\$4,466,885	6	17	5,264	2,650	-	-	-
FY 2008	\$770,673	\$1,781,021	\$2,380,967	\$4,932,661	6	17	5,469	2,335	-	-	-
FY 2009	\$612,442	\$1,793,202	\$2,300,422	\$4,706,066	6	17	4,834	2,140	-	-	-
FY 2010	\$593,238	\$1,698,772	\$2,087,485	\$4,379,495	6	17	4,889	2,384	29%	33%	41%
Change over last 5 years	-16%	8%	-4%	-1%	0%	0%	63%	60%	-36%	-22%	-10%

Sources: Executive Operating Program and Budgets (FY 2006-2009), Honolulu Annual Department and Agency Reports (FY 2006-2010), Department of Budget and Fiscal Services, and National Citizen Survey™ 2010 (Honolulu)

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

CULTURE AND THE ARTS

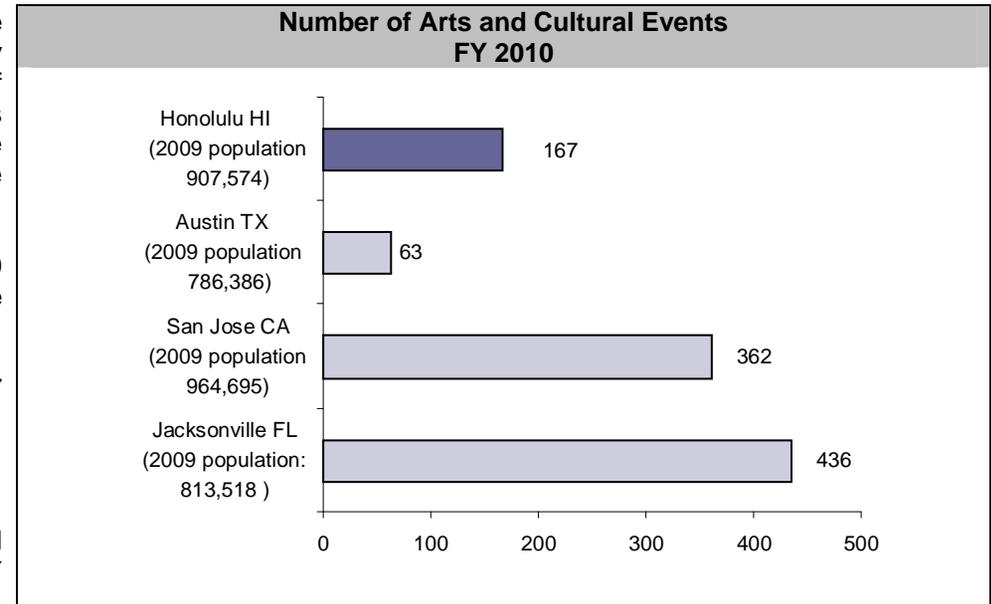
The Mayor’s Office of Culture and the Arts (MOCA) was founded in 1971 after the passage of the Percent for Art law in 1967 that established the Art in City Buildings Program. MOCA seeks to perpetuate the artistic and cultural heritage of all of its people, and provides opportunity for exposure to culture and arts in all its forms. Cultural, arts and community organizations faced a difficult year due to the economy. A number of city supported performances were eliminated when the Honolulu Symphony filed for bankruptcy in fall 2009.

MOCA expenditures were \$717,216 in FY 2010, a decline of 21% from \$912,589 in FY 2006. Staffing has been consistent at 6 FTE and no vacant FTEs over the last five years.

The Arts in Public Buildings Program (the city’s art collection) is comprised of 947 works according to the 2010 Annual Artwork Inventory completed in May 2010. This database is accessible through MOCA’s webpage: <http://www1.honolulu.gov/moca/theartincitybuildingsprogram.htm>

The Cultural and Arts Program provides grants to community and cultural organizations, artists, performers, and cultural practitioners. From FY 2006 to FY 2010, the number of cultural and arts activities increased 96% from 85 to 167.

Residents were asked to rate opportunities to attend cultural activities and sense of community. About 70% rated opportunities as excellent or good. This rating is much higher when compared to jurisdictions nationally and for populations greater than 300,000. Among comparison cities with more than 300,000 residents, Honolulu ranked 4th out of 17 cities, equivalent to the 81st percentile for opportunities to attend cultural activities.



Sources: U.S. Census Bureau, cities of Austin TX, Jacksonville FL, San Jose CA, and Honolulu Annual Department and Agency Report (FY 2010)

	Performance Measures							Citizen Survey Percent Excellent or Good		
	Operating Expenditures	Authorized Staffing (FTE)	Cost per FTE	Number of Culture and the Arts Activities	Attendance at Culture and the Arts Activities ¹	Works of Art in the City's Public Art Collection	Total Distribution of Monthly Activity Calendars	Opportunities to Attend Cultural Activities	Openness and Acceptance of Community to Diverse Backgrounds	Read a Newsletter from Any City Agency
FY 2006	\$912,589	6	\$152,098	85	27,265	862	56,400	-	-	-
FY 2007	\$687,784	7	\$98,255	214	325,067	876	56,400	-	-	-
FY 2008	\$752,841	6	\$125,474	209	291,221	878	56,400	-	-	-
FY 2009	\$750,049	6	\$125,008	162	415,168	923	62,400	-	-	-
FY 2010	\$717,216	6	\$119,536	167	378,205	947	62,400	70%	62%	61%
Change over last 5 years	-21%	0%	-21%	96%	1287%	10%	11%	-	-	-

Sources: Executive Operating Program and Budgets (FY 2006-2009), Honolulu Annual Department and Agency Reports (FY 2006-2010), Department of Budget and Fiscal Services, and National Citizen Survey™ 2010 (Honolulu)

¹ Attendance counts at Culture and the Arts activities are discrete and do not overlap attendance counts for Economic Development activities.

ECONOMIC DEVELOPMENT

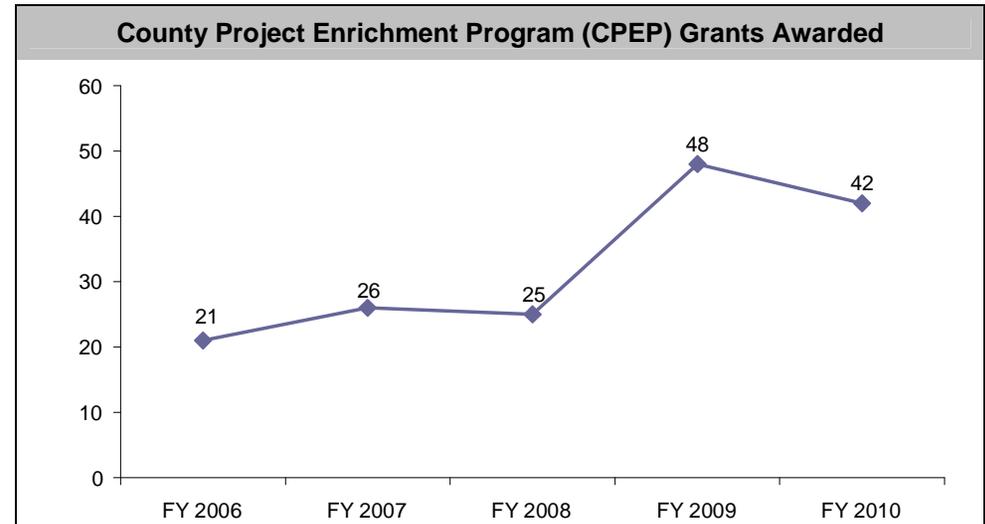
The city's role in economic development is at the community level. Office of Economic Development's (OED) programs are driven by the needs expressed by O'ahu's communities.

The Honolulu Film Office (HFO) partners with government and the private sector to develop the television/film industry in Honolulu. O'ahu is the hub of production for the state. In FY 2010, HFO directly assisted with 24 projects per month, over 300 diversified projects for the year. Direct spending by film/TV media on O'ahu in CY 2009 is estimated at \$75 million to \$115 million.

OED administers and awards grants from the Hawai'i Tourism Authority-County Project Enrichment Program (HTA-CPEP). OED supports a variety of community-based tourism events and projects that complement Hawai'i's traditional resort product and assist in Honolulu's economic diversification. The number of HTA-CPEP grants awarded by the city has increased 100%, from 21 in FY 2006 to 42 in FY 2010.

Economic Development's operating expenditures have fluctuated over the past 5 years averaging about \$600,000 annually. Authorized staffing has been a consistent 10 FTE.

The 2010 National Citizen Survey™ (Honolulu) asked residents to assess local economic conditions and the city's services related to economic development. Residents' rating economic development services as "excellent" or "good" declined from 38% in FY 2006 to 24% in FY 2010.



Source: Honolulu Annual Department and Agency Reports (FY 2006 -2010)

Honolulu's ratings for economic development services ranked much below both nationally and for cities with populations over 300,000. In comparison to cities with populations over 300,000 Honolulu ranked 15th out of 17, equivalent to the 13th percentile. According to OED, the slow economic recovery from the recession is a contributing factor to residents' low ranking for economic development services.

	Authorized Staffing				Number of HTA-CPEP Grants Awarded ¹	Attendance at Economic Development Activities ²	Number of Organizations Supported	Citizen Survey	
	Operating Expenditures	Authorized FTE	Vacant Authorized FTE (%)	Cost per FTE (formula)				Percent Rating Economic Development Services Excellent or Good	
FY 2006	\$560,882	10	10%	\$56,088	21	N/A	N/A	38%	
FY 2007	\$482,899	10	20%	\$48,290	26	N/A	N/A	-	
FY 2008	\$776,329	10	30%	\$77,633	25	890,006	1,679	-	
FY 2009	\$600,040	10	30%	\$60,004	48	684,837	2,499	-	
FY 2010	\$585,729	10	60%	\$58,573	42	745,362	3,530	24%	
Change over last 5 years	4%	0%	50%	4%	100%	-	-	-14%	

Sources: Executive Operating Program and Budgets (FY 2006-2009), Honolulu Annual Department and Agency Reports (FY 2006-2010), Department of Budget and Fiscal Services, and National Citizen Survey™ 2010 (Honolulu)

¹ Number of grants awarded for the Hawai'i Tourism Authority-Community Product Enrichment Program (HTA-CPEP).

² Attendance at Economic Development activities is specific and does not overlap with attendance counts for Culture and the Arts activities.

NEIGHBORHOOD COMMISSION OFFICE

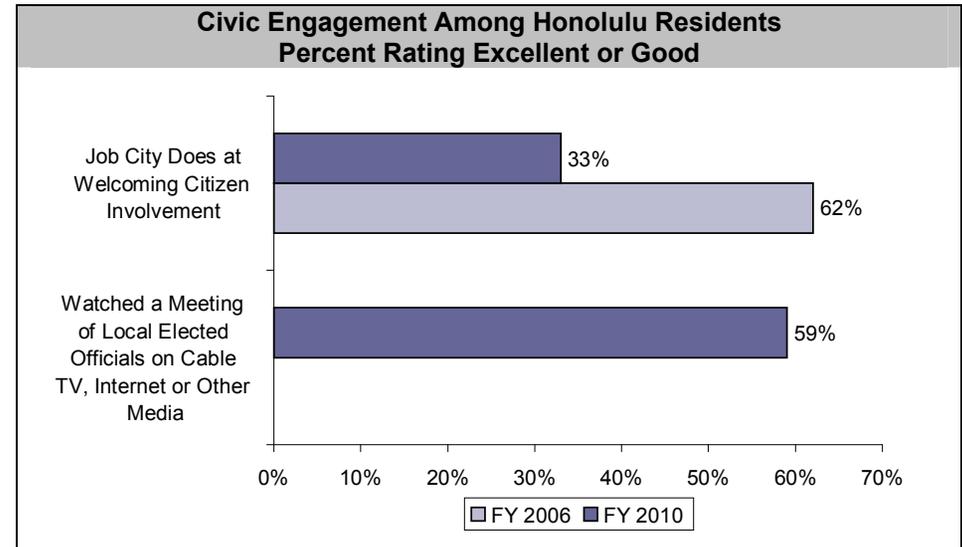
O'ahu's Neighborhood Boards function as an island-wide communication conduit, facilitating opportunities for community and government interaction. The Neighborhood Commission Office (NCO) provides administrative and clerical support to neighborhood board and commission members. It prepares monthly meeting notices, agendas, minutes, and financial statements for each board. The NCO broadens public awareness through its website, 'Ōlelo Community Media television, press releases, public notices, and newsletters.

Under the Mayor's Representative Program, the NCO ensures that responses are received from city departments in time to report and discuss at neighborhood board meetings.

NCO operating expenditures increased 14% to \$784,540 in FY 2010, compared to \$690,227 in FY 2006. Over the past 5 years, NCO staffing has been 17 FTE with 2 vacant FTE each year.

In the 2010 Honolulu Citizen Survey, residents' rating the job the city does at welcoming citizen involvement as "excellent" or "good" declined 29% from 62% in FY 2006 to 33% in FY 2010. This rating was much below nationwide comparisons, but similar to cities with a population over 300,000. Among cities with populations over 300,000 Honolulu ranked 12th out of 19, equivalent to the 39th percentile for residents rating the job the city does at welcoming citizen involvement.

Over the last 5 years, the number of neighborhood boards that videotape their meetings has increased 64% from 11 in FY 2006 to 18 out of 33 boards in FY 2010.



Source: National Citizen Survey™ 2010 (Honolulu)

About 59% of residents reported watching a meeting of local officials via Internet or cable TV. This rate was much higher both nationally and among cities with populations over 300,000. Honolulu ranked 1st out of 12 comparison cities, or the 100th percentile for residents who watch local government meetings via cable TV or the Internet.

Fiscal Year	Operating Expenditures	Authorized FTE	Vacant Authorized FTE (%)	Cost per FTE	Board and Commission Meetings Attended	Total Sets of Minutes Distributed	Number of Boards Videotaping Monthly Meetings	Citizens Attending Neighborhood Board Meetings ¹	Citizen Survey Percent Rating Excellent or Good	
									Watched a meeting of local elected officials on cable TV, Internet	Job City does at Welcoming Citizen Involvement
FY 2006	\$690,227	17	12%	\$40,602	354	76,853	11	6,481	-	62%
FY 2007	\$1,006,413	17	12%	\$59,201	354	76,853	11	6,212	-	-
FY 2008	\$851,797	17	12%	\$50,106	354	162,401	16	5,546	-	-
FY 2009	\$950,333	17	12%	\$55,902	387	150,353	17	5,288	-	-
FY 2010	\$784,540	17	12%	\$46,149	356	130,573	18	5,538	59%	33%
Change over last 5 years	14%	0%	0%	14%	1%	70%	64%	-15%	-	-29%

Sources: Executive Operating Program and Budgets (FY 2006-2009), Honolulu Annual Department and Agency Reports (FY 2006-2010), Department of Budget and Fiscal Services, and National Citizen Survey™ 2010 (Honolulu)

¹ Citizen attendance excludes elected officials, government staff and consultants.

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CHAPTER 17 - MEDICAL EXAMINER

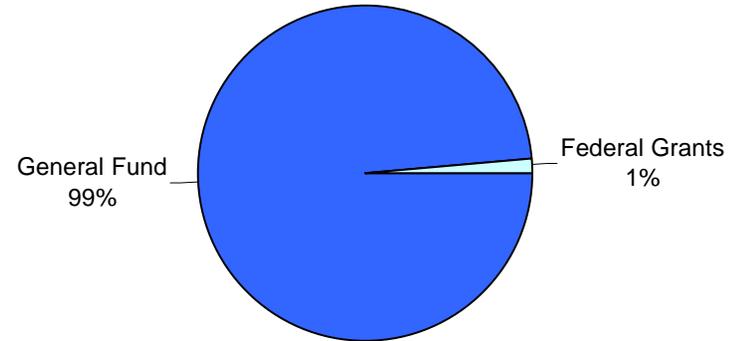
The Department of the Medical Examiner serves the public through the investigation of sudden, unexpected, violent and suspicious deaths. The department is staffed by physicians specialized in forensic pathology, medical examiner investigators, laboratory technologists, autopsy assistants and clerical personnel. Physicians are board certified in the specialty of anatomic pathology as required by Section 841-14.5 of the Hawai'i Revised Statutes. The acting medical examiner is board certified by the American Board of Pathology in anatomic, clinical and forensic pathology.

Since 1985, the department has been accredited by the National Association of Medical Examiners (NAME), an endorsement that the department provides an adequate environment for a medical examiner to practice and reasonable assurance that the department satisfactorily serves its jurisdiction. Honolulu currently holds the maximum 5-year accreditation, one of 40 accredited organizations out of 2,500 death investigators nationwide that are eligible for accreditation.

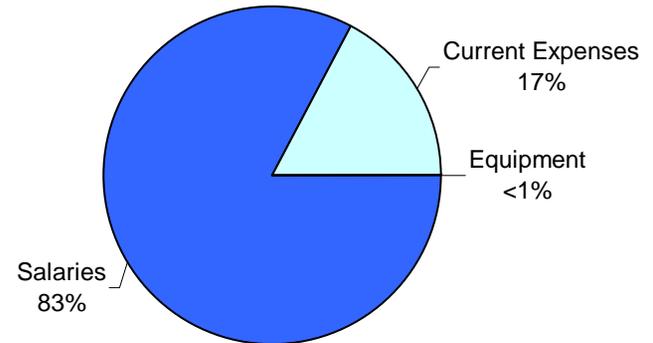
Investigations help determine the cause and manner of death, and provide expert testimony in criminal or civil litigation. Laboratory procedures include toxicological analysis, blood alcohol determinations, and various other analyses of different types of body fluids.

Compared to some cities of similar population size, Honolulu's cost per FTE (\$74,722) was much lower than King County, WA (\$167,795), San Diego, CA (\$157,185), and Santa Clara, CA (\$178,175).

What is the Source of the Medical Examiner's Operating Funds? FY 2010



Where Does the Medical Examiner Dollar Go? FY 2010



Source: Department of Budget and Fiscal Services

	Operating Expenditures (\$millions)	Staffing (Total FTE)	Cost per FTE ¹	Investigations	Autopsies	Laboratory Tests	Toxicology Screen (In-House)
FY2006	\$1.2	18	\$64,007	1,813	530	820	1,291
FY2007	\$1.4	19	\$71,399	1,894	555	850	1,500
FY2008	\$1.4	19	\$75,283	1,930	470	833	1,180
FY2009	\$1.5	19	\$75,732	1,924	438	767	1,157
FY2010	\$1.4	19	\$74,722	1,982	472	793	1,117
Change over last 5 years	23%	6%	17%	9%	-11%	-3%	13%

Source: Executive Operating Program and Budgets (FY 2006-2009), Honolulu Annual Department and Agency Reports (FY 2006-2010), and Department of Budget and Fiscal Services

¹ Operating expenditures ÷ Total FTE = Cost per FTE.

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CHAPTER 18 - PARKS AND RECREATION

The mission of the Department of Parks and Recreation (DPR) is to provide parks and recreational services and programs that enhance the quality of life for the people in the City and County of Honolulu.

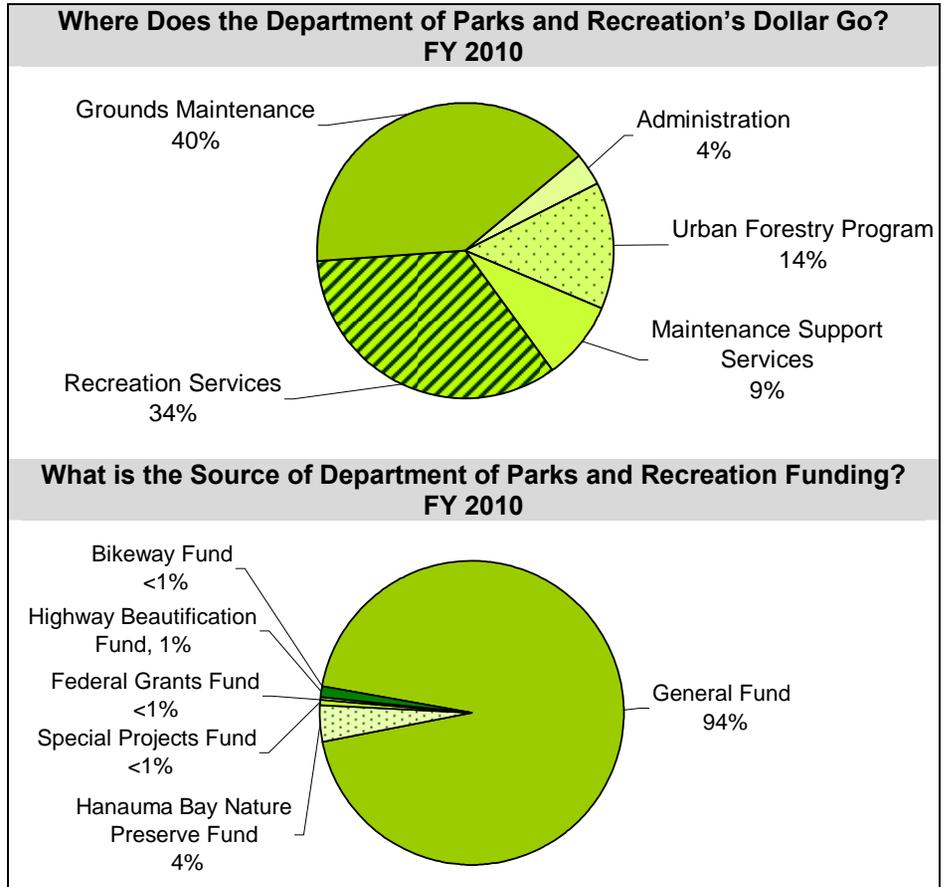
Parks and recreation has two goals and objectives: (1) Provide parks and recreational opportunities that are accessible, enjoyable, meaningful, safe, well-designed and well-maintained and (2) Promote and deliver parks and recreation services in an efficient, effective and responsive manner.

The department is divided into five divisions: Administration, Urban Forestry Program, Maintenance Support Services, Recreation Services, and Grounds Maintenance.

Over the last five years, operating expenditures increased 20% from \$49.7 million in FY 2006 to \$59.8 million in FY 2010. The Grounds Maintenance Division accounted for 39% of the department's operating expenditures in FY 2010, followed by Recreation Services, which represented 34% of the department's operating expenditures.

Revenues increased 17% from \$4.8 million in FY 2006 to \$5.6 million in FY 2010 and DPR attributes the increase to attendance rate increases and an admission fee increase for Hanauma Bay. Staffing increased by 7% between FY 2006 to FY 2010 from 871.25 FTE to 930.25 FTE. This increase is due to the conversion of 30 lifeguards from contract funds and the addition of 10 grounds maintenance FTE along with 6 FTE from the return of Fort Street Mall to the department.

There was a 5% decrease in "excellent" or "good" City and County park ratings in the FY 2010 Citizen Survey from 59% in FY 2006 to 54% in FY 2010.



Source: Department of Budget and Fiscal Services

	Operating Expenditures (\$ million)	Revenues (\$ million)	Authorized FTE	Vacant Authorized FTE	Cost Per FTE	Citizen Survey Percent Rating City and County Parks Excellent or Good
FY 2006	\$49.7	\$4.8	871.25	18.32%	\$57,077	59%
FY 2007	\$55.5	\$4.6	912.25	18.32%	\$60,839	-
FY 2008	\$61.7	\$5.1	922.25	15.19%	\$66,879	-
FY 2009	\$63.4	\$4.4	930.25	15.71%	\$68,156	-
FY 2010	\$59.8	\$5.6	930.25	20.42%	\$63,987	54%
Change over last 5 years	20%	17%	7%	2.1%	12%	-5%

Sources: Honolulu Annual Department and Agency Reports (FY 2006-2010), Executive Operating Program and Budgets (FY 2006-2009), Department of Budget and Fiscal Services, and National Citizen Survey™ 2010 (Honolulu)

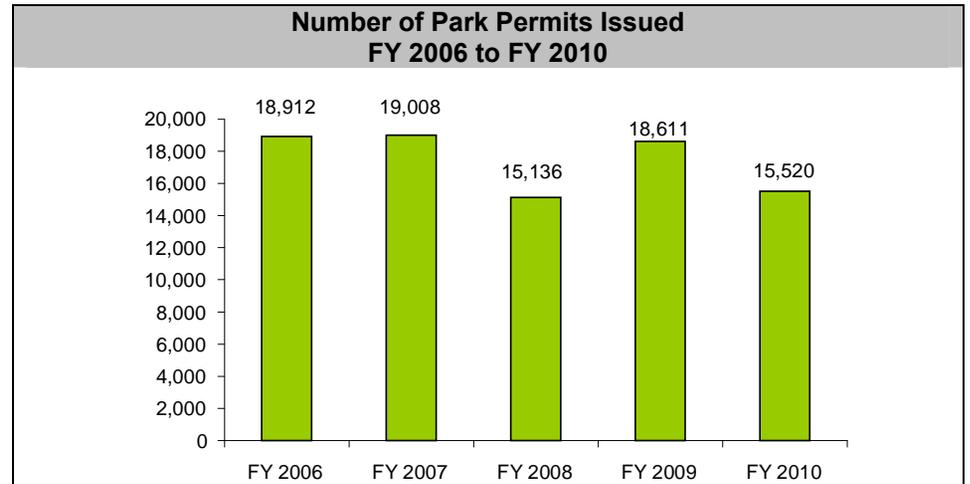
ADMINISTRATION

Administration directs the overall management, maintenance and operations of the city's park system and recreation services. It also coordinates with the Honolulu Police department to enforce park rules and regulations.

Administration administers the issuance of permits for use of parks and recreational facilities. Its expenditures increased by 47% from \$1.5 million in FY 2006 to \$2.2 million in FY 2010.

It also provides personnel services and a total of 5,094 personnel transactions were processed in FY 2010. Personnel transactions processed increased by 2% from 4,991 in FY 2006.

The number of training hours decreased by 79% from 18,425 in FY 2006 to 3,951 in FY 2010. According to the department, training hours decreased because fewer classes were offered and different time requirements for initial and renewal training. Some training is only needed every other year or two to five years. For example drug and alcohol training is needed every 4 or 5 years.



Sources: Department of Parks and Recreation and Executive Operating Program and Budgets (FY 2006-2009)

	Administration Expenditures (\$ million)	Park Permits Issued	Personnel Transactions Processed	Training Hours
FY 2006	\$1.5	18,912	4,991	18,425
FY 2007	\$1.6	19,008	6,993	16,232
FY 2008	\$2.7	15,136	4,947	12,245
FY 2009	\$2.4	18,611	4,220	10,942
FY 2010	\$2.2	15,520	5,094	3,951
Change over last 5 years	47%	-18%	2%	-79%

Sources: Department of Budget and Fiscal Services, Department of Parks and Recreation, and Executive Operating Program and Budgets (FY 2006-2009)

URBAN FORESTRY PROGRAM

The Urban Forestry Program manages the horticulture and botanical garden programs. The Honolulu Botanical Gardens is comprised of five botanical gardens that encompass over 650 acres. Horticulture programs maintain plants along public roadways, parks and malls.

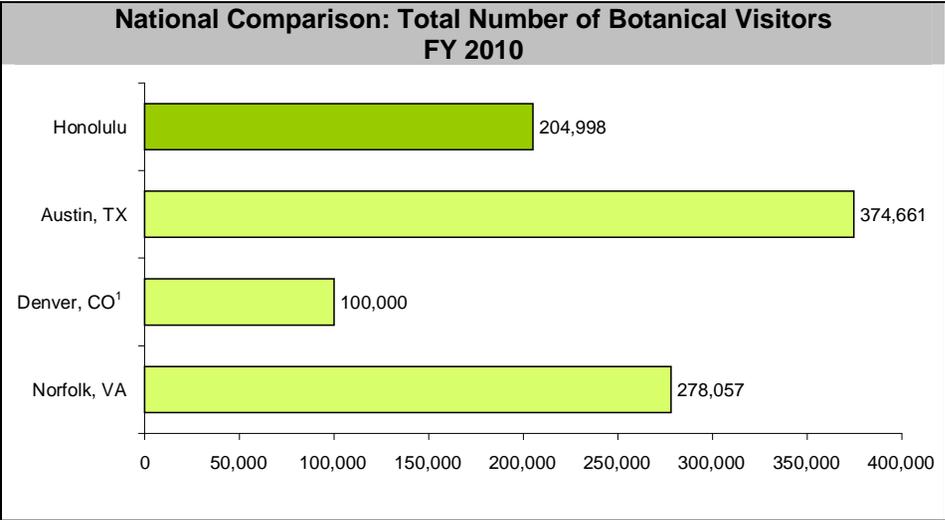
The division's expenditures increased 34% from \$6.1 million in FY 2006 to \$8.2 million in FY 2010.

The division had a total of 232,053 trees on inventory in FY 2010. The division planted 1,931 trees in FY 2010, a 1,420% increase from 127 trees in FY 2006. The sharp increase was due to a more formal replanting program and stepping up the number of replantings. A total of 38,842 trees were pruned and palms trimmed in FY 2010, a 12% decrease from 44,386 in FY 2006. The division removed 1,356 trees and relocated 108 large trees in FY 2010.

In FY 2010, there were 792 exceptional tree designations. This is an 11% decrease from 890 exceptional tree designations in FY 2006 because trees died.

Over the last five years, botanical gardens visitors increased by 22% from 167,940 in FY 2006 to 204,998 in FY 2010.

According to FY 2010 botanical gardens annual reports from other jurisdictions, Honolulu's botanical gardens visitors are lower than Norfolk, VA (278,057), and Austin, TX (374,661), but higher than Denver, CO (100,000).



Sources: Department of Parks and Recreation, Austin ePerformance Measures, Denver Botanical Gardens Annual Report FY 2009, Norfolk Botanical Garden Annual Report FY 2010
¹ Data for Denver, CO is for FY 2009

	Urban Forestry Program Expenditures (\$ million)	Botanical Gardens Visitors	Exceptional Tree Designations	Trees on Inventory	Trees Pruned/Palms Trimmed	Trees Planted	Trees Removed	Large Trees Relocated
FY 2006	\$6.1	167,940	890	235,767	44,386	127	1,054	29
FY 2007	\$7.3	167,772	755	233,399	43,812	149	2,551	34
FY 2008	\$8.4	176,740	792	232,653	44,317	243	1,097	108
FY 2009	\$8.9	202,925	792	231,370	49,860	168	1,507	56
FY 2010	\$8.2	204,998	792	232,053	38,842	1,931	1,356	108
Change over last 5 years	34%	22%	-11%	-2%	-12%	1,420%	29%	272%

Sources: Department of Parks and Recreation, Executive Operating Program and Budgets (FY 2006-2009), Honolulu Annual Department and Agency Reports (FY 2006-2010)

▣ GROUNDS MAINTENANCE AND MAINTENANCE SUPPORT SERVICES

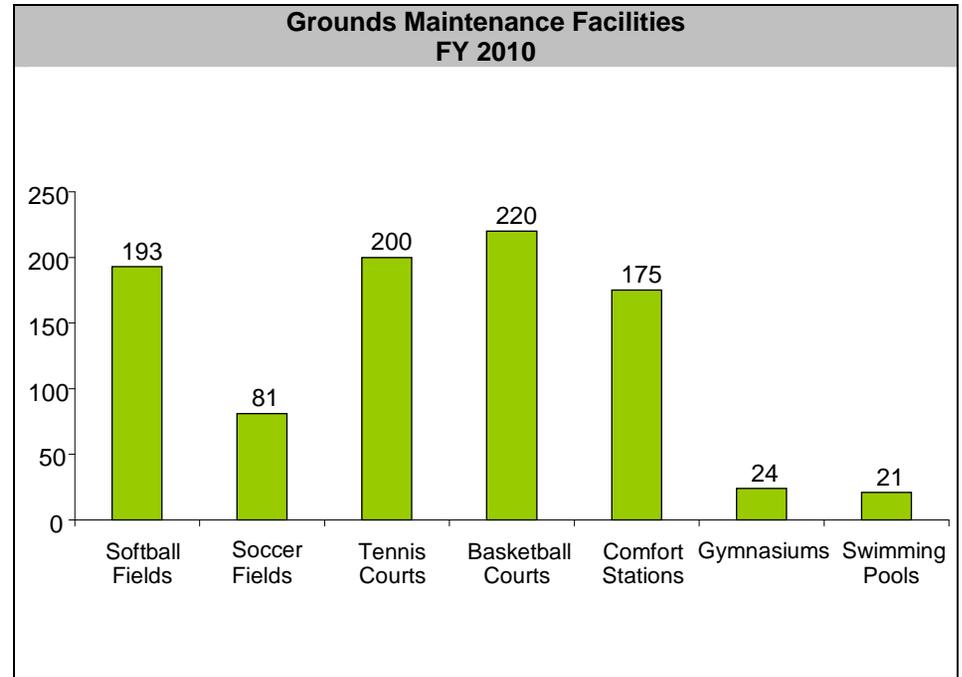
Maintenance Support Services provides minor maintenance and replacement services to park buildings, ground facilities and equipment. In FY 2010, the division spent \$5.2 million. The division's services include carpentry repair, painting, plumbing and heavy equipment.

Grounds Maintenance maintains all parks and recreation facilities on O'ahu. It is responsible for grounds keeping, custodial and maintenance services. The total number of city parks increased by 2% from 282 parks in FY 2006 to 288 parks in FY 2010. However, total park acreage decreased by 1% from 5,216 in FY 2006 to 5,147 in FY 2010.

According to DPR, the decrease in park acreage and increase in the number of parks is due to the exclusion of undeveloped support park properties that were previously counted as parks. Another reason for the decrease in park acreage is because a 19 acre property was returned to the State through a Governors Executive Order.

In FY 2010, there were a total of 193 softball/baseball fields and 81 soccer fields. There were a total of 200 tennis courts and 220 basketball courts. City facilities also include 21 swimming pools, 24 gymnasiums and 175 comfort stations.

About 87% of Honolulu residents surveyed reported visiting a neighborhood or City and County park. This rating was similar to the national benchmark and the benchmark for communities with populations over 300,000.



Source: Department of Parks and Recreation

	Maintenance Support Services Expenditures (\$ million)	Grounds Maintenance Expenditures (\$ million)	Maintenance Support Services				Grounds Maintenance		Citizen Survey Percent who visited a neighborhood or City and County Park
			Carpentry Repair and Service	Painting Service	Plumbing Repair and Service	Heavy Equipment Service	Parks	Park Acreage	
FY 2006	\$5.1	\$18.5	402	423	902	221	282	5,216	-
FY 2007	\$4.8	\$22	399	626	918	267	282	5,216	-
FY 2008	\$6.7	\$22.9	805	379	1,036	243	284	5,216	-
FY 2009	\$5.7	\$25	658	425	1,252	298	284	5,247	-
FY 2010	\$5.2	\$23.9	202	315	1,145	140	288	5,147	87%
Change over last 5 years	2%	29%	-50%	-26%	27%	-37%	2%	-1%	-

Sources: Department of Parks and Recreation, Executive Operating Program and Budgets (FY 2006-2009), and National Citizen Survey™ 2010 (Honolulu)

RECREATION SERVICES

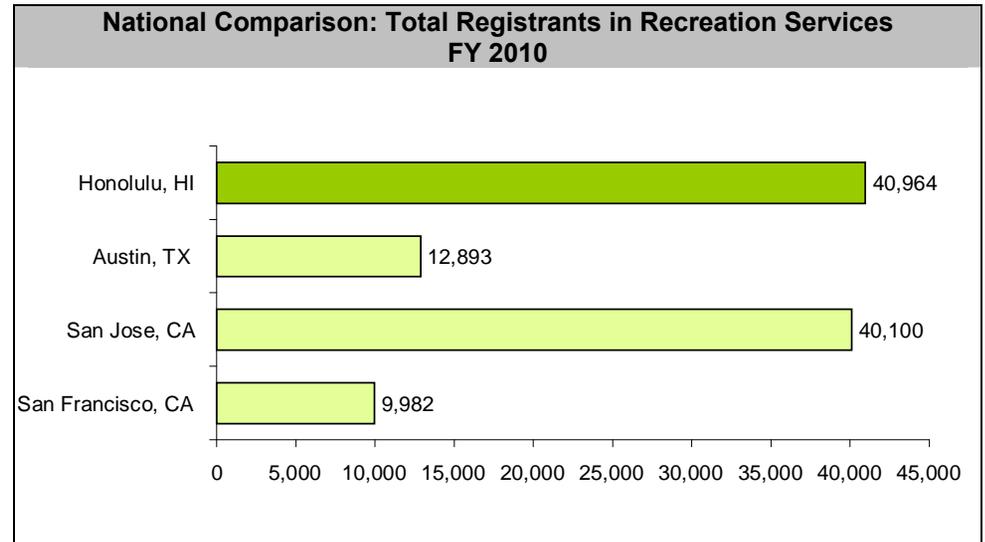
Recreation Services is responsible for planning, promoting and organizing recreational activities. The division conducts and provides these services through citywide, district and community programs. In FY 2010, total operating expenditures were \$20.2 million.

Tiny Tots registrants in Recreation Services/Activities increased by 23% over the past five years. Children registrants decreased by 2% and teen registrants decreased by 21%. Adult registrants decreased by 4% and senior registrants increased by 30% over the past five years.

Approximately 40% of Honolulu residents responding to the 2010 survey indicated that they participated in a City and County recreation program or activity. This rating is much below the national comparison and benchmarks of jurisdictions with populations over 300,000.

About 36% of Honolulu residents rated the quality of services provided for youth as excellent or good. Close to 44% rated the quality of services provided for seniors as excellent or good.

According to parks and recreation’s annual reports and performance measures from other jurisdictions, Honolulu’s total annual registrants in recreation programs are higher than Austin, TX (12,893), San Jose, CA (40,100), and San Francisco, CA (9,982).



Sources: Department of Parks and Recreation, Austin ePerformance Measures, San Jose Parks and Recreation Annual Report, City of San Francisco Government Barometer 2010

	Registrants in Recreation Services/Activities							Citizen Survey		
	Recreation Services Expenditures (\$ million)	Authorized FTE	Tiny Tots	Children	Teens	Adults	Seniors	Percent Rating Quality of Services Provided for Youth Excellent or Good	Percent Rating Quality of Services Provided for Seniors Excellent or Good	Percent Who Participated in City and County Recreation Program or Activity
FY 2006	\$18.6	202.4	1,565	24,605	6,622	11,970	12,245	47%	57%	51%
FY 2007	\$19.8	201.4	1,418	23,519	6,050	12,858	11,723	-	-	-
FY 2008	\$21	239.4	1,484	24,504	6,909	10,988	12,820	-	-	-
FY 2009	\$21.4	239.4	1,417	24,882	6,555	9,837	14,321	-	-	-
FY 2010	\$20.2	239.4	1,922	24,063	5,255	11,449	15,904	36%	44%	40%
Change over last 5 years	9%	18%	23%	-2%	-21%	-4%	30%	-11%	-13%	-11%

Sources: Department of Parks and Recreation, Executive Operating Program and Budgets (FY 2006-2009), Department of Budget and Fiscal Services, and National Citizen Survey™ 2010 (Honolulu)

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CHAPTER 19 - PLANNING AND PERMITTING

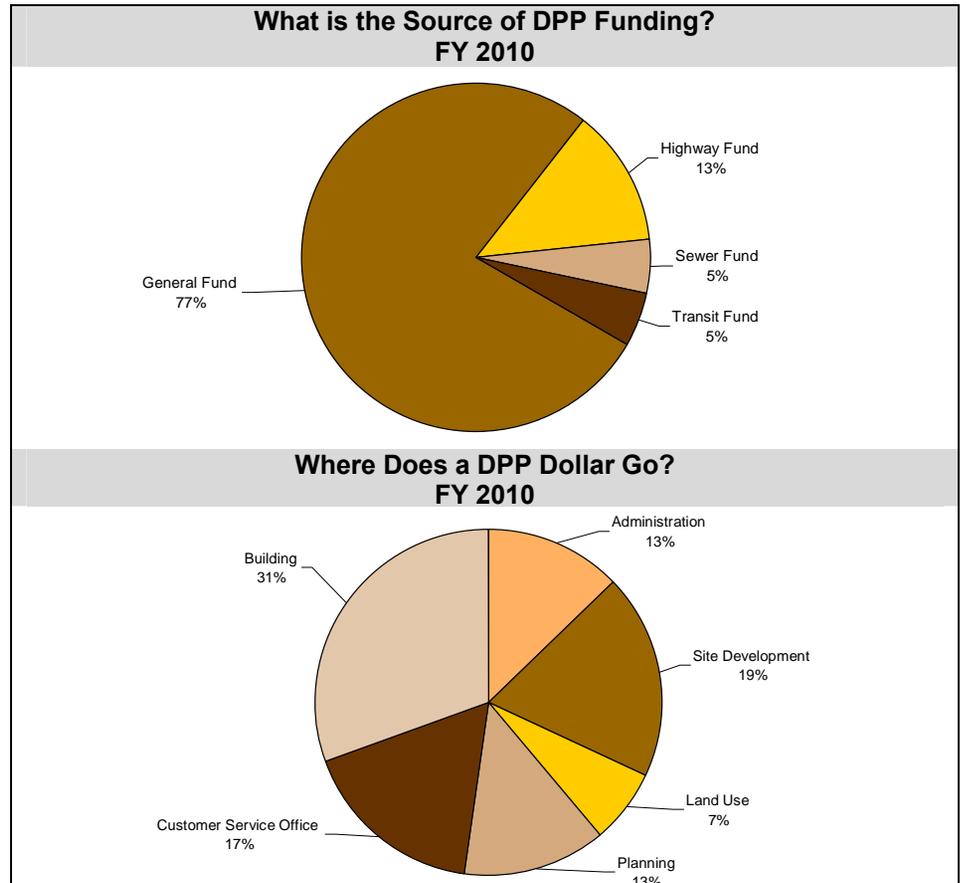
The Department of Planning and Permitting (DPP) is responsible for the city's long-range and community planning efforts. The department also administers and enforces various permits required for development and land use, codes pertaining to building construction, and city standards and regulations related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

The department has six operating divisions. They include Administration, Site Development, Land Use Permits, Planning, Customer Service Office, and Building.

Over the last five years, department operating expenses increased by 21% from \$14.8 million in FY 2006 to \$17.9 million in FY 2010. Site development expenditures saw the highest increase of 42% from FY 2006 (\$2.4 million) to FY 2010 (\$3.4 million). The increase was due to the addition of 21 new positions for the site development division. The positions were added in response to an increase in enforcement mandated by the City's National Pollutant Discharge Elimination System (NPDES) Permit as required by the U.S. EPA and the State Department of Health. An increase in the department's overall expenditures is attributed to higher mileage reimbursement rates and the hiring of more employees.

The building division accounted for 31% of the department's operating expenditures in FY 2010, followed by site development which represented 19% of the department's expenditures. Revenues decreased 16% from \$16.3 million in FY 2006 to \$13.7 million in FY 2010. Staffing increased 7% from 313 to 336 full-time equivalents (FTE) between FY 2006 and FY 2010.

52% of Honolulu residents responding to the 2010 citizen survey rated the overall appearance of Honolulu as excellent or good. This rating was much below both the national benchmark and the benchmark for communities with populations over 300,000. Nationally, Honolulu ranked 216 out of 282 communities (23rd percentile).



Sources: Department of Budget and Fiscal Services and Department of Planning and Permitting

	Total Expenditures (\$ million)	Administration (\$ million)	Site Development (\$ million)	Land Use (\$ million)	Planning (\$ million)	Customer Service Office (\$ million)	Building (\$ million)	Revenues (\$ million)	Total Positions (FTE)	Citizen Survey Overall Appearance of Honolulu (Excellent or Good)
FY 2006	\$14.8	\$1.8	\$2.4	\$1.5	\$1.8	\$2.7	\$4.6	\$16.3	313	-
FY 2007	\$16.6	\$2.8	\$2.8	\$1.3	\$2.1	\$2.9	\$4.8	\$20.1	336	-
FY 2008	\$18.1	\$2.8	\$3.2	\$1.2	\$2.7	\$3	\$5.2	\$16.2	342	-
FY 2009	\$18.6	\$2.8	\$3.5	\$1.2	\$2.5	\$3.1	\$5.5	\$14	337.5	-
FY 2010	\$17.9	\$2.3	\$3.4	\$1.3	\$2.4	\$3.1	\$5.5	\$13.7	336	52%
Change over last 5 years	21%	25%	42%	-15%	31%	16%	19%	-16%	7%	

Sources: Executive Operating Program and Budget (FY 2006-2009), Department of Planning and Permitting, Department of Budget and Fiscal Services, and National Citizen Survey™ 2010 (Honolulu)

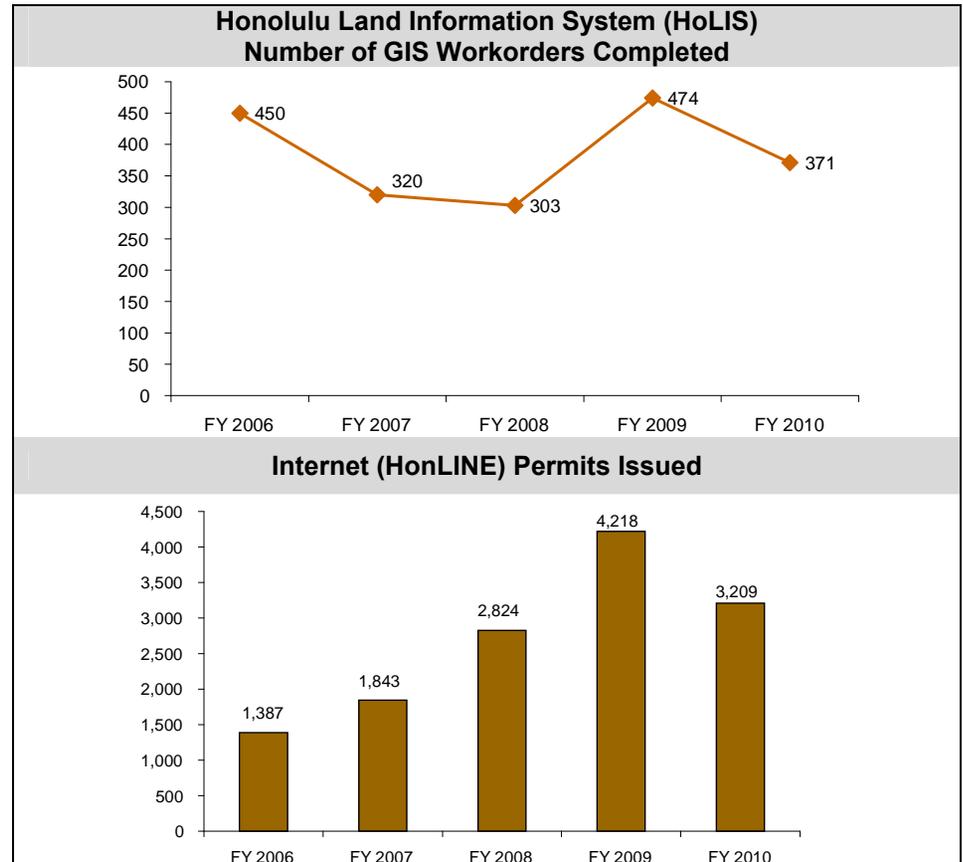
Administration

Administration plans, directs, and coordinates department activities. It provides 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 two systems are used to provide geospatial data in support of citywide programs and projects.

Operating expenditures increased by 25% from FY 2006 (\$1.8 million) to FY 2010 (\$2.3 million). According to the department, the administration activity saw increases in contractual services due to increased demand for GIS resources and on-line permitting capabilities.

The HoLIS maintains, edits, and updates the city's multipurpose cadastre¹ and land records base maps. Over the last five years, HoLIS activity has declined in terms of number of GIS work orders completed, land base data updated and maintained, and maps and exhibits prepared. The number of maps and exhibits prepared declined by 31% from 802 in FY 2006 to 553 in FY 2010. The department explained that the overall decrease in the number of work orders completed was due to three staff vacancies that occurred in FY 2010.

HonLINE allows citizens to apply, pay, and print city building permits for single family solar, electrical, plumbing, air conditioning, photovoltaic, and fence work entirely online. The department reports that the number of HonLINE internet permits issued increased over 130% from FY 2006 (1,387) to FY 2010 (3,209). The increase in internet permit applications increases efficiency in how the department delivers services.



Sources: Executive Operating Program and Budgets (FY 2006-2009) and Department of Planning and Permitting

	Operating Expenditures (\$ million)	HoLIS: Number of GIS Work Orders Completed	HoLIS: Number of Land Base Data Updated and Maintained	HoLIS: Number of Maps and Exhibits Prepared	Number of New POSSE ² Permit Jobs Created	Internet (HonLINE) Permits Issued
FY 2006	\$1.8	450	341	802	68,328	1,387
FY 2007	\$2.8	320	482	456	70,624	1,843
FY 2008	\$2.8	303	416	350	78,138	2,824
FY 2009	\$2.8	474	689	537	84,198	4,218
FY 2010	\$2.3	371	333	553	79,420	3,209
Change over last 5 years	25%	-18%	-2%	-31%	16%	131%

Sources: Executive Operating Program and Budgets (FY 2006-2009) and Department of Planning and Permitting

¹ Cadastre is defined as an official register of the quantity, value, and ownership of real estate used in apportioning taxes

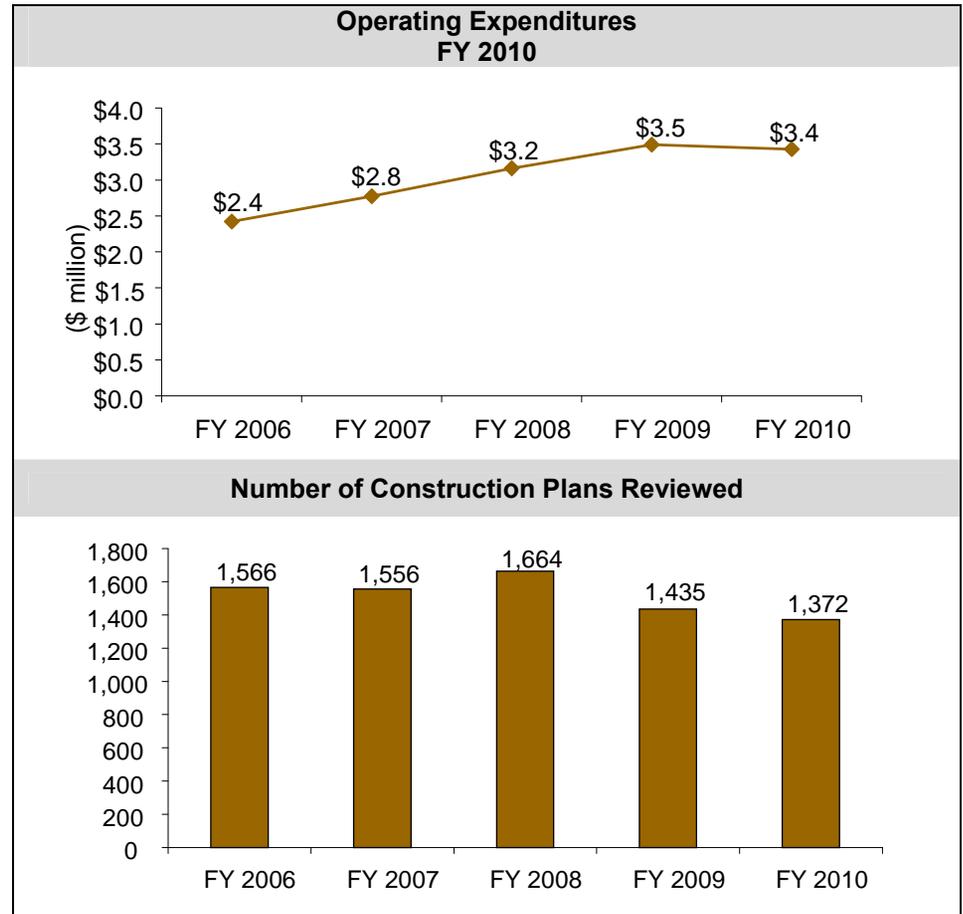
² POSSE (Public One-Stop Service)

Site Development

Site Development administers and enforces subdivision and grading ordinances, drainage regulations, and the National Flood Insurance Program on O'ahu. The division sets standards and regulates the infrastructure required for site development. Additionally, the division processes subdivision applications, reviews subdivision construction plans, and conducts site inspections to ensure compliance with city guidelines.

The division's operating expenditures rose over 42% over the last five years from FY 2006 (\$2.4 million) to FY 2010 (\$ 3.4 million), despite decreases in key activity areas. Decreases from FY 2006 to FY 2010 were identified in the number of construction plans reviewed (-12%), number of sewer adequacy studies completed (-40%), number of grading permits issued (-20%), and number of sewer connection permits issued (-58%). However, the number of trench excavation permits increased 24%. According to the department, the increase in operating expenditures is attributed to the hiring of an additional ten construction inspectors to meet the city's National Pollutant Discharge Elimination System (NPDES) permit requirements, increasing mileage reimbursement, and the hiring of a clerk typist and civil engineer.

The department explained that the decrease in the number of various reviews does not necessarily indicate a decrease in division activity or productivity because each application varies in complexity. However, the severe downturn in the national and local economies, which adversely impacted construction activity, was the likely cause in the reduction of applications reviewed.



Sources: Department of Budget and Fiscal Services and Department of Planning and Permitting

	Operating Expenditures (\$ million)	Number of Construction Plans Reviewed	Number of Sewer Adequacy Studies Completed	Number of Grading Permits Issued	Number of Trench Excavation Permits Issued	Number of Sewer Connection Permits Issued
FY 2006	\$2.4	1,566	884	876	1,022	1,272
FY 2007	\$2.8	1,556	896	822	972	1,142
FY 2008	\$3.2	1,664	787	885	1,087	363
FY 2009	\$3.5	1,435	792	777	1,064	385
FY 2010	\$3.4	1,372	533	697	1,262	533
Change over last 5 years	42%	-12%	-40%	-20%	24%	-58%

Sources: Executive Operating Program and Budgets (FY 2006-2009) and Department of Planning and Permitting

Land Use Permits

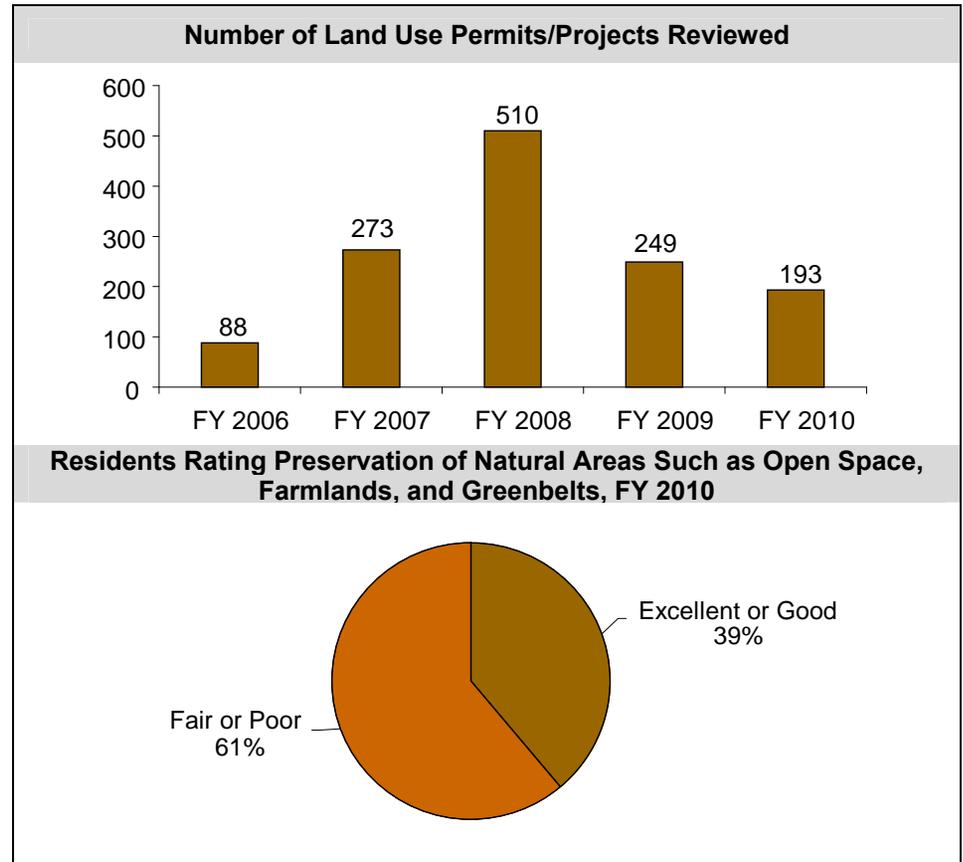
Land Use Permits administers the Land Use Ordinances (LUO) and all regulations pertaining to land use within the City & County of Honolulu. The division reviews and prepares amendments to the LUO and processes all LUO regulated land use permits. Additionally, the division administers the Special Management Area and Shoreline Setback Ordinances for the city.

Operating expenditures decreased 15% over five years, from \$1.5 million in FY 2006 to \$1.3 million in FY 2010. According to the department, operating expenditures declined due to the retirement of senior staff, difficulty in hiring, and budgeting for replacement staff.

The number of land use permits/projects reviewed increased over 119% from FY 2006 (88) to FY 2010 (193). The department explained that the increase in land use permits/projects may be attributed to the economy and fluctuations in the financial market leading to renewed interest in renovation and development at both the small-scale and large-scale levels.

The number of zoning variances reviewed increased 62% from FY 2006 (34) to FY 2010 (55). As a result, the average processing time for reviewing a zone variance increased from 3 months in FY 2006 to 4 months in FY 2010. The department noted that the increase in zoning variances is related to several factors. These include the housing crunch, applicants seeking to build on substandard, non-conforming lots (smaller than the ordinary minimum lot size), applicants expanding dwellings to accommodate extended families, and zoning violation corrections.

Honolulu residents rating land use, planning, and zoning as excellent or good decreased from 25% in the 2006 survey to 21% in the 2010 survey. In FY 2010, 39% of citizen survey participants rated preservation of natural areas such as open space, farmlands and greenbelts as excellent or good.



Sources: Executive Operating Program and Budgets (FY 2006-2009), Department of Planning and Permitting, and National Citizen Survey™ 2010 (Honolulu)

	Operating Expenditures (\$ million)	Number of Land Use Permits/Projects Reviewed	Number of Zoning Variances Reviewed	Average Processing Time for Zoning Variance (Months)	Number of Environmental Assessments Revised/ EIS	Number of Waivers Granted	Citizen Survey	
							Land Use, Planning and Zoning (Excellent or good)	Preservation of Natural Areas (Excellent or good)
FY 2006	\$1.5	88	34	3.0	56	115	25%	-
FY 2007	\$1.3	273	53	3.5	18	77	-	-
FY 2008	\$1.2	510	55	4.0	25	80	-	-
FY 2009	\$1.2	249	55	4.0	25	80	-	-
FY 2010	\$1.3	193	55	4.0	25	80	21%	39%
Change over last 5 years	-15%	119%	62%	33%	-55%	-30%	-4%	-

Sources: Executive Operating Program and Budgets (FY 2006-2009), Department of Planning and Permitting, and National Citizen Survey™ 2010 (Honolulu)

Planning

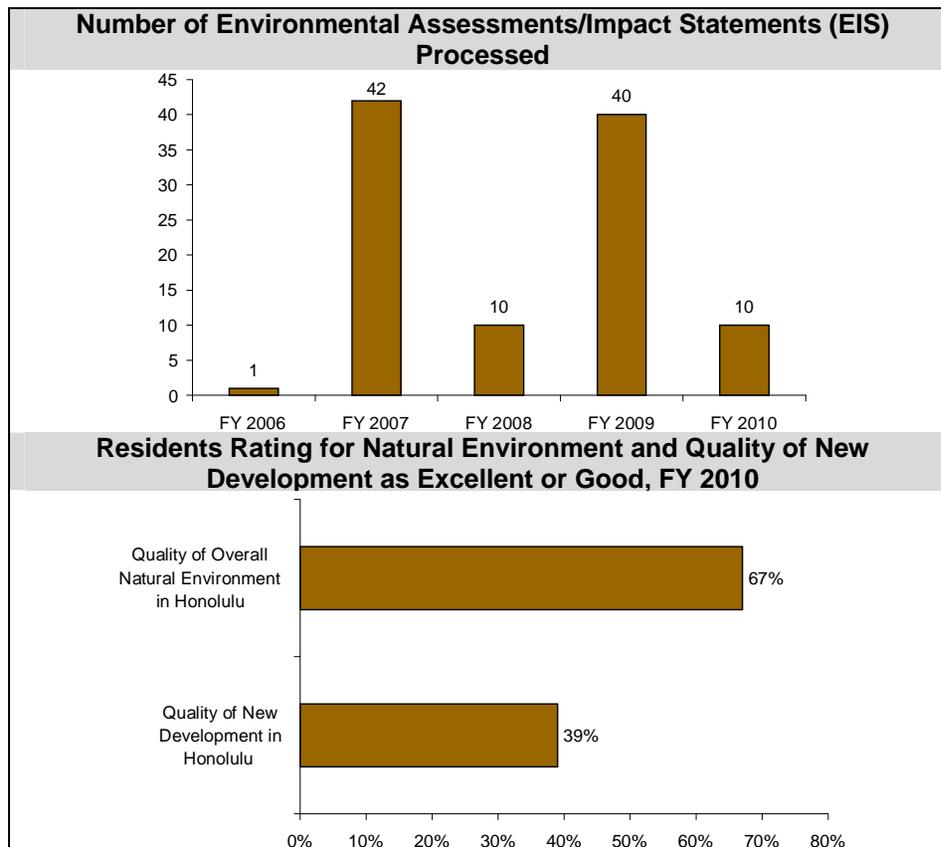
Planning is responsible for preparing, evaluating, and revising the O'ahu General Plan and nine long-range regional plans. The division processes applications for select state land use boundary amendments and represents the city before the Land Use Commission. Additionally, the division processes applications for the Public Infrastructure Map amendments, zone changes, and State Special Use Permits.

Operating expenditures increased by 31% from FY 2006 (\$1.8 million) to FY 2010 (\$2.4 million). According to the department, operating expenditures increased because of increased consultant costs since FY 2007 related to updating the various general plans and the addition of the Transit-Oriented Development (TOD) contracts and consultant contracts in FY 2008.

The number of zone change applications reviewed fluctuated during the five-year period, but decreased overall by 53% from FY 2006 (17) to FY 2010 (8). The number of unilateral agreement permit reviews declined 16% from FY 2006 (300) to FY 2010 (251).

The number of environmental assessments/impact statements processed fluctuated throughout the five-year period from a low of one assessment to a high of 42 assessments. Overall, the number of assessments or statements processed increased 900% from FY 2006 to FY 2010. The department explained that the increase and fluctuations are due to changes in the economy and government spending on capital improvements.

In 2010, 67% of Honolulu citizens rated the quality of overall natural environment in Honolulu as excellent or good. This rating is similar to the national benchmark and above the benchmark for communities of over 300,000 residents. The rating for quality of new development in Honolulu was viewed as excellent or good by 39% of residents. This rating is below benchmarks both nationally and for communities with over 300,000 residents.



Sources: Executive Operating Program and Budgets (FY 2006-2009), Department of Planning and Permitting, and National Citizen Survey™ 2010 (Honolulu)

	Operating Expenditures (\$ million)	Number of Zone Change Applications Reviewed	Number of Environmental Assessments/ Impact Statements Processed	Number of Unilateral Agreement Permit Reviews	Number of Affordable Housing Agreements Reviewed	Citizen Survey	
						Quality of New Development in Honolulu (Excellent or Good)	Quality of Overall Natural Environment in Honolulu (Excellent or Good)
FY 2006	\$1.8	17	1	300	50	-	-
FY 2007	\$2.1	20	42	211	5	-	-
FY 2008	\$2.7	14	10	228	5	-	-
FY 2009	\$2.5	10	40	200	7	-	-
FY 2010	\$2.4	8	10	251	2	39%	67%
Change over last 5 years	31%	-53%	900%	-16%	-96%	-	-

Source: Executive Operating Program and Budgets (FY 2006-2009), Department of Planning and Permitting, and National Citizen Survey™ 2010 (Honolulu)

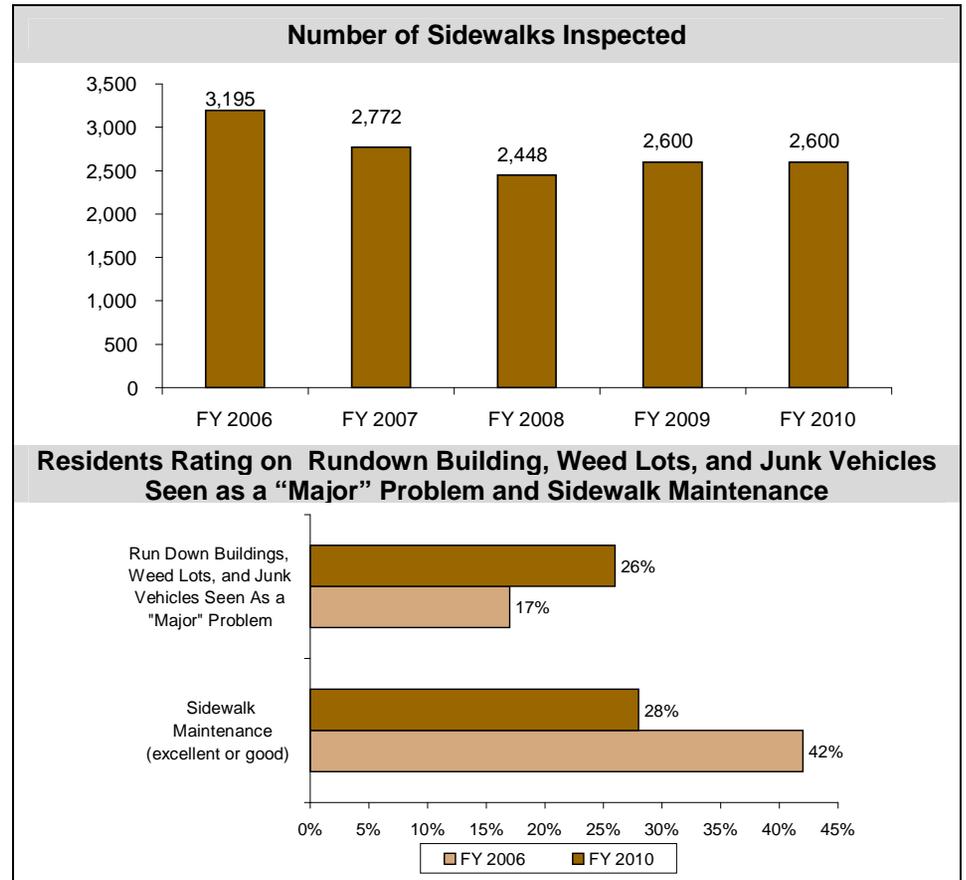
Customer Service Office

The Customer Service Office operates the consolidated permit counter which handles customer inquiries, processes minor permits over-the-counter, receives permit applications for review, and collects permit fees. The division also maintains the department's various historical and current property and permit records. Additionally, the division processes complaints and inspects existing buildings, structures, vacant lots, and sidewalks to address unsafe and substandard conditions.

Operating expenditures increased 16% from FY 2006 (\$2.7 million) to FY 2010 (\$3.1 million). According to the department, operating expenditure increases are due to filling of vacant positions, overtime for permit issuance staff, and increased mileage reimbursements for inspection staff.

Honolulu residents rating sidewalk maintenance as excellent or good decreased from 42% in FY 2007 to 28% in FY 2010. According to the department, the number of sidewalks inspected decreased 19% from FY 2006 (3,195) to FY 2010 (2,600). The decline in number of sidewalks inspected is due to the increase in other complaints such as housing and zoning code issues. DPP reports it conducts the sidewalk inspections, but repairs and maintenance are done by the Department of Facility Maintenance and subject to their work priorities.

The percentage of Honolulu residents rating rundown buildings, weed lots, and junk vehicles seen as a "major" problem increased from 17% in FY 2006 to 26% in FY 2010. The department notes that the number of housing units with housing code deficiencies increased 44% from 230 in FY 2006 to 330 in FY 2010. The number of vacant lots inspected also declined 21% from FY 2006 (184) to FY 2010 (145). According to the department increased access to on-line information has increased public awareness and knowledge of housing and zoning code violations. Vacant lot inspections declined primarily due to a decrease in complaints received and increased enforcement efforts.



Sources: Executive Operating Program and Budgets (FY 2006-2009), Department of Planning and Permitting, and National Citizen Survey™ 2010 (Honolulu)

	Operating Expenditures (\$ million)	Number of Building Permits Issued	Number of Sidewalks Inspected	Number of Vacant Lots Inspected	Number of Housing Units With Housing Code Deficiencies Found	Citizen Survey	
						Sidewalk Maintenance (excellent or good)	Run Down Buildings, Weed Lots, and Junk Vehicles Seen As a "Major" Problem
FY 2006	\$2.7	16,203	3,195	184	230	42%	17%
FY 2007	\$2.9	19,003	2,772	124	240	-	-
FY 2008	\$3.0	18,433	2,448	134	299	-	-
FY 2009	\$3.1	17,880	2,600	145	330	-	-
FY 2010	\$3.1	18,246	2,600	145	330	28%	26%
Change over last 5 years	16%	13%	-19%	-21%	44%	-14%	9%

Sources: Executive Operating Program and Budgets (FY 2006-2009), Department of Budget and Fiscal Services, Department of Planning and Permitting, and National Citizen Survey™ 2010 (Honolulu)

Building

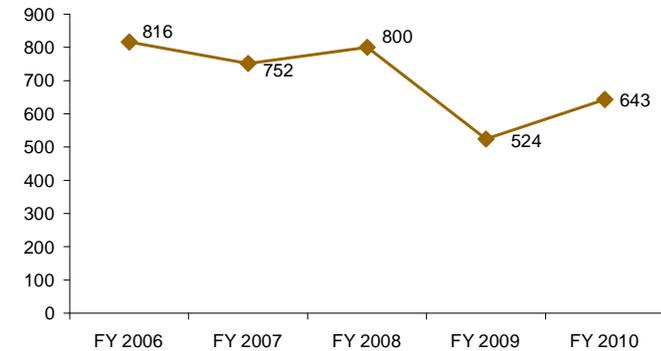
Building is responsible for administering and enforcing building, electrical, plumbing, building energy efficiency, and housing codes. The division also reviews permit applications, plans, and specifications for building, relocation, and sign permits. Additionally, the division inspects buildings, structures, sidewalks, and driveways under construction for compliance with approved plans and pertinent codes.

Operating expenditures increased 19% from FY 2006 (\$4.6 million) to FY 2010 (\$5.5 million). The department stated that the increase over five years is attributed to the continued increase in inspection staff mileage reimbursement. In addition, compared to FY 2006, the division was able to fill vacant positions which are reflected in the increased expenditures over the years.

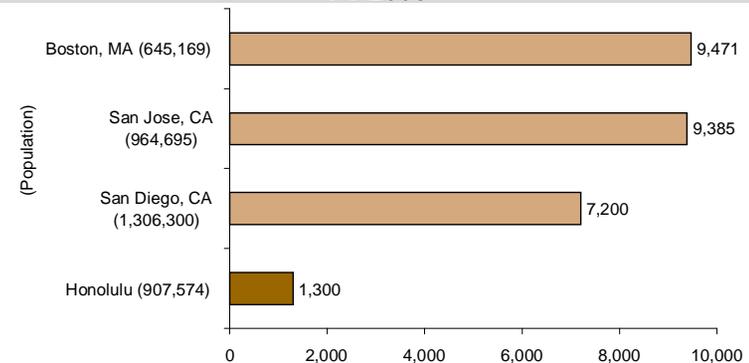
The number of building code complaints fluctuated over the five-year period, but increased nearly 129% from FY 2006 (1,736) to FY 2010 (3,970). Compared to cities with similar populations (but generally more urban), Honolulu generates fewer code complaints (see bar chart). The department commented that the increase in code complaints serviced is due to the filling of vacant inspection staff positions since FY 2006.

The number of code inspections increased over the last five years. Between FY 2006 and FY 2010, building code inspections increased 8%, electrical code inspections increased 4%, and mechanical code inspections increased 33%. However, the number of building code violation notices issued decreased 21%. Code inspections are conducted during the construction phase of a project. According to the department, the number of code inspections increased because of the increase in inspection staff since FY 2006, as well as the increase in the number of projects under construction. The decrease in building code violations reflect improved enforcement over time.

Number of Building Code Violation Notices Issued



Number of Code Enforcement Complaints Received FY 2008



Sources: Executive Operating Program and Budgets (FY 2006-2009), Department of Planning and Permitting, and websites from various municipalities.

	Operating Expenditures (\$ million)	Number of Building Code Complaints Serviced	Number of Building Code Inspections Conducted	Number of Building Code Violation Notices Issued	Number of Electrical Code Inspections Conducted	Number of Mechanical Code Inspections Conducted	Citizen Survey Code Enforcement (Weeds, Abandoned Buildings, etc.)
FY 2006	\$4.6	1,736	69,807	816	29,971	22,733	38%
FY 2007	\$4.8	1,281	71,331	752	39,971	26,180	-
FY 2008	\$5.2	1,300	70,000	800	30,000	26,000	-
FY 2009	\$5.5	4,474	76,166	524	31,041	30,267	-
FY 2010	\$5.5	3,970	75,071	643	31,033	30,209	22%
Change over last 5 years	19%	129%	8%	-21%	4%	33%	-16%

Source: Executive Operating Program and Budgets (FY 2006-2009), Department of Planning and Permitting, and National Citizen Survey™ 2010 (Honolulu)

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CHAPTER 20 - HONOLULU POLICE DEPARTMENT

The Honolulu Police Department serves as the primary law enforcement agency for the City and County of Honolulu, which includes the entire island of O'ahu. The island has a circumference of 137 miles and an area of nearly 600 square miles. The population totals over 900,000 including military personnel. Tourists add over 6.5 million persons to the annual population.

The police department is responsible for preserving public peace; preventing crime; and detecting and apprehending law offenders. It also is responsible for protecting the rights of persons and property; enforcing federal and state laws; and enforcing city ordinances and regulations.

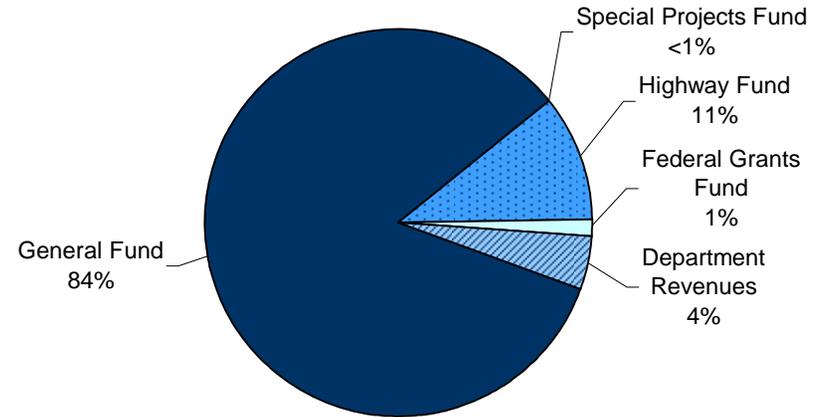
The department's mission is to provide excellent service through partnerships that build trust, reduce crime, create a safe environment, and enhance the quality of life. Among its ten goals and objectives include improving traffic safety, reducing household violence, and supporting positive activities for juveniles.

The Honolulu Police Commission appoints and may remove the Chief of Police. The Chief of Police provides overall administration of the department. The department has several bureaus and divisions including Patrol, Traffic, Central Receiving, and Criminal Investigation. Other divisions are Juvenile Services, Narcotics and Vice, and Specialized Services.

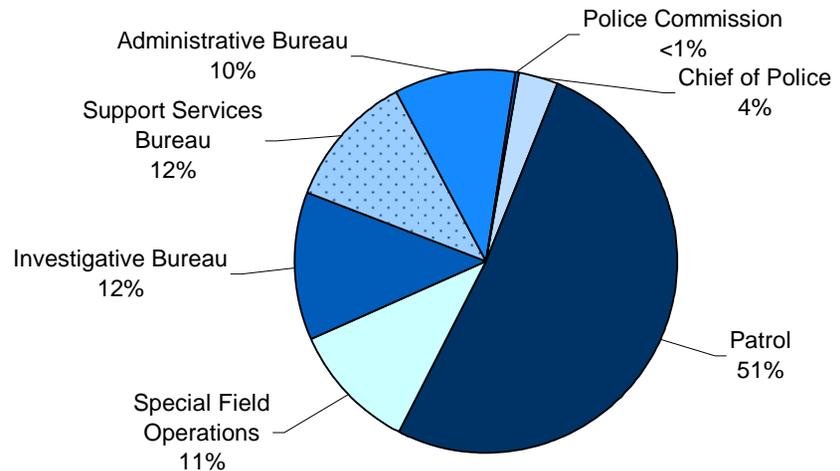
The department is accredited by the Commission on Accreditation for Law Enforcement Agencies (CALEA) through three separate programs. These include the Law Enforcement Accreditation, Public Safety Communications, and Public Safety Training Academy accreditations. The department reports it is a recipient of the Law Enforcement and Public Safety Communications Flagship Agency awards and the CALEA TRI-ARC Excellence award.

Close to 64% of residents rated police services as excellent or good. The rating was below the national benchmarks.

**What is the Source of Police Department Funding?
FY 2010**



**Where Does a Police Department Dollar Go?
FY 2010**



Source: Department of Budget and Fiscal Services

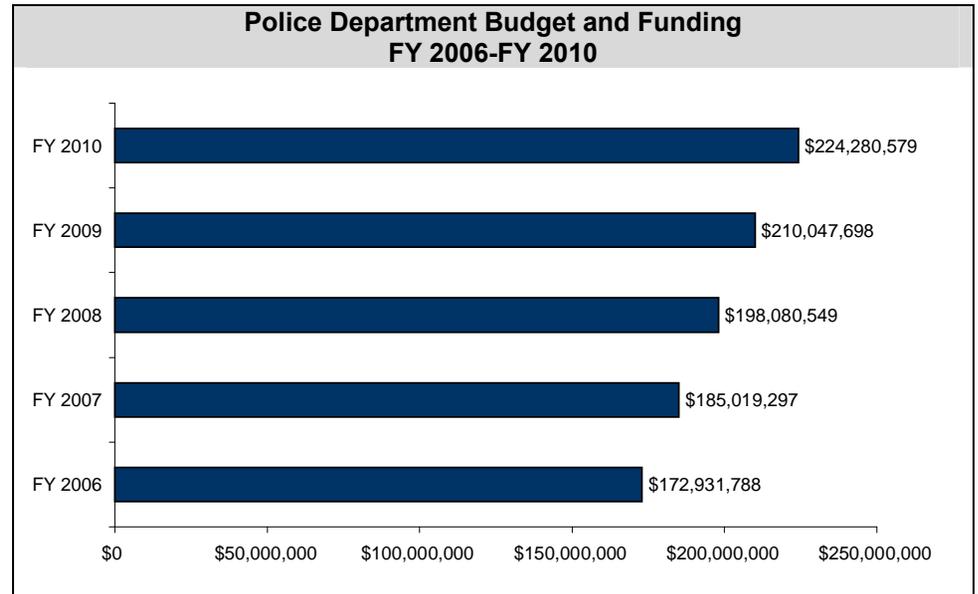
POLICE STAFFING AND BUDGET

According to the HPD, authorized departmental staffing consists of uniformed and civilian personnel (2,730 FTEs). The staff is augmented by reserve personnel (100 FTEs) who serve as sworn police officers on a voluntary, non-salaried basis. Due to vacancies, actual staffing in FY 2010 was 2,564 FTEs (2,488 permanent and 76 reserve personnel). Actual staffing varies throughout the year due to retirements and resignations.

The department's budget was over \$224 million (FY 2010) and was 30% percent higher than FY 2006. According to the department, the increase was primarily due to collective bargaining pay increases for uniformed personnel. The increases included increases for new uniform maintenance, new weapon care and maintenance, and higher automobile allowances.

Revenues for FY 2009 totaled \$10.5 million. The revenues included grants, licenses and permits, service charges, and fines and forfeitures.

Although vacancies declined 38%, actual staffing increased only 7% over five years. Authorized staffing changed less than 1% during this period. According to the department, continuous recruitment and training are needed to maintain staffing levels.



Source: Honolulu Police Department

	Operating Expenditures							Staffing (FTE)			
	Total Budget (\$ million)	Field Operations (\$ million)	Criminal Investigations (\$ million)	Traffic Services (\$ million)	Technical Services (\$ million)	Personnel Services (\$ million)	Administrative Services (\$ million)	Total Staffing (Authorized)	Total Staffing ¹ (Actual)	Staffing Level	Vacant (FTE)
FY 2006	\$172.9	\$102.9	\$22.4	\$8	\$11.5	12.7	\$11.3	2,716	2,324	85.6%	392
FY 2007	\$185	\$110.3	\$23.4	\$8.4	\$13.2	13.2	\$13.1	2,722	2,386	87.7%	336
FY 2008	\$198	\$117.5	\$25.4	\$9.2	\$15.4	13.5	\$13.8	2,730	2,423	88.8%	307
FY 2009	\$210	\$125.6	\$26.3	\$9.6	\$16.2	15.2	\$13.6	2,730	2,474	90.1%	256
FY 2010	\$224.3	\$134.5	\$29.8	\$10.9	\$18.1	15.6	\$15.4	2,730	2,488	91.1%	242
Change over last 5 years	30%	31%	33%	35%	58%	23%	36%	0.5%	7%	5.5%	-38%

Sources: Executive Operating Program and Budgets (FY 2006-2009), Budget and Fiscal Services, and Honolulu Police Department

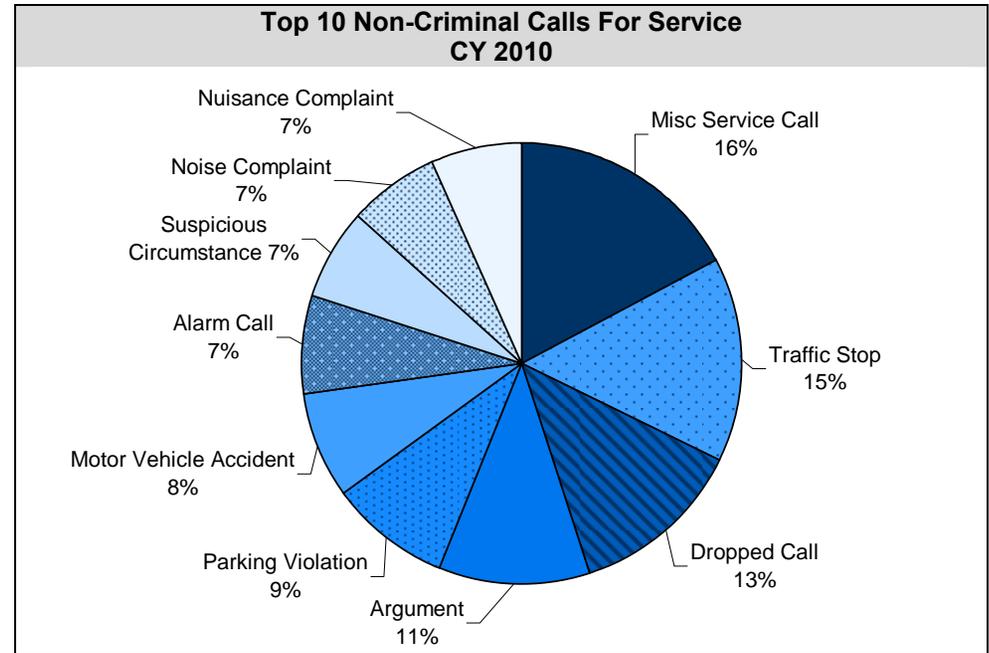
¹ Authorized staffing is determined by budget while actual staffing varies based on service separations and hiring.

CALLS FOR SERVICE

HPD reports the Communications Division is the primary public safety answering point (PSAP) for Honolulu, receiving all 911 calls for police, fire and emergency medical services. In CY 2010, HPD reports there were 684,595 911 calls for service: 75% for police, 8% for fire, 8% for ambulance and 9% miscellaneous calls. Miscellaneous calls include calls for poison control and crisis center.

- In CY 2010, the department received 684,595 911 calls for service. This indicates a decrease of 10% in the number of calls received over this time period.
- Officers are dispatched to a wide range of requests for police services. These services include, but are not limited to: burglaries, traffic hazards, parking violations, medical emergencies, fires, arguments, alarms, protective orders, and motor vehicle accidents. The chart at the right shows the top 10 types of incidents.

The average response time for Priority 1 calls improved 1.66 minutes: from 8.70 minutes to 7.04 minutes. Priority 1 calls include emergencies and in progress cases. Priority 2 calls include forgery, fraud, vandalism, weapons, prostitution, drugs, gambling, driving while intoxicated, etc.



Source: Honolulu Police Department (CY 2010)

Calendar Year	Calls for Service	Calls Resulting in Dispatch	Priority 1 Calls	Priority 2 Calls	False Alarms	Priority 1 Average Response (minutes) ¹	Priority 2 Average Response (minutes) ¹
CY 2006	759,232	605,848	205,783	400,065	23,950	8.7	13.93
CY 2007	711,190	504,248	172,056	332,192	24,471	8.4	14.39
CY 2008	745,144	569,464	192,223	377,241	25,159	7.8	13.47
CY 2009	711,880	549,171	184,701	364,470	25,729	7.37	12.4
CY 2010	684,595	503,168	170,250	332,918	24,490	7.04	11.9
Change over last 5 years	-10%	-17%	-17%	-17%	2%	-19%	-15%

Source: Honolulu Police Department

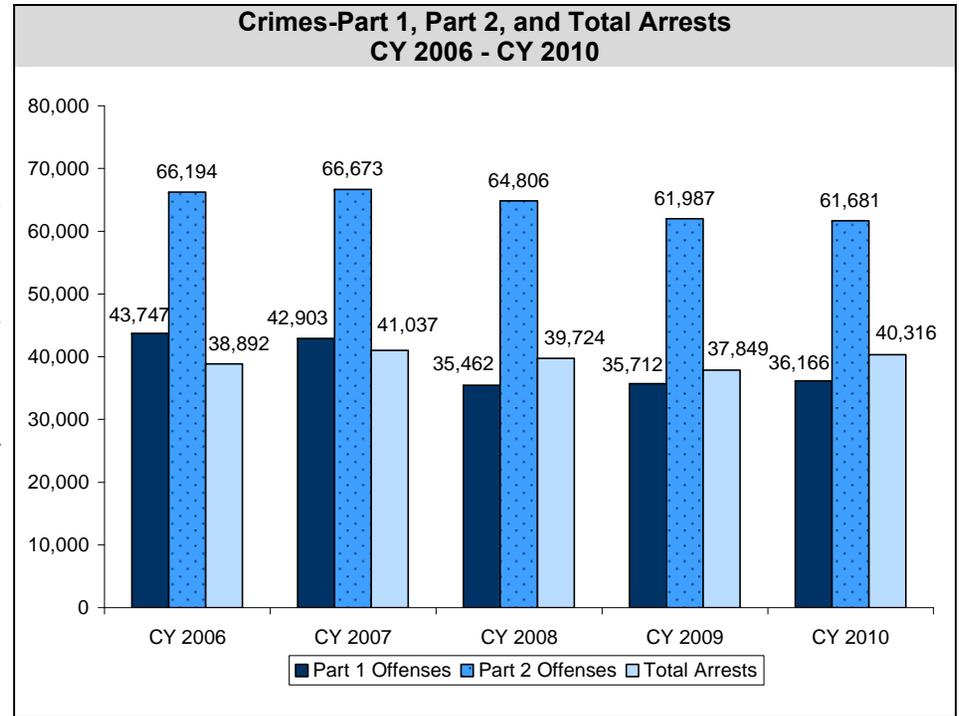
¹ Response time is measured from receipt of the 911 call to arrival at the scene.

CRIME

Honolulu has experienced an 11% overall decline in crime over the last five years. During the same period, there has been an increase in arrests and substantial increases in clearance rates for forcible rape, robbery and larceny-theft offenses.

According to the department, the Criminal Investigation Division cleared an average of 56% of felony cases investigated in the last fiscal year. The department attributes the improvement to their emphasis on core capabilities, and providing professional patrol and investigative services that prevent and counter crime. The department states community policing and neighborhood partnerships are important in crime prevention. Technology has significantly enhanced the effectiveness of patrol officers and detectives.

The department is committed to making Honolulu the safest place to live, work and play. Compared to other cities, Honolulu is mid-range in the number of crimes per 1,000 residents.



Source: Honolulu Police Department.

Calendar Year	Actual Offenses ¹			Arrests			Clearance Rates for Part 1 Offenses			
	Part 1	Part 2	Total Offenses	Adult Arrests	Juvenile	Total Arrests	Homicide	Rape	Robbery	Larceny Theft
	Offenses	Offenses			Arrests					
CY 2006	43,747	66,194	109,941	30,985	7,907	38,892	93.3%	34.3%	21%	10.4%
CY 2007	42,903	66,673	109,576	32,217	8,820	41,037	50%	44.3%	21.3%	9.5%
CY 2008	35,462	64,806	100,268	30,971	8,753	39,724	80%	56.3%	23.9%	13%
CY 2009	35,712	61,987	97,699	28,997	8,852	37,849	80%	55.9%	25.9%	12.7%
CY 2010	36,166	61,681	97,847	32,068	8,248	40,316	93.3%	55.3%	25.8%	14.9%
Change over last 5 years	-17%	-7%	-11%	3%	4%	4%	0%	61%	23%	44%

Source: Honolulu Police Department.

¹ The department complies with FBI Uniform Crime Reporting guidelines in reporting Part 1 and Part 2 offenses. Part 1 includes murder, forcible rape, robbery, aggravated assault, burglary, larceny-theft, motor vehicle theft and arson. Part 2 includes all other offenses, such as other assaults, forgery, fraud, vandalism, weapons, prostitution, other sex offenses, drug crimes, gambling, family offenses, liquor laws, driving while intoxicated and disorderly conduct.

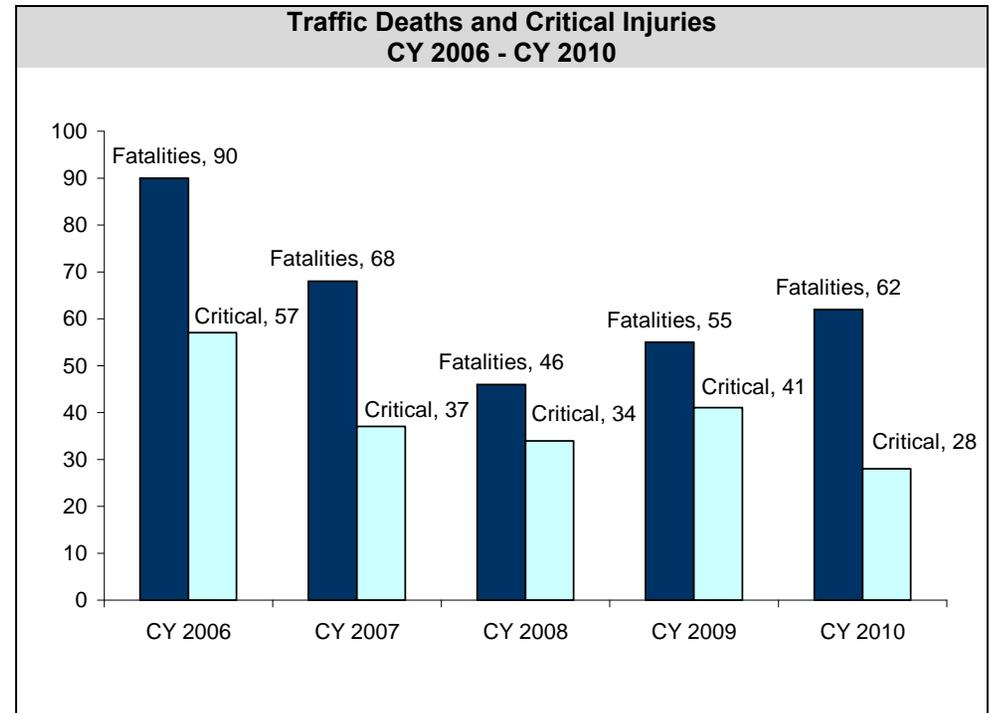
TRAFFIC SERVICES

HPD reports a primary goal of the department is to save lives, prevent injuries and property losses. Traffic services accomplishes this by reducing the rate and severity of traffic collisions.

Traffic fatalities have decreased over the past 5 years due to increased enforcement efforts, particularly in arrests of intoxicated drivers and moving citations. Deaths among pedestrians and motorcyclists (included in the total number of fatalities) continue to be a significant focus of enforcement and education efforts. Community support and education play a significant role in efforts to reduce collisions, including Community Traffic Awareness Partnerships and special programs to educate the elderly about pedestrian safety.

Honolulu has approximately 649,990 licensed drivers, 72% of the statewide total of 905,704 licensed drivers.

Statistics are tracked by calendar year.



Source: Honolulu Police Department

Calendar Year	Death and Serious Injury			Motor Vehicle Collisions				Enforcement	
	Fatalities	Critical Injury	Failure To Render Aid ¹	Major ²	Minor	Non-Traffic	Total	OVUII Arrests ³	Moving Citations
CY 2006	90	57	30	6,731	18,337	8,124	33,192	3,432	115,833
CY 2007	68	37	22	6,209	17,667	8,199	32,075	3,921	134,710
CY 2008	46	34	35	5,444	16,501	7,765	29,710	4,316	124,753
CY 2009	55	41	16	5,003	16,362	7,397	28,762	4,023	115,251
CY 2010	62	28	20	5,160	16,444	7,512	29,116	4,173	119,712
Change over last 5 years	-31%	-51%	-33%	-23%	-10%	-8%	-12%	22%	3%

Source: Honolulu Police Department

¹ Failure to Render Aid is a felony involving serious injury to the victim.

² A major motor vehicle collision involves injury or damage of \$3,000 or more.

³ "OVUII" refers to the offense of Operating a Vehicle Under the Influence of Intoxicants.

PERCEPTIONS OF SAFETY

Safety from violent or property crimes creates the cornerstone of an attractive community. Many residents gave positive ratings for safety in the city. About 55 per cent of those responding said they felt “very” or “somewhat” safe from violent crimes. The daytime sense of safety was better than nighttime safety. Residents reported they felt safer in their neighborhood than in Honolulu’s downtown. Compared to other jurisdictions, most ratings were below the national benchmarks.

Twelve percent of the respondents reported someone in the household had been a victim of one or more crimes in the past year and 94% reported the crime to the police. Compared to national benchmarks, about the same percent of Honolulu residents had been victims of crime in the last 12 months. Compared to communities of similar population size, many more Honolulu residents reported their victimization to the police.

The department divisions affecting the public’s perception of safety in the city and their neighborhoods include the following:

The Patrol Bureau directs and coordinates all uniformed police field units through eight districts that cover the entire island. Each district consists of patrol officers, plain clothed officers, specialized details, and support staff.

The Traffic Division is responsible for the safe and efficient movement of traffic through traffic management, enforcement of traffic laws, and educational programs. It investigates death and critical injury collisions, felony traffic crimes, and traffic collisions.

The Criminal Investigation Division investigates violent crimes and fraud, identifies suspects, and processes individuals for prosecution. It also gathers evidence for the Prosecuting Attorney department.

The Central Receiving Division processes, detains and transports arrestees who are unable to post bail or are under investigation for felony offenses.

The Juvenile Services Division’s reduces unlawful activity by juveniles through prevention, intervention, and education programs. These include sports and non-athletic activities for youth, follow up on runaway children and student education on the dangers of drug abuse and gang involvement. The latter include the DARE (Drug Abuse Resistance Education) and GREAT (Gang Resistance Education and Training) programs.

The Specialized Services Division responds to hazardous situations such as barricades suspects, hostage taking, sniper, and active-shooter incidents. Other duties include dignitary and witness protection, restraining order services, fugitive searches, and violent offender apprehension.

The Narcotics/Vice Division enforces gambling, prostitution, pornography, intoxicant, and narcotics laws.

The administrative and support divisions include a forensic lab, information systems support, and centralized functions such record keeping, fingerprinting, and criminal checks. Other divisions support telecommunications systems, personnel matters, training programs, and financial and fiscal management. These include the department Training Academy (*Ke Kula Maka’i*) which provides recruit, specialized, and annual recall training.

	Safety in your neighborhood during the day ¹	Safety in your neighborhood after dark ¹	Safety in Honolulu's downtown area during the day ¹	Safety in Honolulu's downtown area after dark ¹	Safety from violent crime (rape, assault, robbery) ¹	Safety from property crimes (burglary, theft) ¹	Was the crime reported to the police?	Police Services rated excellent or good ²
FY 2006	-	-	-	-	-	-	-	63%
FY 2007	-	-	-	-	-	-	-	-
FY 2008	-	-	-	-	-	-	-	-
FY 2009	-	-	-	-	-	-	-	-
FY 2010	89%	69%	71%	17%	55%	33%	94%	64%
Change over last 5 years	-	-	-	-	-	-	-	1%

Source: National Citizen Survey™ 2010 (Honolulu)

¹ Responses for "very safe" and "somewhat safe".

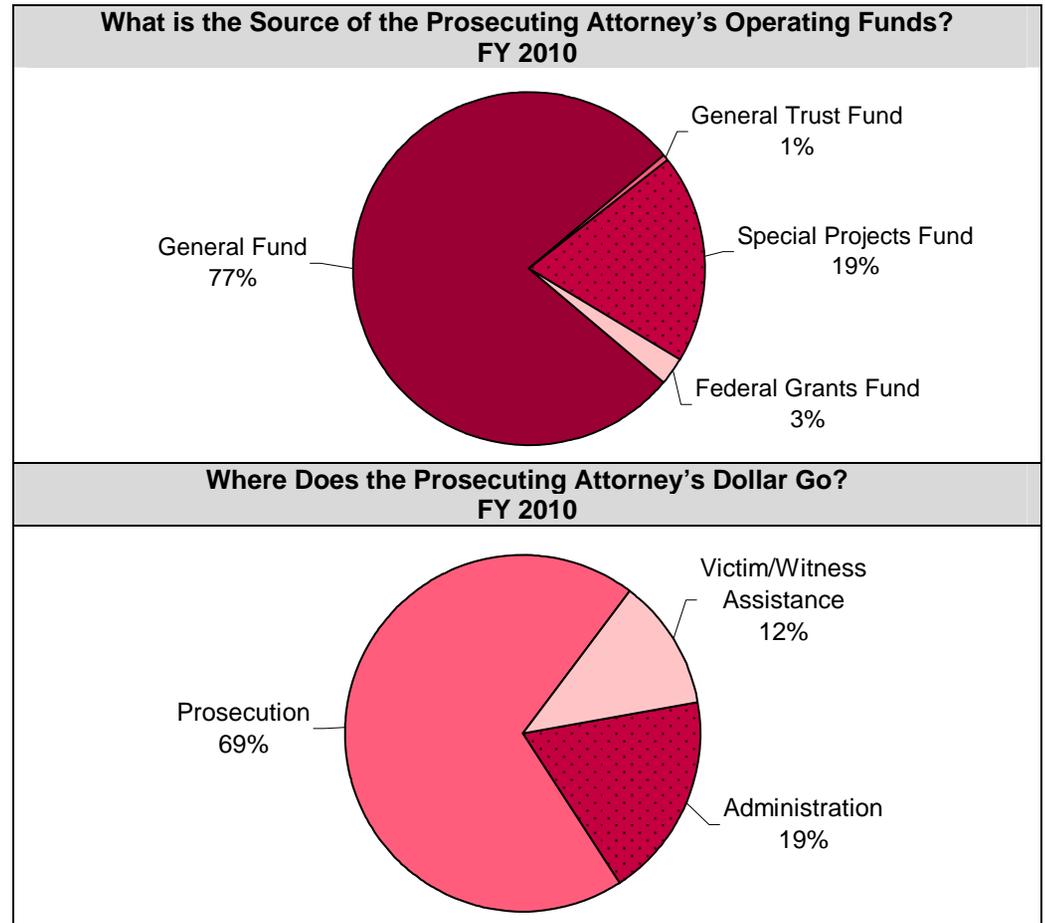
² Ratings for "excellent" and "good".

CHAPTER 21 - PROSECUTING ATTORNEY

Voters elect the prosecuting attorney every four years. The current prosecuting attorney began his term in October 2010. Thus, most of the information in this section is based on reports from the previous administration. The prosecutor's office has two overarching goals: (1) to promote and ensure public safety and order through effective, efficient and just prosecution, and (2) to ensure safer communities in general. By program, the department is divided into Administration, Prosecution and Victim/Witness Assistance:

- Administration provides, establishes, and maintains contacts with public and community groups and organizations, and provides information about the department to various community organizations.
- Prosecution addresses violations of criminal statutes in the City and County of Honolulu, and its staff represents the State of Hawai'i before all criminal, traffic, family and appellate courts in the State of Hawai'i.
- Victim/Witness Assistance provides support services for crime victims and witnesses, particularly victims of violent crimes. It also processes misdemeanor complaints and handles the travel and accommodation arrangements for out-of-state and off-island witnesses.

Information on the number of attorneys (102 FTE), costs per attorney (\$207,829) and cases per attorney (75) for this office were only available for FY 2010. Using cost per FTE, according to FY 2010 budget documents from other jurisdictions, Honolulu's cost at \$73,734 is lower than San Francisco, CA (\$162,631), King County, WA (\$116,850), and Denver, CO (\$100,609).



Source: Department of Budget and Fiscal Services

	Operating Expenditures (\$ million)	Total Authorized FTE	Cost Per FTE ¹	Total Cases Accepted	Cases Resolved	Case Resolution Rate	Drug Court Completion Rate*
FY 2006	\$16.1	287.5	\$55,896	7,538	2,241	30%	59%
FY 2007	\$16.8	287.5	\$58,578	7,993	2,248	28%	98%
FY 2008	\$17.8	287.0	\$62,126	7,796	2,267	29%	-
FY 2009	\$19.0	287.0	\$66,384	7,601	2,160	28%	97%
FY 2010	\$21.2	287.5	\$73,734	7,586	2,039	27%	65%
Change over last 5 years	32%	0%	32%	1%	-9%	-3%	6%

Sources: Honolulu Annual Department and Agency Reports (FY 2006-2010), Hawaii State Judiciary Annual Reports (2005 to 2010), and Prosecuting Attorney's Office. Figures above include felony cases only, no misdemeanors and traffic cases.

*Ratio of offenders sent the previous year to those completing the program within the stated fiscal year.

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

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CHAPTER 22 - ROYAL HAWAIIAN BAND

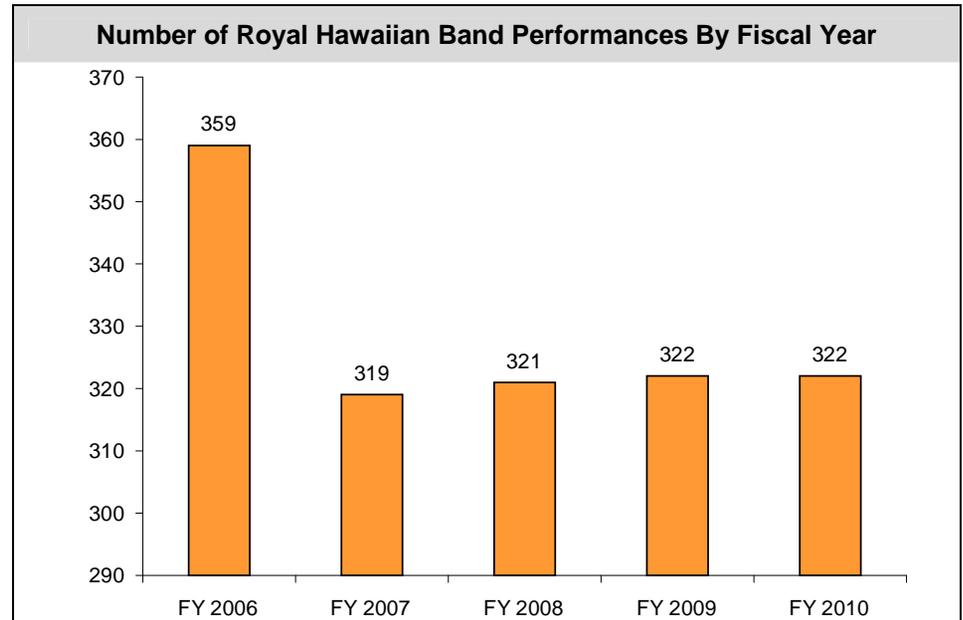
The Royal Hawaiian Band (RHB) serves as the official band of the City and County of Honolulu. According to the band, it creates goodwill and perpetuates the music of Hawai'i through its performances to local residents and visitors throughout O'ahu. It performs regular concerts and special programs and performs at official ceremonies and parades. The band reports it is the only full-time municipal band in the nation and the only band in the United States established by a royal kingdom.

The Royal Hawaiian Band has four goals and objectives: (1) maintain a high standard of musical performance and efficiently manage the resources of the band; and (2) provide musical services to various segments of the community through a variety of programs. Other goals are to (3) promote the City and County of Honolulu through the production of recordings, concerts and tours that feature the music of Hawai'i; and (4) promote and perpetuate the Hawaiian culture through the performance of traditional Hawaiian music and dance.

Operating expenditures for FY 2010 were over \$2 million. This represents an increase of 17% over FY 2006 operating expenditures of \$1.8 million. Revenues from band performances increased 250%, from \$2,400 in FY 2006 to \$8,400 in FY 2010.

Authorized staffing remains unchanged at 40 FTE and vacancies ranged from four to five FTE. The cost per Band FTE increased 14% from \$45,428 to \$51,823 over the past five years.

Its primary measure is the number of performances it conducts each year. The total number of band performances declined from 359 performances in FY 2006 to 322 performances in FY 2010, a decrease of 10%.



Sources: Honolulu Annual Department and Agency Reports (FY 2006-2010) and Royal Hawaiian Band

Residents were asked to rate opportunities to attend cultural activities and sense of community. About 70% rated opportunities as excellent or good. This rating is much higher when compared to jurisdictions nationally and for those with populations greater than 300,000. Among large cities, Honolulu ranked 4th out of 17 cities equivalent to the 81st percentile for opportunities to attend cultural activities.

	Operating Expenditures (\$ million)	Revenues	Authorized FTE	Vacant Authorized FTE	Cost Per FTE	Total Number of Performances ¹	Citizen Survey
							Opportunities to Attend Cultural Activities Percent Rating Excellent or Good
FY 2006	\$1.8	\$2,400	40	4	\$45,428	359	-
FY 2007	\$1.9	\$3,590	40	4	\$48,091	319	-
FY 2008	\$2.0	\$3,750	40	5	\$51,017	321	-
FY 2009	\$2.1	\$4,200	40	4	\$52,577	322	-
FY 2010	\$2.1	\$8,400	40	5	\$51,823	322	70%
Change over last 5 years	17%	250%	0%	25%	14%	-10%	-

Sources: Executive Operating Program and Budgets (FY 2006-2009), Honolulu Annual Department and Agency Reports (FY 2006-2010), Department of Budget and Fiscal Services, and National Citizen Survey™ 2010 (Honolulu)

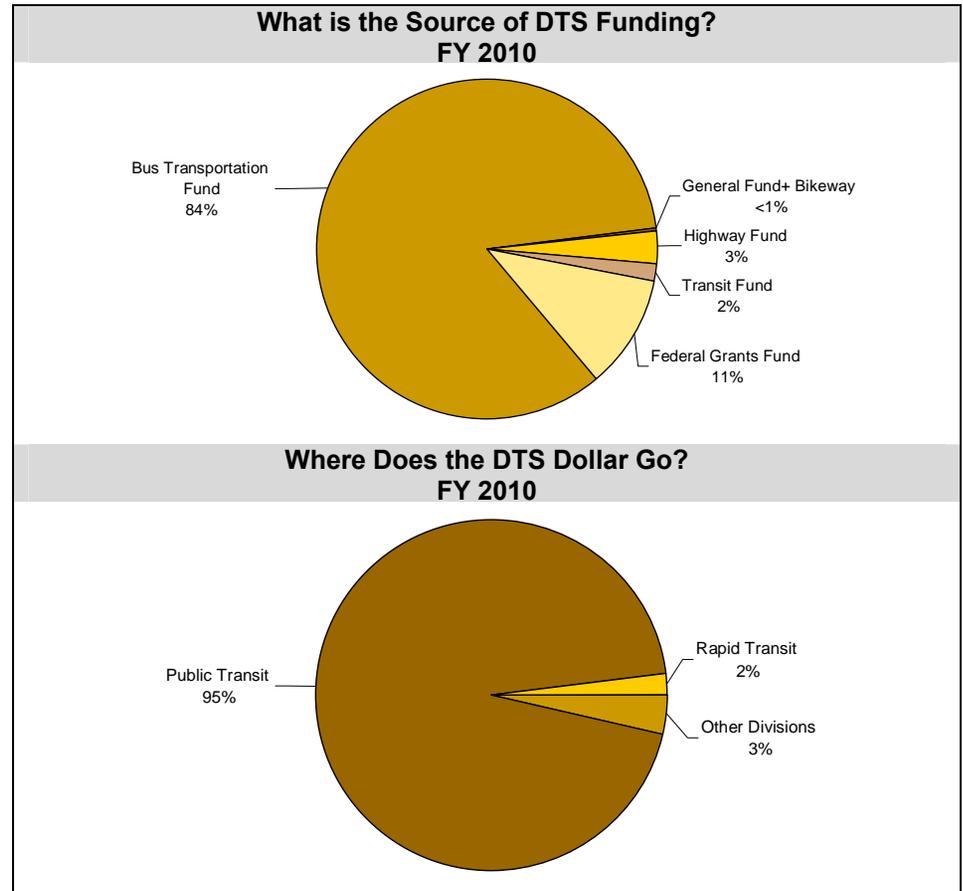
¹ This includes weekly scheduled concerts at Iolani Palace, Kapi'olani Park Bandstand, major shopping centers, parades and Hawaiian cultural and monarchial events.

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CHAPTER 23 - DEPARTMENT OF TRANSPORTATION SERVICES

The Department of Transportation Services is responsible for the movement of traffic on city streets and roadways, planning and coordinating public mass transportation systems and bicycle and pedestrian facilities. The department consists of the following divisions:

- Administration plans, directs and coordinates the activities of the department.
- Transportation Planning performs overall city-wide planning and project programming work; manages and tracks transportation planning functions; and plans capital improvement program and project budgets.
- Traffic Engineering conducts studies and analysis to promote the safe, efficient, and effective operation of the city's streets, roadways, and related facilities.
- Traffic Signals and Technology designs, implements, operates and maintains over 795 state and city traffic signals on O'ahu.
- Public Transit is responsible for the city's fixed-route bus transit system (TheBus) and the paratransit system (TheHandi-Van) and oversees O'ahu Transit Service (OTS), the contractor that manages and operates the public transit system.
- The Rapid Transit Division was established in FY 2008 and is responsible for planning, designing and constructing the proposed fixed guideway transit system for O'ahu.



Source: Department of Budget and Fiscal Services

	Operating Expenditures ¹ (\$ million)	Total Authorized Staffing (Total FTE)	Cost Per FTE (\$ million)	Bus Fare (\$ million)	Bus Operating Cost (\$ million)	Farebox Recovery ² (%)	Bus Subsidy (\$ million)		
							General Fund	Highway Fund	Total Subsidy
FY 2006	\$162.7	109	\$1.49	\$40.1	\$137.9	29%	51.3	41.8	93.1
FY 2007	\$173.5	149	\$1.16	\$42.2	\$142.9	30%	60.4	45.6	106.1
FY 2008	\$190.2	150	\$1.27	\$42.3	\$154.3	27%	69.5	36.4	105.9
FY 2009	\$200.8	194	\$1.04	\$43.1	\$165.1	26%	85.4	41.9	127.3
FY 2010	\$205.1	225	\$0.91	\$44.8	No data available	No data available	96.3	28	124.3
Change over last 5 years	26%	106%	-39%	12%			88%	-33%	34%

Sources: Department of Budget and Fiscal Services, Executive Operating Program and Budgets (FY 2006-2009), and National Transit Database

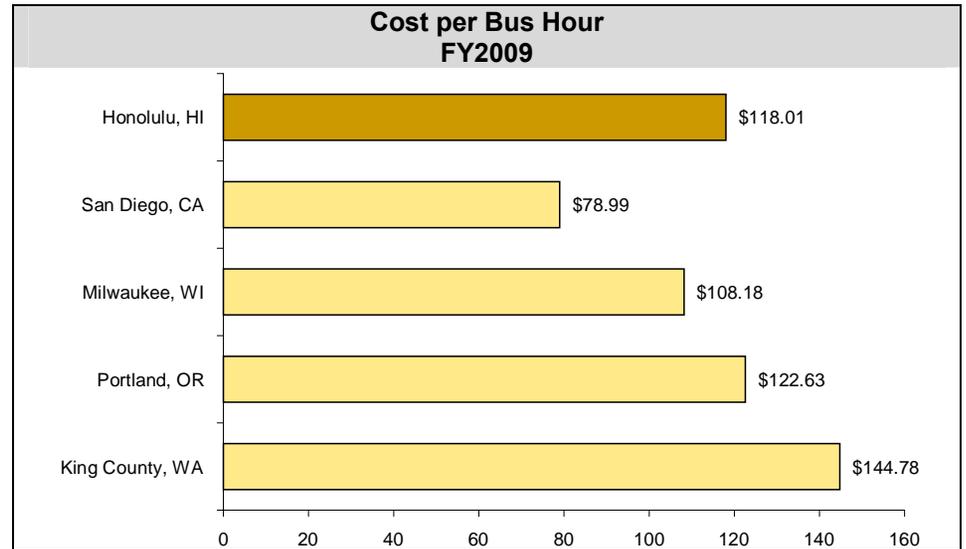
¹ Total Operating Expenditures minus Total Bus Subsidy = amount of funds for the department's operations.

² Farebox recovery set by Resolution 00-29, CD1 at 27%-33% bus fare revenues to operating cost.

Public Transit System

Bus Transportation revenues account for 2.4 percent of the city's operating resources. Public Transit is responsible for the city's fixed-route bus transit system (TheBus) and the paratransit system (TheHandi-Van) and oversees Oahu Transit Service (OTS), the contractor that manages and operates the public transit system.

According to the American Public Transportation System's *2010 Public Transportation Fact Book*, TheBus was ranked 13th among the nation's largest bus agencies (ranked by boardings) in 2008, traveling 301.2 million passenger miles. TheHandi-Van was ranked 22nd with 9.4 million passenger miles in the same year. Fifty percent of 2010 Honolulu Citizen Survey participants reported using the bus or Handi-Van at least once over the past 12 months. Honolulu residents' satisfaction ratings of bus services was much higher compared to national benchmarks and among cities with populations over 300,000.



Source: Calculated from the latest data available from the National Transit Database

	Fixed Route (TheBus)				Paratransit (TheHandi-Van)			Citizen Survey (% Excellent or Good)	
	Total Bus Hours (million)	Passenger Boardings (million)	Average Weekday Ridership	Cost Per Bus Hour	Total Service Hours	Ridership	Total Cost Per Hour	Bus Services	Ease of Bus Travel
FY 2006	1.332	61.3	211,215	\$102.61	357,776	746,768	\$58.61	66%	-
FY 2007	1.492	71.7	221,275	\$105.47	370,000	760,000	\$62	-	-
FY 2008	1.529	69.8	212,000	\$112.20	428,000	834,000	\$63.05	-	-
FY 2009	1.525	77.33	237,512	\$118.01	436,000	841,000	\$70.07	-	-
FY 2010	1.53	73.5	226,000	-	450,000	850,000	\$66.53	67%	55%
Change over last 5 years	15%	20%	7%	-	26%	14%	14%	1%	-

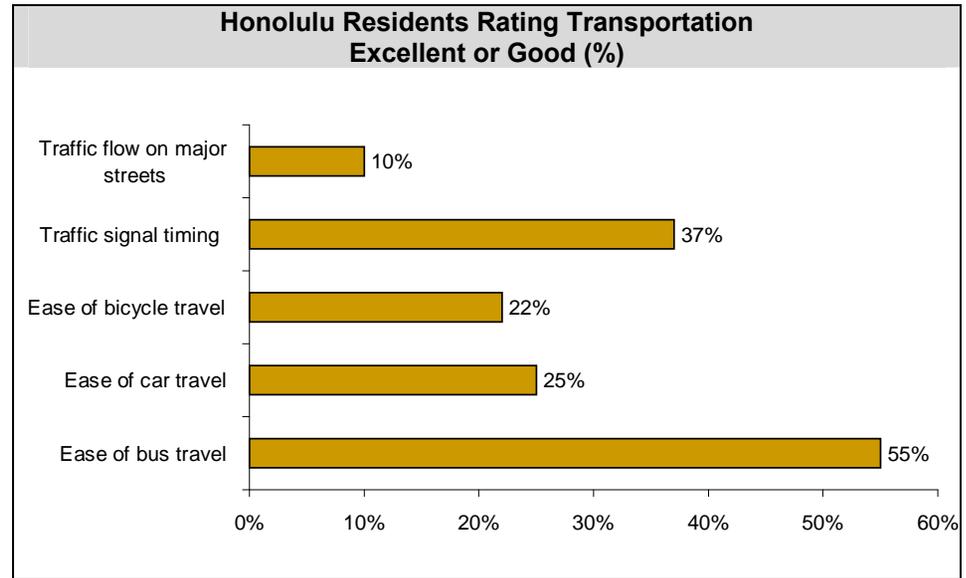
Sources: Executive Operating Program and Budgets (FY 2006-2009) and Department of Transportation Services

Traffic

Only 10% of citizen survey respondents rated traffic flow on major streets as “excellent” or “good”. This was much below both national comparisons and among cities with populations over 300,000. Among larger cities, Honolulu ranked 15th out of 15.

While a higher percentage gave excellent or good ratings to traffic signal timing (37%), this too was below both national comparisons and among similar-sized cities. For this category, Honolulu ranked 8 out of 9 among larger cities. The rating for traffic signal timing compared to the 2006 Honolulu Citizen Survey increased 2%.

Federal grants increased 147% from \$36.4 million in FY 2006 to \$90 million in FY 2010. Transportation improvement projects increased from 9 to 38 projects over the past 5 years. Inspections increased 35% from FY 2006 (407 inspections) to FY 2010 (550 inspections). Likewise, environmental document reviews increased 166% from 47 to 125 between FY 2006 and FY 2010.



Source: National Citizen Survey™ 2010 (Honolulu)

	Transportation Planning			Traffic Engineering Division		Traffic Signals		Citizen Survey	
	Federal Grants Programmed (\$ million)	Transportation Improvement Program Projects	Environmental Documents Reviewed	Studies Conducted	Minor Traffic Projects and Bikeways	Inspections	Timing Optimization	Traffic Flow on Major Streets	Traffic Signal Timing Excellent or Good
FY 2006	\$36.4	9	47	1,210	16	407	124	-	35%
FY 2007	\$51.6	19	50	1,283	11	421	111	-	-
FY 2008	\$50	19	75	1,283	11	421	160	-	-
FY 2009	\$120	35	100	1,283	11	555	165	-	-
FY 2010	\$90	38	125	1,200	9	550	170	10%	37%
Change over last 5 years	147%	322%	166%	-0.8%	-44%	35%	37%	-	2%

Sources: Executive Operating Program and Budgets (FY 2006-2009) and Department of Transportation Services

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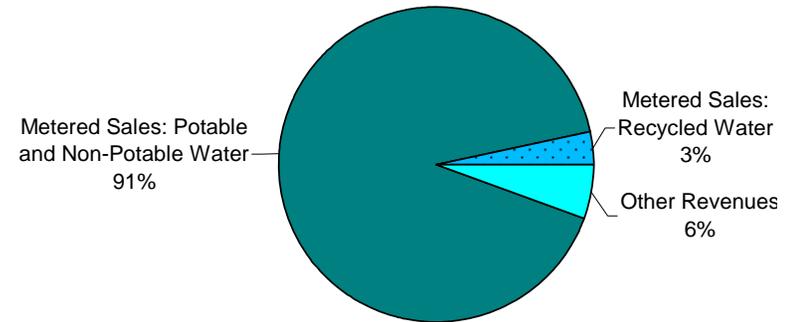
CHAPTER 24 – HONOLULU BOARD OF WATER SUPPLY

The Honolulu Board of Water Supply (BWS) manages O'ahu's municipal water supply and distribution system. As a semi-autonomous agency, the BWS is governed by a seven-member board of directors. Five are appointed by the mayor and approved by the city council. The remaining two are ex-officio, the director of the state Department of Transportation and the chief engineer of the city Department of Facility Maintenance. The board appoints the BWS Manager and Chief Engineer to run the department.

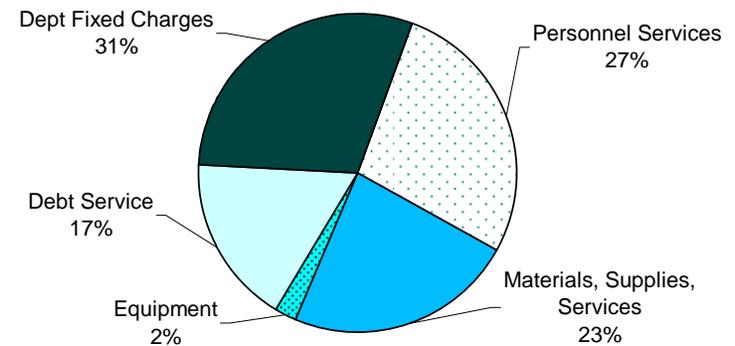
Revenues collected from water sales finance its operation and projects. After deferring scheduled rate increases for 11 years, the BWS began raising rates in October 2006 on a multi-year schedule to meet increasing costs. Over this period, the typical monthly water bill increased by 53%. Over the past 5 years:

- Revenues have increased by 48%, due to the rate hike implemented over five years.
- Recycled water sales have increased by 11%.
- Operating expenses increased by 17%. By expenditure classification, the biggest percentage increase over the past 5 years has been due to debt service, which increased by 57%.
- Capital expenditures decreased by 26%, based on the amount estimated for FY 2010. Actual expenditures to date for FY 2010 totaled \$4 million.
- Staffing has decreased by 12%. The number of vacancies has decreased by 25%.

What is the Source of the Board of Water Supply's Operating Funds? FY 2010



Where Does the Board of Water Supply Dollar Go? FY 2010



Source: Board of Water Supply

	Total Operating Expenditures (\$ million)	Debt Service (\$ million)	Dept Fixed Charges (\$ million)	Revenues (\$ million)	Typical Monthly Water Bill	Capital Expenditures ¹ (\$ million)	Staffing (FTE)	Vacancies (FTE)
FY 2006	\$103.5	\$13.4	\$31.4	\$105.8	\$ 24.86	\$55.7	727	193
FY 2007	\$109	\$20.8	\$33	\$123.4	\$ 28.09	\$29.3	714	185
FY 2008	\$129	\$20.9	\$42	\$138	\$ 31.46	\$24	714	198
FY 2009	\$122.8	\$20.9	\$38.7	\$143.1	\$ 35.78	\$18.8	711	182
FY 2010	\$120.8	\$20.9	\$35.8	\$156.2	\$ 38.11	\$41.4	640	144
Change over last 5 years	17%	57%	14%	48%	53%	-26%	-12%	-25%

Source: Honolulu Board of Water Supply

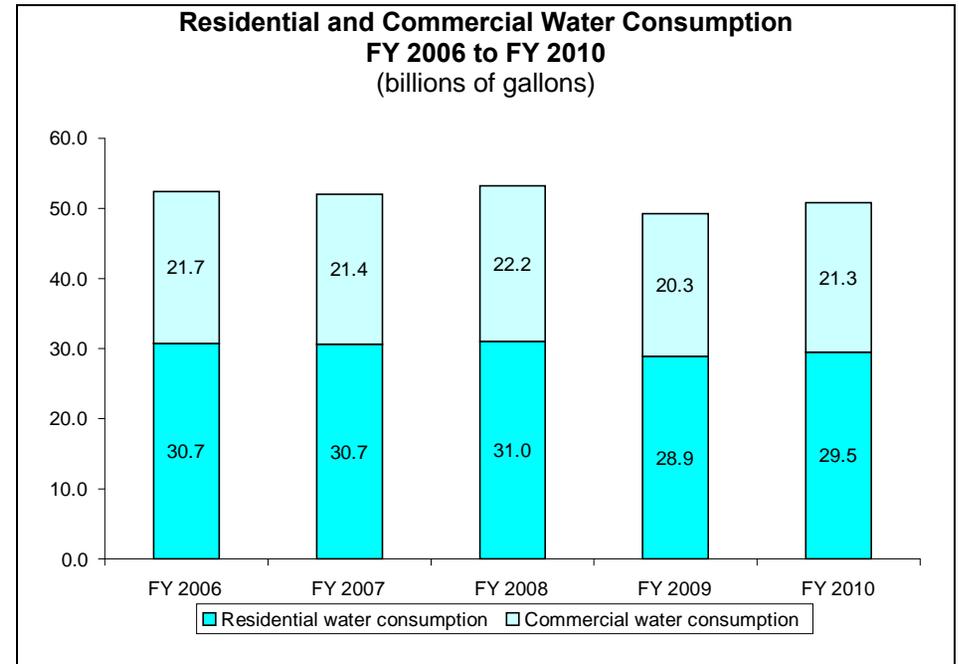
¹ Capital Expenditures for each year reflect expenditures as of FY 2010, except for FY 2010, which shows estimated expenditures for the year. Capital expenditures are subject to change because not all projects are completed within the year they are appropriated. Percentages may vary due to rounding.

Water Consumption

Total residential water consumption is down 4% from 5 years ago. On a per family, yearly average basis, water usage has decreased by 5%. Commercial water consumption decreased by 2%. Reflecting the 11% increase in revenues from recycled water, the miles of pipeline devoted to recycled water also increased by 25%.

Over the past 5 years, the number of broken water mains increased by 8%. The number of water main breaks per 100 miles of pipeline increased by 12%. However, at 19 breaks per 100 miles in FY2009-10, this is 24% below the industry benchmark set by the American Water Works Association standard of 25-30 breaks per 100 miles of pipeline.

According to the National Citizen Survey™ 2010 (Honolulu), 75% of respondents rated Honolulu’s drinking water as “excellent” or “good”. Based on utility services benchmarks, these ratings were much above comparisons made nationwide and among cities with populations over 300,000.



Source: Honolulu Board of Water Supply

	Water Consumption				Water Mains				Citizen Survey
	Number of Customers	Residential (billion-gallons)	Commercial (billion-gallons)	Yearly Average Residential Water Usage ² (gallons)	Miles of Water Mains	Broken Water Mains (number)	Breaks Per 100 Miles of Pipeline ¹	Recycled Water Pipeline-Miles	% Rating Drinking Water Excellent or Good
FY 2006	168,272	30.7	21.7	34,138	2,055	358	17	28.1	73%
FY 2007	170,055	30.7	21.4	33,934	2,060	342	17	28.9	-
FY 2008	171,281	31	22.2	34,527	2,067	285	14	28.9	-
FY 2009	172,419	28.9	20.3	32,035	2,043	325	16	31.5	-
FY 2010	173,377	29.5	21.3	32,512	2,079	388	19	35.2	75%
Change over last 5 years	3%	-4%	-2%	-5%	1%	8%	12%	25%	2%

Source: Board of Water Supply

¹ American Water Works Association standard is 25-30 breaks per 100 miles of pipeline.

² Residential water usage is measured in gallons per family unit.



**CITY AND COUNTY OF
HONOLULU, HI
2010**

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The National Citizen Survey™ by National Research Center, Inc.

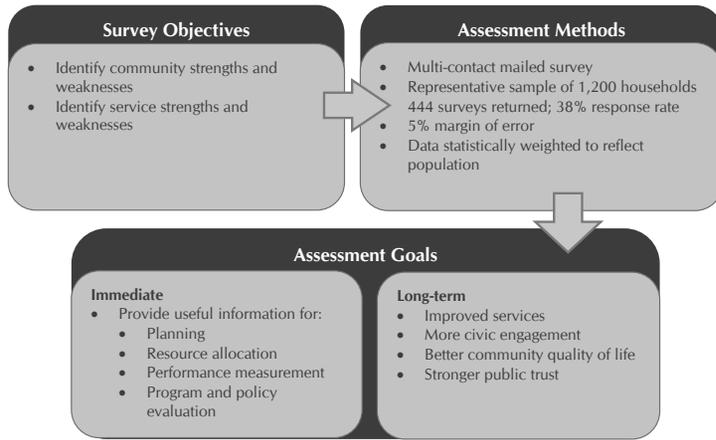
The National Citizen Survey™

SURVEY BACKGROUND

ABOUT THE NATIONAL CITIZEN SURVEY™

The National Citizen Survey™ (The NCS) is a collaborative effort between National Research Center, Inc. (NRC) and the International City/County Management Association (ICMA). The NCS was developed by NRC to provide a statistically valid survey of resident opinions about community and services provided by local government. The survey results may be used by staff, elected officials and other stakeholders for community planning and resource allocation, program improvement and policy making.

FIGURE 1: THE NATIONAL CITIZEN SURVEY™ METHODS AND GOALS



The NCS focuses on a series of community characteristics and local government services, as well as issues of public trust. Resident behaviors related to civic engagement in the community also were measured in the survey.

The National Citizen Survey™ by National Research Center, Inc.

FIGURE 2: THE NATIONAL CITIZEN SURVEY™ FOCUS AREAS



The survey and its administration are standardized to assure high quality research methods and directly comparable results across The National Citizen Survey™ jurisdictions. Participating households are selected at random and the household member who responds is selected without bias. Multiple mailings give each household more than one chance to participate with self-addressed and postage-paid envelopes. Results are statistically weighted to reflect the proper demographic composition of the entire community. A total of 444 completed surveys were obtained (421 by mail, 23 online), providing an overall response rate of 38%. Typically, response rates obtained on citizen surveys range from 25% to 40%.

The National Citizen Survey™ customized for the City and County of Honolulu was developed in close cooperation with local jurisdiction staff. Honolulu staff selected items from a menu of questions about services and community problems and provided the appropriate letterhead and signatures for mailings. City and County of Honolulu staff also augmented The National Citizen Survey™ basic service through a variety of options including a custom set of benchmark comparisons, crosstabulation of results and several policy questions.

The National Citizen Survey™ by National Research Center, Inc.

UNDERSTANDING THE RESULTS

As shown in Figure 2, this report is based around respondents' opinions about eight larger categories: community quality, community design, public safety, environmental sustainability, recreation and wellness, community inclusiveness, civic engagement and public trust. Each report section begins with residents' ratings of community characteristics and is followed by residents' ratings of service quality. For all evaluative questions, the percent of residents rating the service or community feature as "excellent" or "good" is presented. To see the full set of responses for each question on the survey, please see Appendix A: Complete Survey Frequencies.

Margin of Error

The margin of error around results for the City and County of Honolulu Survey (444 completed surveys) is plus or minus five percentage points. This is a measure of the precision of your results; a larger number of completed surveys gives a smaller (more precise) margin of error, while a smaller number of surveys yields a larger margin of error. With your margin of error, you may conclude that when 60% of survey respondents report that a particular service is "excellent" or "good," somewhere between 55-65% of all residents are likely to feel that way.

Comparing Survey Results

Certain kinds of services tend to be thought better of by residents in many communities across the country. For example, public safety services tend to be received better than transportation services by residents of most American communities. Where possible, the better comparison is not from one service to another in the City and County of Honolulu, but from City and County of Honolulu services to services like them provided by other jurisdictions.

Interpreting Comparisons to Previous Years

Research is clear that a change in the method of survey data collection, by itself, will result in a change in results if the shift is from telephone administration to self-administration or vice versa. The change occurs even without change in resident perspectives and is attributed to the different environment that a survey respondent confronts when providing answers to a stranger on the telephone compared to offering private anonymous opinions. Questions by phone elicit more positive, optimistic, self-aggrandizing responses than do the same questions asked on a written self-administered questionnaire. The self-administered questionnaire brings out more candid responses which often shine less brightly.

In Honolulu, citizen survey data were collected by phone in 2006. In 2010, data collection switched from phone to mail. As a consequence, we expected and see a decline in virtually all ratings. NRC has taken this into consideration and made statistical adjustments to the 2006 data to account for the more positive ratings received from phone surveys. This way the reported results for 2010 are not influenced by the decline that is attributable to the change in data collection mode from phone to mail.

While the adjusted 2006 findings control for the expected change from phone to mail data collection, there remains some uncertainty in the precision of the findings due to sampling error associated not only with this administration but also with the adjustments made to the previous years' data. Because of this uncertainty, NRC recommends that the change in ratings or reported behaviors be viewed with caution, understanding that when data collection method changes, there will be more instability in the comparisons of years where data were collected by one mode (telephone) to the most recent year when the data collection mode changed (to mail).

Consequently, we suggest that differences between 2010 results and those of 2006 of 10 percentage points or less, be considered no real change. Only when findings exceed 10 points should you explore what real events, policies or programs may be responsible for the shift.

Benchmark Comparisons

NRC's database of comparative resident opinion is comprised of resident perspectives gathered in citizen surveys from approximately 500 jurisdictions whose residents evaluated local government services and gave their opinion about the quality of community life. The comparison evaluations are from the most recent survey completed in each jurisdiction; most communities conduct surveys every year or in alternating years. NRC adds the latest results quickly upon survey completion, keeping the benchmark data fresh and relevant.

The City and County of Honolulu chose to have comparisons made to the entire database and a subset of similar jurisdictions from the database (populations over 300,000). A benchmark comparison (the average rating from all the comparison jurisdictions where a similar question was asked) has been provided when a similar question on the City and County of Honolulu survey was included in NRC's database and there were at least five jurisdictions in which the question was asked. For most questions compared to the entire dataset, there were more than 100 jurisdictions included in the benchmark comparison.

Where comparisons for quality ratings were available, the City and County of Honolulu results were generally noted as being "above" the benchmark, "below" the benchmark or "similar" to the benchmark. For some questions – those related to resident behavior, circumstance or to a local problem – the comparison to the benchmark is designated as "more," "similar" or "less" (for example, the percent of crime victims, residents visiting a park or residents identifying code enforcement as a problem.) In instances where ratings are considerably higher or lower than the benchmark, these ratings have been further demarcated by the attribute of "much," (for example, "much less" or "much above"). These labels come from a statistical comparison of the City and County of Honolulu's rating to the benchmark.

"Don't Know" Responses and Rounding

On many of the questions in the survey respondents may answer "don't know." The proportion of respondents giving this reply is shown in the full set of responses included in Appendix A. However, these responses have been removed from the analyses presented in the body of the report. In other words, the tables and graphs display the responses from respondents who had an opinion about a specific item.

For some questions, respondents were permitted to select more than one answer. When the total exceeds 100% in a table for a multiple response question, it is because some respondents did select more than one response. When a table for a question that only permitted a single response does not total to exactly 100%, it is due to the customary practice of percentages being rounded to the nearest whole number.

For more information on understanding The NCS report, please see Appendix B: Survey Methodology.

EXECUTIVE SUMMARY

This report of the City and County of Honolulu survey provides the opinions of a representative sample of residents about community quality of life, service delivery, civic participation and unique issues of local interest. A periodic sounding of resident opinion offers staff, elected officials and other stakeholders an opportunity to identify challenges and to plan for and evaluate improvements and to sustain services and amenities for long-term success.

Most residents experienced a good quality of life in the City and County of Honolulu and believed the City and County was a good place to live. The overall quality of life in the City and County of Honolulu was rated as "excellent" or "good" by 75% of respondents. Almost all reported they plan on staying in the City and County of Honolulu for the next five years.

A variety of characteristics of the community was evaluated by those participating in the study. Among the characteristics receiving the most favorable ratings were air quality and recreational opportunities. Among the characteristics receiving the least favorable ratings were the availability of affordable quality housing, amount of public parking, and traffic flow on major streets.

Ratings of community characteristics were compared to the benchmark database. Of the 31 characteristics for which comparisons were available, five were above the national benchmark comparison, five were similar to the national benchmark comparison and 21 were below.

Residents in the City and County of Honolulu were somewhat civically engaged. While only 25% had attended a meeting of local elected public officials or other local public meeting in the previous 12 months, 91% had provided help to a friend or neighbor. About half had volunteered their time to some group or activity in the City and County of Honolulu, which was higher than the benchmark.

In general, survey respondents demonstrated mild trust in local government. Twenty-nine percent rated the overall direction being taken by the City and County of Honolulu as "good" or "excellent." This was lower than the benchmark. Those residents who had interacted with an employee of the City and County of Honolulu in the previous 12 months gave high marks to those employees. A majority rated their overall impression of employees as "excellent" or "good."

City and County services rated were able to be compared to the benchmark database. Of the 31 services for which comparisons were available, two were above the benchmark comparison, three were similar to the benchmark comparison and 26 were below.

A Key Driver Analysis was conducted for the City and County of Honolulu which examined the relationships between ratings of each service and ratings of the City and County of Honolulu's services overall. Those key driver services that correlated most strongly with residents' perceptions about overall City and County service quality have been identified. By targeting improvements in key services, the City and County of Honolulu can focus on the services that have the greatest likelihood of influencing residents' opinions about overall service quality. Services found to be influential in ratings of overall service quality from the Key Driver Analysis were:

- Police services
- Emergency preparedness
- Recycling

COMMUNITY RATINGS

OVERALL COMMUNITY QUALITY

Overall quality of community life may be the single best indicator of success in providing the natural ambience, services and amenities that make for an attractive community. The National Citizen Survey™ contained many questions related to quality of community life in the City and County of Honolulu – not only direct questions about quality of life overall and in neighborhoods, but questions to measure residents’ commitment to the City and County of Honolulu. Residents were asked whether they planned to move soon or if they would recommend the City and County of Honolulu to others. Intentions to stay and willingness to make recommendations provide evidence that the City and County of Honolulu offers services and amenities that work.

Most of the City and County of Honolulu’s residents gave favorable ratings to their neighborhoods and the community as a place to live. Further, most reported they would recommend the community to others and plan to stay for the next five years. The rating for Honolulu as a place to live had increased compared to 2006.

FIGURE 3: RATINGS OF OVERALL COMMUNITY QUALITY BY YEAR

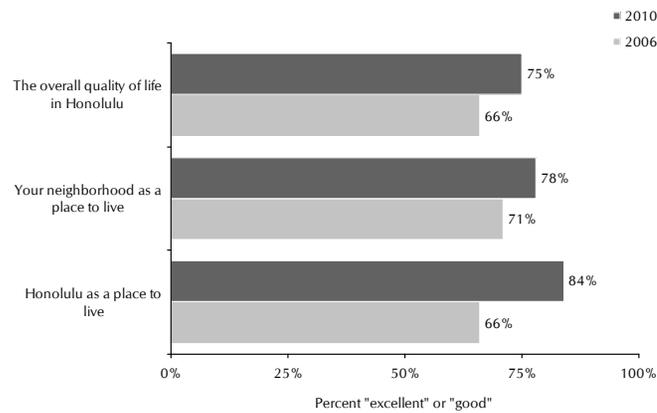


FIGURE 4: LIKELIHOOD OF REMAINING IN COMMUNITY AND RECOMMENDING COMMUNITY

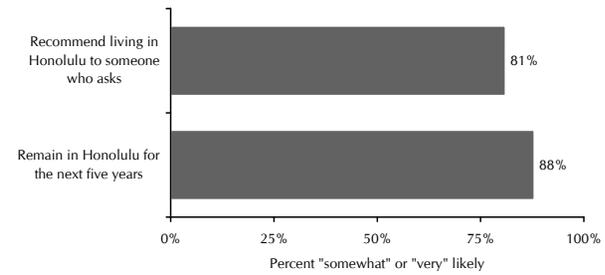


FIGURE 5: OVERALL COMMUNITY QUALITY BENCHMARKS

	National comparison	Populations over 300,000 comparison
Overall quality of life in Honolulu	Below	Similar
Your neighborhood as place to live	Similar	Similar
Honolulu as a place to live	Similar	Above
Recommend living in Honolulu to someone who asks	Much below	Below
Remain in Honolulu for the next five years	Above	Above

COMMUNITY DESIGN
Transportation

The ability to move easily throughout a community can greatly affect the quality of life of residents by diminishing time wasted in traffic congestion and by providing opportunities to travel quickly and safely by modes other than the automobile. High quality options for resident mobility not only require local government to remove barriers to flow but they require government programs and policies that create quality opportunities for all modes of travel.

Residents responding to the survey were given a list of six aspects of mobility to rate on a scale of "excellent," "good," "fair" and "poor." Ease of bus travel was given the most positive rating, followed by ease of walking Honolulu. These ratings varied when compared to the national and custom benchmarks.

FIGURE 6: RATINGS OF TRANSPORTATION IN COMMUNITY

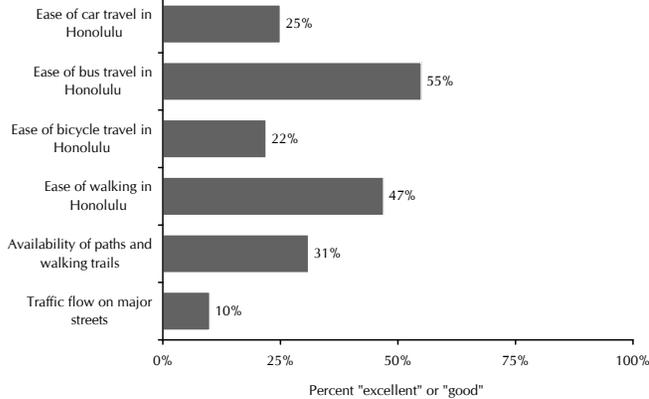


FIGURE 7: COMMUNITY TRANSPORTATION BENCHMARKS

	National comparison	Populations over 300,000 comparison
Ease of car travel in Honolulu	Much below	Much below
Ease of bus travel in Honolulu	Much above	Much above
Ease of bicycle travel in Honolulu	Much below	Much below
Ease of walking in Honolulu	Much below	Similar
Availability of paths and walking trails	Much below	Much below
Traffic flow on major streets	Much below	Much below

Seven transportation services were rated in Honolulu. As compared to most communities across America, ratings tended to be lower. Ratings for street repair, traffic signal timing, bus or transit services and the amount of public parking had remained stable over time while the ratings for street lighting and sidewalk maintenance had declined since 2006.

FIGURE 8: RATINGS OF TRANSPORTATION AND PARKING SERVICES BY YEAR

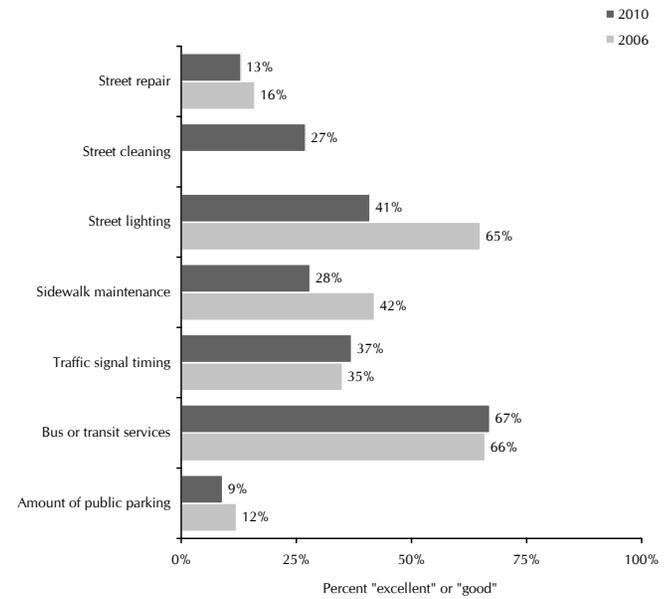


FIGURE 9: TRANSPORTATION AND PARKING SERVICES BENCHMARKS

	National comparison	Populations over 300,000 comparison
Street repair	Much below	Much below
Street cleaning	Much below	Much below
Street lighting	Much below	Much below
Sidewalk maintenance	Much below	Much below
Traffic signal timing	Much below	Below
Bus or transit services	Much above	Much above
Amount of public parking	Much below	Much below

City and County of Honolulu | 2010

By measuring choice of travel mode over time, communities can monitor their success in providing attractive alternatives to the traditional mode of travel, the single-occupied automobile. When asked how they typically traveled to work, single-occupancy (SOV) travel was the overwhelming mode of use. However, 11% of work commute trips were made by transit, 2% by bicycle and 4% by foot.

FIGURE 10: FREQUENCY OF BUS USE IN LAST 12 MONTHS BY YEAR

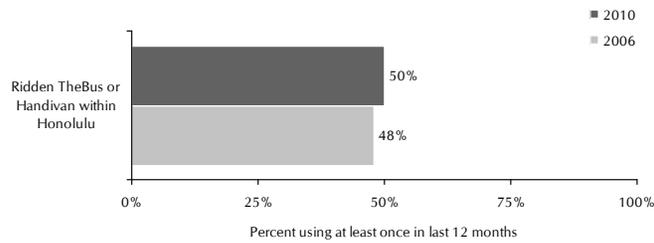


FIGURE 11: FREQUENCY OF BUS USE BENCHMARKS

	National comparison	Populations over 300,000 comparison
Ridden TheBus or Handivan within Honolulu	Much more	Much more

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FIGURE 12: MODE OF TRAVEL USED FOR WORK COMMUTE

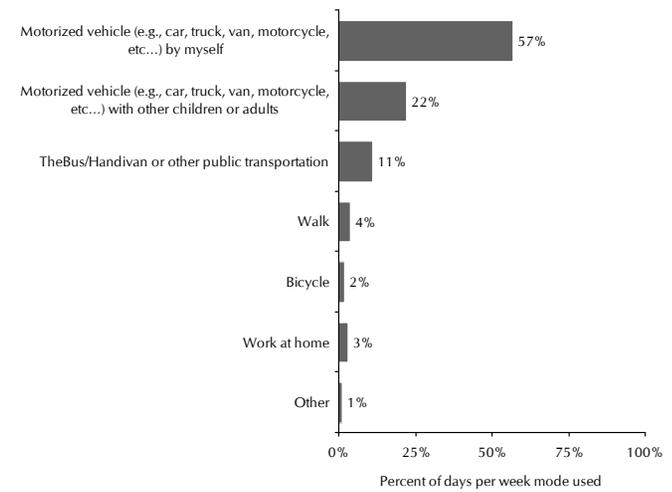


FIGURE 13: DRIVE ALONE BENCHMARKS

	National comparison	Populations over 300,000 comparison
Average percent of work commute trips made by driving alone	Much less	Much less

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Housing

Housing variety and affordability are not luxuries for any community. When there are too few options for housing style and affordability, the characteristics of a community tilt toward a single group, often of well-off residents. While this may seem attractive to a community, the absence of affordable townhomes, condominiums, mobile homes, single family detached homes and apartments means that in addition to losing the vibrancy of diverse thoughts and lifestyles, the community loses the service workers that sustain all communities – police officers, school teachers, house painters and electricians. These workers must live elsewhere and commute in at great personal cost and to the detriment of traffic flow and air quality. Furthermore lower income residents pay so much of their income to rent or mortgage that little remains to bolster their own quality of life or local business.

The survey of the City and County of Honolulu residents asked respondents to reflect on the availability of affordable housing as well as the variety of housing options. The availability of affordable housing was rated as “excellent” or “good” by 6% of respondents, while the variety of housing options was rated as “excellent” or “good” by 24% of respondents. The rating of perceived affordable housing availability was much lower in the City and County of Honolulu than the ratings, on average, in comparison jurisdictions.

FIGURE 14: RATINGS OF HOUSING IN COMMUNITY

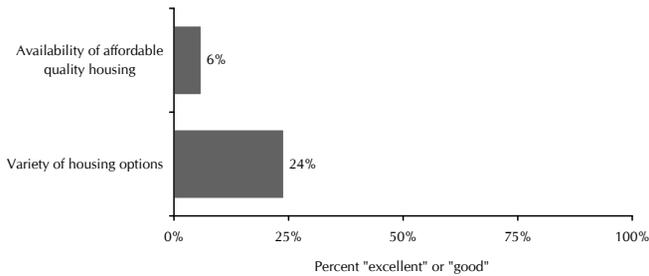


FIGURE 15: HOUSING CHARACTERISTICS BENCHMARKS

	National comparison	Populations over 300,000 comparison
Availability of affordable quality housing	Much below	Much below
Variety of housing options	Much below	Much below

To augment the perceptions of affordable housing in Honolulu, the cost of housing as reported in the survey was compared to residents' reported monthly income to create a rough estimate of the proportion of residents of the City and County of Honolulu experiencing housing cost stress. About 54% of survey participants were found to pay housing costs of more than 30% of their monthly household income, a proportion that is much higher than in comparison jurisdictions.

FIGURE 16: PROPORTION OF RESPONDENTS WHOSE HOUSING COSTS ARE "AFFORDABLE"

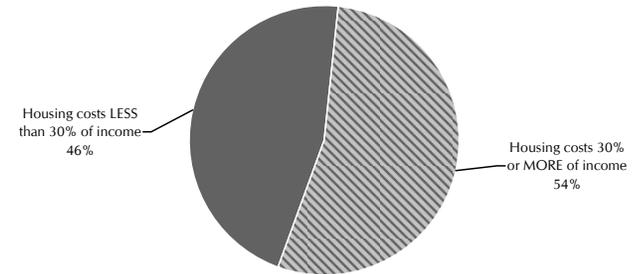


FIGURE 17: HOUSING COSTS BENCHMARKS

	National comparison	Populations over 300,000 comparison
Experiencing housing costs stress (housing costs 30% or MORE of income)	Much more	Much more

Land Use and Zoning

Community development contributes to a feeling among residents and even visitors of the attention given to the speed of growth, the location of residences and businesses, the kind of housing that is appropriate for the community and the ease of access to commerce, green space and residences. Even the community's overall appearance often is attributed to the planning and enforcement functions of the local jurisdiction. Residents will appreciate an attractive, well-planned community. The NCS questionnaire asked residents to evaluate the quality of new development, the appearance of the City and County of Honolulu and the speed of population growth. Problems with the appearance of property were rated, and the quality of land use planning, zoning and code enforcement services were evaluated.

The overall quality of new development in the City and County of Honolulu was rated as "excellent" or "good" by 39% of respondents. The overall appearance of Honolulu was rated as "excellent" or "good" by 52% of respondents and was much lower than the benchmarks. When rating to what extent run down buildings, weed lots or junk vehicles were a problem in the City and County of Honolulu, 26% thought they were a "major" problem.

FIGURE 18: RATINGS OF THE COMMUNITY'S "BUILT ENVIRONMENT"

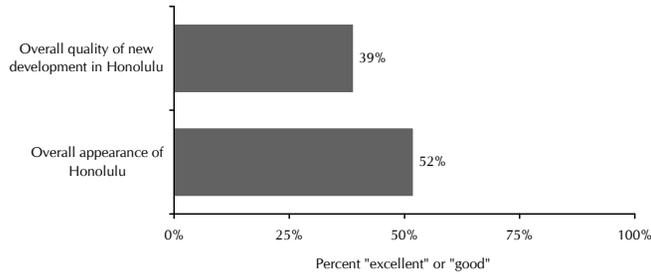


FIGURE 19: BUILT ENVIRONMENT BENCHMARKS

	National comparison	Populations over 300,000 comparison
Quality of new development in Honolulu	Much below	Much below
Overall appearance of Honolulu	Much below	Much below

FIGURE 20: RATINGS OF POPULATION GROWTH

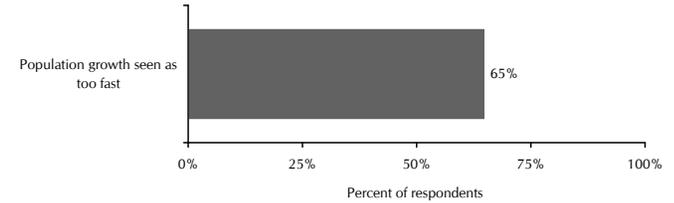


FIGURE 21: POPULATION GROWTH BENCHMARKS

	National comparison	Populations over 300,000 comparison
Population growth seen as too fast	Much more	Much more

FIGURE 22: RATINGS OF NUISANCE PROBLEMS BY YEAR

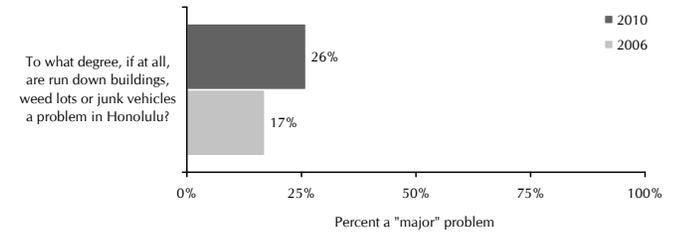


FIGURE 23: NUISANCE PROBLEMS BENCHMARKS

	National comparison	Populations over 300,000 comparison
Run down buildings, weed lots and junk vehicles seen as a "major" problem	Much more	Much more

FIGURE 24: RATINGS OF PLANNING AND COMMUNITY CODE ENFORCEMENT SERVICES BY YEAR

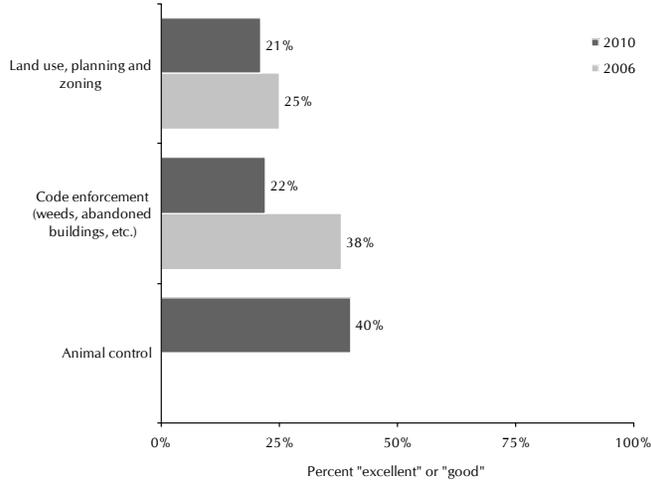


FIGURE 25: PLANNING AND COMMUNITY CODE ENFORCEMENT SERVICES BENCHMARKS

	National comparison	Populations over 300,000 comparison
Land use, planning and zoning	Much below	Much below
Code enforcement (weeds, abandoned buildings, etc.)	Much below	Much below
Animal control	Much below	Much below

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ECONOMIC SUSTAINABILITY

The United States has been in recession since late 2007 with an accelerated downturn occurring in the fourth quarter of 2008. Officially we emerged from recession in the third quarter of 2009, but high unemployment lingers, keeping a lid on a strong recovery. Many readers worry that the ill health of the economy will color how residents perceive their environment and the services that local government delivers. NRC researchers have found that the economic downturn has chastened Americans' view of their own economic futures but has not colored their perspectives about community services or quality of life.

Survey respondents were asked to rate a number of community features related to economic opportunity and growth. The most positively rated features were shopping opportunities and Honolulu as a place to work. Receiving the lowest rating was employment opportunities.

FIGURE 26: RATINGS OF ECONOMIC SUSTAINABILITY AND OPPORTUNITIES

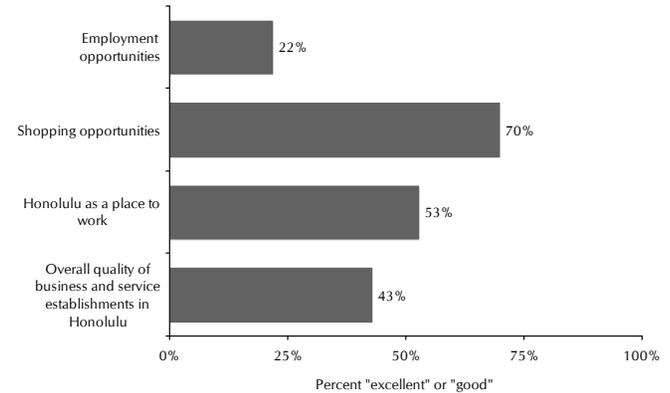


FIGURE 27: ECONOMIC SUSTAINABILITY AND OPPORTUNITIES BENCHMARKS

	National comparison	Populations over 300,000 comparison
Employment opportunities	Below	Much below
Shopping opportunities	Much above	Similar
Honolulu as a place to work	Similar	Below
Overall quality of business and service establishments in Honolulu	Much below	Much below

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Residents were asked to evaluate the speed of jobs growth and retail growth on a scale from "much too slow" to "much too fast." When asked about the rate of job growth in Honolulu, 86% responded that it was "too slow," while 18% reported retail growth as "too slow." Many fewer residents in Honolulu compared to other jurisdictions believed that retail growth was too slow and many more residents believed that job growth was too slow.

FIGURE 28: RATINGS OF RETAIL AND JOB GROWTH

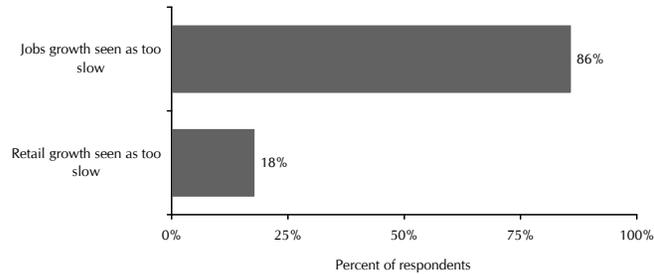


FIGURE 29: RETAIL AND JOB GROWTH BENCHMARKS

	National comparison	Populations over 300,000 comparison
Retail growth seen as too slow	Much less	Much less
Jobs growth seen as too slow	Much more	Much more

FIGURE 30: RATINGS OF ECONOMIC DEVELOPMENT SERVICES BY YEAR

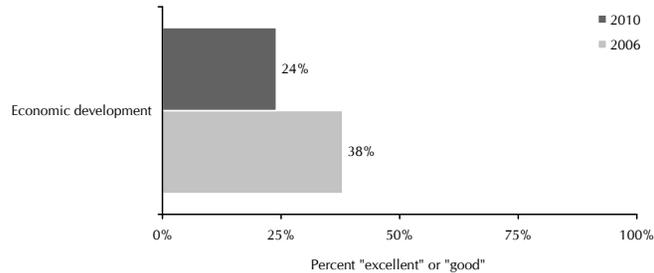


FIGURE 31: ECONOMIC DEVELOPMENT SERVICES BENCHMARKS

	National comparison	Populations over 300,000 comparison
Economic development	Much below	Much below

Residents were asked to reflect on their economic prospects in the near term. Twenty-two percent of the City and County of Honolulu residents expected that the coming six months would have a "somewhat" or "very" positive impact on their family. The percent of residents with an optimistic outlook on their household income was more than comparison jurisdictions.

FIGURE 32: RATINGS OF PERSONAL ECONOMIC FUTURE

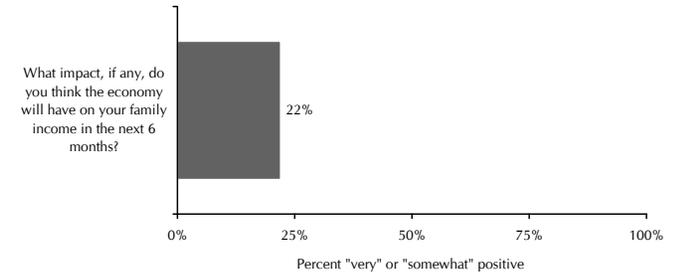


FIGURE 33: PERSONAL ECONOMIC FUTURE BENCHMARKS

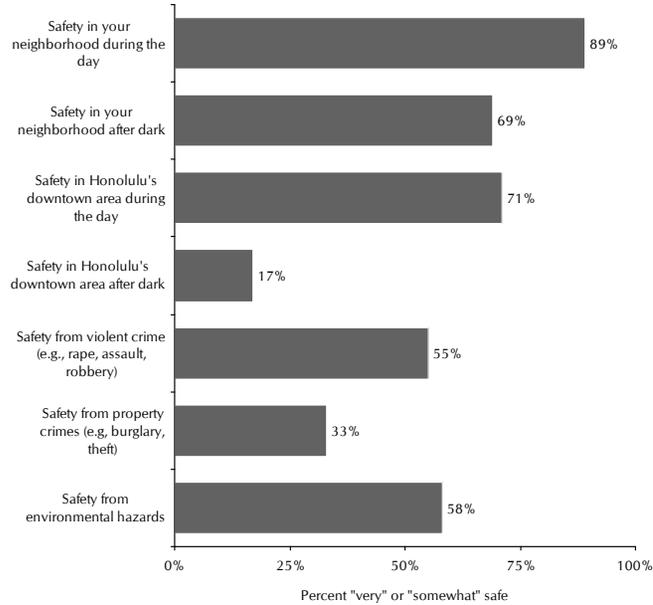
	National comparison	Populations over 300,000 comparison
Positive impact of economy on household income	Above	Above

PUBLIC SAFETY

Safety from violent or property crimes creates the cornerstone of an attractive community. No one wants to live in fear of crime, fire or natural hazards, and communities in which residents feel protected or unthreatened are communities that are more likely to show growth in population, commerce and property value.

Residents were asked to rate their feelings of safety from violent crimes, property crimes, fire and environmental dangers and to evaluate the local agencies whose main charge is to provide protection from these dangers. Many residents gave positive ratings of safety in the City and County Honolulu. About 55% of those completing the questionnaire said they felt “very” or “somewhat” safe from violent crimes and 58% felt “very” or “somewhat” safe from environmental hazards. Daytime sense of safety was better than nighttime safety and neighborhoods felt safer than downtown.

FIGURE 34: RATINGS OF COMMUNITY AND PERSONAL PUBLIC SAFETY



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FIGURE 35: COMMUNITY AND PERSONAL PUBLIC SAFETY BENCHMARKS

	National comparison	Populations over 300,000 comparison
In your neighborhood during the day	Below	Similar
In your neighborhood after dark	Below	Similar
In Honolulu's downtown area during the day	Much below	Much below
In Honolulu's downtown area after dark	Much below	Much below
Violent crime (e.g., rape, assault, robbery)	Much below	Below
Property crimes (e.g., burglary, theft)	Much below	Much below
Environmental hazards, including toxic waste	Much below	Much below

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As assessed by the survey, 12% of respondents reported that someone in the household had been the victim of one or more crimes in the past year. Of those who had been the victim of a crime, 94% had reported it to police. Compared to other jurisdictions about the same percent of Honolulu residents had been victims of crime in the 12 months preceding the survey compared to the nation (this proportion was much lower than that reported in communities of similar population size) and many more Honolulu residents had reported their most recent crime victimization to the police.

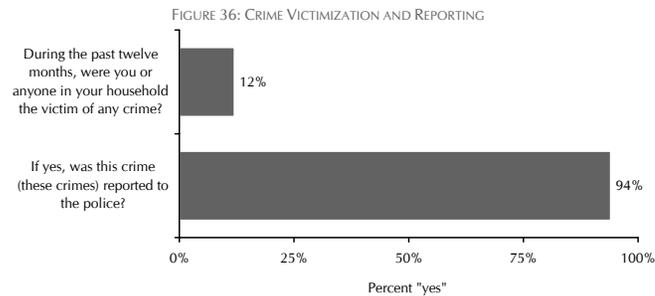


FIGURE 37: CRIME VICTIMIZATION AND REPORTING BENCHMARKS

	National comparison	Populations over 300,000 comparison
Victim of crime	Similar	Much less
Reported crimes	Much more	Much more

Residents rated seven City and County public safety services; of these, three were rated similar to both benchmark comparisons and three were rated below the benchmark comparisons. Fire prevention and education was much below the national comparison and was similar to the custom benchmark. Fire services and ambulance or emergency medical services received the highest ratings, while crime prevention and traffic enforcement received the lowest ratings.

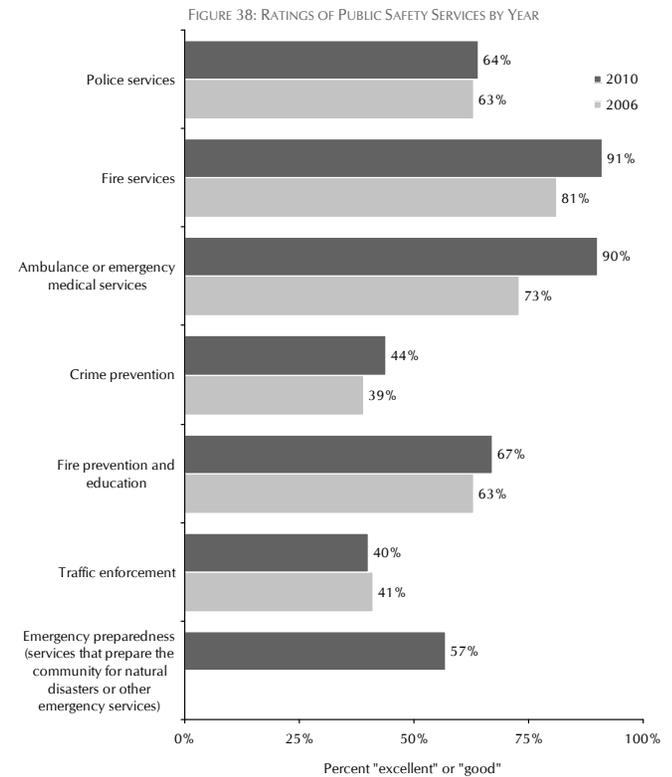


FIGURE 39: PUBLIC SAFETY SERVICES BENCHMARKS

	National comparison	Populations over 300,000 comparison
Police services	Much below	Below
Fire services	Similar	Similar
Ambulance or emergency medical services	Similar	Similar
Crime prevention	Much below	Below
Fire prevention and education	Much below	Similar
Traffic enforcement	Much below	Much below
Emergency preparedness (services that prepare the community for natural disasters or other emergency situations)	Similar	Similar

FIGURE 40: CONTACT WITH POLICE DEPARTMENT

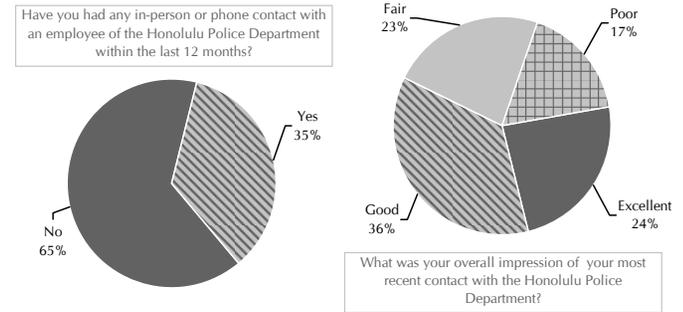


FIGURE 41: CONTACT WITH FIRE DEPARTMENT

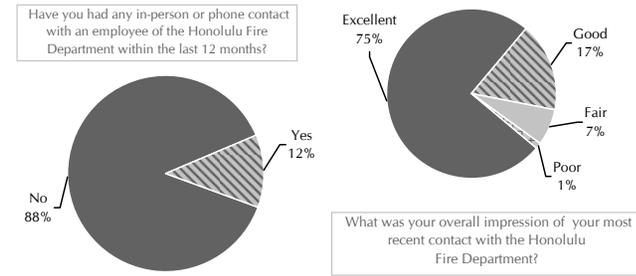


FIGURE 42: CONTACT WITH POLICE AND FIRE DEPARTMENTS BENCHMARKS

	National comparison	Populations over 300,000 comparison
Had contact with the Honolulu Police Department	More	Not available
Overall impression of most recent contact with the Honolulu Police Department	Much below	Not available
Had contact with the Honolulu Fire Department	Similar	Not available
Overall impression of most recent contact with the Honolulu Fire Department	Much above	Not available

ENVIRONMENTAL SUSTAINABILITY

Residents value the aesthetic qualities of their hometowns and appreciate features such as overall cleanliness and landscaping. In addition, the appearance and smell or taste of the air and water do not go unnoticed. These days, increasing attention is paid to proper treatment of the environment. At the same time that they are attending to community appearance and cleanliness, cities, counties, states and the nation are going "Green". These strengthening environmental concerns extend to trash haul, recycling, sewer services, the delivery of power and water and preservation of open spaces. Treatment of the environment affects air and water quality and, generally, how habitable and inviting a place appears.

Residents of the City and County of Honolulu were asked to evaluate their local environment and the services provided to ensure its quality. The overall quality of the natural environment was rated as "excellent" or "good" by 67% of survey respondents. Air quality received the highest rating, and it was much above the benchmark.

FIGURE 43: RATINGS OF THE COMMUNITY'S NATURAL ENVIRONMENT

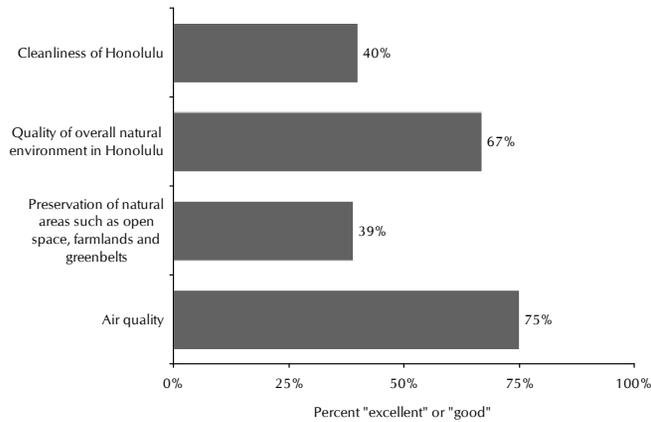


FIGURE 44: COMMUNITY ENVIRONMENT BENCHMARKS

	National comparison	Populations over 300,000 comparison
Cleanliness of Honolulu	Much below	Much below
Quality of overall natural environment in Honolulu	Similar	Above
Preservation of natural areas such as open space, farmlands and greenbelts	Much below	Below
Air quality	Much above	Much above

Resident recycling was much greater than recycling reported in comparison communities.

FIGURE 45: FREQUENCY OF RECYCLING IN LAST 12 MONTHS

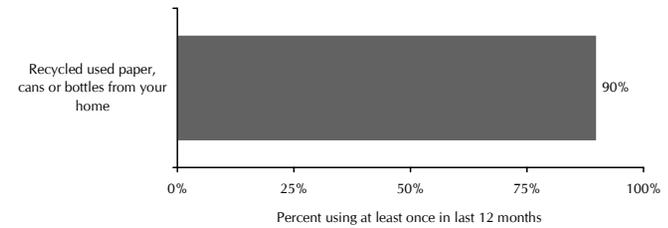


FIGURE 46: FREQUENCY OF RECYCLING BENCHMARKS

	National comparison	Populations over 300,000 comparison
Recycled used paper, cans or bottles from your home	Much more	Much more

Benchmark comparisons for the six utility services rated on the survey varied. When compared to previous survey data, the ratings for drinking water, yard-waste pick-up and garbage collection had remained stable, while the ratings for sewer services and storm drainage had increased.

FIGURE 47: RATINGS OF UTILITY SERVICES BY YEAR

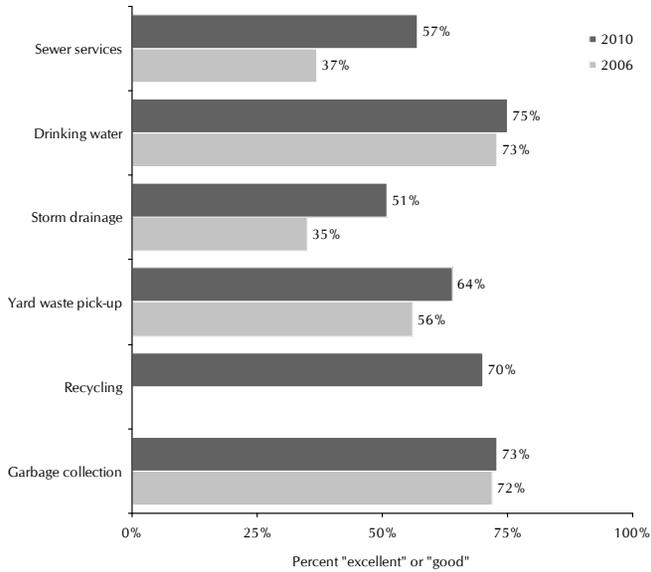


FIGURE 48: UTILITY SERVICES BENCHMARKS

	National comparison	Populations over 300,000 comparison
Sewer services	Much below	Similar
Drinking water	Much above	Much above
Storm drainage	Below	Similar
Yard waste pick-up	Much below	Similar
Recycling	Below	Similar
Garbage collection	Much below	Similar

RECREATION AND WELLNESS

Parks and Recreation

Quality parks and recreation opportunities help to define a community as more than the grind of its business, traffic and hard work. Leisure activities vastly can improve the quality of life of residents, serving both to entertain and mobilize good health. The survey contained questions seeking residents' perspectives about opportunities and services related to the community's parks and recreation services.

Recreation opportunities in the City and County of Honolulu were rated somewhat positively. City and County parks, recreation programs or classes and recreation centers or facilities were rated lower than the benchmarks.

Resident use of Honolulu parks and recreation facilities tells its own story about the attractiveness and accessibility of those services. The percent of residents that used Honolulu recreation centers was about the same as the percent of users in comparison jurisdictions. However, recreation program use in Honolulu was much lower than use in comparison jurisdictions.

FIGURE 49: RATINGS OF COMMUNITY RECREATIONAL OPPORTUNITIES

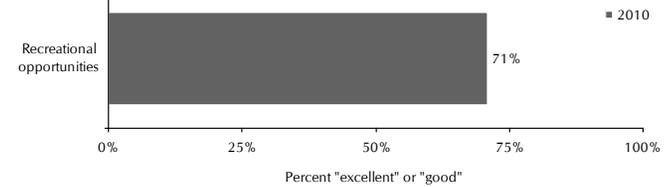


FIGURE 50: COMMUNITY RECREATIONAL OPPORTUNITIES BENCHMARKS

	National comparison	Populations over 300,000 comparison
Recreation opportunities	Much above	Much above

FIGURE 51: PARTICIPATION IN PARKS AND RECREATION OPPORTUNITIES BY YEAR

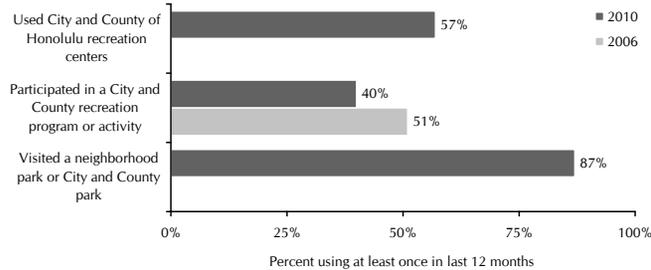


FIGURE 52: PARTICIPATION IN PARKS AND RECREATION OPPORTUNITIES BENCHMARKS

	National comparison	Populations over 300,000 comparison
Used City and County of Honolulu recreation centers	Similar	Similar
Participated in a recreation program or activity	Much less	Much less
Visited a neighborhood park or City and County park	Similar	Similar

FIGURE 53: RATINGS OF PARKS AND RECREATION SERVICES BY YEAR

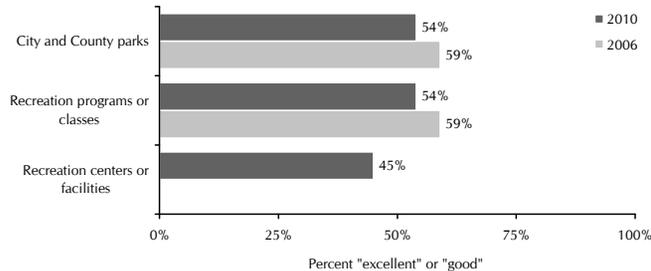


FIGURE 54: PARKS AND RECREATION SERVICES BENCHMARKS

	National comparison	Populations over 300,000 comparison
City and County parks	Much below	Much below
Recreation programs or classes	Much below	Below
Recreation centers or facilities	Much below	Much below

Culture, Arts and Education

A full service community does not address only the life and safety of its residents. Like individuals who simply go to the office and return home, a community that pays attention only to the life sustaining basics becomes insular, dreary and uninspiring. In the case of communities without thriving culture, arts and education opportunities, the magnet that attracts those who might consider relocating there is vastly weakened. Cultural, artistic, social and educational services elevate the opportunities for personal growth among residents. In the survey, residents were asked about the quality of opportunities to participate in cultural and educational activities.

Opportunities to attend cultural activities was rated as "excellent" or "good" by 70% of respondents. Educational opportunities were rated as "excellent" or "good" by 38% of respondents. Compared to the benchmark data, educational opportunities were much below the average of comparison jurisdictions, while cultural activity opportunities were rated much above the benchmark comparison.

FIGURE 55: RATINGS OF CULTURAL AND EDUCATIONAL OPPORTUNITIES

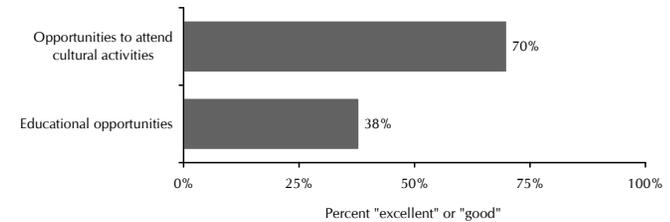


FIGURE 56: CULTURAL AND EDUCATIONAL OPPORTUNITIES BENCHMARKS

	National comparison	Populations over 300,000 comparison
Opportunities to attend cultural activities	Much above	Much above
Educational opportunities	Much below	Much below

FIGURE 57: PARTICIPATION IN CULTURAL OPPORTUNITIES

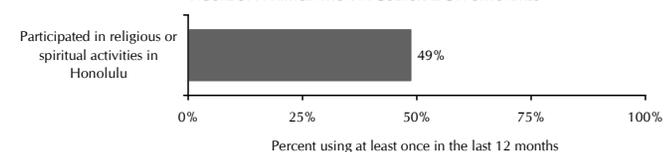


FIGURE 58: PARTICIPATION IN CULTURAL OPPORTUNITIES BENCHMARKS

	National comparison	Populations over 300,000 comparison
Participated in religious or spiritual activities in Honolulu	Less	Not available

Health and Wellness

Healthy residents have the wherewithal to contribute to the economy as volunteers or employees and they do not present a burden in cost and time to others. Although residents bear the primary responsibility for their good health, local government provides services that can foster that well being and that provide care when residents are ill.

Residents of the City and County of Honolulu were asked to rate the community's health services as well as the availability of health care, high quality affordable food and preventive health care services. The availability of affordable quality food was rated most positively for the City and County of Honolulu, while the availability for affordable quality health care and preventive health services were rated less favorably by residents.

Among Honolulu residents, 33% rated affordable quality health care as "excellent" or "good." Those ratings were much below the ratings of comparison communities.

FIGURE 59: RATINGS OF COMMUNITY HEALTH AND WELLNESS ACCESS AND OPPORTUNITIES

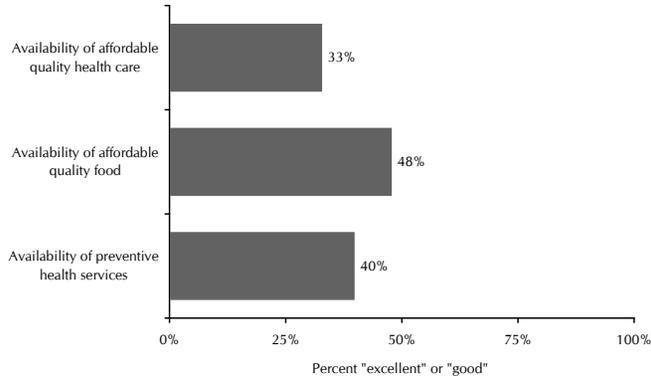


FIGURE 60: COMMUNITY HEALTH AND WELLNESS ACCESS AND OPPORTUNITIES BENCHMARKS

	National comparison	Populations over 300,000 comparison
Availability of affordable quality health care	Much below	Much below
Availability of affordable quality food	Much below	Much below
Availability of preventive health services	Much below	Below

COMMUNITY INCLUSIVENESS

Diverse communities that include among their residents a mix of races, ages, wealth, ideas and beliefs have the raw material for the most vibrant and creative society. However, the presence of these features alone does not ensure a high quality or desirable space. Surveyed residents were asked about the success of the mix: the sense of community, the openness of residents to people of diverse backgrounds and the attractiveness of the City and County of Honolulu as a place to raise children or to retire. They were also questioned about the quality of services delivered to various population subgroups, including older adults, youth and residents with few resources. A community that succeeds in creating an inclusive environment for a variety of residents is a community that offers more to many.

A majority of residents rated the City and County of Honolulu as an "excellent" or "good" place to raise kids and a similar percentage rated it as an excellent or good place to retire. Fifty-four percent of residents felt that the local sense of community was "excellent" or "good." Most survey respondents felt the City and County of Honolulu was open and accepting towards people of diverse backgrounds. The availability of affordable quality child care was rated the lowest by residents and was much lower than the benchmark.

FIGURE 61: RATINGS OF COMMUNITY QUALITY AND INCLUSIVENESS BY YEAR

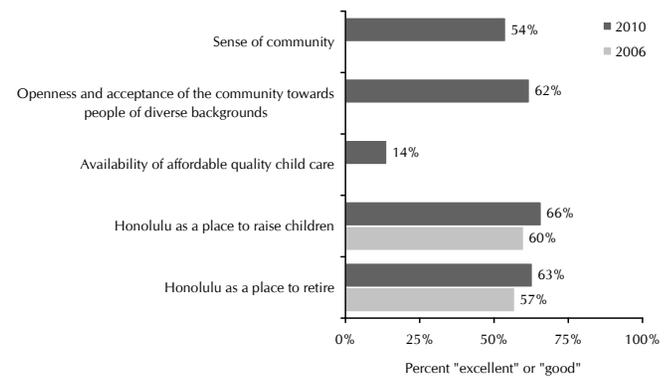


FIGURE 62: COMMUNITY QUALITY AND INCLUSIVENESS BENCHMARKS

	National comparison	Populations over 300,000 comparison
Sense of community	Below	Similar
Openness and acceptance of the community toward people of diverse backgrounds	Similar	Above
Availability of affordable quality child care	Much below	Much below
Honolulu as a place to raise kids	Much below	Similar
Honolulu as a place to retire	Similar	Above

Services to more vulnerable populations (e.g., seniors, youth or low-income residents) ranged from 32% to 44% with ratings of "excellent" or "good." The rating for services to youth and services to seniors were below the benchmarks, and lower than ratings in 2006. Ratings for services to low-income people were below the national average, and were similar to the custom benchmark and to the previous survey.

FIGURE 63: RATINGS OF QUALITY OF SERVICES PROVIDED FOR POPULATION SUBGROUPS BY YEAR

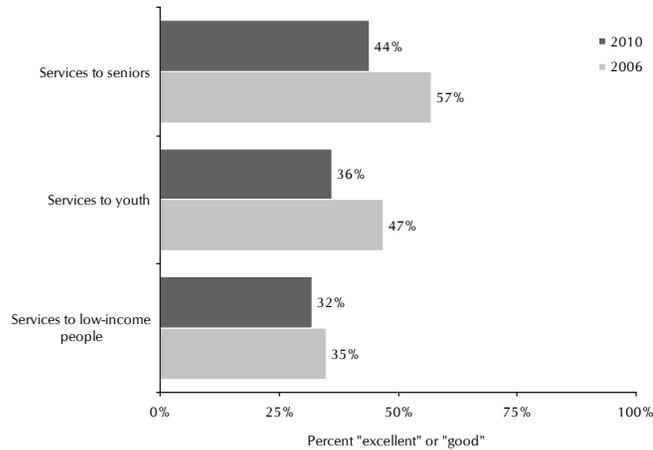


FIGURE 64: SERVICES PROVIDED FOR POPULATION SUBGROUPS BENCHMARKS

	National comparison	Populations over 300,000 comparison
Services to seniors	Much below	Below
Services to youth	Much below	Below
Services to low income people	Below	Similar

The National Citizen Survey™ by National Research Center, Inc.

CIVIC ENGAGEMENT

Community leaders cannot run a jurisdiction alone and a jurisdiction cannot run effectively if residents remain strangers with little to connect them. Elected officials and staff require the assistance of local residents whether that assistance comes in tacit approval or eager help; and commonality of purpose among the electorate facilitates policies and programs that appeal to most and causes discord among few. Furthermore, when neighbors help neighbors, the cost to the community to provide services to residents in need declines. When residents are civically engaged, they have taken the opportunity to participate in making the community more livable for all. The extent to which local government provides opportunities to become informed and engaged and the extent to which residents take those opportunities is an indicator of the connection between government and populace. By understanding your residents' level of connection to, knowledge of and participation in local government, the City and County can find better opportunities to communicate and educate citizens about its mission, services, accomplishments and plans. Communities with strong civic engagement may be more likely to see the benefits of programs intended to improve the quality of life of all residents and therefore would be more likely to support those new policies or programs.

Civic Activity

Respondents were asked about the perceived community volunteering opportunities and their participation as citizens of the City and County of Honolulu. Survey participants rated the volunteer opportunities in the City and County of Honolulu favorably. Opportunities to attend or participate in community matters were rated less favorably.

The rating for opportunities to participate in community matters was below the nation and above the custom benchmark while the rating for opportunities to volunteer was similar to the benchmarks.

FIGURE 65: RATINGS OF CIVIC ENGAGEMENT OPPORTUNITIES

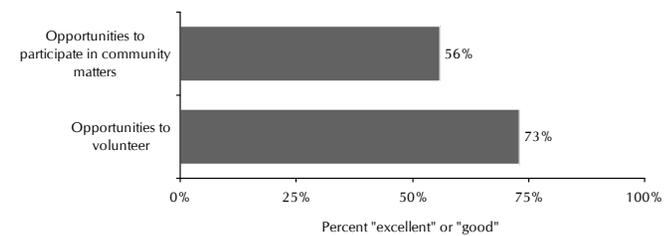


FIGURE 66: CIVIC ENGAGEMENT OPPORTUNITIES BENCHMARKS

	National comparison	Populations over 300,000 comparison
Opportunities to participate in community matters	Below	Above
Opportunities to volunteer	Similar	Similar

The National Citizen Survey™ by National Research Center, Inc.

Most of the participants in this survey had not attended a public meeting or participated in a club in the 12 months prior to the survey, but the vast majority had helped a friend. Participation rates in civic behaviors varied when compared to the rates reported in other jurisdictions.

FIGURE 67: PARTICIPATION IN CIVIC ENGAGEMENT OPPORTUNITIES

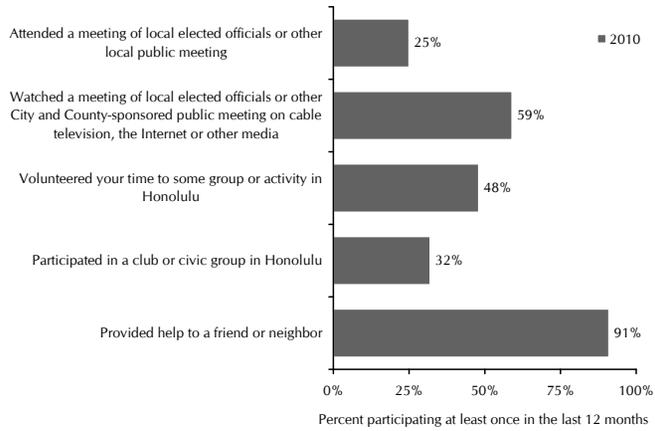
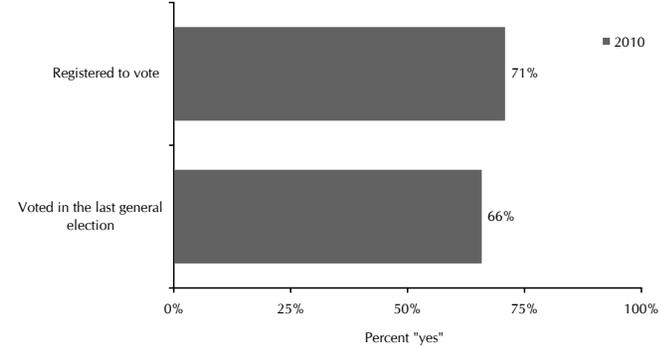


FIGURE 68: PARTICIPATION IN CIVIC ENGAGEMENT OPPORTUNITIES BENCHMARKS

	National comparison	Populations over 300,000 comparison
Attended a meeting of local elected officials or other local public meeting	Less	Similar
Watched a meeting of local elected officials or other City and County-sponsored meeting on cable television, the Internet	Much more	Much more
Volunteered your time to some group or activity in Honolulu	More	Similar
Participated in a club or civic group in Honolulu	Similar	More
Provided help to a friend or neighbor	Less	Less

City and County of Honolulu residents showed the largest amount of civic engagement in the area of electoral participation. Seventy-one percent reported they were registered to vote and 66% indicated they had voted in the last general election. This rate of self-reported voting was much lower than that of comparison communities.

FIGURE 69: REPORTED VOTING BEHAVIOR



Note: In addition to the removal of "don't know" responses, those who said "ineligible to vote" also have been omitted from this calculation. The full frequencies appear in Appendix A.

FIGURE 70: VOTING BEHAVIOR BENCHMARKS

	National comparison	Populations over 300,000 comparison
Registered to vote	Much less	Much less
Voted in last general election	Much less	Much less

Information and Awareness

Those completing the survey were asked about their use and perceptions of various information sources and local government media services. When asked whether they had visited the City and County of Honolulu Web site in the previous 12 months, 58% reported they had done so at least once.

FIGURE 71: USE OF INFORMATION SOURCES

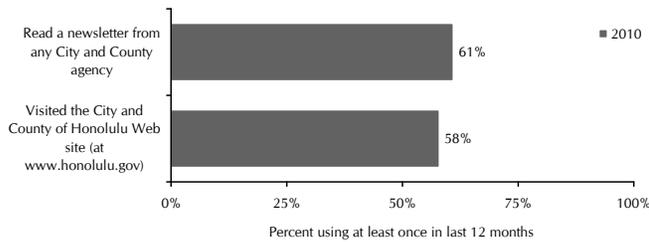


FIGURE 72: USE OF INFORMATION SOURCES BENCHMARKS

	National comparison	Populations over 300,000 comparison
Read a newsletter from any City and County agency	Much less	Similar
Visited the City and County of Honolulu Web site	Similar	Less

FIGURE 73: RATINGS OF LOCAL GOVERNMENT MEDIA SERVICES AND INFORMATION DISSEMINATION BY YEAR

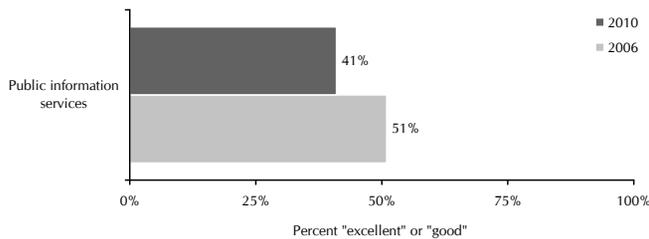


FIGURE 74: LOCAL GOVERNMENT MEDIA SERVICES AND INFORMATION DISSEMINATION BENCHMARKS

	National comparison	Populations over 300,000 comparison
Public information services	Much below	Below

Social Engagement

Opportunities to participate in social events and activities were rated as "excellent" or "good" by 59% of respondents, while even more rated opportunities to participate in religious or spiritual events and activities as "excellent" or "good."

FIGURE 75: RATINGS OF SOCIAL ENGAGEMENT OPPORTUNITIES

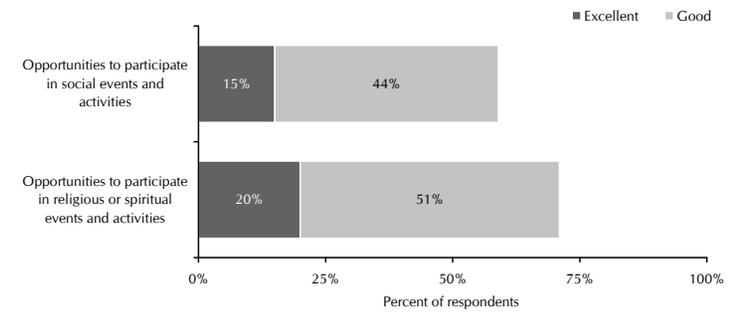
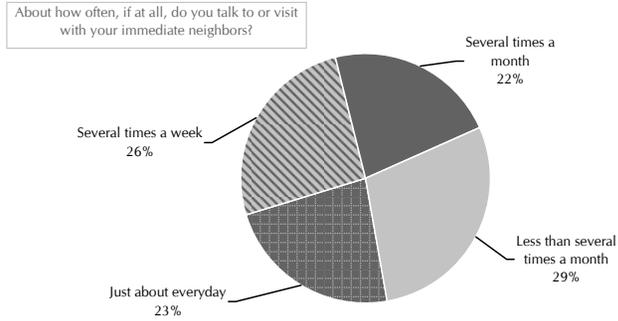


FIGURE 76: SOCIAL ENGAGEMENT OPPORTUNITIES BENCHMARKS

	National comparison	Populations over 300,000 comparison
Opportunities to participate in social events and activities	Similar	Much above
Opportunities to participate in religious or spiritual events and activities	Below	Similar

Residents in Honolulu reported a fair amount of neighborliness. About 49% indicated talking or visiting with their neighbors at least several times a week. This amount of contact with neighbors was about the same as the amount of contact reported in other communities.

FIGURE 77: CONTACT WITH IMMEDIATE NEIGHBORS



Note: This question was not asked in previous surveys.

FIGURE 78: CONTACT WITH IMMEDIATE NEIGHBORS BENCHMARKS

	National comparison	Populations over 300,000 comparison
Has contact with neighbors at least several times per week	Similar	Similar

PUBLIC TRUST

When local government leaders are trusted, an environment of cooperation is more likely to surround all decisions they make. Cooperation leads to easier communication between leaders and residents and increases the likelihood that high value policies and programs will be implemented to improve the quality of life of the entire community. Trust can be measured in residents' opinions about the overall direction the City and County of Honolulu is taking, their perspectives about the service value their taxes purchase and the openness of government to citizen participation. In addition, resident opinion about services provided by the City and County of Honolulu could be compared to their opinion about services provided by the state and federal governments. If residents find nothing to admire in the services delivered by any level of government, their opinions about the City and County of Honolulu may be colored by their dislike of what all levels of government provide.

Less than half of respondents felt that the value of services for taxes paid was "excellent" or "good." When asked to rate the job the City and County of Honolulu does at welcoming citizen involvement, 33% rated it as "excellent" or "good." Of these four ratings, one was similar to the benchmarks and three were below the benchmarks.

FIGURE 79: PUBLIC TRUST RATINGS BY YEAR

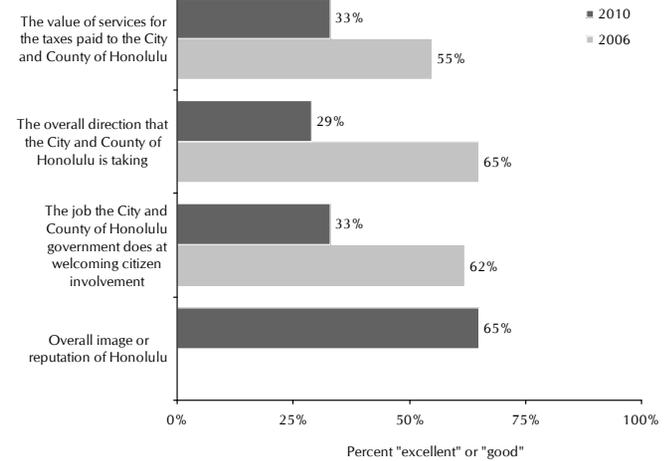


FIGURE 80: PUBLIC TRUST BENCHMARKS

	National comparison	Populations over 300,000 comparison
Value of services for the taxes paid to the City and County of Honolulu	Much below	Much below
The overall direction that the City and County of Honolulu is taking	Much below	Much below
Job the City and County of Honolulu government does at welcoming citizen involvement	Much below	Similar
Overall image or reputation of Honolulu	Similar	Similar

On average, residents of the City and County of Honolulu gave the highest evaluations to the Federal Government and their own local government and the lowest average rating to the state government. The overall quality of services delivered by the City and County of Honolulu was rated as “excellent” or “good” by 45% of survey participants. The City and County of Honolulu’s rating was much below the benchmark when compared to other communities. Ratings of overall City and County services have decreased over the last four years.

FIGURE 81: RATINGS OF SERVICES PROVIDED BY LOCAL, STATE AND FEDERAL GOVERNMENTS BY YEAR

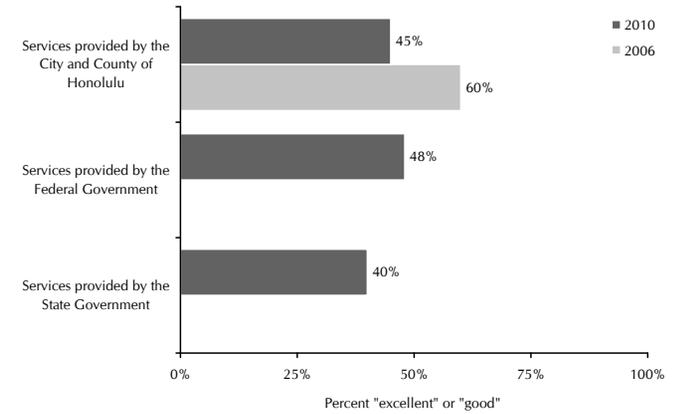


FIGURE 82: SERVICES PROVIDED BY LOCAL, STATE AND FEDERAL GOVERNMENTS BENCHMARKS

	National comparison	Populations over 300,000 comparison
Services provided by the City and County of Honolulu	Much below	Much below
Services provided by the Federal Government	Much above	Much above
Services provided by the State Government	Similar	Similar

City and County of Honolulu Employees

The employees of the City and County of Honolulu who interact with the public create the first impression that most residents have of the City and County of Honolulu. Front line staff who provide information, assist with bill paying, collect trash, create service schedules, fight fires and crime and even give traffic tickets are the collective face of the City and County of Honolulu. As such, it is important to know about residents' experience talking with that "face." When employees appear to be knowledgeable, responsive and courteous, residents are more likely to feel that any needs or problems may be solved through positive and productive interactions with the City and County of Honolulu staff.

Those completing the survey were asked if they had been in contact with a City and County employee either in-person or over the phone in the last 12 months; the 47% who reported that they had been in contact (a percent that is much lower than the benchmark comparison) were then asked to indicate overall how satisfied they were with the employee in their most recent contact. City and County employees were rated favorably; 65% of respondents rated their overall impression as "excellent" or "good." Employee ratings were much lower than the national benchmark and were similar to the custom benchmark. These ratings were similar to the previous survey year.

FIGURE 83: PROPORTION OF RESPONDENTS WHO HAD CONTACT WITH CITY AND COUNTY EMPLOYEES IN PREVIOUS 12 MONTHS BY YEAR

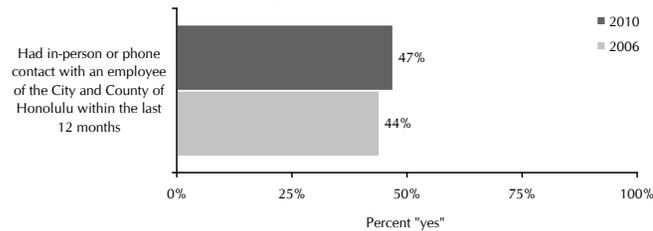


FIGURE 84: CONTACT WITH CITY AND COUNTY EMPLOYEES BENCHMARKS

	National comparison	Populations over 300,000 comparison
Had contact with City and County employee(s) in last 12 months	Much less	Much less

FIGURE 85: RATINGS OF CITY AND COUNTY EMPLOYEES (AMONG THOSE WHO HAD CONTACT) BY YEAR

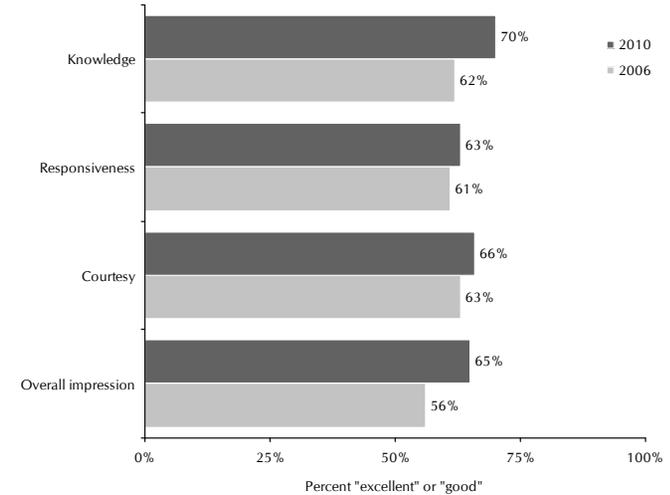


FIGURE 86: RATINGS OF CITY AND COUNTY EMPLOYEES (AMONG THOSE WHO HAD CONTACT) BENCHMARKS

	National comparison	Populations over 300,000 comparison
Knowledge	Much below	Similar
Responsiveness	Much below	Similar
Courteousness	Much below	Similar
Overall impression	Much below	Similar

FROM DATA TO ACTION

RESIDENT PRIORITIES

Knowing where to focus limited resources to improve residents' opinions of local government requires information that targets the services that are most important to residents. However, when residents are asked what services are most important, they rarely stray beyond core services – those directed to save lives and improve safety.

In market research, identifying the most important characteristics of a transaction or product is called Key Driver Analysis (KDA). The key drivers that are identified from that analysis do not come from asking customers to self-report which service or product characteristic most influenced their decision to buy or return, but rather from statistical analyses of the predictors of their behavior. When customers are asked to name the most important characteristics of a good or service, responses often are expected or misleading – just as they can be in the context of a citizen survey. For example, air travelers often claim that safety is the primary consideration in their choice of an airline, yet key driver analysis reveals that frequent flier perks or in-flight entertainment predicts their buying decisions.

In local government core services – like fire protection – invariably land at the top of the list created when residents are asked about the most important local government services. And core services are important. But by using KDA, our approach digs deeper to identify the less obvious, but more influential services that are most related to residents' ratings of overall quality of local government services. Because services focused directly on life and safety remain essential to quality government, it is suggested that core services should remain the focus of continuous monitoring and improvement where necessary – but monitoring core services or asking residents to identify important services is not enough.

A KDA was conducted for the City and County of Honolulu by examining the relationships between ratings of each service and ratings of the City and County of Honolulu's overall services. Those Key Driver services that correlated most highly with residents' perceptions about overall City and County service quality have been identified. By targeting improvements in key services, the City and County of Honolulu can focus on the services that have the greatest likelihood of influencing residents' opinions about overall service quality. Because a strong correlation is not the same as a cause, there is no guarantee that improving ratings on key drivers necessarily will improve ratings. What is certain from these analyses is that key drivers are good predictors of overall resident opinion and that the key drivers presented may be useful focus areas to consider for enhancement of overall service ratings.

Services found to be most strongly correlated with ratings of overall service quality from the Honolulu Key Driver Analysis were:

- Police services
- Emergency preparedness
- Recycling

CITY AND COUNTY OF HONOLULU ACTION CHART

The 2010 City and County of Honolulu Action Chart™ on the following page combines three dimensions of performance:

- Comparison to resident evaluations from other communities. When a comparison is available, the background color of each service box indicates whether the service is above the national benchmark (green), similar to the benchmark (yellow) or below the benchmark (red).
- Identification of key services. A black key icon (🔑) next to a service box indicates it as a key driver for the City and County.
- Trendline icons (up and down arrows), indicating whether the current ratings are higher or lower than the previous survey.

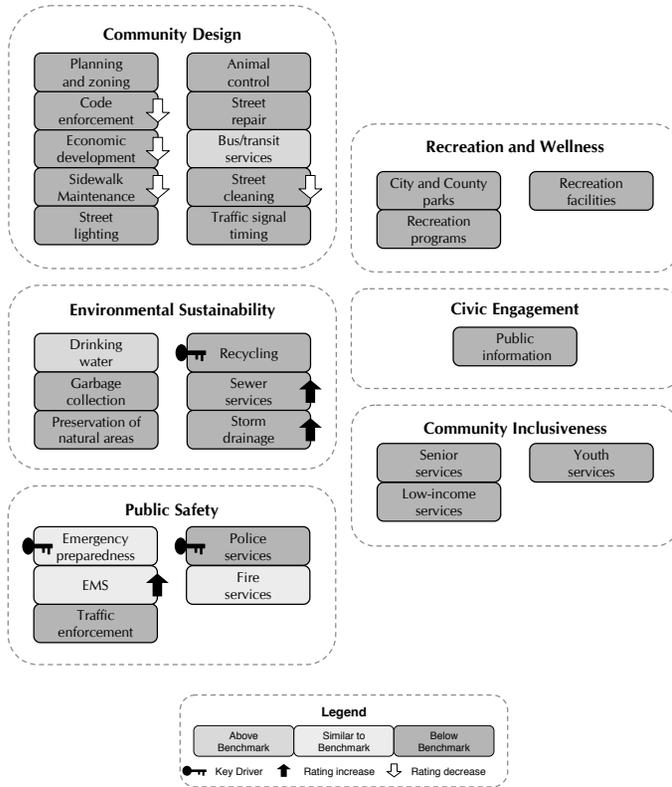
Twenty-eight services were included in the KDA for the City and County of Honolulu. Of these, two were above the benchmark, twenty-three were below the benchmark and three were similar to the benchmark.

Considering all performance data included in the Action Chart, a jurisdiction typically will want to consider improvements to any key driver services that are not at least similar to the benchmark. In Honolulu, police services and recycling were below the benchmark and emergency preparedness was similar to the benchmark. More detail about interpreting results can be found in the next section.

Services with a high percent of respondents answering "don't know" were excluded from the analysis and were considered services that would be less influential. See Appendix A: Complete Survey Frequencies, Frequencies Including "Don't Know" Responses for the percent "don't know" for each service.

FIGURE 87: CITY AND COUNTY OF HONOLULU ACTION CHART™¹

Overall Quality of City and County of Honolulu Services



¹ The benchmarks in the Action Chart™ are the national benchmark comparisons.

Using Your Action Chart™

The key drivers derived for the City and County of Honolulu provide a list of those services that are uniquely related to overall service quality. Those key drivers are marked with the symbol of a key in the action chart. Because key driver results are based on a relatively small number of responses, the relationships or correlations that define the key drivers are subject to more variability than is seen when key drivers are derived from a large national dataset of resident responses. To benefit the City and County of Honolulu, NRC lists the key drivers derived from tens of thousands of resident responses from across the country. This national list is updated periodically so that you can compare your key drivers to the key drivers from the entire NRC dataset. Where your locally derived key drivers overlap national key drivers, it makes sense to focus even more strongly on your keys. Similarly, when your local key drivers overlap your core services, there is stronger argument to make for attending to your key drivers that overlap with core services.

As staff review key drivers, not all drivers may resonate as likely links to residents' perspectives about overall service quality. For example, in Honolulu, planning and zoning and police services may be obvious links to overall service delivery (and each is a key driver from our national database), since it could be easy for staff to see how residents' view of overall service delivery could be colored by how well they perceive police and land use planning to be delivered. But animal control could be a surprise. Before rejecting a key driver that does not pass the first test of conventional wisdom, consider whether residents' opinions about overall service quality could reasonably be influenced by this unexpected driver. For example, in the case of animal control, was there a visible case of violation prior to the survey data collection? Do Honolulu residents have different expectations for animal control than what current policy provides? Are the rare instances of violation serious enough to cause a word of mouth campaign about service delivery?

If, after deeper review, the "suspect" driver still does not square with your understanding of the services that could influence residents' perspectives about overall service quality (and if that driver is not a core service or a key driver from NRC's national research), put action in that area on hold and wait to see if it appears as a key driver the next time the survey is conducted.

In the following table, we have listed your key drivers, core services and the national key drivers and we have indicated (in **bold** typeface and with the symbol "•"), the City and County of Honolulu key drivers that overlap core services or the nationally derived keys. In general, key drivers below the benchmark may be targeted for improvement. Additionally, we have indicated (with the symbol "◦") those services that neither are local nor national key drivers nor are they core services. It is these services that could be considered first for resource reductions.

FIGURE 88: KEY DRIVERS COMPARED

Service	City and County of Honolulu Key Drivers	National Key Drivers	Core Services
• Police services	✓	✓	✓
Fire services			✓
Ambulance and emergency medical services			✓
◦ Traffic enforcement			
Street repair			✓
◦ Street cleaning			
◦ Street lighting			
◦ Sidewalk maintenance			
◦ Traffic signal timing			
◦ Bus or transit services			
Garbage collection			✓
Recycling	✓		
Storm drainage			✓
Drinking water			✓
Sewer services			✓
◦ City and County parks			
◦ Recreation programs or classes			
Recreation centers or facilities			
Land use planning and zoning		✓	
Code enforcement			✓
◦ Animal control			
Economic development		✓	
◦ Services to seniors			
◦ Services to youth			
◦ Services to low income residents			
Public information services		✓	
Emergency preparedness	✓		
◦ Preservation of natural areas			

- Key driver overlaps with national and or core services
- Service may be targeted for reductions it is not a key driver or core service

POLICY QUESTIONS

“Don’t know” responses have been removed from the following questions.

Policy Question 1					
Please indicate to what degree you would support or oppose the City and County continuing to fund each of the following items even if it involves raising taxes:	Strongly support	Somewhat support	Somewhat oppose	Strongly oppose	Total
	Upgrading the City and County’s emergency services facilities	41%	52%	6%	1%
Preserving open space and agricultural land	50%	40%	7%	2%	100%
Creating new park facilities	31%	50%	14%	5%	100%
Creating mass transit options such as bus or rail systems	38%	30%	11%	21%	100%

Policy Question 2	
Please select the statement that best reflects your view (select only one)	Percent of respondents
The City and County should keep services and taxes at about the level they are now.	55%
The City and County should decrease taxes even if it will have to decrease services as a result.	23%
The City and County should increase services even if it will have to increase taxes as a result.	22%
Total	100%

Policy Question 3					
If the City and County had to reduce services to cut costs, to what extent would you support or oppose the City and County reducing the level of each of the following services?	Strongly support	Somewhat support	Somewhat oppose	Strongly oppose	Total
	City government office and customer service hours and staffing	20%	40%	22%	18%
Community, culture and art events	16%	43%	28%	13%	100%
Community/recreation programs (e.g. reducing hours, classes/programs, and services for senior/adult/youth services)	10%	34%	32%	25%	100%
Parks services and maintenance	9%	25%	32%	34%	100%
TheBus/Handivan services	16%	16%	26%	42%	100%
Fire and police services	12%	12%	18%	58%	100%

**APPENDIX A: COMPLETE SURVEY
FREQUENCIES**

FREQUENCIES EXCLUDING "DON'T KNOW" RESPONSES

Question 1: Quality of Life					
Please rate each of the following aspects of quality of life in Honolulu:	Please rate each of the following aspects of quality of life in Honolulu:				
	Excellent	Good	Fair	Poor	Total
Honolulu as a place to live	28%	56%	13%	3%	100%
Your neighborhood as a place to live	28%	50%	18%	4%	100%
Honolulu as a place to raise children	17%	49%	25%	9%	100%
Honolulu as a place to work	9%	43%	36%	11%	100%
Honolulu as a place to retire	25%	38%	24%	12%	100%
The overall quality of life in Honolulu	18%	57%	23%	2%	100%

Question 2: Community Characteristics					
Please rate each of the following characteristics as they relate to Honolulu as a whole:	Please rate each of the following characteristics as they relate to Honolulu as a whole:				
	Excellent	Good	Fair	Poor	Total
Sense of community	12%	42%	41%	6%	100%
Openness and acceptance of the community towards people of diverse backgrounds	17%	45%	26%	12%	100%
Overall appearance of Honolulu	7%	44%	41%	8%	100%
Cleanliness of Honolulu	4%	35%	46%	14%	100%
Overall quality of new development in Honolulu	3%	35%	50%	12%	100%
Variety of housing options	1%	23%	45%	31%	100%
Overall quality of business and service establishments in Honolulu	5%	38%	48%	9%	100%
Shopping opportunities	19%	51%	28%	2%	100%
Opportunities to attend cultural activities	21%	49%	26%	4%	100%
Recreational opportunities	29%	42%	24%	5%	100%
Employment opportunities	1%	21%	46%	32%	100%
Educational opportunities	7%	31%	43%	19%	100%
Opportunities to participate in social events and activities	15%	44%	36%	5%	100%
Opportunities to participate in religious or spiritual events and activities	20%	51%	27%	2%	100%
Opportunities to volunteer	21%	52%	24%	3%	100%
Opportunities to participate in community matters	12%	44%	35%	8%	100%
Ease of car travel in Honolulu	4%	21%	33%	41%	100%
Ease of bus travel in Honolulu	12%	43%	33%	12%	100%
Ease of bicycle travel in Honolulu	4%	18%	35%	42%	100%
Ease of walking in Honolulu	11%	35%	41%	12%	100%
Availability of paths and walking trails	6%	25%	46%	23%	100%
Traffic flow on major streets	1%	9%	37%	53%	100%

Question 2: Community Characteristics					
Please rate each of the following characteristics as they relate to Honolulu as a whole:	Please rate each of the following characteristics as they relate to Honolulu as a whole:				
	Excellent	Good	Fair	Poor	Total
Amount of public parking	2%	7%	37%	54%	100%
Availability of affordable quality housing	1%	5%	32%	62%	100%
Availability of affordable quality child care	2%	12%	43%	43%	100%
Availability of affordable quality health care	5%	28%	41%	26%	100%
Availability of affordable quality food	8%	40%	39%	13%	100%
Availability of preventive health services	5%	34%	46%	14%	100%
Air quality	29%	46%	23%	2%	100%
Quality of overall natural environment in Honolulu	21%	46%	28%	5%	100%
Overall image or reputation of Honolulu	11%	55%	31%	3%	100%

Question 3: Growth						
Please rate the speed of growth in the following categories in Honolulu over the past 2 years:	Please rate the speed of growth in the following categories in Honolulu over the past 2 years:					
	Much too slow	Somewhat too slow	Right amount	Somewhat too fast	Much too fast	Total
Population growth	0%	2%	33%	41%	24%	100%
Retail growth (stores, restaurants, etc.)	3%	15%	54%	19%	9%	100%
Jobs growth	32%	54%	12%	2%	1%	100%

Question 4: Code Enforcement	
To what degree, if at all, are run down buildings, weed lots or junk vehicles a problem in Honolulu?	Percent of respondents
Not a problem	3%
Minor problem	22%
Moderate problem	49%
Major problem	26%
Total	100%

Question 5: Community Safety						
Please rate how safe or unsafe you feel from the following in Honolulu:	Please rate how safe or unsafe you feel from the following in Honolulu:					
	Very safe	Somewhat safe	Neither safe nor unsafe	Somewhat unsafe	Very unsafe	Total
Violent crime (e.g., rape, assault, robbery)	12%	43%	19%	21%	4%	100%
Property crimes (e.g., burglary, theft)	4%	29%	22%	33%	12%	100%
Environmental hazards, including toxic waste	14%	45%	26%	10%	6%	100%

Question 6: Personal Safety						
Please rate how safe or unsafe you feel:	Very safe	Somewhat safe	Neither safe nor unsafe	Somewhat unsafe	Very unsafe	Total
In your neighborhood during the day	46%	43%	7%	3%	1%	100%
In your neighborhood after dark	20%	50%	10%	15%	5%	100%
In Honolulu's downtown area during the day	22%	49%	17%	9%	3%	100%
In Honolulu's downtown area after dark	3%	14%	16%	38%	29%	100%

Question 7: Contact with Police Department		
Have you had any in-person or phone contact with an employee of the Honolulu Police Department within the last 12 months?	No	Yes
Have you had any in-person or phone contact with an employee of the Honolulu Police Department within the last 12 months?	65%	35%

Question 8: Ratings of Contact with Police Department				
What was your overall impression of your most recent contact with the Honolulu Police Department?	Excellent	Good	Fair	Poor
What was your overall impression of your most recent contact with the Honolulu Police Department?	24%	36%	23%	17%

Question 9: Crime Victim	
During the past 12 months, were you or anyone in your household the victim of any crime?	Percent of respondents
No	88%
Yes	12%
Total	100%

Question 10: Crime Reporting	
If yes, was this crime (these crimes) reported to the police?	Percent of respondents
No	6%
Yes	94%
Total	100%

Question 11: Resident Behaviors						
In the last 12 months, about how many times, if ever, have you or other household members participated in the following activities in Honolulu?	Never	Once or twice	3 to 12 times	13 to 26 times	More than 26 times	Total
Used City and County of Honolulu recreation centers	43%	26%	18%	7%	6%	100%
Participated in a City and County recreation program or activity	60%	24%	12%	2%	2%	100%
Visited a neighborhood park or City and County park	13%	26%	30%	12%	19%	100%
Ridden TheBus or Handivan within Honolulu	50%	18%	11%	5%	17%	100%
Attended a meeting of local elected officials or other local public meeting	75%	17%	6%	2%	1%	100%
Watched a meeting of local elected officials or other City and County-sponsored public meeting on cable television, the Internet or other media	41%	33%	19%	5%	2%	100%
Read a newsletter from any City and County agency	39%	38%	18%	4%	2%	100%
Visited the City and County of Honolulu Web site (at www.honolulu.gov)	42%	29%	21%	7%	2%	100%
Recycled used paper, cans or bottles from your home	10%	8%	23%	14%	46%	100%
Volunteered your time to some group or activity in Honolulu	52%	21%	16%	4%	7%	100%
Participated in religious or spiritual activities in Honolulu	51%	19%	9%	6%	14%	100%
Participated in a club or civic group in Honolulu	68%	14%	10%	2%	5%	100%
Provided help to a friend or neighbor	9%	16%	41%	16%	18%	100%

Question 12: Neighborliness	
About how often, if at all, do you talk to or visit with your immediate neighbors (people who live in the 10 or 20 households that are closest to you)?	Percent of respondents
Just about everyday	23%
Several times a week	26%
Several times a month	22%
Less than several times a month	29%
Total	100%

Question 13: Service Quality					
Please rate the quality of each of the following services in Honolulu:	Excellent	Good	Fair	Poor	Total
Police services	13%	51%	26%	10%	100%
Fire services	31%	60%	9%	0%	100%
Ambulance or emergency medical services	30%	61%	9%	0%	100%
Crime prevention	5%	39%	40%	16%	100%
Fire prevention and education	14%	53%	31%	3%	100%
Traffic enforcement	6%	34%	37%	23%	100%
Street repair	1%	12%	28%	59%	100%
Street cleaning	5%	22%	42%	31%	100%
Street lighting	7%	34%	40%	19%	100%
Sidewalk maintenance	4%	24%	43%	28%	100%
Traffic signal timing	4%	33%	40%	22%	100%
Bus or transit services	19%	47%	28%	6%	100%
Garbage collection	21%	52%	22%	5%	100%
Recycling	19%	51%	21%	9%	100%
Yard waste pick-up	17%	47%	28%	8%	100%
Storm drainage	10%	41%	34%	15%	100%
Drinking water	32%	44%	22%	2%	100%
Sewer services	12%	45%	33%	10%	100%
City and County parks	11%	43%	37%	9%	100%
Recreation programs or classes	9%	45%	41%	5%	100%
Recreation centers or facilities	5%	40%	47%	8%	100%
Land use, planning and zoning	3%	18%	50%	30%	100%
Code enforcement (weeds, abandoned buildings, etc)	3%	19%	41%	37%	100%
Animal control	3%	36%	40%	21%	100%
Economic development	1%	23%	50%	26%	100%
Services to seniors	6%	38%	47%	9%	100%
Services to youth	4%	32%	50%	14%	100%
Services to low-income people	8%	25%	43%	24%	100%
Public information services	6%	35%	49%	9%	100%
Emergency preparedness (services that prepare the community for natural disasters or other emergency situations)	15%	42%	37%	6%	100%
Preservation of natural areas such as open space, agricultural lands and greenbelts	6%	32%	46%	15%	100%
Satellite City Halls	12%	45%	35%	8%	100%
Neighborhood Boards	7%	32%	53%	9%	100%
Honolulu City Lights (annual celebration)	25%	46%	25%	4%	100%
Civil Defense/Disaster preparedness	19%	47%	29%	5%	100%

Question 14: Government Services Overall					
Overall, how would you rate the quality of the services provided by each of the following?	Excellent	Good	Fair	Poor	Total
The City and County of Honolulu	5%	39%	45%	10%	100%
The Federal Government	7%	41%	42%	9%	100%
The State Government	4%	35%	44%	17%	100%

Question 15: Recommendation and Longevity					
Please indicate how likely or unlikely you are to do each of the following:	Very likely	Somewhat likely	Somewhat unlikely	Very unlikely	Total
Recommend living in Honolulu to someone who asks	27%	55%	10%	9%	100%
Remain in Honolulu for the next five years	58%	29%	7%	6%	100%

Question 16: Impact of the Economy	
What impact, if any, do you think the economy will have on your family income in the next 6 months? Do you think the impact will be:	Percent of respondents
Very positive	4%
Somewhat positive	16%
Neutral	38%
Somewhat negative	34%
Very negative	8%
Total	100%

Question 17: Contact with Fire Department		
Have you had any in-person or phone contact with an employee of the Honolulu Fire Department within the last 12 months?	No	Yes
Have you had any in-person or phone contact with an employee of the City and County of Honolulu Fire Department within the last 12 months?	88%	12%

Question 18: Ratings of Contact with Fire Department				
What was your overall impression of your most recent contact with the Honolulu Fire Department?	Excellent	Good	Fair	Poor
What was your overall impression of your most recent contact with the City and County of Honolulu Fire Department?	75%	17%	7%	1%

Question 19: Contact with City and County Employees	
Have you had any in-person or phone contact with an employee of the City and County of Honolulu within the last 12 months (including police, receptionists, planners or any others)?	Percent of respondents
No	53%
Yes	47%
Total	100%

Question 20: City and County Employees					
What was your impression of the employee(s) of the City and County of Honolulu in your most recent contact?	Excellent	Good	Fair	Poor	Total
Knowledge	27%	44%	21%	8%	100%
Responsiveness	27%	36%	22%	15%	100%
Courtesy	35%	31%	21%	13%	100%
Overall impression	26%	39%	21%	14%	100%

Question 21: Government Performance					
Please rate the following categories of Honolulu government performance:	Excellent	Good	Fair	Poor	Total
The value of services for the taxes paid to the City and County of Honolulu	3%	30%	40%	27%	100%
The overall direction that the City and County of Honolulu is taking	2%	27%	46%	25%	100%
The job the City and County of Honolulu government does at welcoming citizen involvement	4%	29%	46%	21%	100%

Question 22a: Policy Question 1					
Please indicate to what degree you would support or oppose the City and County continuing to fund each of the following items even if it involves raising taxes:	Strongly support	Somewhat support	Somewhat oppose	Strongly oppose	Total
Preserving open space and agricultural land	50%	40%	7%	2%	100%
Creating new park facilities	31%	50%	14%	5%	100%
Creating mass transit options such as bus or rail systems	38%	30%	11%	21%	100%
Upgrading the City and County's emergency services facilities	41%	52%	6%	1%	100%

Question 22b: Policy Question 2	
Please select the statement that best reflects your view (select only one)	Percent of respondents
The City and County should decrease taxes even if it will have to decrease services as a result.	23%
The City and County should increase services even if it will have to increase taxes as a result.	22%
The City and County should keep services and taxes at about the level they are now.	55%
Total	100%

Question 22c: Policy Question 3					
If the City and County had to reduce services to cut costs, to what extent would you support or oppose the City and County reducing the level of each of the following services?	Strongly support	Somewhat support	Somewhat oppose	Strongly oppose	Total
TheBus/Handivan services	16%	16%	26%	42%	100%
Community, culture and art events	16%	43%	28%	13%	100%
Parks services and maintenance	9%	25%	32%	34%	100%
Community/recreation programs (e.g. reducing hours, classes/programs, and services for senior/adult/youth services)	10%	34%	32%	25%	100%
Fire and police services	12%	12%	18%	58%	100%
City government office and customer service hours and staffing	20%	40%	22%	18%	100%

Question D1: Employment Status	
Are you currently employed for pay?	Percent of respondents
No	34%
Yes, full-time	57%
Yes, part-time	9%
Total	100%

Question D2: Mode of Transportation Used for Commute	
During a typical week, how many days do you commute to work (for the longest distance of your commute) in each of the ways listed below?	Percent of days mode used
Motorized vehicle (e.g., car, truck, van, motorcycle, etc...) by myself	57%
Motorized vehicle (e.g., car, truck, van, motorcycle, etc...) with other children or adults	22%
TheBus/Handivan or other public transportation	11%
Walk	4%
Bicycle	2%
Work at home	3%
Other	1%

Question D3: Length of Residency	
How many years have you lived in Honolulu?	Percent of respondents
Less than 2 years	6%
2 to 5 years	7%
6 to 10 years	9%
11 to 20 years	9%
More than 20 years	70%
Total	100%

Question D4: Housing Unit Type	
Which best describes the building you live in?	Percent of respondents
One family house detached from any other houses	47%
House attached to one or more houses (e.g., a duplex or townhome)	13%
Building with two or more apartments or condominiums	37%
Other	3%
Total	100%

Question D5: Housing Tenure (Rent/Own)	
Is this house or apartment...	Percent of respondents
Rented for cash or occupied without cash payment	41%
Owned by you or someone in this house with a mortgage or free and clear	59%
Total	100%

Question D6: Monthly Housing Cost	
About how much is the total monthly housing cost for the place you live (including rent, mortgage payment, property tax, property insurance and homeowners' association (HOA) fees)?	Percent of respondents
Less than \$300 per month	4%
\$300 to \$599 per month	7%
\$600 to \$999 per month	16%
\$1,000 to \$1,499 per month	22%
\$1,500 to \$2,499 per month	32%
\$2,500 or more per month	19%
Total	100%

Question D7: Presence of Children in Household	
Do any children 17 or under live in your household?	Percent of respondents
No	66%
Yes	34%
Total	100%

Question D8: Presence of Older Adults in Household	
Are you or any other members of your household aged 65 or older?	Percent of respondents
No	69%
Yes	31%
Total	100%

Question D9: Household Income	
How much do you anticipate your household's total income before taxes will be for the current year? (Please include in your total income money from all sources for all persons living in your household.)	Percent of respondents
Less than \$24,999	14%
\$25,000 to \$49,999	26%
\$50,000 to \$99,999	35%
\$100,000 to \$149,000	15%
\$150,000 or more	10%
Total	100%

Question D10: Ethnicity	
Are you Spanish, Hispanic or Latino?	Percent of respondents
No, not Spanish, Hispanic or Latino	93%
Yes, I consider myself to be Spanish, Hispanic or Latino	7%
Total	100%

Question D11: Race	
What is your race? (Mark one or more races to indicate what race(s) you consider yourself to be.)	Percent of respondents
American Indian or Alaskan Native	2%
Black or African American	1%
White	34%
Other	10%
Native Hawaiian or other Pacific Islander	17%
Asian	56%
Total may exceed 100% as respondents could select more than one option	

Question D12: Age	
In which category is your age?	Percent of respondents
18 to 24 years	3%
25 to 34 years	27%
35 to 44 years	14%
45 to 54 years	21%
55 to 64 years	17%
65 to 74 years	9%
75 years or older	9%
Total	100%

Question D13: Gender	
What is your sex?	Percent of respondents
Female	51%
Male	49%
Total	100%

Question D14: Registered to Vote	
Are you registered to vote in your jurisdiction?	Percent of respondents
No	28%
Yes	69%
Ineligible to vote	4%
Total	100%

Question D15: Voted in Last General Election	
Many people don't have time to vote in elections. Did you vote in the last general election?	Percent of respondents
No	33%
Yes	65%
Ineligible to vote	2%
Total	100%

Question D16: Has Cell Phone	
Do you have a cell phone?	Percent of respondents
No	10%
Yes	90%
Total	100%

Question D17: Has Land Line	
Do you have a land line at home?	Percent of respondents
No	40%
Yes	60%
Total	100%

Question D18: Primary Phone	
If you have both a cell phone and a land line, which do you consider your primary telephone number?	Percent of respondents
Cell	29%
Land line	44%
Both	27%
Total	100%

FREQUENCIES INCLUDING "DON'T KNOW" RESPONSES

These tables contain the percentage of respondents for each response category as well as the "n" or total number of respondents for each category, next to the percentage.

Question 1: Quality of Life												
Please rate each of the following aspects of quality of life in Honolulu:	Excellent	Good	Fair	Poor	Don't know	Total						
Honolulu as a place to live	28%	121	55%	240	13%	57	3%	12	1%	3	100%	433
Your neighborhood as a place to live	27%	117	50%	213	18%	76	4%	19	1%	2	100%	428
Honolulu as a place to raise children	16%	70	47%	199	24%	101	8%	36	5%	22	100%	428
Honolulu as a place to work	9%	40	42%	180	36%	151	11%	46	2%	9	100%	426
Honolulu as a place to retire	24%	103	37%	157	23%	99	12%	51	4%	18	100%	428
The overall quality of life in Honolulu	17%	75	57%	244	23%	97	2%	10	1%	4	100%	430

Question 2: Community Characteristics												
Please rate each of the following characteristics as they relate to Honolulu as a whole:	Excellent	Good	Fair	Poor	Don't know	Total						
Sense of community	12%	50	41%	172	40%	168	5%	23	1%	6	100%	418
Openness and acceptance of the community towards people of diverse backgrounds	17%	72	44%	187	25%	107	12%	51	2%	6	100%	422
Overall appearance of Honolulu	7%	30	44%	190	41%	173	8%	33	0%	1	100%	427
Cleanliness of Honolulu	4%	19	35%	150	46%	195	14%	61	0%	2	100%	427
Overall quality of new development in Honolulu	3%	13	33%	142	47%	198	11%	46	6%	24	100%	423
Variety of housing options	1%	6	22%	93	42%	180	29%	125	5%	22	100%	425
Overall quality of business and service establishments in Honolulu	5%	21	37%	158	48%	204	9%	38	1%	6	100%	427
Shopping opportunities	19%	81	51%	217	28%	121	2%	9	0%	0	100%	429
Opportunities to attend cultural activities	20%	87	47%	200	25%	107	4%	18	4%	16	100%	428
Recreational opportunities	29%	123	42%	175	24%	101	5%	20	1%	3	100%	421
Employment opportunities	1%	5	20%	87	44%	189	31%	131	3%	14	100%	426
Educational opportunities	6%	27	30%	129	41%	176	19%	80	3%	13	100%	425

Question 2: Community Characteristics												
Please rate each of the following characteristics as they relate to Honolulu as a whole:												
	Excellent	Good	Fair	Poor	Don't know	Total						
Opportunities to participate in social events and activities	14%	60	43%	180	35%	147	4%	19	4%	16	100%	423
Opportunities to participate in religious or spiritual events and activities	17%	73	45%	191	24%	103	2%	8	13%	54	100%	429
Opportunities to volunteer	19%	81	48%	204	22%	93	3%	13	8%	34	100%	423
Opportunities to participate in community matters	11%	46	40%	169	32%	135	8%	32	9%	36	100%	417
Ease of car travel in Honolulu	4%	15	21%	89	33%	139	41%	172	2%	9	100%	425
Ease of bus travel in Honolulu	10%	44	37%	155	28%	117	10%	44	15%	61	100%	422
Ease of bicycle travel in Honolulu	3%	14	15%	61	28%	119	34%	142	20%	86	100%	422
Ease of walking in Honolulu	11%	47	34%	144	40%	169	12%	51	3%	14	100%	424
Availability of paths and walking trails	6%	24	23%	96	42%	178	21%	91	8%	36	100%	425
Traffic flow on major streets	1%	5	8%	36	37%	156	52%	220	2%	7	100%	424
Amount of public parking	2%	10	7%	29	36%	155	53%	226	2%	7	100%	429
Availability of affordable quality housing	1%	5	4%	19	30%	127	57%	242	8%	34	100%	428
Availability of affordable quality child care	2%	7	9%	38	31%	133	31%	133	27%	116	100%	426
Availability of affordable quality health care	4%	19	26%	110	38%	160	24%	100	9%	37	100%	426
Availability of affordable quality food	8%	35	39%	168	38%	165	13%	54	2%	7	100%	429
Availability of preventive health services	5%	21	31%	133	42%	180	12%	53	9%	40	100%	428
Air quality	29%	123	46%	196	23%	98	2%	10	0%	1	100%	429
Quality of overall natural environment in Honolulu	21%	90	46%	196	28%	118	5%	20	1%	5	100%	429
Overall image or reputation of Honolulu	11%	45	54%	229	31%	131	3%	13	2%	8	100%	426

Question 3: Growth														
Please rate the speed of growth in the following categories in Honolulu over the past 2 years:														
	Much too slow	Somewhat too slow	Right amount	Somewhat too fast	Much too fast	Don't know	Total							
Population growth	0%	1	2%	7	28%	118	34%	146	20%	87	16%	68	100%	427
Retail growth (stores, restaurants, etc.)	2%	10	14%	59	49%	210	17%	73	8%	34	9%	40	100%	426
Jobs growth	28%	121	48%	202	10%	44	2%	6	0%	2	12%	50	100%	426

Question 4: Code Enforcement		
To what degree, if at all, are run down buildings, weed lots or junk vehicles a problem in Honolulu?	Percent of respondents	Count
Not a problem	3%	11
Minor problem	21%	90
Moderate problem	46%	196
Major problem	24%	103
Don't know	6%	24
Total	100%	424

Question 5: Community Safety														
Please rate how safe or unsafe you feel from the following in Honolulu:														
	Very safe	Somewhat safe	Neither safe nor unsafe	Somewhat unsafe	Very unsafe	Don't know	Total							
Violent crime (e.g., rape, assault, robbery)	12%	51	43%	183	19%	81	21%	89	4%	18	1%	5	100%	427
Property crimes (e.g., burglary, theft)	4%	17	28%	120	21%	91	33%	141	12%	52	1%	5	100%	426
Environmental hazards, including toxic waste	13%	54	42%	177	24%	103	9%	38	6%	26	6%	26	100%	424

Question 6: Personal Safety														
Please rate how safe or unsafe you feel:														
	Very safe	Somewhat safe	Neither safe nor unsafe	Somewhat unsafe	Very unsafe	Don't know	Total							
In your neighborhood during the day	46%	199	43%	185	7%	29	3%	12	1%	6	0%	0	100%	430
In your neighborhood after dark	20%	84	49%	212	10%	44	15%	65	5%	21	0%	2	100%	429
In Honolulu's downtown area during the day	21%	89	47%	202	16%	69	9%	39	3%	14	4%	17	100%	429
In Honolulu's downtown area after dark	2%	11	13%	56	15%	62	36%	154	27%	118	7%	29	100%	429

Question 7: Contact with Police Department								
Have you had any in-person or phone contact with an employee of the Honolulu Police Department within the last 12 months?	No	Yes	Don't know	Total				
Have you had any in-person or phone contact with an employee of the Honolulu Police Department within the last 12 months?	65%	275	35%	150	0%	1	100%	427

Question 8: Ratings of Contact with Police Department												
What was your overall impression of your most recent contact with the Honolulu Police Department?	Excellent	Good	Fair	Poor	Don't know	Total						
What was your overall impression of your most recent contact with the Honolulu Police Department?	24%	36	36%	54	23%	35	17%	26	0%	0	100%	150

Question 9: Crime Victim		
During the past 12 months, were you or anyone in your household the victim of any crime?	Percent of respondents	Count
No	87%	373
Yes	11%	49
Don't know	1%	5
Total	100%	426

Question 10: Crime Reporting		
If yes, was this crime (these crimes) reported to the police?	Percent of respondents	Count
No	6%	3
Yes	94%	46
Don't know	0%	0
Total	100%	49

Question 11: Resident Behaviors												
In the last 12 months, about how many times, if ever, have you or other household members participated in the following activities in Honolulu?	Never	Once or twice	3 to 12 times	13 to 26 times	More than 26 times	Total						
Used City and County of Honolulu recreation centers	43%	183	26%	108	18%	75	7%	31	6%	26	100%	423
Participated in a City and County recreation program or activity	60%	254	24%	102	12%	50	2%	11	2%	8	100%	424
Visited a neighborhood park or City and County park	13%	54	26%	109	30%	124	12%	52	19%	78	100%	417
Ridden TheBus or Handivan within Honolulu	50%	212	18%	74	11%	45	5%	20	17%	71	100%	421
Attended a meeting of local elected officials or other local public meeting	75%	320	17%	72	6%	25	2%	6	1%	3	100%	426
Watched a meeting of local elected officials or other City and County-sponsored public meeting on cable television, the Internet or other media	41%	173	33%	138	19%	82	5%	21	2%	10	100%	424
Read a newsletter from any City and County agency	39%	164	38%	160	18%	74	4%	17	2%	8	100%	424
Visited the City and County of Honolulu Web site (at www.honolulu.gov)	42%	175	29%	122	21%	88	7%	29	2%	7	100%	420
Recycled used paper, cans or bottles from your home	10%	42	8%	32	23%	94	14%	58	46%	189	100%	415
Volunteered your time to some group or activity in Honolulu	52%	220	21%	90	16%	70	4%	15	7%	29	100%	424
Participated in religious or spiritual activities in Honolulu	51%	219	19%	81	9%	40	6%	26	14%	60	100%	426
Participated in a club or civic group in Honolulu	68%	284	14%	59	10%	43	2%	10	5%	22	100%	417
Provided help to a friend or neighbor	9%	37	16%	70	41%	174	16%	68	18%	74	100%	423

Question 12: Neighborliness		
About how often, if at all, do you talk to or visit with your immediate neighbors (people who live in the 10 or 20 households that are closest to you)?	Percent of respondents	Count
Just about everyday	23%	96
Several times a week	26%	108
Several times a month	22%	92
Less than several times a month	29%	118
Total	100%	414

Question 13: Service Quality												
Please rate the quality of each of the following services in Honolulu:	Excellent	Good	Fair	Poor	Don't know	Total						
Police services	13%	53	48%	202	24%	101	9%	39	6%	27	100%	423
Fire services	27%	113	52%	221	8%	34	0%	0	13%	56	100%	424
Ambulance or emergency medical services	25%	106	51%	215	8%	33	0%	2	15%	65	100%	421
Crime prevention	4%	18	34%	145	36%	151	14%	61	11%	46	100%	421
Fire prevention and education	12%	48	44%	184	25%	106	2%	10	17%	71	100%	419
Traffic enforcement	6%	23	32%	136	35%	148	22%	94	5%	22	100%	423
Street repair	1%	4	12%	51	27%	113	58%	242	2%	9	100%	418
Street cleaning	5%	20	21%	90	40%	169	29%	123	5%	21	100%	422
Street lighting	7%	28	34%	143	39%	167	18%	78	2%	8	100%	423
Sidewalk maintenance	4%	18	23%	97	41%	174	27%	114	4%	18	100%	421
Traffic signal timing	4%	17	32%	133	39%	162	22%	91	4%	16	100%	419
Bus or transit services	15%	64	38%	159	22%	94	4%	19	20%	85	100%	421
Garbage collection	20%	84	50%	210	21%	89	4%	18	4%	19	100%	420
Recycling	18%	76	48%	200	19%	81	9%	37	6%	27	100%	421
Yard waste pick-up	14%	58	38%	159	23%	97	7%	28	18%	77	100%	419
Storm drainage	9%	35	35%	144	29%	119	13%	53	15%	64	100%	416
Drinking water	31%	131	43%	181	22%	92	2%	10	2%	7	100%	420
Sewer services	11%	45	39%	164	29%	121	8%	35	13%	52	100%	417

Question 13: Service Quality												
Please rate the quality of each of the following services in Honolulu:	Excellent	Good	Fair	Poor	Don't know	Total						
City and County parks	11%	44	41%	173	36%	149	8%	34	4%	18	100%	417
Recreation programs or classes	6%	26	31%	130	29%	120	3%	14	31%	129	100%	420
Recreation centers or facilities	4%	15	30%	124	35%	146	6%	26	25%	104	100%	415
Land use, planning and zoning	2%	8	13%	54	35%	147	21%	88	29%	120	100%	417
Code enforcement (weeds, abandoned buildings, etc)	2%	8	15%	61	32%	132	29%	120	23%	97	100%	419
Animal control	3%	11	30%	124	32%	135	17%	71	18%	77	100%	419
Economic development	1%	4	19%	79	42%	176	22%	92	16%	66	100%	419
Services to seniors	4%	18	27%	113	33%	140	7%	28	29%	121	100%	420
Services to youth	3%	13	24%	101	37%	157	10%	44	25%	105	100%	419
Services to low-income people	5%	21	16%	69	29%	120	16%	68	34%	141	100%	419
Public information services	5%	21	30%	124	42%	174	8%	33	15%	63	100%	416
Emergency preparedness (services that prepare the community for natural disasters or other emergency situations)	14%	58	39%	165	35%	145	6%	25	6%	24	100%	418
Preservation of natural areas such as open space, agricultural lands and greenbelts	5%	23	28%	116	40%	167	13%	54	14%	61	100%	421
Satellite City Halls	11%	47	43%	180	34%	141	7%	30	5%	20	100%	418
Neighborhood Boards	5%	19	22%	92	37%	153	6%	26	31%	128	100%	418
Honolulu City Lights (annual celebration)	21%	88	39%	163	21%	87	4%	16	16%	65	100%	419
Civil Defense/Disaster preparedness	17%	72	41%	174	26%	108	4%	17	12%	50	100%	421

Question 14: Government Services Overall												
Overall, how would you rate the quality of the services provided by each of the following?	Excellent	Good	Fair	Poor	Don't know	Total						
The City and County of Honolulu	5%	22	38%	162	44%	187	10%	42	2%	10	100%	424
The Federal Government	7%	29	39%	164	40%	169	9%	37	6%	25	100%	423
The State Government	4%	18	33%	142	41%	176	16%	68	5%	21	100%	424

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Question 15: Recommendation and Longevity												
Please indicate how likely or unlikely you are to do each of the following:	Very likely		Somewhat likely		Somewhat unlikely		Very unlikely		Don't know		Total	
	%	Count	%	Count	%	Count	%	Count	%	Count		
Recommend living in Honolulu to someone who asks	26%	109	53%	222	9%	39	9%	37	3%	14	100%	420
Remain in Honolulu for the next five years	57%	238	28%	119	6%	27	6%	24	2%	10	100%	418

Question 16: Impact of the Economy		
What impact, if any, do you think the economy will have on your family income in the next 6 months? Do you think the impact will be:	Percent of respondents	Count
Very positive	4%	15
Somewhat positive	16%	69
Neutral	38%	159
Somewhat negative	34%	144
Very negative	8%	34
Total	100%	421

Question 17: Contact with Fire Department						
Have you had any in-person or phone contact with an employee of the Honolulu Fire Department within the last 12 months?	No		Yes		Total	
	%	Count	%	Count		
Have you had any in-person or phone contact with an employee of the Honolulu Fire Department within the last 12 months?	87%	377	12%	52	100%	432

Question 18: Ratings of Contact with Fire Department												
What was your overall impression of your most recent contact with the Honolulu Fire Department?	Excellent		Good		Fair		Poor		Don't know		Total	
	%	Count	%	Count	%	Count	%	Count	%	Count		
What was your overall impression of your most recent contact with the Honolulu Fire Department?	75%	39	17%	9	7%	3	1%	1	0%	0	100%	52

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Question 19: Contact with City and County Employees		
Have you had any in-person or phone contact with an employee of the City and County of Honolulu within the last 12 months (including police, receptionists, planners or any others)?	Percent of respondents	Count
No	53%	227
Yes	47%	200
Total	100%	428

Question 20: City and County Employees												
What was your impression of the employee(s) of the City and County of Honolulu in your most recent contact?	Excellent		Good		Fair		Poor		Don't know		Total	
	%	Count	%	Count	%	Count	%	Count	%	Count		
Knowledge	26%	53	44%	87	21%	42	8%	17	1%	1	100%	200
Responsiveness	27%	54	36%	72	22%	44	15%	31	0%	0	100%	200
Courtesy	35%	70	31%	63	21%	41	13%	26	0%	0	100%	200
Overall impression	26%	53	39%	78	21%	43	14%	27	0%	0	100%	200

Question 21: Government Performance												
Please rate the following categories of Honolulu government performance:	Excellent		Good		Fair		Poor		Don't know		Total	
	%	Count	%	Count	%	Count	%	Count	%	Count		
The value of services for the taxes paid to the City and County of Honolulu	3%	11	27%	114	36%	153	24%	104	10%	44	100%	426
The overall direction that the City and County of Honolulu is taking	2%	9	23%	97	40%	168	22%	91	14%	58	100%	423
The job the City and County of Honolulu government does at welcoming citizen involvement	3%	14	24%	102	38%	158	17%	73	17%	72	100%	419

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Question 22a: Policy Question 1												
Please indicate to what degree you would support or oppose the City and County continuing to fund each of the following items even if it involves raising taxes	Strongly support		Somewhat support		Somewhat oppose		Strongly oppose		Don't know		Total	
	%	Count	%	Count	%	Count	%	Count	%	Count		
Preserving open space and agricultural land	47%	204	38%	162	7%	29	2%	9	6%	25	100%	430
Creating new park facilities	29%	124	48%	204	13%	56	5%	21	5%	22	100%	426
Creating mass transit options such as bus or rail systems	37%	156	29%	123	10%	44	20%	84	5%	20	100%	427
Upgrading the City and County's emergency services facilities	38%	164	49%	209	6%	25	1%	6	6%	25	100%	428

Question 22b: Policy Question 3		
Please select the statement that best reflects your view (select only one)	Percent of respondents	Count
The City and County should decrease taxes even if it will have to decrease services as a result.	19%	78
The City and County should increase services even if it will have to increase taxes as a result.	18%	73
The City and County should keep services and taxes at about the level they are now.	44%	182
Don't know/unsure	19%	80
Total	100%	413

Question 22c: Policy Question 3												
If the City and County had to reduce services to cut costs, to what extent would you support or oppose the City and County reducing the level of each of the following services?	Strongly support		Somewhat support		Somewhat oppose		Strongly oppose		Don't know		Total	
	%	Count	%	Count	%	Count	%	Count	%	Count		
TheBus/Handivan services	15%	63	15%	63	24%	101	39%	168	7%	30	100%	426
Community, culture and art events	14%	61	40%	167	25%	108	12%	52	8%	35	100%	422
Parks services and maintenance	9%	37	24%	101	30%	129	32%	138	5%	21	100%	425
Community/recreation programs (e.g. reducing hours, classes/programs, and services for senior/adult/youth/services)	9%	39	31%	133	29%	125	23%	97	7%	31	100%	425
Fire and police services	11%	48	12%	50	17%	72	55%	235	4%	19	100%	424
City government office and customer service hours and staffing	18%	78	36%	153	20%	84	16%	68	9%	40	100%	422

Question D1: Employment Status		
Are you currently employed for pay?	Percent of respondents	Count
No	34%	146
Yes, full-time	57%	248
Yes, part-time	9%	39
Total	100%	432

Question D2: Mode of Transportation Used for Commute	
During a typical week, how many days do you commute to work (for the longest distance of your commute) in each of the ways listed below?	Percent of days mode used
Motorized vehicle (e.g., car, truck, van, motorcycle, etc...) by myself	57%
Motorized vehicle (e.g., car, truck, van, motorcycle, etc...) with other children or adults	22%
TheBus/Handivan or other public transportation	11%
Walk	4%
Bicycle	2%
Work at home	3%
Other	1%

Question D3: Length of Residency		
How many years have you lived in Honolulu?	Percent of respondents	Count
Less than 2 years	6%	25
2 to 5 years	7%	29
6 to 10 years	9%	38
11 to 20 years	9%	38
More than 20 years	70%	302
Total	100%	432

Question D4: Housing Unit Type		
Which best describes the building you live in?	Percent of respondents	Count
One family house detached from any other houses	47%	205
House attached to one or more houses (e.g., a duplex or townhome)	13%	54
Building with two or more apartments or condominiums	37%	158
Other	3%	14
Total	100%	432

Question D5: Housing Tenure (Rent/Own)		
Is this house or apartment...	Percent of respondents	Count
Rented for cash or occupied without cash payment	41%	174
Owned by you or someone in this house with a mortgage or free and clear	59%	249
Total	100%	424

Question D6: Monthly Housing Cost		
About how much is the total monthly housing cost for the place you live (including rent, mortgage payment, property tax, property insurance and homeowners' association (HOA) fees)?	Percent of respondents	Count
Less than \$300 per month	4%	18
\$300 to \$599 per month	7%	31
\$600 to \$999 per month	16%	66
\$1,000 to \$1,499 per month	22%	91
\$1,500 to \$2,499 per month	32%	134
\$2,500 or more per month	19%	78
Total	100%	419

Question D7: Presence of Children in Household		
Do any children 17 or under live in your household?	Percent of respondents	Count
No	66%	280
Yes	34%	147
Total	100%	428

Question D8: Presence of Older Adults in Household		
Are you or any other members of your household aged 65 or older?	Percent of respondents	Count
No	69%	300
Yes	31%	133
Total	100%	434

Question D9: Household Income		
How much do you anticipate your household's total income before taxes will be for the current year? (Please include in your total income money from all sources for all persons living in your household.)	Percent of respondents	Count
Less than \$24,999	14%	58
\$25,000 to \$49,999	26%	104
\$50,000 to \$99,999	35%	141
\$100,000 to \$149,000	15%	62
\$150,000 or more	10%	41
Total	100%	405

Question D10: Ethnicity		
Are you Spanish, Hispanic or Latino?	Percent of respondents	Count
No, not Spanish, Hispanic or Latino	93%	397
Yes, I consider myself to be Spanish, Hispanic or Latino	7%	28
Total	100%	425

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Question D11: Race		
What is your race? (Mark one or more races to indicate what race(s) you consider yourself to be.)	Percent of respondents	Count
American Indian or Alaskan Native	2%	11
Black or African American	1%	5
White	34%	148
Other	10%	42
Native Hawaiian or other Pacific Islander	17%	73
Asian	56%	240

Total may exceed 100% as respondents could select more than one option

Question D12: Age		
In which category is your age?	Percent of respondents	Count
18 to 24 years	3%	13
25 to 34 years	27%	114
35 to 44 years	14%	61
45 to 54 years	21%	90
55 to 64 years	17%	73
65 to 74 years	9%	39
75 years or older	9%	40
Total	100%	430

Question D13: Gender		
What is your sex?	Percent of respondents	Count
Female	51%	216
Male	49%	205
Total	100%	422

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Question D14: Registered to Vote		
Are you registered to vote in your jurisdiction?	Percent of respondents	Count
No	27%	115
Yes	67%	286
Ineligible to vote	3%	15
Don't know	3%	14
Total	100%	430

Question D15: Voted in Last General Election		
Many people don't have time to vote in elections. Did you vote in the last general election?	Percent of respondents	Count
No	32%	138
Yes	63%	271
Ineligible to vote	2%	10
Don't know	3%	11
Total	100%	431

Question D16: Has Cell Phone		
Do you have a cell phone?	Percent of respondents	Count
No	10%	44
Yes	90%	387
Total	100%	431

Question D17: Has Land Line		
Do you have a land line at home?	Percent of respondents	Count
No	40%	173
Yes	60%	256
Total	100%	429

Question D18: Primary Phone		
If you have both a cell phone and a land line, which do you consider your primary telephone number?	Percent of respondents	Count
Cell	29%	64
Land line	44%	97
Both	27%	60
Total	100%	221

APPENDIX B: SURVEY METHODOLOGY

The National Citizen Survey™ (The NCS) was developed to provide local jurisdictions an accurate, affordable and easy way to assess and interpret resident opinion about important community issues. While standardization of question wording and survey methods provide the rigor to assure valid results, each jurisdiction has enough flexibility to construct a customized version of The NCS that asks residents about key local services and important local issues.

Results offer insight into residents' perspectives about local government performance and as such provide important benchmarks for jurisdictions working on performance measurement. The NCS is designed to help with budget, land use and strategic planning as well as to communicate with local residents. The NCS permits questions to test support for local policies and answers to its questions also speak to community trust and involvement in community-building activities as well as to resident demographic characteristics.

SURVEY VALIDITY

The question of survey validity has two parts: 1) how can a jurisdiction be confident that the results from those who completed the questionnaire are representative of the results that would have been obtained had the survey been administered to the entire population? and 2) how closely do the perspectives recorded on the survey reflect what residents really believe or do?

To answer the first question, the best survey research practices were used for the resources spent to ensure that the results from the survey respondents reflect the opinions of residents in the entire jurisdiction. These practices include:

- Using a mail-out/mail-back methodology, which typically gets a higher response rate than phone for the same dollars spent. A higher response rate lessens the worry that those who did not respond are different than those who did respond.
- Selecting households at random within the jurisdiction to receive the survey. A random selection ensures that the households selected to receive the survey are similar to the entire population. A non-random sample may only include households from one geographic area, or from households of only one type.
- Over-sampling multi-family housing units to improve response from hard-to-reach, lower income, or younger apartment dwellers.
- Selecting the respondent within the household using an unbiased sampling procedure; in this case, the "birthday method." The cover letter included an instruction requesting that the respondent in the household be the adult (18 years old or older) who most recently had a birthday, irrespective of year of birth.
- Contacting potential respondents three times to encourage response from people who may have different opinions or habits than those who would respond with only a single prompt.
- Soliciting response on jurisdiction letterhead signed by the highest ranking elected official or staff member, thus appealing to the recipients' sense of civic responsibility.
- Providing a self-addressed, postage-paid return envelope.
- Offering the survey in Spanish when appropriate and requested by local officials.
- Using the most recent available information about the characteristics of jurisdiction residents to weight the data to reflect the demographics of the population.

The answer to the second question about how closely the perspectives recorded on the survey reflect what residents really believe or do is more complex. Resident responses to surveys are influenced by a variety of factors. For questions about service quality, residents' expectations for

service quality play a role as well as the “objective” quality of the service provided, the way the resident perceives the entire community (that is, the context in which the service is provided), the scale on which the resident is asked to record his or her opinion and, of course, the opinion, itself, that a resident holds about the service. Similarly a resident’s report of certain behaviors is colored by what he or she believes is the socially desirable response (e.g., reporting tolerant behaviors toward “oppressed groups,” likelihood of voting a tax increase for services to poor people, use of alternative modes of travel to work besides the single occupancy vehicle), his or her memory of the actual behavior (if it is not a question speculating about future actions, like a vote), his or her confidence that he or she can be honest without suffering any negative consequences (thus the need for anonymity) as well as the actual behavior itself.

How closely survey results come to recording the way a person really feels or behaves often is measured by the coincidence of reported behavior with observed current behavior (e.g., driving habits), reported intentions to behave with observed future behavior (e.g., voting choices) or reported opinions about current community quality with objective characteristics of the community (e.g., feelings of safety correlated with rates of crime). There is a body of scientific literature that has investigated the relationship between reported behaviors and actual behaviors. Well-conducted surveys, by and large, do capture true respondent behaviors or intentions to act with great accuracy. Predictions of voting outcomes tend to be quite accurate using survey research, as do reported behaviors that are not about highly sensitive issues (e.g., family abuse or other illegal or morally sanctioned activities). For self-reports about highly sensitive issues, statistical adjustments can be made to correct for the respondents’ tendency to report what they think the “correct” response should be.

Research on the correlation of resident opinion about service quality and “objective” ratings of service quality tend to be ambiguous, some showing stronger relationships than others. NRC’s own research has demonstrated that residents who report the lowest ratings of street repair live in communities with objectively worse street conditions than those who report high ratings of street repair (based on road quality, delay in street repair, number of road repair employees). Similarly, the lowest rated fire services appear to be “objectively” worse than the highest rated fire services (expenditures per capita, response time, “professional” status of firefighters, breadth of services and training provided). Whether or not some research confirms the relationship between what residents think about a community and what can be seen “objectively” in a community, NRC has argued that resident opinion is a perspective that cannot be ignored by government administrators. NRC principals have written, “If you collect trash three times a day but residents think that your trash haul is lousy, you still have a problem.”

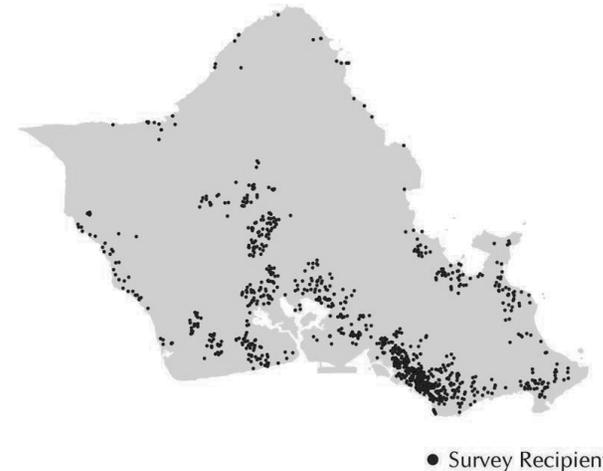
SURVEY SAMPLING

“Sampling” refers to the method by which survey recipients were chosen. All households within the City and County of Honolulu were eligible to participate in the survey; 1,200 were selected to receive the survey. These 1,200 households were randomly selected from a comprehensive list of all housing units within the City and County of Honolulu boundaries. The basis of the list of all housing units was a United States Postal Service listing of housing units within zip codes. Since some of the zip codes that serve the City and County of Honolulu households may also serve addresses that lie outside of the jurisdiction, the exact geographic location of each housing unit was compared to jurisdiction boundaries, using the most current municipal boundary file (updated on a quarterly basis), and addresses located outside of the City and County of Honolulu boundaries were removed from consideration.

To choose the 1,200 survey recipients, a systematic sampling method was applied to the list of households known to be within the City and County of Honolulu. Systematic sampling is a procedure whereby a complete list of all possible items is culled, selecting every Nth one until the appropriate amount of items is selected. Multi-family housing units were over sampled as residents of this type of housing typically respond at lower rates to surveys than do those in single-family housing units.

FIGURE 89: LOCATION OF SURVEY RECIPIENTS

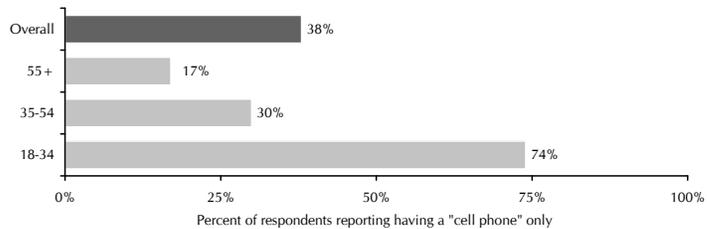
The National Citizen Survey™ City of Honolulu, HI 2010



An individual within each household was selected using the birthday method. The birthday method selects a person within the household by asking the “person whose birthday has most recently passed” to complete the questionnaire. The underlying assumption in this method is that day of birth has no relationship to the way people respond to surveys. This instruction was contained in the cover letter accompanying the questionnaire.

In response to the growing number of the cell-phone population (so-called “cord cutters”), which includes a large proportion of young adults, questions about cell phones and land lines were added to The NCS™ questionnaire. According to recent estimates, about 12 percent of all U.S. households have a cell phone but no landline. By 2010, researchers predict that 40 percent of Americans 18 to 30 years old will have only a cell phone and no landline.²

FIGURE 90: PREVALENCE OF CELL-PHONE ONLY RESPONDENTS IN HONOLULU



SURVEY ADMINISTRATION

Selected households received three mailings, one week apart, beginning September 27, 2010. The first mailing was a prenotification postcard announcing the upcoming survey. The next mailing contained a letter from the City Auditor inviting the household to participate, an invitation to complete the survey online, a questionnaire and a postage-paid return envelope. The final mailing contained a reminder letter, another invitation to complete the survey online, another survey and a postage-paid return envelope. The second cover letter asked those who had not completed the survey to do so and those who have already done so to refrain from turning in another survey either by mail or online. Completed surveys were collected over the following seven weeks.

SURVEY RESPONSE RATE AND CONFIDENCE INTERVALS

It is customary to describe the precision of estimates made from surveys by a “level of confidence” and accompanying “confidence interval” (or margin of error). A traditional level of confidence, and the one used here, is 95%. The 95% confidence interval can be any size and quantifies the sampling error or imprecision of the survey results because some residents’ opinions are relied on to estimate all residents’ opinions. The confidence interval for the City and County of Honolulu survey is no greater than plus or minus five percentage points around any given percent reported for the entire sample (444 completed surveys).

A 95% confidence interval indicates that for every 100 random samples of this many residents, 95 of the confidence intervals created will include the “true” population response. This theory is applied in practice to mean that the “true” perspective of the target population lies within the confidence interval created for a single survey. For example, if 75% of residents rate a service as “excellent” or “good,” then the 4% margin of error (for the 95% confidence interval) indicates that the range of likely responses for the entire jurisdiction is between 71% and 79%. This source of error is called sampling error. In addition to sampling error, other sources of error may affect any survey, including the non-response of residents with opinions different from survey responders.

² Paul J. Lavrakas, Charles D. Shuttles, Charlotte Steeh, and Howard Fienberg, “The State of Surveying Cell Phone Numbers in the United States: 2007 and Beyond,” *Public Opinion Quarterly* 71, no. 5 (2007), 840-854.

Though standardized on The NCS, on other surveys, differences in question wording, order, translation and data entry, as examples, can lead to somewhat varying results.

For subgroups of responses, the margin of error increases because the sample size for the subgroup is smaller. For subgroups of approximately 100 respondents, the margin of error is plus or minus 10 percentage points

SURVEY PROCESSING (DATA ENTRY)

Completed surveys received by NRC were assigned a unique identification number. Additionally, each survey was reviewed and “cleaned” as necessary. For example, a question may have asked a respondent to pick two items out of a list of five, but the respondent checked three; NRC staff would choose randomly two of the three selected items to be coded in the dataset.

Once all surveys were assigned a unique identification number, they were entered into an electronic dataset. This dataset was subject to a data entry protocol of “key and verify,” in which survey data were entered twice into an electronic dataset and then compared. Discrepancies were evaluated against the original survey form and corrected. Range checks as well as other forms of quality control were also performed.

SURVEY DATA WEIGHTING

The demographic characteristics of the survey sample were compared to those found in the 2006-2008 American Community Survey Census estimates for adults in the City and County of Honolulu. Sample results were weighted using the population norms to reflect the appropriate percent of those residents. Other discrepancies between the whole population and the sample were also aided by the weighting due to the intercorrelation of many socioeconomic characteristics.

The variables used for weighting were housing tenure, housing unit type, race and ethnicity and sex and age. This decision was based on:

- The disparity between the survey respondent characteristics and the population norms for these variables
- The saliency of these variables in detecting differences of opinion among subgroups
- The importance to the community of correct ethnic representation
- The historical use of the variables and the desirability of consistently representing different groups over the years

The primary objective of weighting survey data is to make the survey sample reflective of the larger population of the community. This is done by: 1) reviewing the sample demographics and comparing them to the population norms from the most recent Census or other sources and 2) comparing the responses to different questions for demographic subgroups. The demographic characteristics that are least similar to the Census and yield the most different results are the best candidates for data weighting. A third criterion sometimes used is the importance that the community places on a specific variable. For example, if a jurisdiction feels that accurate race representation is key to staff and public acceptance of the study results, additional consideration will be given in the weighting process to adjusting the race variable.

A special software program using mathematical algorithms is used to calculate the appropriate weights. Data weighting can adjust up to 5 demographic variables. Several different weighting “schemes” may be tested to ensure the best fit for the data.

The process actually begins at the point of sampling. Knowing that residents in single family dwellings are more likely to respond to a mail survey, NRC oversamples residents of multi-family dwellings to ensure their proper representation in the sample data. Rather than giving all residents an equal chance of receiving the survey, this is systematic, stratified sampling, which gives each resident of the jurisdiction a known chance of receiving the survey (and apartment dwellers, for example, a greater chance than single family home dwellers). As a consequence, results must be weighted to recapture the proper representation of apartment dwellers.

The results of the weighting scheme are presented in the table on the following page.

Honolulu Citizen Survey Weighting Table			
Characteristic	Population Norm ³	Unweighted Data	Weighted Data
Housing			
Rent home	42%	30%	41%
Own home	58%	70%	59%
Detached unit	49%	43%	47%
Attached unit	51%	57%	53%
Race and Ethnicity			
Asian	48%	53%	48%
Native Hawaiian or other Pacific Islander	8%	6%	8%
Not Asian/Pacific Islander	44%	41%	44%
White	24%	24%	24%
Not white	76%	76%	76%
Not Hispanic	94%	94%	94%
Hispanic	6%	6%	6%
White alone, not Hispanic	22%	23%	23%
Hispanic and/or other race	78%	77%	77%
Sex and Age			
Female	50%	55%	51%
Male	50%	45%	49%
18-34 years of age	31%	13%	30%
35-54 years of age	36%	32%	35%
55+ years of age	34%	54%	36%
Females 18-34	14%	9%	14%
Females 35-54	18%	16%	18%
Females 55+	18%	31%	19%
Males 18-34	17%	5%	16%
Males 35-54	18%	17%	17%
Males 55+	15%	23%	15%

³ Source: 2006-2008 ACS

SURVEY DATA ANALYSIS AND REPORTING

The survey dataset was analyzed using the Statistical Package for the Social Sciences (SPSS). Frequency distributions were presented in the body of the report.

Use of the “Excellent, Good, Fair, Poor” Response Scale

The scale on which respondents are asked to record their opinions about service and community quality is “excellent,” “good,” “fair” or “poor” (EGFP). This scale has important advantages over other scale possibilities (very good to very bad; very satisfied to very dissatisfied; strongly agree to strongly disagree, as examples). EGFP is used by the plurality of jurisdictions conducting citizen surveys across the U.S. The advantage of familiarity was one that NRC did not want to dismiss when crafting The National Citizen Survey™ questionnaire, because elected officials, staff and residents already are acquainted with opinion surveys measured this way. EGFP also has the advantage of offering three positive options, rather than only two, over which a resident can offer an opinion. While symmetrical scales often are the right choice in other measurement tasks, NRC has found that ratings of almost every local government service in almost every jurisdiction tend, on average, to be positive (that is, above the scale midpoint). Therefore, to permit finer distinctions among positively rated services, EGFP offers three options across which to spread those ratings. EGFP is more neutral because it requires no positive statement of service quality to judge (as agree-disagree scales require) and, finally, EGFP intends to measure absolute quality of service delivery or community quality (unlike satisfaction scales which ignore residents’ perceptions of quality in favor of their report on the acceptability of the level of service offered).

“Don’t Know” Responses

On many of the questions in the survey respondents may answer “don’t know.” The proportion of respondents giving this reply is shown in the full set of responses included in Appendix A. However, these responses have been removed from the analyses presented in the body of the report. In other words, the tables and graphs display the responses from respondents who had an opinion about a specific item.

Benchmark Comparisons

NRC has been leading the strategic use of surveys for local governments since 1991, when the principals of the company wrote the first edition of what became the classic text on citizen surveying. In *Citizen Surveys: how to do them, how to use them, what they mean*, published by ICMA, not only were the principles for quality survey methods articulated, but both the idea of benchmark data for citizen opinion and the method for gathering benchmark data were pioneered. The argument for benchmarks was called “In Search of Standards.” “What has been missing from a local government’s analysis of its survey results is the context that school administrators can supply when they tell parents how an 80 percent score on the social studies test compares to test results from other school systems...”

NRC’s database of comparative resident opinion is comprised of resident perspectives gathered in citizen surveys from approximately 500 jurisdictions whose residents evaluated local government services. Conducted with typically no fewer than 400 residents in each jurisdiction, opinions are intended to represent over 30 million Americans. NRC has innovated a method for quantitatively integrating the results of surveys that are conducted by NRC with those that others have conducted. The integration methods have been thoroughly described not only in the Citizen Surveys book, but also in *Public Administration Review, Journal of Policy Analysis and Management*. Scholars who specialize in the analysis of citizen surveys regularly have relied on this work (e.g., Kelly, J. &

Swindell, D. (2002). Service quality variation across urban space: First steps towards a model of citizen satisfaction. *Journal of Urban Affairs*, 24, 271-288.; Van Ryzin, G., Muzzio, D., Immerwahr, S., Gulick, L. & Martinez, E. (2004). Drivers and consequences of citizen satisfaction: An application of the American Customer Satisfaction Index Model to New York City, *Public Administration Review*, 64, 331- 341). The method described in those publications is refined regularly and statistically tested on a growing number of citizen surveys in NRC’s proprietary databases. NRC’s work on calculating national benchmarks for resident opinions about service delivery and quality of life won the Samuel C. May award for research excellence from the Western Governmental Research Association.

The comparison evaluations are from the most recent survey completed in each jurisdiction; most communities conduct surveys every year or in alternating years. NRC adds the latest results quickly upon survey completion, keeping the benchmark data fresh and relevant.

The Role of Comparisons

Benchmark comparisons are used for performance measurement. Jurisdictions use the comparative information to help interpret their own citizen survey results, to create or revise community plans, to evaluate the success of policy or budget decisions and to measure local government performance. Taking the pulse of the community has little meaning without knowing what pulse rate is too high and what is too low. When surveys of service satisfaction turn up “good” citizen evaluations, jurisdictions need to know how others rate their services to understand if “good” is good enough. Furthermore, in the absence of national or peer community comparisons, a jurisdiction is left with comparing its fire protection rating to its street maintenance rating. That comparison is unfair. Streets always lose to fire. More important and harder questions need to be asked; for example, how do residents’ ratings of fire service compare to opinions about fire service in other communities?

A police department that provides the fastest and most efficient service – one that closes most of its cases, solves most of its crimes and keeps the crime rate low – still has a problem to fix if the residents in the community it intends to protect believe services are not very good compared to ratings given by residents to their own objectively “worse” departments. The benchmark data can help that police department – or any department – to understand how well citizens think it is doing. Without the comparative data, it would be like bowling in a tournament without knowing what the other teams are scoring. NRC recommends that citizen opinion be used in conjunction with other sources of data about budget, personnel and politics to help managers know how to respond to comparative results.

Jurisdictions in the benchmark database are distributed geographically across the country and range from small to large in population size. Most commonly, comparisons are made to the entire database. Comparisons may also be made to subsets of jurisdictions (for example, within a given region or population category). Despite the differences in jurisdiction characteristics, all are in the business of providing local government services to residents. Though individual jurisdiction circumstances, resources and practices vary, the objective in every community is to provide services that are so timely, tailored and effective that residents conclude the services are of the highest quality. High ratings in any jurisdiction, like SAT scores in any teen household, bring pride and a sense of accomplishment.

Comparison of Honolulu to the Benchmark Database

The City and County of Honolulu chose to have comparisons made to the entire database and a subset of similar jurisdictions from the database (populations over 300,000). A benchmark

comparison (the average rating from all the comparison jurisdictions where a similar question was asked) has been provided when a similar question on the City and County of Honolulu Survey was included in NRC's database and there were at least five jurisdictions in which the question was asked. For most questions compared to the entire dataset, there were more than 100 jurisdictions included in the benchmark comparison.

Where comparisons for quality ratings were available, the City and County of Honolulu results were generally noted as being "above" the benchmark, "below" the benchmark or "similar" to the benchmark. For some questions – those related to resident behavior, circumstance or to a local problem – the comparison to the benchmark is designated as "more," "similar" or "less" (for example, the percent of crime victims, residents visiting a park or residents identifying code enforcement as a problem.) In instances where ratings are considerably higher or lower than the benchmark, these ratings have been further demarcated by the attribute of "much," (for example, "much less" or "much above"). These labels come from a statistical comparison of the City and County of Honolulu's rating to the benchmark where a rating is considered "similar" if it is within the margin of error; "above," "below," "more" or "less" if the difference between your jurisdiction's rating and the benchmark is greater the margin of error; and "much above," "much below," "much more" or "much less" if the difference between your jurisdiction's rating and the benchmark is more than twice the margin of error.

APPENDIX C: SURVEY MATERIALS

The following pages contain copies of the survey materials sent to randomly selected households within the City and County of Honolulu.

Dear Honolulu Resident,

Your household has been selected at random to participate in an anonymous citizen survey about the City and County of Honolulu. You will receive a copy of the survey next week in the mail with instructions for completing and returning it. Thank you in advance for helping us with this important project!

Sincerely,



Edwin S. W. Young
City Auditor

Dear Honolulu Resident,

Your household has been selected at random to participate in an anonymous citizen survey about the City and County of Honolulu. You will receive a copy of the survey next week in the mail with instructions for completing and returning it. Thank you in advance for helping us with this important project!

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Sincerely,



Edwin S. W. Young
City Auditor



OFFICE OF THE CITY AUDITOR
CITY AND COUNTY OF HONOLULU
1001 KAMOKILA BOULEVARD, SUITE 216
KAPOLEI, HAWAII 96707

Presorted
First Class Mail
US Postage
PAID
Boulder, CO
Permit NO. 94



OFFICE OF THE CITY AUDITOR
CITY AND COUNTY OF HONOLULU
1001 KAMOKILA BOULEVARD, SUITE 216
KAPOLEI, HAWAII 96707

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EDWIN S.W. YOUNG
CITY AUDITOR

OFFICE OF THE CITY AUDITOR
CITY AND COUNTY OF HONOLULU
1001 KAMOKILA BOULEVARD, SUITE 216, KAPOLEI, HAWAII 96707 / PHONE: (808) 768-3134 / FAX: (808) 768-3135

October 2010

Dear City and County of Honolulu Resident:

The City and County of Honolulu wants to know what you think about our community and municipal government. You have been randomly selected to participate in Honolulu's 2010 Citizen Survey. **Please note that when we refer to "Honolulu" in this questionnaire, this means the entire City and County of Honolulu on the island of Oahu.**

Please take a few minutes to fill out the enclosed Citizen Survey. Your feedback will help the City and County set benchmarks for tracking the quality of services provided to residents. Your answers will help the City and County make decisions that affect our community. You should find the questions interesting and we will definitely find your answers useful. Please participate!

To get a representative sample of Honolulu residents, the adult (anyone 18 years or older) in your household who most recently had a birthday should complete this survey. Year of birth of the adult does not matter.

Please have the appropriate member of the household spend a few minutes to answer all the questions and return the survey in the enclosed postage-paid envelope. **Your responses will remain completely anonymous.**

You may complete the survey online if you would prefer, at:
<http://www.n-r-c.com/survey/honolulu.htm>

Your participation in this survey is very important – especially since your household is one of only a small number of households being surveyed. If you have any questions about the Citizen Survey please call (808) 768-3134.

Please help us shape the future of Honolulu. Thank you for your time and participation.

Sincerely,

Edwin S. W. Young
City Auditor



EDWIN S.W. YOUNG
CITY AUDITOR

OFFICE OF THE CITY AUDITOR
CITY AND COUNTY OF HONOLULU
1001 KAMOKILA BOULEVARD, SUITE 216, KAPOLEI, HAWAII 96707 / PHONE: (808) 768-3134 / FAX: (808) 768-3135

October 2010

Dear City and County of Honolulu Resident:

About one week ago, you should have received a copy of the enclosed survey. **If you completed it and sent it back, we thank you for your time and ask you to discard this survey. Please do not respond twice.** If you have not had a chance to complete the survey, we would appreciate your response. The City and County of Honolulu wants to know what you think about our community and municipal government. You have been randomly selected to participate in the City and County of Honolulu's Citizen Survey. **Please note that when we refer to "Honolulu" in this questionnaire, this means the entire City and County of Honolulu on the island of Oahu.**

Please take a few minutes to fill out the enclosed Citizen Survey. Your feedback will help the City and County set benchmarks for tracking the quality of services provided to residents. Your answers will help the City and County make decisions that affect our community. You should find the questions interesting and we will definitely find your answers useful. Please participate!

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Your participation in this survey is very important – especially since your household is one of only a small number of households being surveyed. If you have any questions about the Citizen Survey please call (808) 768-3134.

Please help us shape the future of Honolulu. Thank you for your time and participation.

Sincerely,

Edwin S. W. Young
City Auditor

The City and County of Honolulu 2010 Citizen Survey

Please complete this questionnaire if you are the adult (age 18 or older) in the household who most recently had a birthday. The adult's year of birth does not matter. Please select the response (by circling the number or checking the box) that most closely represents your opinion for each question. Your responses are anonymous and will be reported in group form only.

1. Please rate each of the following aspects of quality of life in Honolulu:

	Excellent	Good	Fair	Poor	Don't know
Honolulu as a place to live	1	2	3	4	5
Your neighborhood as a place to live.....	1	2	3	4	5
Honolulu as a place to raise children	1	2	3	4	5
Honolulu as a place to work	1	2	3	4	5
Honolulu as a place to retire.....	1	2	3	4	5
The overall quality of life in Honolulu	1	2	3	4	5

2. Please rate each of the following characteristics as they relate to the City and County of Honolulu as a whole:

	Excellent	Good	Fair	Poor	Don't know
Sense of community.....	1	2	3	4	5
Openness and acceptance of the community toward people of diverse backgrounds.....	1	2	3	4	5
Overall appearance of Honolulu.....	1	2	3	4	5
Cleanliness of Honolulu.....	1	2	3	4	5
Overall quality of new development in Honolulu	1	2	3	4	5
Variety of housing options	1	2	3	4	5
Overall quality of business and service establishments in Honolulu.....	1	2	3	4	5
Shopping opportunities.....	1	2	3	4	5
Opportunities to attend cultural activities.....	1	2	3	4	5
Recreational opportunities.....	1	2	3	4	5
Employment opportunities	1	2	3	4	5
Educational opportunities	1	2	3	4	5
Opportunities to participate in social events and activities	1	2	3	4	5
Opportunities to participate in religious or spiritual events and activities.....	1	2	3	4	5
Opportunities to volunteer.....	1	2	3	4	5
Opportunities to participate in community matters.....	1	2	3	4	5
Ease of car travel in Honolulu	1	2	3	4	5
Ease of bus travel in Honolulu	1	2	3	4	5
Ease of bicycle travel in Honolulu.....	1	2	3	4	5
Ease of walking in Honolulu	1	2	3	4	5
Availability of paths and walking trails.....	1	2	3	4	5
Traffic flow on major streets.....	1	2	3	4	5
Amount of public parking	1	2	3	4	5
Availability of affordable quality housing	1	2	3	4	5
Availability of affordable quality child care	1	2	3	4	5
Availability of affordable quality health care	1	2	3	4	5
Availability of affordable quality food	1	2	3	4	5
Availability of preventative health services.....	1	2	3	4	5
Air quality.....	1	2	3	4	5
Quality of overall natural environment in Honolulu.....	1	2	3	4	5
Overall image or reputation of Honolulu	1	2	3	4	5

3. Please rate the speed of growth in the following categories in Honolulu over the past 2 years:

	Much too slow	Somewhat too slow	Right amount	Somewhat too fast	Much too fast	Don't know
Population growth	1	2	3	4	5	6
Retail growth (stores, restaurants, etc.).....	1	2	3	4	5	6
Jobs growth.....	1	2	3	4	5	6



4. To what degree, if at all, are run down buildings, weed lots or junk vehicles a problem in Honolulu?
 Not a problem Minor problem Moderate problem Major problem Don't know

5. Please rate how safe or unsafe you feel from the following in Honolulu:

	Very safe	Somewhat safe	Neither safe nor unsafe	Somewhat unsafe	Very unsafe	Don't know
Violent crime (e.g., rape, assault, robbery)	1	2	3	4	5	6
Property crimes (e.g., burglary, theft).....	1	2	3	4	5	6
Environmental hazards, including toxic waste.....	1	2	3	4	5	6

6. Please rate how safe or unsafe you feel:

	Very safe	Somewhat safe	Neither safe nor unsafe	Somewhat unsafe	Very unsafe	Don't know
In your neighborhood during the day.....	1	2	3	4	5	6
In your neighborhood after dark.....	1	2	3	4	5	6
In Honolulu's downtown area during the day	1	2	3	4	5	6
In Honolulu's downtown area after dark	1	2	3	4	5	6

7. Have you had any in-person or phone contact with an employee of the Honolulu Police Department within the last 12 months?

No → Go to Question 9 Yes → Go to Question 8 Don't know → Go to Question 9

8. What was your overall impression of your most recent contact with the Honolulu Police Department?

Excellent Good Fair Poor Don't know

9. During the past 12 months, were you or anyone in your household the victim of any crime?

No → Go to Question 11 Yes → Go to Question 10 Don't know → Go to Question 11

10. If yes, was this crime (these crimes) reported to the police?

No Yes Don't know

11. In the last 12 months, about how many times, if ever, have you or other household members participated in the following activities in Honolulu?

	Never	Once or twice	3 to 12 times	13 to 26 times	More than 26 times
Used City and County of Honolulu recreation centers	1	2	3	4	5
Participated in a City and County recreation program or activity	1	2	3	4	5
Visited a neighborhood park or City and County park.....	1	2	3	4	5
Ridden TheBus or Handivan within Honolulu.....	1	2	3	4	5
Attended a meeting of local elected officials or other local public meeting	1	2	3	4	5
Watched a meeting of local elected officials or other City and County-sponsored public meeting on cable television, the Internet or other media.....	1	2	3	4	5
Read a newsletter from any City and County agency.....	1	2	3	4	5
Visited the City and County of Honolulu Web site (at www.honolulu.gov)	1	2	3	4	5
Recycled used paper, cans or bottles from your home.....	1	2	3	4	5
Volunteered your time to some group or activity in Honolulu.....	1	2	3	4	5
Participated in religious or spiritual activities in Honolulu.....	1	2	3	4	5
Participated in a club or civic group in Honolulu	1	2	3	4	5
Provided help to a friend or neighbor	1	2	3	4	5

12. About how often, if at all, do you talk to or visit with your immediate neighbors (people who live in the 10 or 20 households that are closest to you)?

Just about every day
 Several times a week
 Several times a month
 Less than several times a month

The City and County of Honolulu 2010 Citizen Survey

13. Please rate the quality of each of the following services in Honolulu:

	Excellent	Good	Fair	Poor	Don't know
Police services	1	2	3	4	5
Fire services	1	2	3	4	5
Ambulance or emergency medical services	1	2	3	4	5
Crime prevention	1	2	3	4	5
Fire prevention and education	1	2	3	4	5
Traffic enforcement	1	2	3	4	5
Street repair	1	2	3	4	5
Street cleaning	1	2	3	4	5
Street lighting	1	2	3	4	5
Sidewalk maintenance	1	2	3	4	5
Traffic signal timing	1	2	3	4	5
Bus or transit services	1	2	3	4	5
Garbage collection	1	2	3	4	5
Recycling	1	2	3	4	5
Yard waste pick-up	1	2	3	4	5
Storm drainage	1	2	3	4	5
Drinking water	1	2	3	4	5
Sewer services	1	2	3	4	5
City and County parks	1	2	3	4	5
Recreation programs or classes	1	2	3	4	5
Recreation centers or facilities	1	2	3	4	5
Land use, planning and zoning	1	2	3	4	5
Code enforcement (weeds, abandoned buildings, etc.)	1	2	3	4	5
Animal control	1	2	3	4	5
Economic development	1	2	3	4	5
Services to seniors	1	2	3	4	5
Services to youth	1	2	3	4	5
Services to low-income people	1	2	3	4	5
Public information services	1	2	3	4	5
Emergency preparedness (services that prepare the community for natural disasters or other emergency situations)	1	2	3	4	5
Preservation of natural areas such as open space, agricultural lands and greenbelts	1	2	3	4	5
Satellite City Halls	1	2	3	4	5
Neighborhood Boards	1	2	3	4	5
Honolulu City Lights (annual celebration)	1	2	3	4	5
Civil Defense/Disaster preparedness	1	2	3	4	5

14. Overall, how would you rate the quality of the services provided by each of the following?

	Excellent	Good	Fair	Poor	Don't know
The City and County of Honolulu	1	2	3	4	5
The Federal Government	1	2	3	4	5
The State Government	1	2	3	4	5

15. Please indicate how likely or unlikely you are to do each of the following:

	Very likely	Somewhat likely	Somewhat unlikely	Very unlikely	Don't know
Recommend living in Honolulu to someone who asks	1	2	3	4	5
Remain in Honolulu for the next five years	1	2	3	4	5

16. What impact, if any, do you think the economy will have on your family income in the next 6 months? Do you think the impact will be:

- Very positive
 Somewhat positive
 Neutral
 Somewhat negative
 Very negative



17. Have you had any in-person or phone contact with an employee of the Honolulu Fire Department within the last 12 months?

- No → Go to Question 19
 Yes → Go to Question 18
 Don't know → Go to Question 19

18. What was your overall impression of your most recent contact with the Honolulu Fire Department?

- Excellent
 Good
 Fair
 Poor
 Don't know

19. Have you had any in-person or phone contact with an employee of the City and County of Honolulu within the last 12 months (including police, receptionists, planners or any others)?

- No → Go to Question 21
 Yes → Go to Question 20

20. What was your impression of the employee(s) of the City and County of Honolulu in your most recent contact? (Rate each characteristic below.)

	Excellent	Good	Fair	Poor	Don't know
Knowledge	1	2	3	4	5
Responsiveness	1	2	3	4	5
Courtesy	1	2	3	4	5
Overall impression	1	2	3	4	5

21. Please rate the following categories of the City and County of Honolulu government performance:

	Excellent	Good	Fair	Poor	Don't know
The value of services for the taxes paid to the City and County of Honolulu	1	2	3	4	5
The overall direction that the City and County of Honolulu is taking	1	2	3	4	5
The job the City and County of Honolulu government does at welcoming citizen involvement	1	2	3	4	5

22. Please check the response that comes closest to your opinion for each of the following questions:

a. Please indicate to what degree you would support or oppose the City and County continuing to fund each of the following items even if it involves raising taxes:

	Strongly support	Somewhat support	Somewhat oppose	Strongly oppose	Don't know
Preserving open space and agricultural land	1	2	3	4	5
Creating new park facilities	1	2	3	4	5
Creating mass transit options such as bus or rail systems	1	2	3	4	5
Upgrading the City and County's emergency services facilities	1	2	3	4	5

b. Please select the statement that best reflects your view (select only one):

- The City and County should decrease taxes even if it will have to decrease services as a result.
 The City and County should increase services even if it will have to increase taxes as a result.
 The City and County should keep services and taxes at about the level they are now.
 Don't know/unsure.

c. If the City and County had to reduce services to cut costs, to what extent would you support or oppose the City and County reducing the level of each of the following services?

	Strongly support	Somewhat support	Somewhat oppose	Strongly oppose	Don't know
TheBus/Handivan services	1	2	3	4	5
Community, culture and art events	1	2	3	4	5
Parks services and maintenance	1	2	3	4	5
Community/recreation programs (e.g. reducing hours, classes/ programs, and services for senior/adult/youth services)	1	2	3	4	5
Fire and police services	1	2	3	4	5
City government office and customer service hours and staffing	1	2	3	4	5

The City and County of Honolulu 2010 Citizen Survey

Our last questions are about you and your household. Again, all of your responses to this survey are completely anonymous and will be reported in group form only.

D1. Are you currently employed for pay?

- No → Go to Question D3
- Yes, full time → Go to Question D2
- Yes, part time → Go to Question D2

D2. During a typical week, how many days do you commute to work (for the longest distance of your commute) in each of the ways listed below? (Enter the total number of days, using whole numbers.)

- Motorized vehicle (e.g., car, truck, van, motorcycle, etc...) by myself days
- Motorized vehicle (e.g., car, truck, van, motorcycle, etc...) with other children or adults days
- TheBus/Handivan or other public transportation days
- Walk days
- Bicycle days
- Work at home days
- Other days

D3. How many years have you lived in Honolulu?

- Less than 2 years 11-20 years
- 2-5 years More than 20 years
- 6-10 years

D4. Which best describes the building you live in?

- One family house detached from any other houses
- House attached to one or more houses (e.g., a duplex or townhome)
- Building with two or more apartments or condominiums
- Other

D5. Is this house or apartment...

- Rented for cash or occupied without cash payment?
- Owned by you or someone in this house with a mortgage or free and clear?

D6. About how much is your monthly housing cost for the place you live (including rent, mortgage payment, property tax, property insurance and homeowners' association (HOA) fees)?

- Less than \$300 per month
- \$300 to \$599 per month
- \$600 to \$999 per month
- \$1,000 to \$1,499 per month
- \$1,500 to \$2,499 per month
- \$2,500 or more per month

D7. Do any children 17 or under live in your household?

- No Yes

D8. Are you or any other members of your household aged 65 or older?

- No Yes

D9. How much do you anticipate your household's total income before taxes will be for the current year? (Please include in your total income money from all sources for all persons living in your household.)

- Less than \$24,999
- \$25,000 to \$49,999
- \$50,000 to \$99,999
- \$100,000 to \$149,999
- \$150,000 or more

Please respond to both questions D10 and D11:

D10. Are you Spanish, Hispanic or Latino?

- No, not Spanish, Hispanic or Latino
- Yes, I consider myself to be Spanish, Hispanic or Latino

D11. What is your race? (Mark one or more races to indicate what race you consider yourself to be)

- American Indian or Alaskan Native
- Native Hawaiian or other Pacific Islander
- Asian
- Black or African American
- White
- Other

D12. In which category is your age?

- 18-24 years 55-64 years
- 25-34 years 65-74 years
- 35-44 years 75 years or older
- 45-54 years

D13. What is your sex?

- Female Male

D14. Are you registered to vote in your jurisdiction?

- No Ineligible to vote
- Yes Don't know

D15. Many people don't have time to vote in elections. Did you vote in the last general election?

- No Ineligible to vote
- Yes Don't know

D16. Do you have a cell phone?

- No Yes

D17. Do you have a land line at home?

- No Yes

D18. If you have both a cell phone and a land line, which do you consider your primary telephone number?

- Cell Land line Both



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CITY AND COUNTY OF
HONOLULU, HI
2010

Benchmark Report

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The National Citizen Survey™ by National Research Center, Inc.

The National Citizen Survey™

UNDERSTANDING THE BENCHMARK COMPARISONS

COMPARISON DATA

NRC's database of comparative resident opinion is comprised of resident perspectives gathered in citizen surveys from approximately 500 jurisdictions whose residents evaluated local government services and gave their opinion about the quality of community life. The comparison evaluations are from the most recent survey completed in each jurisdiction; most communities conduct surveys every year or in alternating years. NRC adds the latest results quickly upon survey completion, keeping the benchmark data fresh and relevant.

The City and County of Honolulu chose to have comparisons made to the entire database and a subset of similar jurisdictions from the database (populations over 300,000). A benchmark comparison (the average rating from all the comparison jurisdictions where a similar question was asked) has been provided when a similar question on the City and County of Honolulu Survey was included in NRC's database and there were at least five jurisdictions in which the question was asked. For most questions compared to the entire dataset, there were more than 100 jurisdictions included in the benchmark comparison.

The jurisdictions in the database represent a wide geographic and population range as shown in the table below.

Jurisdiction Characteristic	Percent of Jurisdictions
Region	
West Coast ¹	16%
West ²	21%
North Central West ³	10%
North Central East ⁴	13%
South Central ⁵	7%
South ⁶	25%
Northeast West ⁷	2%
Northeast East ⁸	4%
Population	
Less than 40,000	45%
40,000 to 74,999	20%
75,000 to 149,000	17%
150,000 or more	19%

¹ Alaska, Washington, Oregon, California, Hawaii

² Montana, Idaho, Wyoming, Colorado, Utah, Nevada, Arizona, New Mexico

³ North Dakota, South Dakota, Nebraska, Kansas, Iowa, Missouri, Minnesota

⁴ Illinois, Indiana, Ohio, Michigan, Wisconsin

⁵ Oklahoma, Texas, Louisiana, Arkansas

⁶ West Virginia, Virginia, Kentucky, Tennessee, Mississippi, Alabama, Georgia, Florida, South Carolina, North Carolina, Maryland, Delaware, Washington DC

⁷ New York, Pennsylvania, New Jersey

⁸ Connecticut, Rhode Island, Massachusetts, New Hampshire, Vermont, Maine

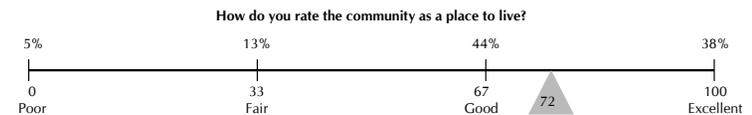
PUTTING EVALUATIONS ONTO THE 100-POINT SCALE

Although responses to many of the evaluative questions were made on a four point scale with 1 representing the best rating and 4 the worst, the benchmarks are reported on a common scale where 0 is the worst possible rating and 100 is the best possible rating. The 95 percent confidence interval around an average score on the 100-point scale is no greater than plus or minus three points based on all respondents.

The 100-point scale is not a percent. It is a conversion of responses to an average rating. Each response option is assigned a value that is used in calculating the average score. For example, "excellent" = 100, "good" = 67, "fair" = 33 and "poor" = 0. If everyone reported "excellent," then the average rating would be 100 on the 100-point scale. Likewise, if all respondents gave a "poor," the result would be 0 on the 100-point scale. If half the respondents gave a score of "excellent" and half gave a score of "poor," the average would be in the middle of the scale (like the center post of a teeter totter) between "fair" and "good." An example of how to convert survey frequencies into an average rating appears below.

Example of Converting Responses to the 100-point Scale

How do you rate the community as a place to live?						
Response option	Total with "don't know"	Step 1: Remove the percent of "don't know" responses	Total without "don't know"	Step 2: Assign scale values	Step 3: Multiply the percent by the scale value	Step 4: Sum to calculate the average rating
Excellent	36%	= 36 ÷ (100-5) =	38%	100	= 38% x 100 =	38
Good	42%	= 42 ÷ (100-5) =	44%	67	= 44% x 67 =	30
Fair	12%	= 12 ÷ (100-5) =	13%	33	= 13% x 33 =	4
Poor	5%	= 5 ÷ (100-5) =	5%	0	= 5% x 0 =	0
Don't know	5%					
Total	100%		100%			72



INTERPRETING THE RESULTS

Average ratings are compared when similar questions are included in NRC's database, and there are at least five jurisdictions in which the question was asked. Where comparisons are available, three numbers are provided in the table. The first column is your jurisdiction's rating on the 100-point scale. The second column is the rank assigned to your jurisdiction's rating among jurisdictions where a similar question was asked. The third column is the number of jurisdictions that asked a similar question. The fourth column is shows Honolulu's percentile. The final column shows the comparison of your jurisdiction's average rating to the benchmark.

Where comparisons for quality ratings were available, the City and County of Honolulu's results were generally noted as being "above" the benchmark, "below" the benchmark or "similar" to the benchmark. For some questions – those related to resident behavior, circumstance or to a local problem – the comparison to the benchmark is designated as "more," "similar" or "less" (for example, the percent of crime victims, residents visiting a park or residents identifying code enforcement as a problem.) In instances where ratings are considerably higher or lower than the benchmark, these ratings have been further demarcated by the attribute of "much," (for example, "much less" or "much above"). These labels come from a statistical comparison of the City and County of Honolulu's rating to the benchmark where a rating is considered "similar" if it is within the margin of error; "above," "below," "more" or "less" if the difference between your jurisdiction's rating and the benchmark is greater the margin of error; and "much above," "much below," "much more" or "much less" if the difference between your jurisdiction's rating and the benchmark is more than twice the margin of error.

This report contains benchmarks at the national level, as well as for populations over 300,000.

NATIONAL BENCHMARK COMPARISONS

Overall Community Quality Benchmarks					
	Honolulu average rating	Rank	Number of Jurisdictions for Comparison	City and County of Honolulu Percentile	Comparison to benchmark
Overall quality of life in Honolulu	63	226	360	37%	Below
Your neighborhood as place to live	67	149	243	39%	Similar
Honolulu as a place to live	70	173	309	44%	Similar
Recommend living in Honolulu to someone who asks	66	115	137	16%	Much below
Remain in Honolulu for the next five years	80	49	136	64%	Above

Community Transportation Benchmarks					
	Honolulu average rating	Rank	Number of Jurisdictions for Comparison	City and County of Honolulu Percentile	Comparison to benchmark
Ease of car travel in Honolulu	29	232	238	3%	Much below
Ease of bus travel in Honolulu	52	45	168	74%	Much above
Ease of bicycle travel in Honolulu	28	220	234	6%	Much below
Ease of walking in Honolulu	48	166	236	30%	Much below
Availability of paths and walking trails	38	119	139	14%	Much below
Traffic flow on major streets	19	192	194	1%	Much below

Frequency of Bus Use Benchmarks					
	Honolulu average rating	Rank	Number of Jurisdictions for Comparison	City and County of Honolulu Percentile	Comparison to benchmark
Ridden TheBus or Handivan within Honolulu	50	12	143	92%	Much more

Drive Alone Benchmarks					
	Honolulu average rating	Rank	Number of Jurisdictions for Comparison	City and County of Honolulu Percentile	Comparison to benchmark
Average percent of work commute trips made by driving alone	57	115	124	7%	Much less

Transportation and Parking Services Benchmarks					
	Honolulu average rating	Rank	Number of Jurisdictions for Comparison	City and County of Honolulu Percentile	Comparison to benchmark
Street repair	18	356	363	2%	Much below
Street cleaning	34	247	251	2%	Much below
Street lighting	43	242	270	10%	Much below
Sidewalk maintenance	35	214	232	8%	Much below
Traffic signal timing	40	161	186	14%	Much below
Bus or transit services	60	36	188	81%	Much above
Amount of public parking	19	170	171	1%	Much below

Housing Characteristics Benchmarks					
	Honolulu average rating	Rank	Number of Jurisdictions for Comparison	City and County of Honolulu Percentile	Comparison to benchmark
Availability of affordable quality housing	15	254	259	2%	Much below
Variety of housing options	32	126	128	2%	Much below

Housing Costs Benchmarks					
	Honolulu average rating	Rank	Number of Jurisdictions for Comparison	City and County of Honolulu Percentile	Comparison to benchmark
Experiencing housing costs stress (housing costs 30% or MORE of income)	54	6	131	96%	Much more

Built Environment Benchmarks					
	Honolulu average rating	Rank	Number of Jurisdictions for Comparison	City and County of Honolulu Percentile	Comparison to benchmark
Quality of new development in Honolulu	43	181	210	14%	Much below
Overall appearance of Honolulu	50	216	282	23%	Much below

Population Growth Benchmarks					
	Honolulu average rating	Rank	Number of Jurisdictions for Comparison	City and County of Honolulu Percentile	Comparison to benchmark
Population growth seen as too fast	65	36	203	83%	Much more

Nuisance Problems Benchmarks					
	Honolulu average rating	Rank	Number of Jurisdictions for Comparison	City and County of Honolulu Percentile	Comparison to benchmark
Run down buildings, weed lots and junk vehicles seen as a "major" problem	26	24	200	88%	Much more

Planning and Community Code Enforcement Services Benchmarks					
	Honolulu average rating	Rank	Number of Jurisdictions for Comparison	City and County of Honolulu Percentile	Comparison to benchmark
Land use, planning and zoning	31	221	246	10%	Much below
Code enforcement (weeds, abandoned buildings, etc.)	29	286	302	5%	Much below
Animal control	41	253	273	7%	Much below

Economic Sustainability and Opportunities Benchmarks					
	Honolulu average rating	Rank	Number of Jurisdictions for Comparison	City and County of Honolulu Percentile	Comparison to benchmark
Employment opportunities	31	171	248	31%	Below
Shopping opportunities	62	55	246	78%	Much above
Honolulu as a place to work	50	145	253	43%	Similar
Overall quality of business and service establishments in Honolulu	46	104	123	16%	Much below

Economic Development Services Benchmarks					
	Honolulu average rating	Rank	Number of Jurisdictions for Comparison	City and County of Honolulu Percentile	Comparison to benchmark
Economic development	33	207	239	13%	Much below

Job and Retail Growth Benchmarks					
	Honolulu average rating	Rank	Number of Jurisdictions for Comparison	City and County of Honolulu Percentile	Comparison to benchmark
Retail growth seen as too slow	18	174	202	14%	Much less
Jobs growth seen as too slow	86	47	205	77%	Much more

Personal Economic Future Benchmarks					
	Honolulu average rating	Rank	Number of Jurisdictions for Comparison	City and County of Honolulu Percentile	Comparison to benchmark
Positive impact of economy on household income	20	53	199	74%	Above

Community and Personal Public Safety Benchmarks					
	Honolulu average rating	Rank	Number of Jurisdictions for Comparison	City and County of Honolulu Percentile	Comparison to benchmark
In your neighborhood during the day	83	203	267	24%	Below
In your neighborhood after dark	66	196	263	26%	Below
In Honolulu's downtown area during the day	69	213	229	7%	Much below
In Honolulu's downtown area after dark	31	231	238	3%	Much below
Violent crime (e.g., rape, assault, robbery)	60	199	234	15%	Much below
Property crimes (e.g., burglary, theft)	45	215	234	8%	Much below
Environmental hazards, including toxic waste	62	125	133	6%	Much below

Crime Victimization and Reporting Benchmarks					
	Honolulu average rating	Rank	Number of Jurisdictions for Comparison	City and County of Honolulu Percentile	Comparison to benchmark
Victim of crime	12	121	205	41%	Similar
Reported crimes	94	4	203	99%	Much more

Public Safety Services Benchmarks					
	Honolulu average rating	Rank	Number of Jurisdictions for Comparison	City and County of Honolulu Percentile	Comparison to benchmark
Police services	56	319	349	9%	Much below
Fire services	74	206	288	29%	Similar
Ambulance or emergency medical services	73	173	283	39%	Similar
Crime prevention	44	243	273	11%	Much below
Fire prevention and education	59	177	218	19%	Much below
Traffic enforcement	41	289	294	2%	Much below
Emergency preparedness (services that prepare the community for natural disasters or other emergency situations)	55	81	150	46%	Similar

Contact with Police and Fire Departments Benchmarks					
	Honolulu average rating	Rank	Number of Jurisdictions for Comparison	City and County of Honolulu Percentile	Comparison to benchmark
Had contact with the Honolulu Police Department	35	3	10	78%	More
Overall impression of most recent contact with the Honolulu Police Department	55	20	22	10%	Much below
Had contact with the Honolulu Fire Department	12	4	8	57%	Similar
Overall impression of most recent contact with the Honolulu Fire Department	88	6	15	64%	Much above

Community Environment Benchmarks					
	Honolulu average rating	Rank	Number of Jurisdictions for Comparison	City and County of Honolulu Percentile	Comparison to benchmark
Cleanliness of Honolulu	43	132	139	5%	Much below
Quality of overall natural environment in Honolulu	61	73	135	46%	Similar
Preservation of natural areas such as open space, farmlands and greenbelts	43	121	140	14%	Much below
Air quality	67	53	184	72%	Much above

Frequency of Recycling Benchmarks					
	Honolulu average rating	Rank	Number of Jurisdictions for Comparison	City and County of Honolulu Percentile	Comparison to benchmark
Recycled used paper, cans or bottles from your home	90	55	190	71%	Much more

Utility Services Benchmarks					
	Honolulu average rating	Rank	Number of Jurisdictions for Comparison	City and County of Honolulu Percentile	Comparison to benchmark
Sewer services	53	212	239	11%	Much below
Drinking water	68	52	239	79%	Much above
Storm drainage	49	189	288	34%	Below
Yard waste pick-up	57	148	193	23%	Much below
Recycling	60	191	270	29%	Below
Garbage collection	63	250	295	15%	Much below

Community Recreational Opportunities Benchmarks					
	Honolulu average rating	Rank	Number of Jurisdictions for Comparison	City and County of Honolulu Percentile	Comparison to benchmark
Recreation opportunities	65	65	250	74%	Much above

Participation in Parks and Recreation Opportunities Benchmarks					
	Honolulu average rating	Rank	Number of Jurisdictions for Comparison	City and County of Honolulu Percentile	Comparison to benchmark
Used City and County of Honolulu recreation centers	57	81	165	51%	Similar
Participated in a recreation program or activity	40	148	192	23%	Much less
Visited a neighborhood park or City and County park	87	86	200	57%	Similar

Parks and Recreation Services Benchmarks					
	Honolulu average rating	Rank	Number of Jurisdictions for Comparison	City and County of Honolulu Percentile	Comparison to benchmark
City and County parks	52	251	264	5%	Much below
Recreation programs or classes	53	246	286	14%	Much below
Recreation centers or facilities	47	205	224	9%	Much below

Cultural and Educational Opportunities Benchmarks					
	Honolulu average rating	Rank	Number of Jurisdictions for Comparison	City and County of Honolulu Percentile	Comparison to benchmark
Opportunities to attend cultural activities	62	45	254	83%	Much above
Educational opportunities	42	177	195	9%	Much below

Participation in Cultural and Educational Opportunities Benchmarks					
	Honolulu average rating	Rank	Number of Jurisdictions for Comparison	City and County of Honolulu Percentile	Comparison to benchmark
Participated in religious or spiritual activities in Honolulu	49	61	90	33%	Less

Community Health and Wellness Access and Opportunities Benchmarks					
	Honolulu average rating	Rank	Number of Jurisdictions for Comparison	City and County of Honolulu Percentile	Comparison to benchmark
Availability of affordable quality health care	37	167	198	16%	Much below
Availability of affordable quality food	48	118	136	13%	Much below
Availability of preventive health services	44	89	106	16%	Much below

Community Quality and Inclusiveness Benchmarks					
	Honolulu average rating	Rank	Number of Jurisdictions for Comparison	City and County of Honolulu Percentile	Comparison to benchmark
Sense of community	53	166	254	35%	Below
Openness and acceptance of the community toward people of diverse backgrounds	56	107	216	51%	Similar
Availability of affordable quality child care	25	187	191	2%	Much below
Honolulu as a place to raise kids	58	220	301	27%	Much below
Honolulu as a place to retire	59	143	282	49%	Similar

Services Provided for Population Subgroups Benchmarks					
	Honolulu average rating	Rank	Number of Jurisdictions for Comparison	City and County of Honolulu Percentile	Comparison to benchmark
Services to seniors	47	218	251	13%	Much below
Services to youth	42	182	225	19%	Much below
Services to low income people	38	157	198	21%	Below

Civic Engagement Opportunities Benchmarks					
	Honolulu average rating	Rank	Number of Jurisdictions for Comparison	City and County of Honolulu Percentile	Comparison to benchmark
Opportunities to participate in community matters	53	81	127	37%	Below
Opportunities to volunteer	63	69	131	48%	Similar

Participation in Civic Engagement Opportunities Benchmarks					
	Honolulu average rating	Rank	Number of Jurisdictions for Comparison	City and County of Honolulu Percentile	Comparison to benchmark
Attended a meeting of local elected officials or other local public meeting	25	129	200	36%	Less
Watched a meeting of local elected officials or other City and County-sponsored meeting on cable television, the Internet	59	15	157	91%	Much more
Volunteered your time to some group or activity in Honolulu	48	88	203	57%	More
Participated in a club or civic group in Honolulu	32	44	105	59%	Similar
Provided help to a friend or neighbor	91	93	105	12%	Less

Voter Behavior Benchmarks					
	Honolulu average rating	Rank	Number of Jurisdictions for Comparison	City and County of Honolulu Percentile	Comparison to benchmark
Registered to vote	69	209	210	0%	Much less
Voted in last general election	65	184	209	12%	Much less

Use of Information Sources Benchmarks					
	Honolulu average rating	Rank	Number of Jurisdictions for Comparison	City and County of Honolulu Percentile	Comparison to benchmark
Read a newsletter from any City and County agency	61	124	140	12%	Much less
Visited the City and County of Honolulu Web site	58	74	124	41%	Similar

Local Government Media Services and Information Dissemination Benchmarks					
	Honolulu average rating	Rank	Number of Jurisdictions for Comparison	City and County of Honolulu Percentile	Comparison to benchmark
Public information services	46	225	247	9%	Much below

Social Engagement Opportunities Benchmarks					
	Honolulu average rating	Rank	Number of Jurisdictions for Comparison	City and County of Honolulu Percentile	Comparison to benchmark
Opportunities to participate in social events and activities	56	62	131	53%	Similar
Opportunities to participate in religious or spiritual events and activities	63	74	102	28%	Below

Contact with Immediate Neighbors Benchmarks					
	Honolulu average rating	Rank	Number of Jurisdictions for Comparison	City and County of Honolulu Percentile	Comparison to benchmark
Has contact with neighbors at least several times per week	49	49	119	59%	Similar

Public Trust Benchmarks					
	Honolulu average rating	Rank	Number of Jurisdictions for Comparison	City and County of Honolulu Percentile	Comparison to benchmark
Value of services for the taxes paid to the City and County of Honolulu	36	293	317	8%	Much below
The overall direction that the City and County of Honolulu is taking	35	245	261	6%	Much below
Job the City and County of Honolulu government does at welcoming citizen involvement	39	238	275	14%	Much below

Public Trust Benchmarks					
	Honolulu average rating	Rank	Number of Jurisdictions for Comparison	City and County of Honolulu Percentile	Comparison to benchmark
Overall image or reputation of Honolulu	58	136	240	44%	Similar

Services Provided by Local, State and Federal Governments Benchmarks					
	Honolulu average rating	Rank	Number of Jurisdictions for Comparison	City and County of Honolulu Percentile	Comparison to benchmark
Services provided by the City and County of Honolulu	47	321	345	7%	Much below
Services provided by the Federal Government	49	9	213	96%	Much above
Services provided by the State Government	42	115	216	47%	Similar

Contact with City and County Employees Benchmarks					
	Honolulu average rating	Rank	Number of Jurisdictions for Comparison	City and County of Honolulu Percentile	Comparison to benchmark
Had contact with City and County employee(s) in last 12 months	47	194	232	16%	Much less

Perceptions of City and County Employees (Among Those Who Had Contact) Benchmarks					
	Honolulu average rating	Rank	Number of Jurisdictions for Comparison	City and County of Honolulu Percentile	Comparison to benchmark
Knowledge	63	221	272	19%	Much below
Responsiveness	58	234	269	13%	Much below
Courteousness	63	186	223	17%	Much below
Overall impression	59	245	310	21%	Much below

The National Citizen Survey™ by National Research Center, Inc.

JURISDICTIONS INCLUDED IN NATIONAL BENCHMARK COMPARISONS

Valdez, AK	4,036	Mission Viejo, CA	93,102
Auburn, AL	42,987	Morgan Hill, CA	33,556
Gulf Shores, AL	5,044	Mountain View, CA	70,708
Tuskegee, AL	11,846	Newport Beach, CA	70,032
Fayetteville, AR	58,047	Palm Springs, CA	42,807
Little Rock, AR	183,133	Palo Alto, CA	58,598
Avondale, AZ	35,883	Poway, CA	48,044
Casa Grande, AZ	25,224	Rancho Cordova, CA	55,060
Chandler, AZ	176,581	Redding, CA	80,865
Cococino County, AZ	116,320	Richmond, CA	99,216
Dewey-Humboldt, AZ	6,295	San Francisco, CA	776,733
Flagstaff, AZ	52,894	San Luis Obispo County, CA	247,900
Florence, AZ	17,054	San Rafael, CA	56,063
Gilbert, AZ	109,697	Santa Barbara County, CA	399,347
Green Valley, AZ	17,283	Santa Monica, CA	84,084
Kingman, AZ	20,069	South Lake Tahoe, CA	23,609
Marana, AZ	13,556	Stockton, CA	243,771
Mesa, AZ	396,375	Sunnyvale, CA	131,760
Peoria, AZ	108,364	Temecula, CA	57,716
Phoenix, AZ	1,321,045	Visalia, CA	91,565
Pinal County, AZ	179,727	Walnut Creek, CA	64,296
Prescott Valley, AZ	25,535	Calgary, Canada	878,866
Queen Creek, AZ	4,316	District of Saanich, Victoria, Canada	103,654
Scottsdale, AZ	202,705	Edmonton, Canada	666,104
Sedona, AZ	10,192	Guelph, Ontario, Canada	114,943
Surprise, AZ	30,848	Kamloops, Canada	77,281
Tempe, AZ	158,625	Kelowna, Canada	96,288
Yuma, AZ	77,515	Oakville, Canada	144,738
Yuma County, AZ	160,026	Thunder Bay, Canada	109,016
Agoura Hills, CA	20,537	Victoria, Canada	78,057
Bellflower, CA	72,878	Whitehorse, Canada	19,058
Benicia, CA	26,865	Winnipeg, Canada	619,544
Brea, CA	35,410	Yellowknife, Canada	16,541
Brisbane, CA	3,597	Arapahoe County, CO	487,967
Burlingame, CA	28,158	Archuleta County, CO	9,898
Carlsbad, CA	78,247	Arvada, CO	102,153
Chula Vista, CA	173,556	Aspen, CO	5,914
Concord, CA	121,780	Aurora, CO	276,393
Davis, CA	60,308	Boulder, CO	94,673
Del Mar, CA	4,389	Boulder County, CO	291,288
Dublin, CA	29,973	Breckenridge, CO	2,408
El Cerrito, CA	23,171	Broomfield, CO	38,272
Elk Grove, CA	59,984	Castle Rock, CO	20,224
Galt, CA	19,472	Centennial, CO	103,000
La Mesa, CA	54,749	Clear Creek County, CO	9,322
Laguna Beach, CA	23,727	Colorado Springs, CO	360,890
Livermore, CA	73,345	Craig, CO	9,189
Lodi, CA	56,999	Crested Butte, CO	1,529
Long Beach, CA	461,522	Denver, CO	554,636
Lynwood, CA	69,845	Douglas County, CO	175,766
Menlo Park, CA	30,785	Durango, CO	13,922

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Eagle County, CO.....	41,659	Eustis, FL.....	15,106
Englewood, CO.....	31,727	Gainesville, FL.....	95,447
Fort Collins, CO.....	118,652	Hillsborough County, FL.....	998,948
Frisco, CO.....	2,443	Jupiter, FL.....	39,328
Fruita, CO.....	6,478	Kissimmee, FL.....	47,814
Georgetown, CO.....	1,088	Lee County, FL.....	454,918
Grand County, CO.....	12,442	Martin County, FL.....	126,731
Grand Junction, CO.....	41,986	Melbourne, FL.....	71,382
Greenwood Village, CO.....	11,035	Miami Beach, FL.....	87,933
Gunnison County, CO.....	13,956	North Palm Beach, FL.....	12,064
Highlands Ranch, CO.....	70,931	North Port, FL.....	22,797
Hot Sulphur Springs, CO.....	521	Oakland Park, FL.....	30,966
Jefferson County, CO.....	527,056	Ocala, FL.....	45,943
Lakewood, CO.....	144,126	Oldsmar, FL.....	11,910
Larimer County, CO.....	251,494	Oviedo, FL.....	26,316
Lone Tree, CO.....	4,873	Palm Bay, FL.....	79,413
Longmont, CO.....	71,093	Palm Beach, FL.....	10,468
Louisville, CO.....	18,937	Palm Beach County, FL.....	1,131,184
Loveland, CO.....	50,608	Palm Beach Gardens, FL.....	35,058
Mesa County, CO.....	116,255	Palm Coast, FL.....	32,732
Montrose, CO.....	12,344	Panama City, FL.....	36,417
Northglenn, CO.....	31,575	Pasco County, FL.....	344,765
Parker, CO.....	23,558	Pinellas County, FL.....	921,482
Pitkin County, CO.....	14,872	Pinellas Park, FL.....	45,658
Salida, CO.....	5,504	Port Orange, FL.....	45,823
Silverthorne, CO.....	3,196	Port St. Lucie, FL.....	88,769
Steamboat Springs, CO.....	9,815	Sanford, FL.....	38,291
Sterling, CO.....	11,360	Sarasota, FL.....	52,715
Summit County, CO.....	23,548	Seminole, FL.....	10,890
Thornton, CO.....	82,384	South Daytona, FL.....	13,177
Vail, CO.....	4,531	St. Cloud, FL.....	20,074
Westminster, CO.....	100,940	Tallahassee, FL.....	150,624
Wheat Ridge, CO.....	32,913	Titusville, FL.....	40,670
Coventry, CT.....	11,504	Volusia County, FL.....	443,343
Hartford, CT.....	121,578	Walton County, FL.....	40,601
Wethersfield, CT.....	26,271	Winter Garden, FL.....	14,351
Windsor, CT.....	28,237	Winter Park, FL.....	24,090
Dover, DE.....	32,135	Albany, GA.....	76,939
Belleair Beach, FL.....	1,751	Alpharetta, GA.....	34,854
Bonita Springs, FL.....	32,797	Cartersville, GA.....	15,925
Brevard County, FL.....	476,230	Conyers, GA.....	10,689
Cape Coral, FL.....	102,286	Decatur, GA.....	18,147
Charlotte County, FL.....	141,627	Milton, GA.....	30,180
Clearwater, FL.....	108,787	Roswell, GA.....	79,334
Collier County, FL.....	251,377	Savannah, GA.....	131,510
Cooper City, FL.....	27,939	Smyrna, GA.....	40,999
Coral Springs, FL.....	117,549	Snellville, GA.....	15,351
Dania Beach, FL.....	20,061	Suwanee, GA.....	8,725
Daytona Beach, FL.....	64,112	Valdosta, GA.....	43,724
Delray Beach, FL.....	60,020	Ames, IA.....	50,731
Destin, FL.....	11,119	Ankeny, IA.....	27,117
Duval County, FL.....	778,879	Bettendorf, IA.....	31,275
Escambia County, FL.....	294,410	Davenport, IA.....	98,359

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Des Moines, IA.....	198,682	New Orleans, LA.....	484,674
Indianola, IA.....	12,998	Andover, MA.....	31,247
Marion, IA.....	7,144	Barnstable, MA.....	47,821
Urbandale, IA.....	29,072	Bedford, MA.....	12,595
Waukee, IA.....	5,126	Burlington, MA.....	22,876
Boise, ID.....	185,787	Cambridge, MA.....	101,355
Moscow, ID.....	21,291	Needham, MA.....	28,911
Post Falls, ID.....	17,247	Shrewsbury, MA.....	31,640
Twin Falls, ID.....	34,469	Worcester, MA.....	172,648
Batavia, IL.....	23,866	Baltimore County, MD.....	754,292
Centralia, IL.....	14,136	College Park, MD.....	24,657
Clarendon Hills, IL.....	7,610	Gaithersburg, MD.....	52,613
Collinsville, IL.....	24,707	La Plata, MD.....	6,551
Crystal Lake, IL.....	38,000	Montgomery County, MD.....	873,341
DeKalb, IL.....	39,018	Ocean City, MD.....	7,173
Downers Grove, IL.....	48,724	Rockville, MD.....	37,888
Elmhurst, IL.....	42,762	Takoma Park, MD.....	17,299
Evanston, IL.....	74,239	Saco, ME.....	16,822
Freeport, IL.....	26,443	Ann Arbor, MI.....	114,024
Gurnee, IL.....	28,834	Battle Creek, MI.....	53,364
Highland Park, IL.....	31,365	Delhi Township, MI.....	22,569
Lincolnwood, IL.....	12,359	Escanaba, MI.....	13,140
Naperville, IL.....	128,358	Flushing, MI.....	8,348
Normal, IL.....	45,386	Gladstone, MI.....	5,032
Oak Park, IL.....	39,803	Howell, MI.....	9,232
O'Fallon, IL.....	21,910	Jackson County, MI.....	158,422
Palatine, IL.....	65,479	Meridian Charter Township, MI.....	38,987
Park Ridge, IL.....	37,775	Novi, MI.....	47,386
Peoria County, IL.....	183,433	Oakland Township, MI.....	13,071
Riverside, IL.....	8,895	Ottawa County, MI.....	238,314
Sherman, IL.....	2,871	Petoskey, MI.....	6,080
Shorewood, IL.....	7,686	Rochester, MI.....	10,467
Skokie, IL.....	63,348	Sault Sainte Marie, MI.....	16,542
Sugar Grove, IL.....	3,909	South Haven, MI.....	5,021
Wilmington, IL.....	5,134	Troy, MI.....	80,959
Woodridge, IL.....	30,934	Village of Howard City, MI.....	1,585
Fishers, IN.....	37,835	Blue Earth, MN.....	3,621
Munster, IN.....	21,511	Carver County, MN.....	70,205
Arkansas City, KS.....	11,963	Chanassen, MN.....	20,321
Chanute, KS.....	9,411	Dakota County, MN.....	355,904
Fairway, KS.....	3,952	Duluth, MN.....	86,918
Gardner, KS.....	9,396	Fridley, MN.....	27,449
Lawrence, KS.....	80,098	Hutchinson, MN.....	13,080
Lenexa, KS.....	40,238	Maple Grove, MN.....	50,365
Merriam, KS.....	11,008	Mayer, MN.....	554
Mission, KS.....	9,727	Medina, MN.....	4,005
Olathe, KS.....	92,962	Minneapolis, MN.....	382,618
Overland Park, KS.....	149,080	North Branch, MN.....	8,023
Roeland Park, KS.....	6,817	Olmsted County, MN.....	124,277
Salina, KS.....	45,679	Prior Lake, MN.....	15,917
Wichita, KS.....	344,284	Scott County, MN.....	89,498
Bowling Green, KY.....	49,296	St. Cloud, MN.....	59,107
Daviess County, KY.....	91,545	St. Louis County, MN.....	200,528

Washington County, MN.....	201,130	Blue Ash, OH.....	12,513
Woodbury, MN.....	46,463	Delaware, OH.....	25,243
Blue Springs, MO.....	48,080	Dublin, OH.....	31,392
Branson, MO.....	6,050	Hudson, OH.....	22,439
Clay County, MO.....	184,006	Kettering, OH.....	57,502
Creve Coeur, MO.....	16,500	Lebanon, OH.....	16,962
Ellisville, MO.....	9,104	Orange Village, OH.....	3,236
Grandview, MO.....	24,881	Sandusky, OH.....	27,844
Joplin, MO.....	45,504	Springboro, OH.....	12,380
Lee's Summit, MO.....	70,700	Upper Arlington, OH.....	33,686
Liberty, MO.....	26,232	Westerville, OH.....	35,318
Maryland Heights, MO.....	25,756	Broken Arrow, OK.....	74,839
Maryville, MO.....	10,581	Edmond, OK.....	68,315
O'Fallon, MO.....	46,169	Oklahoma City, OK.....	506,132
Platte City, MO.....	3,866	Stillwater, OK.....	39,065
Raymore, MO.....	11,146	Albany, OR.....	40,852
Richmond Heights, MO.....	9,602	Bend, OR.....	52,029
Starkville, MS.....	21,869	Corvallis, OR.....	49,322
Billings, MT.....	89,847	Eugene, OR.....	137,893
Bozeman, MT.....	27,509	Hermiston, OR.....	13,154
Missoula, MT.....	57,053	Jackson County, OR.....	181,269
Asheville, NC.....	68,889	Keizer, OR.....	32,203
Cary, NC.....	94,536	Lane County, OR.....	322,959
Charlotte, NC.....	540,828	Multnomah County, OR.....	660,486
Concord, NC.....	55,977	Portland, OR.....	529,121
Davidson, NC.....	7,139	Tualatin, OR.....	22,791
Durham, NC.....	187,038	Borough of Ebensburg, PA.....	3,091
High Point, NC.....	85,839	Cranberry Township, PA.....	23,625
Kannapolis, NC.....	36,910	Cumberland County, PA.....	213,674
Mecklenburg County, NC.....	695,454	Ephrata Borough, PA.....	13,213
Mooreville, NC.....	18,823	Kutztown Borough, PA.....	5,067
Winston-Salem, NC.....	185,776	Lower Providence Township, PA.....	22,390
Wahpeton, ND.....	8,586	Peters Township, PA.....	17,556
Cedar Creek, NE.....	396	Philadelphia, PA.....	1,517,550
La Vista, NE.....	11,699	State College, PA.....	38,420
Dover, NH.....	26,884	Upper Merion Township, PA.....	28,863
Lebanon, NH.....	12,568	East Providence, RI.....	48,688
Lyme, NH.....	1,679	Newport, RI.....	26,475
Alamogordo, NM.....	35,582	Greenville, SC.....	56,002
Albuquerque, NM.....	448,607	Mauldin, SC.....	15,224
Bloomfield, NM.....	6,417	Rock Hill, SC.....	49,765
Farmington, NM.....	37,844	Sioux Falls, SD.....	123,975
Rio Rancho, NM.....	51,765	Johnson City, TN.....	55,469
San Juan County, NM.....	113,801	Nashville, TN.....	545,524
Carson City, NV.....	52,457	Oak Ridge, TN.....	27,387
Henderson, NV.....	175,381	White House, TN.....	7,220
North Las Vegas, NV.....	115,488	Arlington, TX.....	332,969
Reno, NV.....	180,480	Austin, TX.....	656,562
Sparks, NV.....	66,346	Benbrook, TX.....	20,208
Washoe County, NV.....	339,486	Bryan, TX.....	34,733
Beekman, NY.....	11,452	Coppell, TX.....	39,958
Canandaigua, NY.....	11,264	Corpus Christi, TX.....	277,454
New York City, NY.....	8,008,278	Dallas, TX.....	1,188,580

Denton, TX.....	80,537	Radford, VA.....	15,859
Duncanville, TX.....	36,081	Roanoke, VA.....	94,911
El Paso, TX.....	563,662	Spotsylvania County, VA.....	90,395
Flower Mound, TX.....	50,702	Stafford County, VA.....	92,446
Fort Worth, TX.....	534,694	Staunton, VA.....	23,853
Georgetown, TX.....	28,339	Virginia Beach, VA.....	425,257
Grand Prairie, TX.....	127,427	Williamsburg, VA.....	11,998
Houston, TX.....	1,953,631	Chittenden County, VT.....	146,571
Hurst, TX.....	36,273	Montpelier, VT.....	8,035
Hutto, TX.....	1,250	Auburn, WA.....	40,314
Irving, TX.....	191,615	Bellevue, WA.....	109,569
McAllen, TX.....	106,414	Bellingham, WA.....	67,171
Pasadena, TX.....	141,674	Clark County, WA.....	345,238
Plano, TX.....	222,030	Federal Way, WA.....	83,259
Round Rock, TX.....	61,136	Gig Harbor, WA.....	6,465
Rowlett, TX.....	44,503	Hoquiam, WA.....	9,097
San Marcos, TX.....	34,733	Kirkland, WA.....	45,054
Shenandoah, TX.....	1,503	Kitsap County, WA.....	231,969
Southlake, TX.....	21,519	Lynnwood, WA.....	33,847
Sugar Land, TX.....	63,328	Mountlake Terrace, WA.....	20,362
Temple, TX.....	54,514	Ocean Shores, WA.....	3,836
The Colony, TX.....	26,531	Olympia, WA.....	42,514
Tomball, TX.....	9,089	Pasco, WA.....	32,066
Farmington, UT.....	12,081	Redmond, WA.....	45,256
Riverdale, UT.....	7,656	Renton, WA.....	50,052
Sandy City, UT.....	88,418	Snoqualmie, WA.....	1,631
Saratoga Springs, UT.....	1,003	Spokane Valley, WA.....	75,203
Springville, UT.....	20,424	Tacoma, WA.....	193,556
Washington City, UT.....	8,186	Vancouver, WA.....	143,560
Albemarle County, VA.....	79,236	Columbus, WI.....	4,479
Arlington County, VA.....	189,453	De Pere, WI.....	20,559
Blacksburg, VA.....	39,357	Eau Claire, WI.....	61,704
Botetourt County, VA.....	30,496	Merrill, WI.....	10,146
Chesapeake, VA.....	199,184	Ozaukee County, WI.....	82,317
Chesterfield County, VA.....	259,903	Racine, WI.....	81,855
Hampton, VA.....	146,437	Suamico, WI.....	8,686
Hanover County, VA.....	86,320	Wausau, WI.....	38,426
Hopewell, VA.....	22,354	Whitewater, WI.....	13,437
James City County, VA.....	48,102	Morgantown, WV.....	26,809
Lexington, VA.....	6,867	Cheyenne, WY.....	53,011
Lynchburg, VA.....	65,269	Gillette, WY.....	19,646
Newport News, VA.....	180,150	Laramie, WY.....	27,204
Northampton County, VA.....	13,093	Teton County, WY.....	18,251
Prince William County, VA.....	280,813		

**POPULATIONS OVER 300,000
BENCHMARK COMPARISONS**

Overall Community Quality Benchmarks					
	Honolulu average rating	Rank	Number of Jurisdictions for Comparison	City and County of Honolulu Percentile	Comparison to benchmark
Overall quality of life in Honolulu	63	9	23	64%	Similar
Your neighborhood as place to live	67	10	21	55%	Similar
Honolulu as a place to live	70	8	26	72%	Above
Recommend living in Honolulu to someone who asks	66	8	11	30%	Below
Remain in Honolulu for the next five years	80	3	11	80%	Above

Community Transportation Benchmarks					
	Honolulu average rating	Rank	Number of Jurisdictions for Comparison	City and County of Honolulu Percentile	Comparison to benchmark
Ease of car travel in Honolulu	29	16	16	0%	Much below
Ease of bus travel in Honolulu	52	2	14	92%	Much above
Ease of bicycle travel in Honolulu	28	14	15	7%	Much below
Ease of walking in Honolulu	48	8	15	50%	Similar
Availability of paths and walking trails	38	6	9	38%	Much below
Traffic flow on major streets	19	15	15	0%	Much below

Frequency of Bus Use Benchmarks					
	Honolulu average rating	Rank	Number of Jurisdictions for Comparison	City and County of Honolulu Percentile	Comparison to benchmark
Ridden TheBus or Handivan within Honolulu	50	3	13	83%	Much more

Drive Alone Benchmarks					
	Honolulu average rating	Rank	Number of Jurisdictions for Comparison	City and County of Honolulu Percentile	Comparison to benchmark
Average percent of work commute trips made by driving alone	57	10	10	0%	Much less

Transportation and Parking Services Benchmarks					
	Honolulu average rating	Rank	Number of Jurisdictions for Comparison	City and County of Honolulu Percentile	Comparison to benchmark
Street repair	18	28	28	0%	Much below
Street cleaning	34	9	10	11%	Much below
Street lighting	43	8	10	22%	Much below
Sidewalk maintenance	35	6	7	17%	Much below
Traffic signal timing	40	8	9	13%	Below
Bus or transit services	60	1	17	100%	Much above
Amount of public parking	19	8	8	0%	Much below

Housing Characteristics Benchmarks					
	Honolulu average rating	Rank	Number of Jurisdictions for Comparison	City and County of Honolulu Percentile	Comparison to benchmark
Availability of affordable quality housing	15	21	22	5%	Much below
Variety of housing options	32	7	7	0%	Much below

Housing Costs Benchmarks					
	Honolulu average rating	Rank	Number of Jurisdictions for Comparison	City and County of Honolulu Percentile	Comparison to benchmark
Experiencing housing costs stress (housing costs 30% or MORE of income)	54	1	10	100%	Much more

Built Environment Benchmarks					
	Honolulu average rating	Rank	Number of Jurisdictions for Comparison	City and County of Honolulu Percentile	Comparison to benchmark
Quality of new development in Honolulu	43	11	12	9%	Much below
Overall appearance of Honolulu	50	13	16	20%	Much below
Population Growth Benchmarks					
	Honolulu average rating	Rank	Number of Jurisdictions for Comparison	City and County of Honolulu Percentile	Comparison to benchmark
Population growth seen as too fast	65	5	13	67%	Much more
Nuisance Problems Benchmarks					
	Honolulu average rating	Rank	Number of Jurisdictions for Comparison	City and County of Honolulu Percentile	Comparison to benchmark
Run down buildings, weed lots and junk vehicles seen as a "major" problem	26	2	12	91%	Much more
Planning and Community Code Enforcement Services Benchmarks					
	Honolulu average rating	Rank	Number of Jurisdictions for Comparison	City and County of Honolulu Percentile	Comparison to benchmark
Land use, planning and zoning	31	14	17	19%	Much below
Code enforcement (weeds, abandoned buildings, etc.)	29	21	22	5%	Much below
Animal control	41	18	23	23%	Much below
Economic Sustainability and Opportunities Benchmarks					
	Honolulu average rating	Rank	Number of Jurisdictions for Comparison	City and County of Honolulu Percentile	Comparison to benchmark
Employment opportunities	31	13	17	25%	Much below
Shopping opportunities	62	5	12	64%	Similar
Honolulu as a place to work	50	14	20	32%	Below
Overall quality of business and service establishments in Honolulu	46	6	6	0%	Much below

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Economic Development Services Benchmarks					
	Honolulu average rating	Rank	Number of Jurisdictions for Comparison	City and County of Honolulu Percentile	Comparison to benchmark
Economic development	33	15	17	13%	Much below
Job and Retail Growth Benchmarks					
	Honolulu average rating	Rank	Number of Jurisdictions for Comparison	City and County of Honolulu Percentile	Comparison to benchmark
Retail growth seen as too slow	18	10	12	18%	Much less
Jobs growth seen as too slow	86	6	13	58%	Much more
Personal Economic Future Benchmarks					
	Honolulu average rating	Rank	Number of Jurisdictions for Comparison	City and County of Honolulu Percentile	Comparison to benchmark
Positive impact of economy on household income	20	3	13	83%	Above
Community and Personal Public Safety Benchmarks					
	Honolulu average rating	Rank	Number of Jurisdictions for Comparison	City and County of Honolulu Percentile	Comparison to benchmark
In your neighborhood during the day	83	12	19	39%	Similar
In your neighborhood after dark	66	9	18	53%	Similar
In Honolulu's downtown area during the day	69	14	17	19%	Much below
In Honolulu's downtown area after dark	31	16	17	6%	Much below
Violent crime (e.g., rape, assault, robbery)	60	12	16	27%	Below
Property crimes (e.g., burglary, theft)	45	14	16	13%	Much below
Environmental hazards, including toxic waste	62	10	10	0%	Much below

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Crime Victimization and Reporting Benchmarks					
	Honolulu average rating	Rank	Number of Jurisdictions for Comparison	City and County of Honolulu Percentile	Comparison to benchmark
Victim of crime	12	10	13	25%	Much less
Reported crimes	94	1	12	100%	Much more

Public Safety Services Benchmarks					
	Honolulu average rating	Rank	Number of Jurisdictions for Comparison	City and County of Honolulu Percentile	Comparison to benchmark
Police services	56	19	23	18%	Below
Fire services	74	11	19	44%	Similar
Ambulance or emergency medical services	73	8	20	63%	Similar
Crime prevention	44	17	20	16%	Below
Fire prevention and education	59	6	12	55%	Similar
Traffic enforcement	41	18	19	6%	Much below
Emergency preparedness (services that prepare the community for natural disasters or other emergency situations)	55	5	11	60%	Similar

Contact with Police and Fire Departments Benchmarks ⁹					
	Honolulu average rating	Rank	Number of Jurisdictions for Comparison	City and County of Honolulu Percentile	Comparison to benchmark
Had contact with the Honolulu Police Department	35	Not available	Not available	Not available	Not available
Overall impression of most recent contact with the Honolulu Police Department	55	Not available	Not available	Not available	Not available
Had contact with the Honolulu Fire Department	12	Not available	Not available	Not available	Not available
Overall impression of most recent contact with the Honolulu Fire Department	88	Not available	Not available	Not available	Not available

⁹ Comparison data is not available for contact with police and fire departments for jurisdictions with populations over 300,000 at this time.

Community Environment Benchmarks					
	Honolulu average rating	Rank	Number of Jurisdictions for Comparison	City and County of Honolulu Percentile	Comparison to benchmark
Cleanliness of Honolulu	43	10	10	0%	Much below
Quality of overall natural environment in Honolulu	61	3	9	75%	Above
Preservation of natural areas such as open space, farmlands and greenbelts	43	9	10	11%	Below
Air quality	67	2	17	94%	Much above

Frequency of Recycling Benchmarks					
	Honolulu average rating	Rank	Number of Jurisdictions for Comparison	City and County of Honolulu Percentile	Comparison to benchmark
Recycled used paper, cans or bottles from your home	90	5	13	67%	Much more

Utility Services Benchmarks					
	Honolulu average rating	Rank	Number of Jurisdictions for Comparison	City and County of Honolulu Percentile	Comparison to benchmark
Sewer services	53	7	11	40%	Similar
Drinking water	68	2	15	93%	Much above
Storm drainage	49	8	18	59%	Similar
Yard waste pick-up	57	9	12	27%	Similar
Recycling	60	12	20	42%	Similar
Garbage collection	63	15	21	30%	Similar

Community Recreational Opportunities Benchmarks					
	Honolulu average rating	Rank	Number of Jurisdictions for Comparison	City and County of Honolulu Percentile	Comparison to benchmark
Recreation opportunities	65	6	16	67%	Much above

Participation in Parks and Recreation Opportunities Benchmarks					
	Honolulu average rating	Rank	Number of Jurisdictions for Comparison	City and County of Honolulu Percentile	Comparison to benchmark
Used City and County of Honolulu recreation centers	57	5	9	50%	Similar
Participated in a City and County recreation program or activity	40	6	10	44%	Much less
Visited a neighborhood park or City and County park	87	7	13	50%	Similar

Parks and Recreation Services Benchmarks					
	Honolulu average rating	Rank	Number of Jurisdictions for Comparison	City and County of Honolulu Percentile	Comparison to benchmark
City and County parks	52	20	21	5%	Much below
Recreation programs or classes	53	12	15	21%	Below
Recreation centers or facilities	47	11	12	9%	Much below

Cultural and Educational Opportunities Benchmarks					
	Honolulu average rating	Rank	Number of Jurisdictions for Comparison	City and County of Honolulu Percentile	Comparison to benchmark
Opportunities to attend cultural activities	62	4	17	81%	Much above
Educational opportunities	42	13	14	8%	Much below

Participation in Cultural and Educational Opportunities Benchmarks ¹⁰					
	Honolulu average rating	Rank	Number of Jurisdictions for Comparison	City and County of Honolulu Percentile	Comparison to benchmark
Participated in religious or spiritual activities in Honolulu	49	Not available	Not available	Not available	Not available

¹⁰ Comparison data for "participated in religious or spiritual activities" is not available for jurisdictions with populations over 300,000 at this time.

Community Health and Wellness Access and Opportunities Benchmarks					
	Honolulu average rating	Rank	Number of Jurisdictions for Comparison	City and County of Honolulu Percentile	Comparison to benchmark
Availability of affordable quality health care	37	16	18	12%	Much below
Availability of affordable quality food	48	6	6	0%	Much below
Availability of preventive health services	44	7	8	14%	Below

Community Quality and Inclusiveness Benchmarks					
	Honolulu average rating	Rank	Number of Jurisdictions for Comparison	City and County of Honolulu Percentile	Comparison to benchmark
Sense of community	53	6	16	67%	Similar
Openness and acceptance of the community toward people of diverse backgrounds	56	3	14	85%	Above
Availability of affordable quality child care	25	15	15	0%	Much below
Honolulu as a place to raise kids	58	11	20	47%	Similar
Honolulu as a place to retire	59	7	19	67%	Above

Services Provided for Population Subgroups Benchmarks					
	Honolulu average rating	Rank	Number of Jurisdictions for Comparison	City and County of Honolulu Percentile	Comparison to benchmark
Services to seniors	47	15	20	26%	Below
Services to youth	42	13	16	20%	Below
Services to low income people	38	13	18	29%	Similar

Civic Engagement Opportunities Benchmarks					
	Honolulu average rating	Rank	Number of Jurisdictions for Comparison	City and County of Honolulu Percentile	Comparison to benchmark
Opportunities to participate in community matters	53	2	8	86%	Above
Opportunities to volunteer	63	4	9	63%	Similar

Participation in Civic Engagement Opportunities Benchmarks					
	Honolulu average rating	Rank	Number of Jurisdictions for Comparison	City and County of Honolulu Percentile	Comparison to benchmark
Attended a meeting of local elected officials or other local public meeting	25	10	13	25%	Similar
Watched a meeting of local elected officials or other City and County-sponsored meeting on cable television, the Internet	59	1	12	100%	Much more
Volunteered your time to some group or activity in Honolulu	48	8	13	42%	Similar
Participated in a club or civic group in Honolulu	32	3	6	60%	More
Provided help to a friend or neighbor	91	6	7	17%	Less

Voter Behavior Benchmarks					
	Honolulu average rating	Rank	Number of Jurisdictions for Comparison	City and County of Honolulu Percentile	Comparison to benchmark
Registered to vote	69	13	13	0%	Much less
Voted in last general election	65	11	13	17%	Much less

Use of Information Sources Benchmarks					
	Honolulu average rating	Rank	Number of Jurisdictions for Comparison	City and County of Honolulu Percentile	Comparison to benchmark
Read a newsletter from any City and County agency	61	2	5	75%	Similar
Visited the City and County of Honolulu Web site	58	6	10	44%	Less

Local Government Media Services and Information Dissemination Benchmarks					
	Honolulu average rating	Rank	Number of Jurisdictions for Comparison	City and County of Honolulu Percentile	Comparison to benchmark
Public information services	46	10	14	31%	Below

Social Engagement Opportunities Benchmarks					
	Honolulu average rating	Rank	Number of Jurisdictions for Comparison	City and County of Honolulu Percentile	Comparison to benchmark
Opportunities to participate in social events and activities	56	2	7	83%	Much above
Opportunities to participate in religious or spiritual events and activities	63	4	5	25%	Similar

Contact with Immediate Neighbors Benchmarks					
	Honolulu average rating	Rank	Number of Jurisdictions for Comparison	City and County of Honolulu Percentile	Comparison to benchmark
Has contact with neighbors at least several times per week	49	4	9	63%	Similar

Public Trust Benchmarks					
	Honolulu average rating	Rank	Number of Jurisdictions for Comparison	City and County of Honolulu Percentile	Comparison to benchmark
Value of services for the taxes paid to the City and County of Honolulu	36	23	24	4%	Much below
The overall direction that the City and County of Honolulu is taking	35	19	20	5%	Much below
Job the City and County of Honolulu government does at welcoming citizen involvement	39	12	19	39%	Similar
Overall image or reputation of Honolulu	58	6	16	67%	Similar

Services Provided by Local, State and Federal Governments Benchmarks					
	Honolulu average rating	Rank	Number of Jurisdictions for Comparison	City and County of Honolulu Percentile	Comparison to benchmark
Services provided by the City and County of Honolulu	47	24	26	8%	Much below
Services provided by the Federal Government	49	1	13	100%	Much above
Services provided by the State Government	42	7	13	50%	Similar

Contact with City and County Employees Benchmarks					
	Honolulu average rating	Rank	Number of Jurisdictions for Comparison	City and County of Honolulu Percentile	Comparison to benchmark
Had contact with City and County employee(s) in last 12 months	47	12	15	21%	Much less

Perceptions of City and County Employees (Among Those Who Had Contact) Benchmarks					
	Honolulu average rating	Rank	Number of Jurisdictions for Comparison	City and County of Honolulu Percentile	Comparison to benchmark
Knowledge	63	12	18	35%	Similar
Responsiveness	58	13	19	33%	Similar
Courteousness	63	11	13	17%	Similar
Overall impression	59	12	19	39%	Similar

JURISDICTIONS INCLUDED IN POPULATIONS OVER 300,000
BENCHMARK COMPARISONS

Mesa, AZ.....	396,375	Dakota County, MN.....	355,904
Phoenix, AZ.....	1,321,045	Minneapolis, MN.....	382,618
Long Beach, CA.....	461,522	Charlotte, NC.....	540,828
San Francisco, CA.....	776,733	Mecklenburg County, NC.....	695,454
Santa Barbara County, CA.....	399,347	Albuquerque, NM.....	448,607
Arapahoe County, CO.....	487,967	Washoe County, NV.....	339,486
Colorado Springs, CO.....	360,890	New York City, NY.....	8,008,278
Denver, CO.....	554,636	Oklahoma City, OK.....	506,132
Jefferson County, CO.....	527,056	Lane County, OR.....	322,959
Brevard County, FL.....	476,230	Multnomah County, OR.....	660,486
Duval County, FL.....	778,879	Portland, OR.....	529,121
Hillsborough County, FL.....	998,948	Philadelphia, PA.....	1,517,550
Lee County, FL.....	454,918	Nashville, TN.....	545,524
Palm Beach County, FL.....	1,131,184	Arlington, TX.....	332,969
Pasco County, FL.....	344,765	Austin, TX.....	656,562
Pinellas County, FL.....	921,482	Dallas, TX.....	1,188,580
Volusia County, FL.....	443,343	El Paso, TX.....	563,662
Wichita, KS.....	344,284	Fort Worth, TX.....	534,694
New Orleans, LA.....	484,674	Houston, TX.....	1,953,631
Baltimore County, MD.....	754,292	Virginia Beach, VA.....	425,257
Montgomery County, MD.....	873,341	Clark County, WA.....	345,238