



## CHAPTER 16

### Mayor-Managing Director

## Chapter 16 Mayor-Managing Director

The Mayor-Managing Director's Offices include:

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

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

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

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

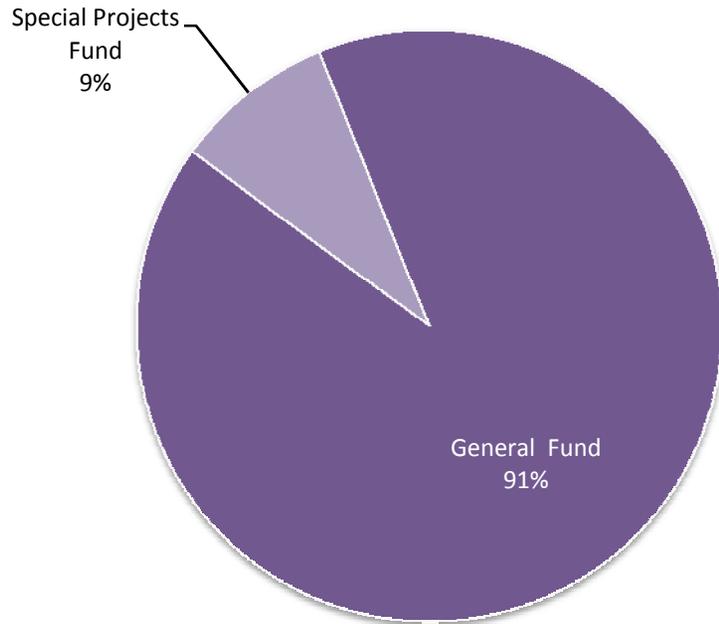
**Office of Economic Development (OED)** - Supports economic growth and enhances the quality of life at the community level. The Honolulu Film Office and Agriculture Office are also part of OED.

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

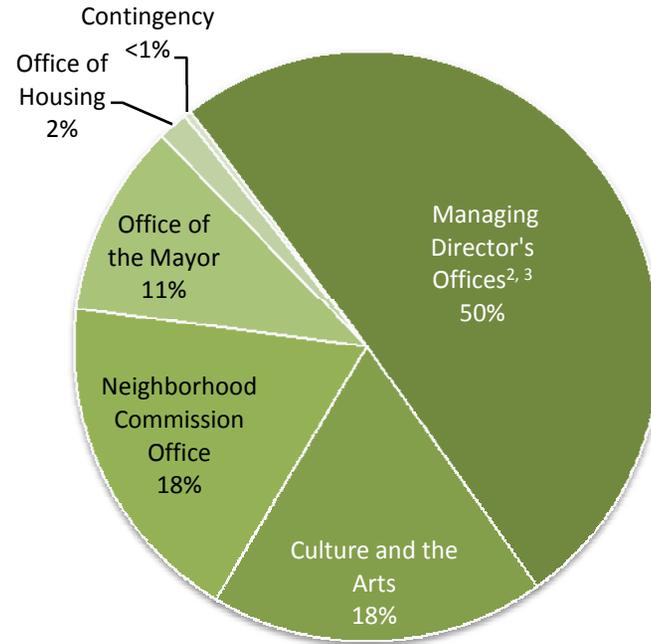
On January 2, 2013, the mayor was officially inaugurated and installed as the 14<sup>th</sup> Mayor of the City and County of Honolulu. For FY 2013, the mayor outlined five priorities and the focus for his Administration: 1) Restoring bus service, 2) Repaving roads, 3) Improving sewer system and infrastructure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

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

### Funding Sources



### Funding Uses<sup>1</sup>



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

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

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

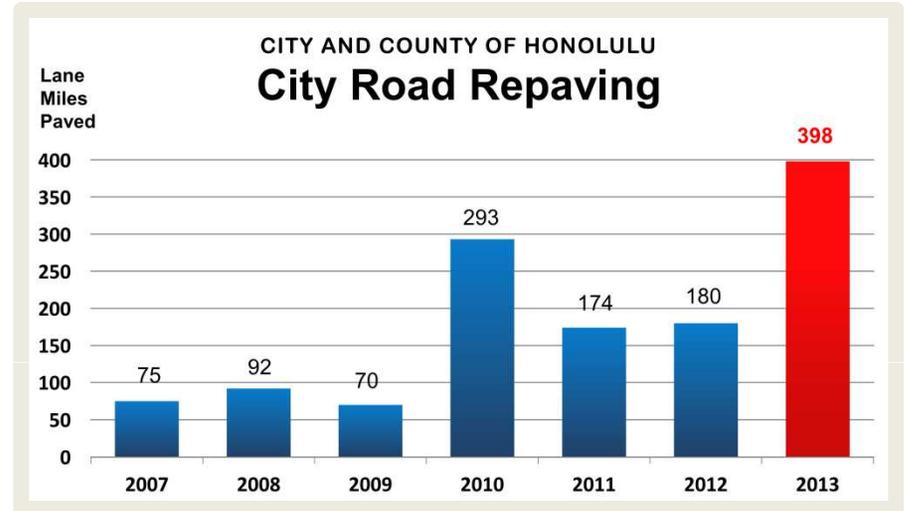
## Mayor-Managing Director

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

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

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

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



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

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

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

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

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

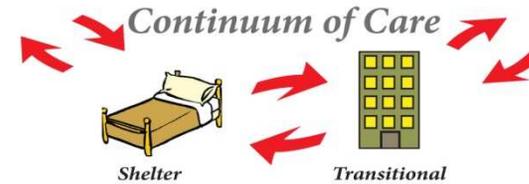
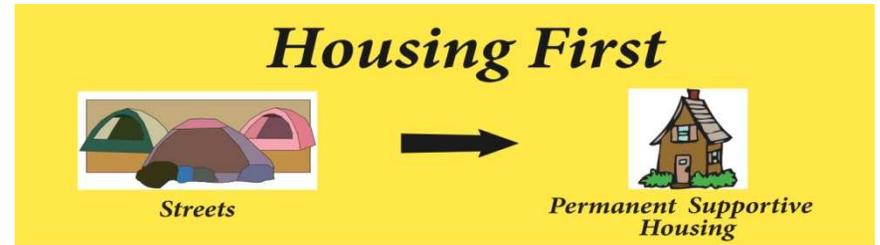
Source: 2013 National Citizen Survey (Honolulu)

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

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

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

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



Source: Office of Housing

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

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

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

## Culture and The Arts

The Mayor's Office of Culture and the Arts (MOCA) serves as the liaison of the Commission on Culture and the Arts and assists in its objectives.

MOCA seeks to accomplish the objectives established by ordinance: assist the city in attaining national preeminence in culture and the arts, to assist the city in the preservation of the artistic and cultural heritages of all its people, promote a community environment which provides equal and abundant opportunity for exposure to culture and the arts in all its forms, and encourage and provide equal opportunity for the development of cultural and artistic talents of the people of Honolulu.

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



Source: City Photobank

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

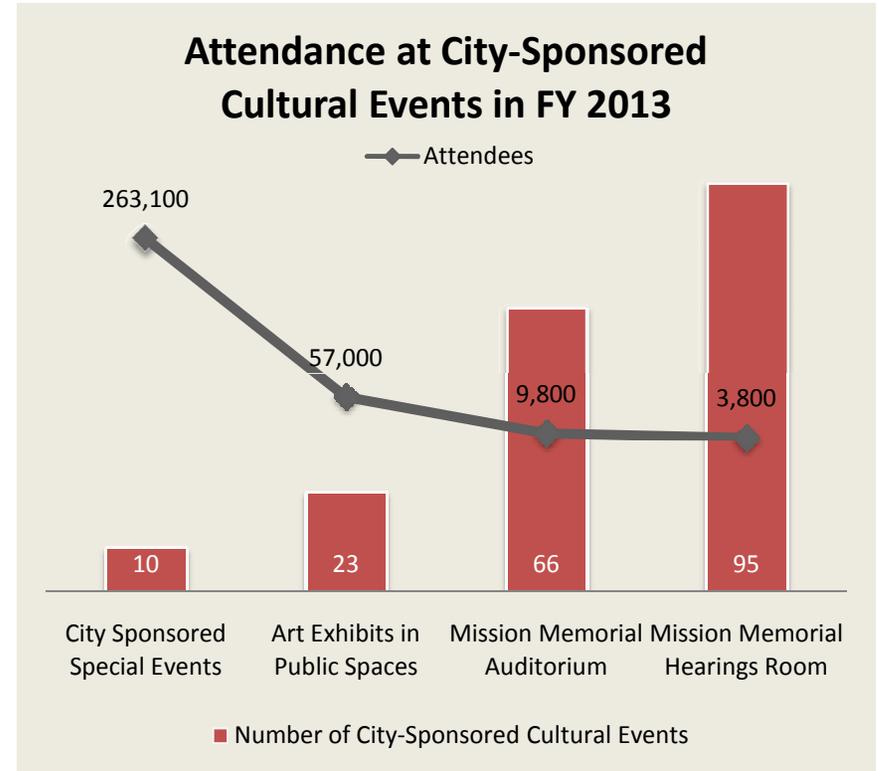
Source: Executive Operating Program and Budget (FY 2010-FY 2015), Honolulu Department and Agency Reports (FY 2009-FY 2013), Department of Budget and Fiscal Services, Full Time Equivalent (FTE) Department of Budget and Fiscal Services BRASS data (FY 2009-FY 2010), and Advantage Budget System (ABS) data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

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

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

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

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



Source: Mayor’s Office of Culture and the Arts

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

Source: 2013 National Citizen Survey (Honolulu)

## Economic Development

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

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

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



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

### Authorized Staffing

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

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

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

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

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



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

Photo Courtesy of Honolulu Film Office

The National Citizen Survey (% Excellent or Good)

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

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

## Neighborhood Commission Office

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

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

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



Source: [https://www.facebook.com/NeighborhoodCommission/photos\\_stream](https://www.facebook.com/NeighborhoodCommission/photos_stream)

### Authorized Staffing

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

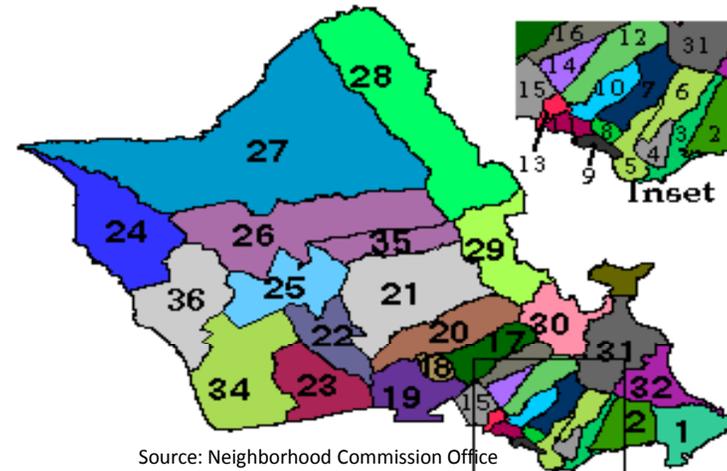
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NCO expenditures decreased 15% over the last five years, from \$950,333 (FY 2009) to \$807,909 (FY 2013). Expenditures over last year increased 17%, from \$692,351 in FY 2012 to \$807,909 in FY 2013. Authorized FTEs are unchanged over the last five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

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

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

### Neighborhood Boards



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

### The National Citizen Survey

(% Excellent or Good)

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

Source: 2013 National Citizen Survey (Honolulu)

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