

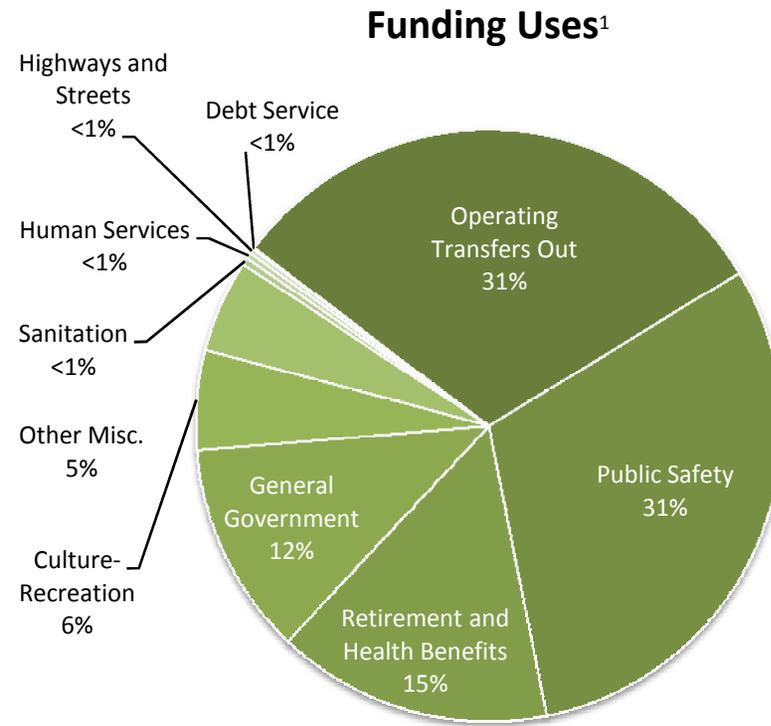
CHAPTER 1

Overall Spending, Staffing and Accomplishment of City Priorities

Overall Spending

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

The pie chart to the right shows where a General Fund dollar goes. Total General Fund spending decreased 21% over the last five years (some expenses were transferred to other funds).



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

General Fund

	General Government	Public Safety	Highways and Streets	Sanitation	Human Services	Culture-Recreation	Retirement and Health Benefits	Other Misc.	Debt Service	Capital Outlay	Operating Transfers Out	Total
FY 2009	\$133.6	\$309.0	\$3.7	\$4.8	\$3.6	\$64.3	\$150.1	\$26.0	\$0.9	\$2.0	\$648.8	\$1,346.8
FY 2010	\$128.6	\$312.4	\$2.1	\$3.0	\$3.1	\$58.8	\$158.9	\$21.5	\$1.0	\$1.5	\$563.7	\$1,254.8
FY 2011	\$121.7	\$325.5	\$1.9	\$3.9	\$2.4	\$51.0	\$122.6	\$22.2	\$0.4	-	\$543.0	\$1,194.6
FY 2012	\$127.1	\$330.8	\$1.8	\$4.4	\$3.6	\$56.9	\$192.0	\$25.6	\$0.9	-	\$361.9	\$1,105.1
FY2013	\$124.6	\$324.4	\$2.8	\$4.2	\$3.5	\$58.0	\$161.4	\$53.7	\$0.9	-	\$330.7	\$1,064.2
Change from last year	-2.0%	-1.9%	56.1%	-4.5%	-4.4%	2.0%	-16.0%	109.7%	2.7%	-	-8.6%	-3.7%
Change over last 5 years	-6.7%	5.0%	-24.2%	-13.2%	-4.6%	-9.8%	7.6%	106.6%	0.9%	-	-49.0%	-21.0%

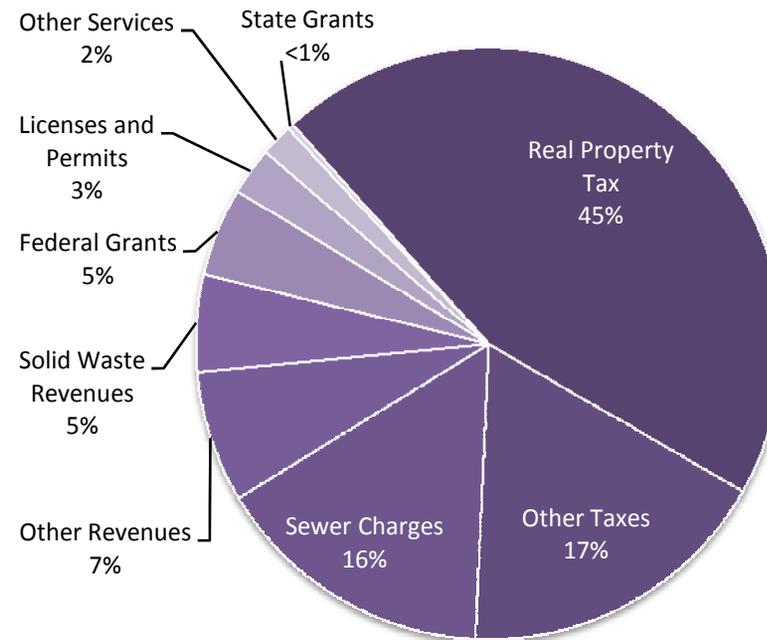
Source: Honolulu Comprehensive Annual Financial Reports (FY 2009-FY 2013)

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

The city’s Financial Policy regarding revenues requires the city to maintain a very high tax collection rate (over 98.0%) and places emphasis on user fees to finance municipal services. This policy also requires the city to review all revenue schedules and maintain an adequate sewer fee structure. Moreover, the city must make every effort to maximize investment income and diligently seek federal, state and other revenues to fund current and new programs. City revenues are diversified to reduce dependency on property tax and temporary revenues.

The Department of Environmental Services’ monthly sewage charge increased as a part of its six-year planned rate increase to pay for sewer infrastructure upgrades. The Honolulu Board of Water Supply approved planned rate increases over four fiscal years (FY 2012 to FY 2016) to fund the operation, maintenance, and replacement of water infrastructure.

Funding Sources¹



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

Operating Resources (\$ million)

	Real Property Tax	Other Taxes ¹	Federal Grants	State Grants	Sewer Charges	Licenses and Permits	Solid Waste Revenues	Other Services	Other Revenues ²	Total ³
FY 2009	\$792.2	\$282.3	\$87.2	\$7.6	\$228.8	\$41.8	\$100.2	\$24.3	\$127.6	\$1,692.0
FY 2010	\$852.2	\$290.7	\$89.7	\$7.1	\$281.2	\$43.2	\$95.3	\$28.1	\$124.1	\$1,811.4
FY 2011	\$799.4	\$414.5	\$88.7	\$6.7	\$323.4	\$43.9	\$94.7	\$28.5	\$143.8	\$1,943.6
FY 2012	\$813.3	\$310.9	\$100.5	\$12.1	\$293.6	\$45.8	\$112.2	\$31.4	\$159.9	\$1,879.6
FY 2013	\$831.1	\$321.9	\$89.0	\$6.0	\$286.9	\$48.4	\$98.2	\$32.6	\$133.6	\$1,847.8
Change from last year	2.2%	3.5%	-11.4%	-50.0%	-2.3%	5.6%	-12.5%	3.8%	-16.4%	-1.7%
Change over last 5 years	4.9%	14.0%	2.0%	-20.3%	25.4%	15.8%	-2.0%	34.0%	4.8%	9.2%

Source: Executive Operating Program and Budget (FY 2010-FY 2014). ¹Other Taxes includes Fuel Tax, Motor Vehicle Weight Tax, Public Utility Franchise Tax, Excise Tax Surcharge (Transit), Transient Accommodations Tax, and Public Service Company Tax. ²Other Revenues includes Bus Transportation Revenues; ³Not including Carry-Over revenues.

Per Capita Spending

As shown below, in FY 2013, General Fund operating expenditures and other uses of funds totaled \$1,090 per Honolulu resident, including operating transfers. Based on the U.S. Census Bureau estimates, Honolulu has a population of 976,372 residents. We calculate the per capita cost per department in FY 2013 was about \$540.

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

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

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

Per Capita Spending by Department			
Department	FY 2013	Department	FY 2013
Budget and Fiscal Services	\$15	Information Technology	\$16
Community Services	\$5	Legislative Branch	\$13
Corporation Counsel	\$7	Mayor	<\$1
Customer Service	\$19	Managing Director	\$3
Design and Construction	\$7	Neighborhood Commission	\$1
Emergency Management	\$1	Royal Hawaiian Band	\$2
Emergency Services	\$34	Medical Examiner	\$2
Enterprise Services	<\$1	Parks and Recreation	\$59
Environmental Services	\$5	Planning and Permits	\$13
Facilities Maintenance	\$25	Police	\$199
Fire	\$93	Prosecuting Attorney	\$17
Human Resources	\$6	Transportation Services	<\$1
Total Per Capita Cost for City Operations (rounded) = \$540			
Source: Executive Operating Budget FY 2014-2015			

Per Capita Cost by Function

	Gen. Gov't	Public Safety	Highways & Streets	Sanitation	Human Services	Culture-recreation	Retirement & Health Benefits	Other Misc	Debt Service	Capital Outlay	Operating Transfers Out	TOTAL	Proprietary Funds Operating Expenditures
FY 2009	\$143	\$331	\$4	\$5	\$4	\$69	\$161	\$28	\$1	\$2	\$695	\$1,443	\$532
FY 2010	\$136	\$331	\$2	\$3	\$3	\$62	\$169	\$23	\$1	\$2	\$598	\$1,330	\$556
FY 2011	\$127	\$341	\$2	\$4	\$3	\$53	\$128	\$23	\$0.40	-	\$568	\$1,250	\$576
FY 2012	\$132	\$343	\$2	\$5	\$4	\$59	\$199	\$27	\$0.90	-	\$376	\$1,147	\$596
FY 2013	\$128	\$332	\$3	\$4	\$4	\$59	\$165	\$55	\$1	-	\$339	\$1,090	\$634
Change from last year	-3.2%	-3.2%	54.1%	-5.8%	-5.7%	0.6%	-17.1%	107.0%	1.3%	-	-9.8%	-5.0%	6.4%
Change over last 5 years	-10.8%	0.4%	-27.5%	-17.0%	-8.8%	-13.8%	2.9%	97.5%	-3.5%	-	-51.3%	-24.4%	19.1%

Source: Honolulu Comprehensive Annual Financial Reports (FY 2008-FY 2013), p.38 and US Census Bureau Estimate. ¹Excludes the Honolulu Board of Water Supply and Honolulu Authority for Rapid Transportation which receive no General Funds. ²Total is rounded; excludes Department of Enterprise Services and Mayor which are less than \$1 per capita.

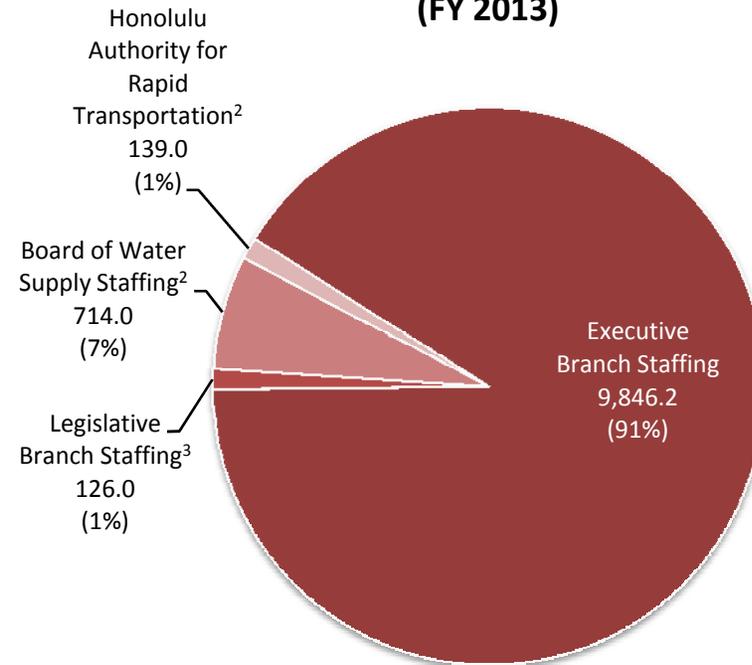
City staffing is measured in full-time equivalent staff, or FTEs. In FY 2013, there were a total of 10,825 authorized FTE citywide¹. Citywide filled positions totaled 8,844 (81.7%) FTE and vacant positions were 1,981 FTEs (18.3%).

The executive branch was authorized 9,846 FTE and filled 8,057 FTE positions. The executive branch vacancy rate was 18.2% or 1,789 FTE in FY 2013. The legislative branch was authorized 126 FTE and filled 119 FTE positions. The legislative branch vacancy rate was 5.6% or 7 FTE in FY 2013.

Over the last five years, total citywide FTE (including authorized temporary positions) decreased less than 1% and the vacancy rate increased almost 4%. In the executive branch, authorized FTE staffing increased 1.4% and the vacancy rate increased 6.5% between FY 2009 and FY 2013.

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

Authorized Full-Time Equivalent Staffing (FY 2013)



	City Staffing (FTE) (FY 2009 to FY 2013)											
	Total Citywide Staffing (Estimated FTE) ^{1,2}				Executive Branch Staffing (FTE)				Legislative Branch Staffing ³ (FTE)			
	Total City Authorized FTE	Authorized FTE (Filled)	Authorized FTE (Vacant)	Authorized FTE Vacant (Percent)	Total Authorized FTE	Authorized FTE (Filled)	Authorized FTE (Vacant)	Authorized FTE Vacant (Percent)	Total Authorized FTE	Authorized FTE (Filled)	Authorized FTE (Vacant)	Authorized FTE Vacant (Percent)
FY 2009	10,834.4	8,929.3	1,905.1	17.6%	9,714.4	8,034.8	1,679.6	17.3%	122.0	116.5	5.5	4.5%
FY 2010	10,911.4	8,792.0	2,119.4	19.4%	9,781.9	7,944.0	1,837.9	18.8%	128.0	123.0	5.0	3.9%
FY 2011	10,968.2	8,628.4	2,339.8	21.3%	10,127.2	7,993.4	2,133.8	21.1%	127.0	125.0	2.0	1.6%
FY 2012	10,850.2	8,712.7	2,137.5	19.7%	9,699.7	7,798.7	1,901.0	19.6%	126.0	123.0	3.0	2.4%
FY 2013	10,825.2	8,844.1	1,981.2	18.3%	9,846.2	8,057.1	1,789.2	18.2%	126.0	119.0	7.0	5.6%
Change from last year	-0.2%	1.5%	-7.3%	-1.4%	1.5%	3.3%	-5.9%	-1.4%	0.0%	-3.3%	133.3%	3.2%
Change over last 5 years	-0.1%	-1.0%	4.0%	0.7%	1.4%	0.3%	6.5%	0.9%	3.3%	2.2%	27.3%	1.1%

Source: BFS and Executive Budget FY 2010-2015. Full Time Equivalent (FTE) Department of Budget and Fiscal Services BRASS data (FY 2009-FY 2010); Advantage Budget System (ABS) data (FY 2011-FY 2013), Honolulu City Council, Honolulu Authority for Rapid Transportation (HART), and Honolulu Board of Water Supply ¹FTE excludes personal services contract staff. ²See HART and BWS chapters for agency FTE information. ³Legislative Branch includes the Honolulu City Council, Office of the City Clerk, Office of Council Services, and Office of the City Auditor.

Overtime Expenditures

Over the last five years, total city overtime expenditures decreased 17.6% and non-holiday overtime expenditures decreased 19.8%.

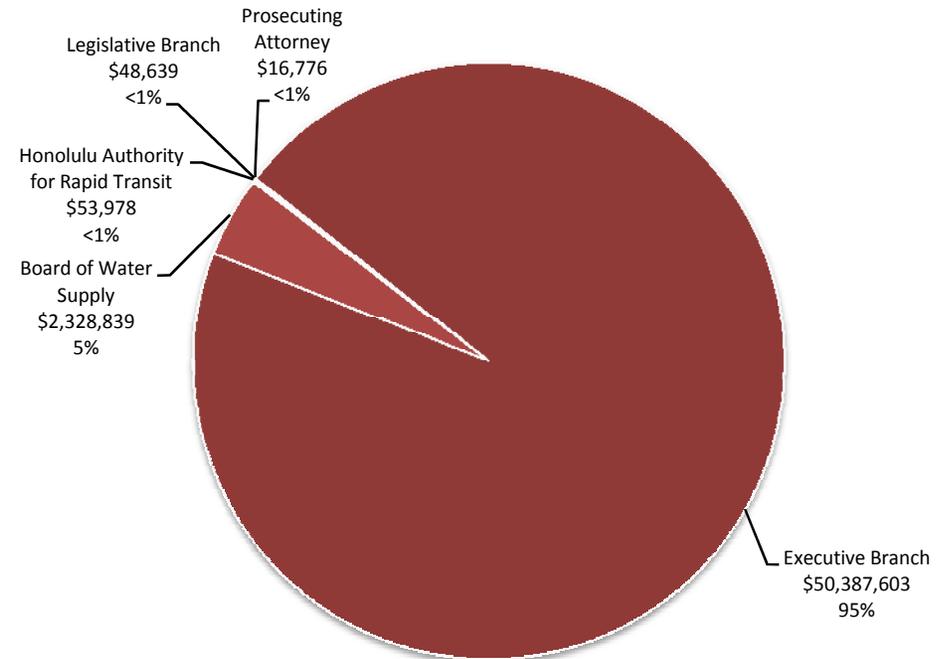
In the executive branch, total overtime expenditures decreased 15.1% and non-holiday expenditures decreased 19.6%.

In the legislative branch, total overtime expenditures decreased 27.7% and non-holiday expenditures decreased 29.7%.

Over the last five years, total overtime expenditures for the Honolulu Board of Water Supply increased 39% from \$1.7 million in FY 2009 to \$2.3 million in FY 2013.

In FY 2013, total overtime expenditures was zero and non-holiday expenditures for the Honolulu Authority for Rapid Transportation was about \$54,000.

Overtime Expenditures in FY 2013



Source: Department of Budget and Fiscal Services, Legislative Branch, Honolulu Authority for Rapid Transportation, and the Board of Water Supply.

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

City Overtime Expenditures from FY 2009 to FY 2013 (\$ million)

	Citywide		Executive Branch		Legislative Branch ¹	
	Total Overtime Expenditures	Non-Holiday Expenditures	Total Overtime Expenditures	Non-Holiday Expenditures	Total Overtime Expenditures	Non-Holiday Expenditures
FY 2009	\$61.1	\$46.9	\$59.3	\$46.8	\$67,267	\$60,689
FY 2010	\$51.2	\$37.5	\$49.2	\$37.4	\$20,034	\$20,034
FY 2011	\$51.8	\$36.9	\$49.9	\$36.9	\$60,099	\$55,881
FY 2012	\$56.4	\$42.5	\$54.3	\$42.5	\$14,119	\$14,119
FY 2013	\$50.4	\$37.6	\$50.4	\$37.6	\$48,639	\$42,675
Change from last year	-10.6%	-11.6%	-7.1%	-11.4%	244.5%	202.3%
Change over last 5 years	-17.6%	-19.8%	-15.1%	-19.6%	-27.7%	-29.7%

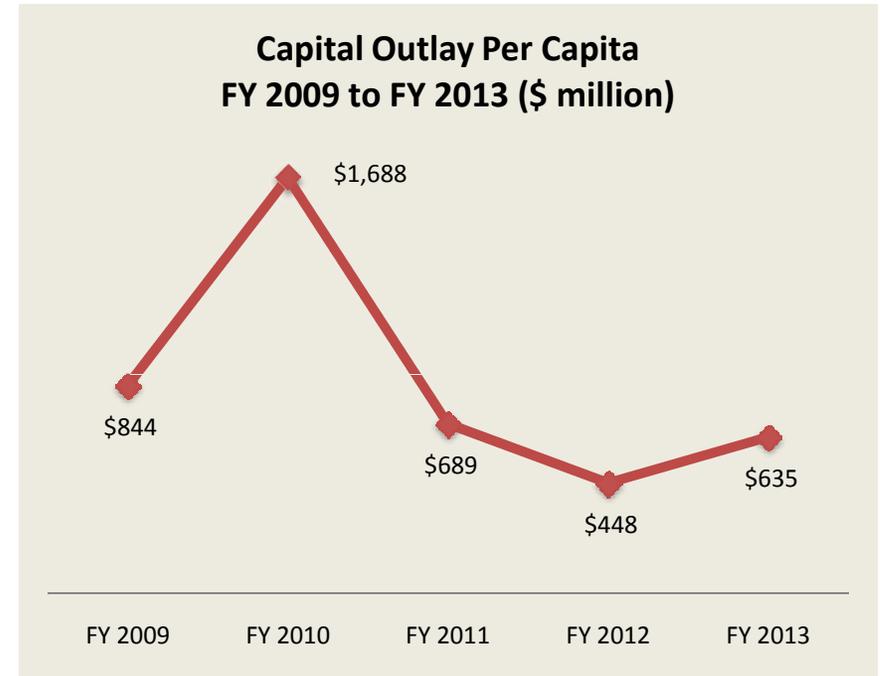
Source: Department of Budget and Fiscal Services and Honolulu Board of Water Supply. ¹Legislative Branch includes Honolulu City Council, Office of the City Clerk, Office of Council Services, and Office of the City Auditor.

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 2013 capital funding totaled \$620.1 million and was an increase of \$188.6 million over the previous year. General government projects totaled \$32.7 million. Public safety CIP projects were \$46.5 million, highways and streets totaled \$124.4 million, and sanitation projects capital funding increased from \$197.5 million the previous year to \$332 million. Culture and recreation CIP projects totaled \$34.6 million.

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

Total capital outlay decreased 21.3% over the past five years from \$788.4 million to \$620.1 million. Capital outlay decreased the most for utilities and other enterprises (-89.1%) over the last five years.



Source: Executive Operating Program and Budget (FY 2010-FY 2014)

Public safety and sanitation outlays increased the most from the previous year. As shown in the chart above, capital outlay per capita fluctuated from \$844 in FY 2009 to \$635 in FY 2013.

	Capital Outlay (\$ million)							Total
	General Government	Public Safety	Highways and Streets	Sanitation	Human Services	Culture-Recreation	Utilities and Other Enterprises ²	
FY 2009	\$44.6	\$36.1	\$102.4	\$277.7	\$13.4	\$32.3	\$282.0	\$788.4
FY 2010	\$28.1	\$43.9	\$108.5	\$258.3	\$17.4	\$19.8	\$1,115.7	\$1,591.6
FY 2011	\$26.9	\$45.5	\$112.2	\$366.2	\$12.8	\$25.0	\$69.7	\$658.2
FY 2012	\$25.1	\$31.9	\$100.6	\$197.5	\$13.2	\$24.8	\$38.3	\$431.5
FY 2013 ¹	\$32.7	\$46.5	\$124.4	\$332.0	\$19.0	\$34.6	\$30.9	\$620.1
Change from last year	-30.1%	45.6%	23.6%	68.1%	44.6%	39.6%	-19.4%	43.7%
Change over last 5 years	-26.8%	28.8%	21.6%	19.6%	42.3%	7.1%	-89.1%	-21.3%

Source: City and County of Honolulu Comprehensive Annual Financial Reports (FY 2009-FY 2012) and Executive Operating Program and Budget (FY 2010-FY 2014). ¹FY 2013 Appropriated Capital Expenditures. ²Includes mass transit.

City Debt

The city's general obligation bond ratings since FY 2009 remained high and improved from AA to AA+ under the Fitch rating system. Moody's bond ratings for city bonds also improved from Aa2 to Aa1.¹ Bond ratings for the wastewater system revenue bond ratings showed similar improvements. The Honolulu Board of Water Supply's bond ratings also improved from Aa3 to Aa2 under Moody's rating system.

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

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

General Bonded Debt Outstanding Per Capita



Source: Comprehensive Annual Financial Report (FY 2013)

20%. The total outstanding principal of the city's variable rate debt should not exceed 120 percent of the city's short-term investments. The city's debt policy has been suspended by BFS and the previous administration since October 26, 2011.

Net general bonded debt outstanding per capita increased over 20% from \$2,395 (FY 2009) to \$2,882 in FY 2013. Debt service as a percentage of operating budget increased from 12.3% in FY 2009 to 19.2% in FY 2013. Debt service as a percentage of General Fund revenue increased from 17.3% in FY 2009 to 31.2% in FY 2013. The increases were due to the on-going construction related to the new rail transit system.

	Proposed Debt Service Expenditures (\$ million)	Proposed Operating Expenditures (\$ million)	Estimated General Fund Revenues (\$ million)	Total Self-Supported Debt (\$ million)	Debt Service Expenditures Less Total Self-Supported Debt (\$ million)	Debt Service as a Percentage of Operating Budget ²	Debt Service as a Percentage of General Fund Revenue ²
FY 2009	\$228.7	\$1,852.9	\$969.9	\$60.8	\$167.9	12.3%	17.3%
FY 2010	\$254.2	\$1,826.6	\$1,024.6	\$57.4	\$196.8	13.9%	19.2%
FY 2011	\$242.3	\$1,840.4	\$974.2	\$48.2	\$194.1	13.2%	19.9%
FY 2012	\$269.8	\$1,944.8	\$1,091.6	\$59.5	\$210.3	13.9%	19.3%
FY 2013	\$375.9	\$1,953.2	\$1,046.1	\$49.5	\$326.4	19.2%	31.2%
Change over last year	39.3%	0.4%	-4.2%	-16.8%	55.2%	5.4%	11.9%
Change over last 5 years	64.4%	5.4%	7.9%	-18.6%	94.4%	6.9%	13.9%

Source: Executive Operating Program and Budget (FY 2010-FY 2015), Comprehensive Annual Financial Report (FY 2008-FY 2013), Office of Council Services Status of the City's Finances (FY 2009-FY 2013), and Honolulu Board of Water Supply Financial Statements (FY 2009-FY 2013). ¹Excludes Standard & Poor's ratings. ²Debt ratio computation/formula(s) provided by the Department of Budget and Fiscal Services.

In January 2013, a new mayor was inaugurated and installed as the 14th Mayor for the City and County of Honolulu. The mayor outlined five priorities for his administration. These were:



- Restoring Bus Service
- Repaving Roads
- Improving our Sewer System and Infrastructure Repair and Maintenance
- Re-establishing Pride in our Parks
- Build Better Rail

In addition, the new mayor committed to working on the issues of homelessness, making Honolulu an Age-Friendly City, and community concerns such as customer service. Other mayoral issues related to grants-in-aid funding. The city charter set aside one-half of one percent of general funds (close to \$5.2 million in FY 2014) for the Grants-in-Aid program. The grants are given to non-profits that provide public services to target populations including seniors, persons with disabilities, children, victims of domestic violence, and the homeless. Other non-profits that provide assistance to the arts and culture community, businesses, economic development, or environmental programs are encouraged to apply for the grants.



Restoring Bus Service and Build Better Rail

The mayor committed to restoring bus routes that were cut by the previous administration. The commitment was to restore the confidence of the citizens that a clean and safe bus service would arrive at regular intervals. The bus restoration plan was based on community inputs, consultant and service provider transportation studies, and existing financial constraints. The NCS survey results related to this priority is shown below.

The rail project is the largest public works project in the history of Honolulu. The U.S. Federal Transit Administration (FTA) signed a \$1.55 billion agreement to build the rail and the Honolulu Authority for Rapid Transportation (HART) started construction in 2013. Together, rail and the bus will serve as critical components of the city’s future transportation system. The mayor asked HART to operate with three principles in mind: (1) reduce visual impacts; (2) listen to community input; and (3) operate with fiscal responsibility and transparency.

2013 NCS Public Transit Results	Percent rating positively (<i>excellent or good</i>)				Change from previous year
	2010	2011	2012	2013	
Quality of bus or transit services	67%	68%	58%	62%	4%
Ease of travel by public transportation	-	-	-	42%	-
Used public transportation instead of driving	-	-	-	42%	-
Changes to Bus routes, scheduling, and overcrowding as a moderate or major problem	-	-	-	68%	-
Handi-van scheduling, delays, overcrowding, and vehicle maintenance as a moderate or major problem	-	-	-	58%	-
Extending the planned rail transit route to the University of Hawai'i at Mānoa	-	-	-	72%	-

Source: 2013 National Citizen Survey (Honolulu)

Accomplishment of City Priorities

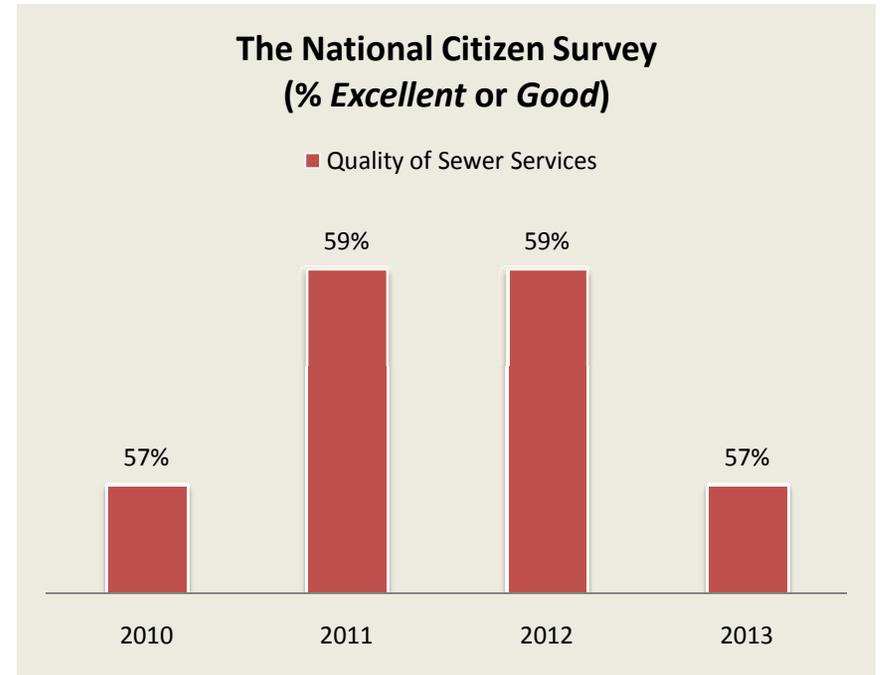
Repaving Roads

In the first six months of 2013, the city paved a total of 139 lane miles and expected to double the lane miles paved in the second half of the year. The city council appropriated \$77 million in FY 2012 and \$100 million in FY 2013 for road repaving. The mayor's five year plan aims to repair 1,500 lane miles of roads that are assessed as in less than *fair condition*.

Improving Our Sewer System, Infrastructure Repair and Maintenance

According to the mayor, sewer capacity is a critical part of the city's infrastructure. Without sewer capacity, the city cannot approve new development projects. As a means of addressing capacity issues, the city upgraded the Waipahu Wastewater Pumping station, and completed work on the Beachwalk Force Main project. A second digester at the Sand Island Wastewater Treatment Plant is expected to provide sufficient capacity and redundancy.

As part of the consent decree with the U.S. Environmental Protection Agency (EPA), the city has completed 297 (57%) of the 477 projects



Source: 2013 National Citizen Survey (Honolulu)

outlined by EPA. In addition, sewer spills caused by the aging infrastructure must be contained and eliminated.

2013 NCS Transportation Infrastructure Results	Percent rating positively (<i>excellent or good</i>)				Change from previous year
	2010	2011	2012	2013	
Ease of travel by car	25%	23%	20%	15%	-5%
Traffic flow on major streets	10%	12%	11%	10%	-1%
Quality of street repair	13%	13%	17%	11%	-6%
Quality of street lighting	41%	46%	40%	37%	-3%
Quality of sidewalk maintenance	28%	26%	26%	20%	-6%
Quality of traffic signal timing	37%	35%	30%	25%	-5%

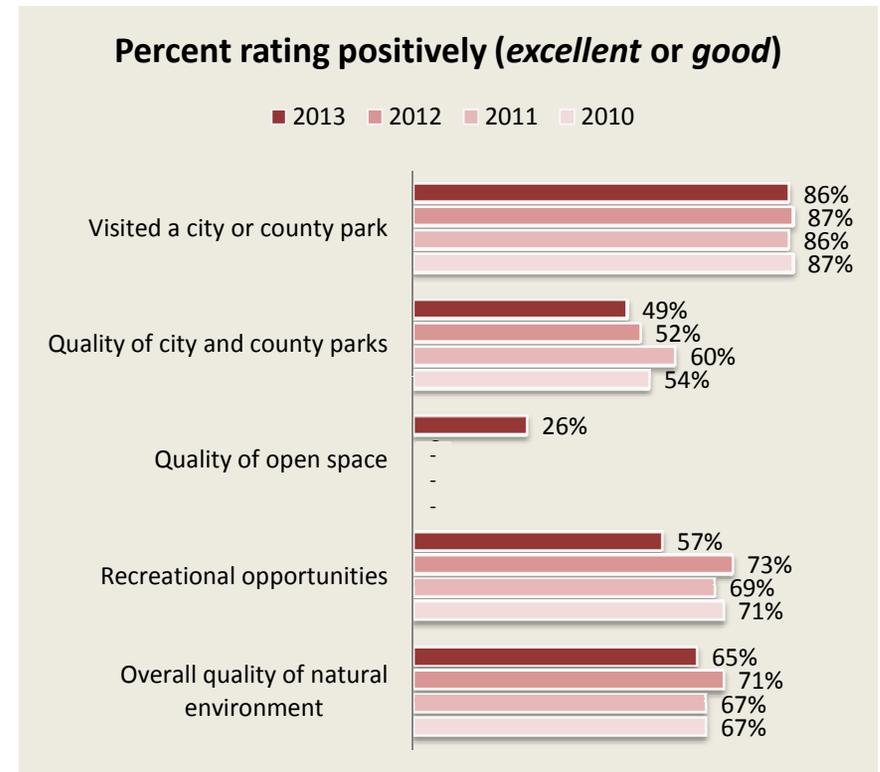
Source: 2013 National Citizen Survey (Honolulu)

 **Re-establishing Pride in Our Parks**

According to the mayor, great public parks are the hallmark of great cities throughout the world. For FY 2014, the mayor budgeted \$11 million to repair and improve public facilities at the parks, with special attention to restrooms, aging playgrounds, and lighting equipment. Two parks merited special attention. The mayor allocated \$3 million to revitalize Ala Moana park and \$1 million to beautify and restore Thomas Square. The mayor celebrated the re-opening of the city’s McCully Pool, an event the community had long requested.

 **Homelessness**

One of the city’s on-going crises is the growing homeless population. The city’s new approach is to use the Housing First model, which focuses on housing the chronically homeless as the first step toward recovery. The policy brings homeless individuals and families into secure, safe, and appropriate housing and provides wrap around services for case management and social services. The public sidewalk nuisance law allows the city to expedite removal of property from sidewalks.



Source: 2013 National Citizen Survey (Honolulu)

2013 NCS Community Livability Results	Percent rating positively (excellent or good)				Change from previous year
	2010	2011	2012	2013	
New development in Honolulu	39%	39%	40%	29%	-11%
Availability of affordable quality housing	6%	9%	9%	9%	0%
Variety of housing options	24%	25%	24%	19%	-5%
Cost of living	-	-	-	6%	-
Employment opportunities	22%	26%	34%	24%	-10%
<u>NOT</u> under housing cost stress ¹	46%	39%	41%	48%	7%
Homeless or homelessness as a moderate or major problem	-	-	-	93%	-

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

Accomplishment of City Priorities

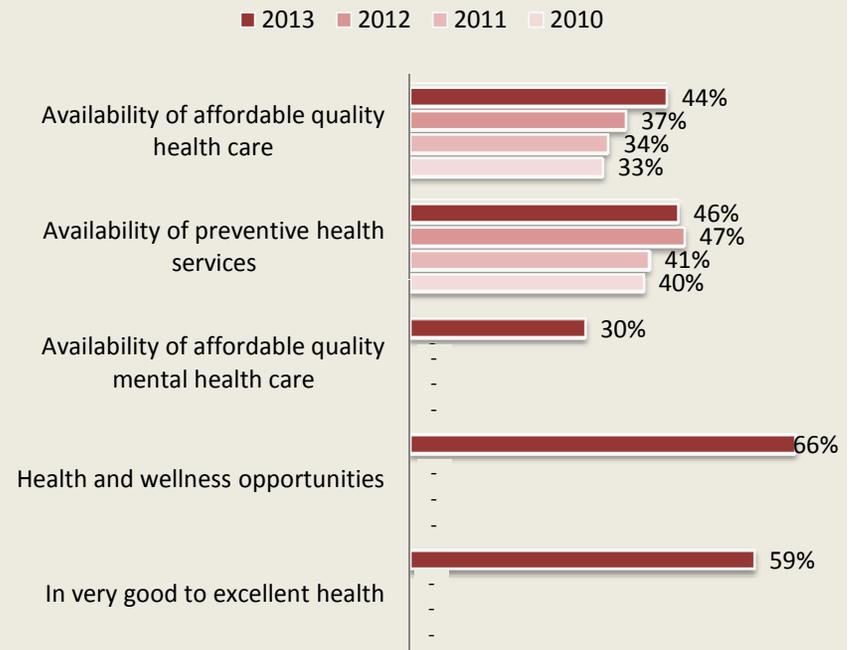
Age-Friendly City

Honolulu joined the Network of Age-Friendly Cities sponsored by the AARP and the World Health Organization. To prepare for the city's aging population, the mayor is committed to devoting resources to make the city's infrastructure, transportation services, Handi-Van service, and social services supportive of the growing elderly population.

Community Concerns

Top mayoral priorities are customer service and listening to the needs of the constituents. The application for state identification cards, new federal guidelines, and document requirements have added to the city workloads. Initiatives such as live webcams, more staff, and help desk screenings are supposed to reduce the amount of time residents spend in long Motor Vehicle, Licensing and Permits Division lines.

Percent rating positively (*excellent or good*)



Source: 2013 National Citizen Survey (Honolulu)

Percent rating positively (*excellent or good*)

2013 NCS Quality of City Services Results	2010	2011	2012	2013	Change from previous year
Overall quality of business and services establishments	43%	51%	57%	42%	-15%
Quality of services provided by the City and County of Honolulu	45%	53%	53%	40%	-13%
Overall customer service by Honolulu employees	65%	60%	63%	37%	-26%
Value of services for taxes paid to City and County of Honolulu	33%	35%	33%	24%	-9%
Ease of Satellite City Hall transactions as a moderate or major problem	-	-	-	50%	-
Waiting lines at Satellite City Halls as a moderate or major problem	-	-	-	60%	-
Overall confidence in the City and County of Honolulu government	-	-	-	23%	-
Overall direction the City and County of Honolulu is taking	-	-	-	25%	-

Source: 2013 National Citizen Survey (Honolulu)