



CHAPTER 5

Customer Services Department

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

The department is comprised of the following:

- Administration provides policy guidance, direction and administrative support to all departmental programs.
- Public Communication disseminates information to the public, responds to inquiries and complaints, and oversees the reference center, records management and archives programs.
- Motor Vehicle, Licensing and Permits processes vehicle registrations; issues driver and business licenses; and administers motor vehicle inspection programs.
- Satellite City Halls provide essential city government services and information through 10 storefront offices across O`ahu.

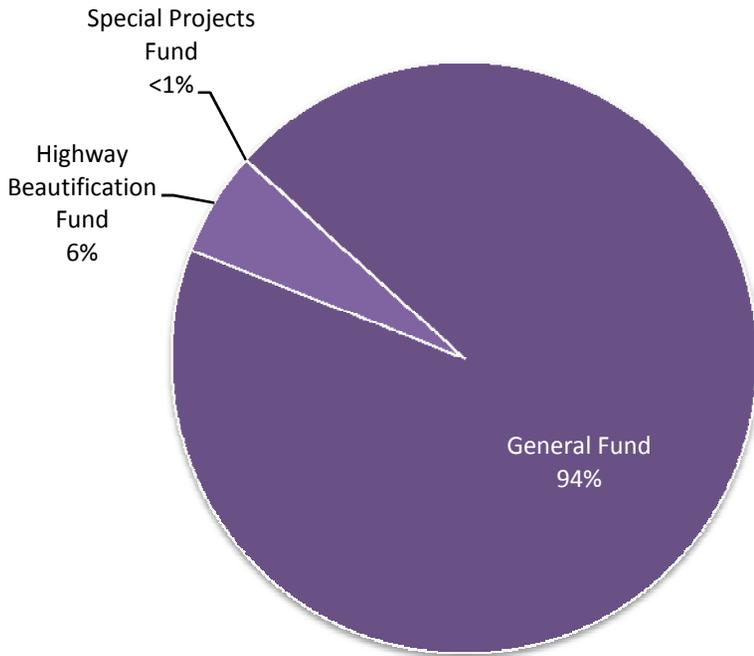
The department's goals are to:

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

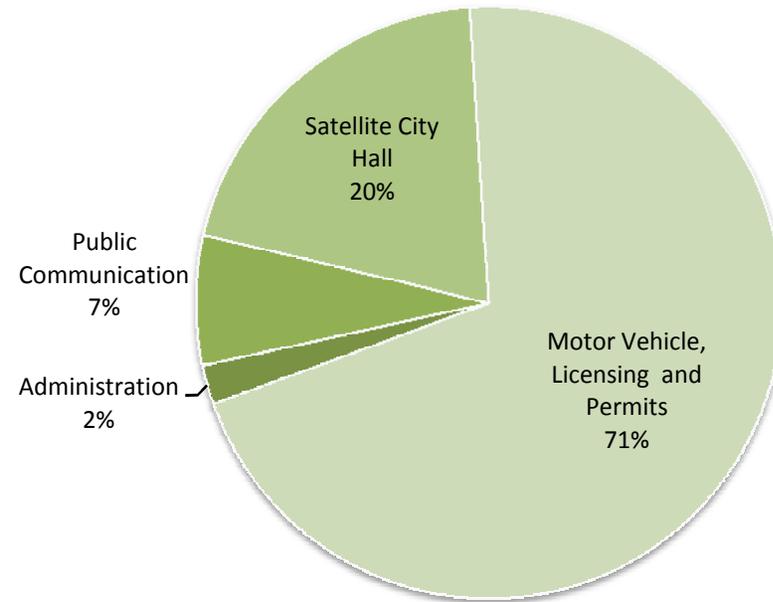
To provide the highest quality of service to the public, whether in person, by phone, or electronically.

- Mission Statement

Funding Sources¹



Funding Uses



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

	Total Revenues (\$ million)	Total Operating Expenditures (\$ million)	Staffing		Cost per FTE ¹	Overtime Expenditures ²	
			Total Authorized FTE	Total Vacant FTE		Total	Non-Holiday
FY 2009	\$101.6	\$20.2	298	37	\$67,923	\$133,696	\$131,465
FY 2010	\$116.1	\$20.3	298	45	\$68,150	\$132,632	\$132,056
FY 2011	\$142.5	\$18.8	299	56	\$62,956	\$58,490	\$55,829
FY 2012	\$152.2	\$18.9	308	72	\$61,442	\$17,483	\$16,506
FY 2013	\$155.1	\$19.3	307	70	\$62,947	\$52,716	\$48,979
Change from last year	2%	2%	0%	-3%	2%	-14%	180%
Change over last 5 years	53%	-4%	3%	89%	-7%	-22%	-63%

Source: Executive Operating Program and Budget (FY 2010-FY 2015) and Department of Budget and Fiscal Services. ¹Cost Per FTE = Total Operating Expenditures/Total Authorized FTE. ²Overtime pay is established by bargaining unit agreement, as applicable.

Highlights

Over the last five years, the department's operating expenditures decreased 4% from \$20.2 million in FY 2009 to \$19.3 million in FY 2013. According to the department, the decrease was due to salary savings from personnel changes. New hires are generally placed in lower classifications and/or on a lower pay scale.

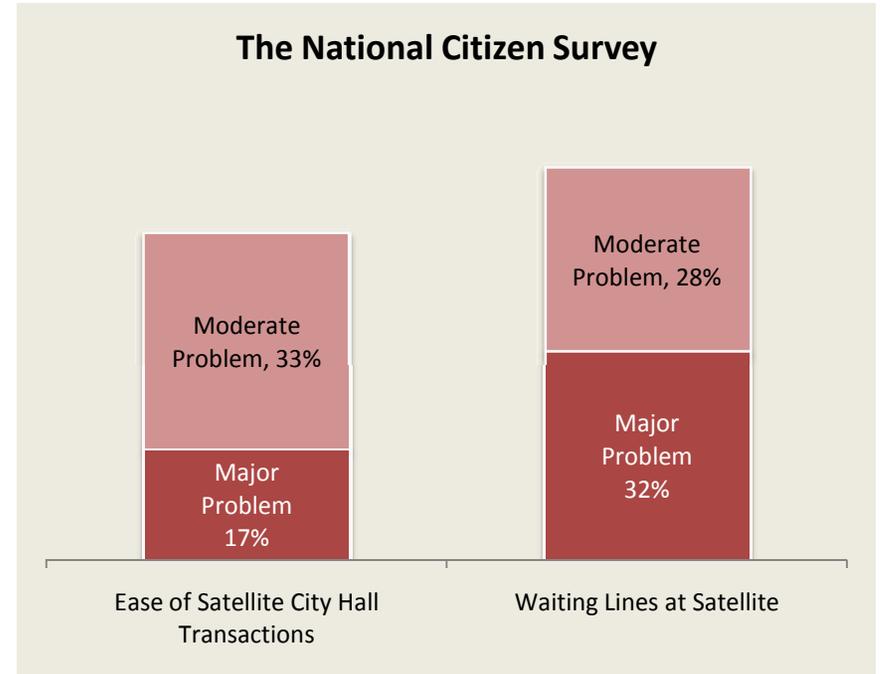
Total authorized staffing increased 3% from 298 FTE positions in FY 2009 to 307 FTE positions in FY 2013. Vacancies increased 89% over the last five years. The department explained that budget constraints and retirements have contributed to the department's increasing vacancy rate.

Overtime expenditures decreased 22% over the last five years. The department reported that the decrease was due to budget constraints and a more thorough review for overtime needs.

Customer service and listening to constituents needs are top mayoral priorities. In FY 2013, 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 were implemented to reduce the amount of time residents spend in long Motor Vehicle, Licensing and Permits Division lines.

In the 2013 National Citizen Survey, 37% and 40% of Honolulu residents rated customer service and city public information as *excellent* or *good*, respectively. The survey also reported that 44% of residents rated the quality of Satellite City Hall (SCH) services as *excellent* or *good*, a decrease of 10% from 54% in 2012.

Residents were also asked to rate the waiting lines at SCH and the ease of SCH transactions on a scale of *not a problem*, *minor problem*, *moderate problem* or *major problem*. About 32% and 17% of residents rated the waiting lines at SCH and the ease of SCH transactions as a major problem, respectively.



Source: The National Citizen Survey, Community Livability Report, Honolulu, HI, 2013

The National Citizen Survey (% <i>Excellent</i> or <i>Good</i>)				
	2010	2011	2012	2013
Customer Service	65%	60%	63%	37%
Comparison to National Benchmark	↓↓	↓↓	↓↓	↓↓
Public Information	41%	47%	42%	40%
Comparison to National Benchmark	↓↓	↓↓	↓↓	↓
Satellite City Hall	57%	61%	54%	44%

Source: The National Citizen Survey, Trends over Time, Honolulu, HI, 2013

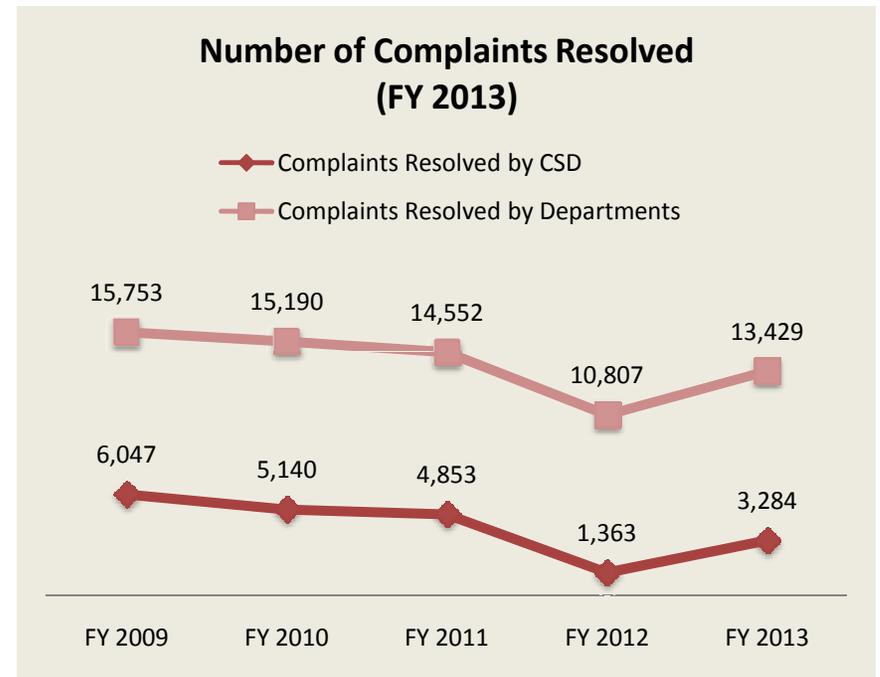
Legend:

- ↑↑ Much higher than national benchmark
- ↑ Higher than national benchmark
- ↔ Similar to national benchmark
- ↓ Lower than national benchmark
- ↓↓ Much lower than national benchmark

Administration provides policy guidance, direction and administrative support to the department’s three divisions.

Over the last five years, the division’s operating expenditures decreased 17% from \$501,583 in FY 2009 to \$417,559 in FY 2013. According to the division, the budget for the Honolulu City Lights program budget was transferred to the Mayor’s Office of Culture and the Arts which resulted in the decrease.

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



Source: Customer Services Department

	Operating Expenditures		Complaint Actions Processed ¹	Number of Complaints Resolved ²	
	Administration	Public Communication (\$ million)		Resolved by CSD	Resolved by Departments
FY 2009	\$501,583	\$2.0	15,866	6,047	15,753
FY 2010	\$565,272	\$1.9	14,857	5,140	15,190
FY 2011	\$470,025	\$1.8	13,561	4,853	14,552
FY 2012	\$425,243	\$1.6	13,147	1,363	10,807
FY 2013	\$417,559	\$1.4	14,883	3,284	13,429
Change from last year	-2%	-13%	13%	141%	24%
Change over last 5 years	-17%	-30%	-6%	-46%	-15%

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

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



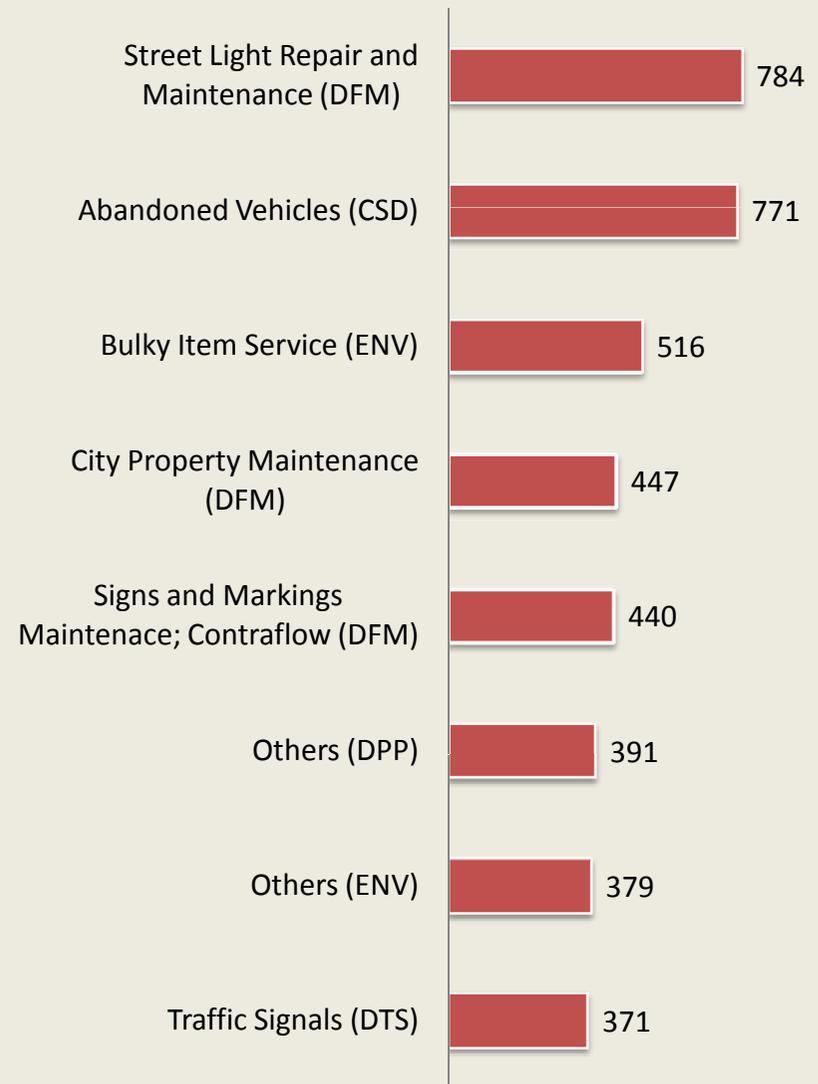
Photo Courtesy of the Customer Services Department

On January 1, 2013, State ID operations were transferred over to the counties and are offered at CSD's five Driver Licensing facilities.

In FY 2013, CSD received the most complaints for street light repair and maintenance (784) followed by abandoned vehicles (771) and bulky item service (516), while traffic signals (371) ranked eighth.

Over the last five years, the division's operating expenditures decreased 30% from \$2.0 million in FY 2009 to \$1.4 million in FY 2013. The department explained that the reduction in staffing has contributed to this declining trend.

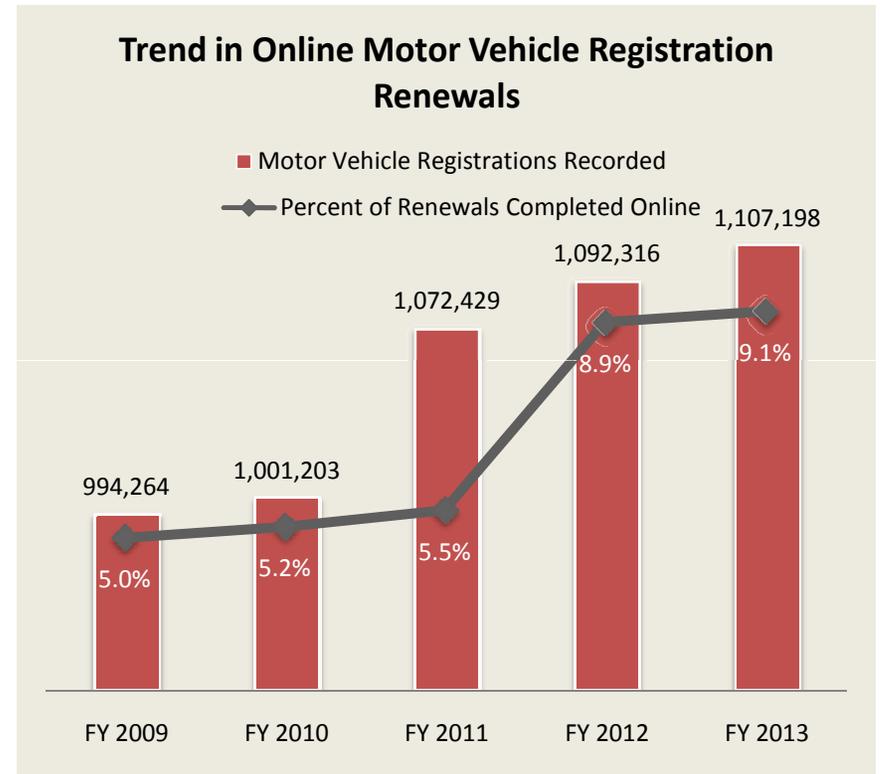
Top Complaints Reported to CSD (FY 2013)



Source: Customer Services Department

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

Over the last five years, the division’s operating expenditures have remained relatively the same while total revenues collected increased 54% from \$99.9 million in FY 2009 to \$154.3 million in FY 2013. The increase is due to a one-cent increase in motor vehicle weight tax for the county effective January 1, 2011 and for the state effective November 1, 2011.



Source: Customer Services Department

	Total Operating Expenditures (\$ million)	Total Revenues Collected (\$ million)	Total Revenue Transactions Processed	Total Motor Vehicle Registrations Recorded	Online Vehicle Registration Renewals	Percent of Renewals Completed Online
FY 2009	\$13.6	\$99.9	1,265,123	994,264	49,449	5.0%
FY 2010	\$13.6	\$113.4	1,322,252	1,001,203	51,674	5.2%
FY 2011	\$12.8	\$138.6	1,360,413	1,072,429	59,107	5.5%
FY 2012	\$13.0	\$151.7	1,366,000	1,092,316	97,103	8.9%
FY 2013	\$13.6	\$154.3	1,287,430	1,107,198	101,067	9.1%
Change from last year	5%	2%	-6%	1%	4%	0.2%
Change over last 5 years	0%	54%	2%	11%	104%	4.1%

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

Satellite City Halls

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

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

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

<http://www1.honolulu.gov/csd/satellite/forms.htm>

Over the last five years, the division's operating expenditures decreased 7% from \$4.2 million in FY 2009 to \$3.9 million in FY 2013 because of personnel changes. The division reported that it filled most of its vacancies which reduced the need for overtime.

Satellite City Hall Locations Across O`ahu



Source: Customer Services Department

	Total Operating Expenditures (\$ million)	Total Revenue Collected (\$ million)	Walk-in Customers Served	Total Transactions Processed
FY 2009	\$4.2	\$128.3	1,066,844	901,276
FY 2010	\$4.2	\$139.5	1,109,990	932,265
FY 2011	\$3.8	\$145.0	1,083,391	916,306
FY 2012	\$3.9	\$182.1	1,078,220	937,583
FY 2013	\$3.9	\$186.8	1,118,941	949,865
Change from last year	0%	3%	4%	1%
Change over last 5 years	-7%	46%	5%	5%

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