

# SERVICE REPORT



2011 - 2016

*September 2016*

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## INTRODUCTION

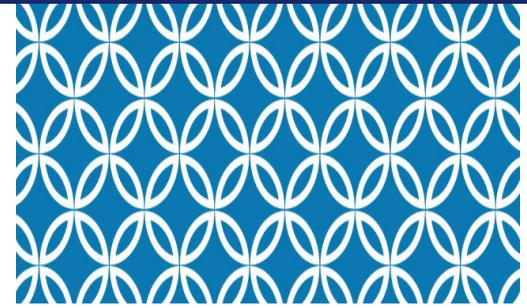
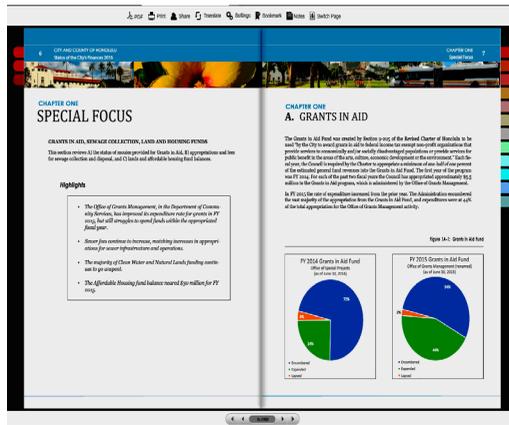
It is an honor and privilege to serve the Honolulu City Council as the Director of the Office of Council Services (OCS). This voluntary report summarizes key projects and developments implemented by OCS between 2011 - 2016 to: improve operational efficiency and work product timeliness, broaden research and problem-solving activities, bolster our team and maximize our service to the City Council. Many of the initiatives and projects featured, emerged from early discussions held with Councilmembers, Senior Advisors and OCS staff about expectations, existing capabilities and the vision for the Office of Council Services in the future.

Along the way, the assistance and sponsorship of the City Council and Council staff has been clear and unwavering. Your cooperation and ongoing guidance is vital to the success of all OCS endeavors. For your past and continued support and confidence, please accept our sincerest appreciation.

The Office of Council Services is home to very capable and tremendously gifted public servants. Each individual is extraordinarily competent, many are brilliant and all are committed to the work of the Legislative Branch. As a team, their policy and process expertise has made "OCS" a distinguished force and an unrivaled tool in the legislative arena. It is a pleasure and a highlight of my 26-year public service career to work alongside each and every staff member of the OCS team.

Respectfully Submitted,

Charmaine T. Doran, Director  
Office of Council Services



STATUS OF THE CITY'S FINANCES | Presented by the Office of Council Services

## MODERNIZING SERVICE

The City Council has led the charge to modernize public service and legislative operations through technological improvements, expanded Council responsiveness, enhanced transparency and greater public accessibility. Following the Council's lead, OCS focused on modernizing operations and service with these major projects:

- Implemented Internal e-Workflow
- Launched Project e-Notification & e-Delivery
- Established Legislative Summaries
- Instituted Committee Agenda Digests
- Digitized 4,000+ Internal Archives
- Created Legislative Video E-series
- Shifted DP Map Amendments In-House
- Broadened GIS Mapping Capabilities
- Developed Advance Software Proficiencies
- Acquired Management of ROH Website
- Revamped ROH site & Created User Tools
- Redesigned Status of the City's Finances
- Re-launched the Branch Orientation Program
- Formalized Drafting Process for Nominations
- Hyper-linked Collection of Policy Resolutions
- Devised Budget Forms - Legislative Budget



- Produced Legislative Budget Narrative
- Created Digital Templates for Council
- Incorporated Laptops in Committee Meetings
- Started Full-Staffing for all Council Meetings
- Implemented After-hour Access to Director
- Designed Digital Reading Room (ongoing)





## The Basics

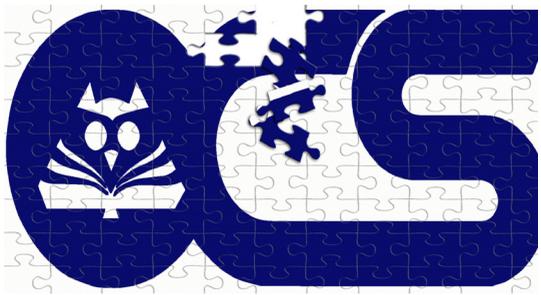


# STRENGTHENING OUR FOUNDATION

Policy analysis, problem-solving, comprehensive research and reference services are primary duties of OCS. Between 2011 and 2016, the Council’s legislative and policy interests grew steadily. In FY 16 production rates hit an all-time high with 1200 total projects completed and transmitted to the Council. About 61% or 562 of these projects were “rush” items. With legislative work on the rise, OCS concentrated on advancing our research and problem-solving activities, revisited old assumptions and increased our focus on “how” to achieve optimal solutions. At the same time, OCS also devoted attention to further developing our reference and revisor services as well as equipping the Council with greater access to legislative resources. Projects accomplished in this area include the following:

- Evaluated Collection of Policy Resolutions
- Revised Agency Reporting Requirements
- Completed Extended Policy Research
- Charted History of Fire Code Adoption
- Issued State Legislative Session Trackers
- Created various Electronic Branch Resources
- Coordinated GIS Zoning Database Use via DPP
- Produced various Legislative References
- Compiled Historic Collection of Charters
- Received Customer Services Data
- Led 8 Legislative Educational Sessions
- Revised ROH Chapter 2
- Recodification of the ROH (ongoing)
- Creation of GIS Council CIP Database (ongoing)
- Hosted City-wide Drafting Seminar
- Updated Legislative Drafting Guide





## OUR PEOPLE - THE BEST OF THE BEST

The most rewarding part of serving as the Director of the Office of Council Services is the opportunity to work with some of the very best and brightest people in public service. Early on, staff requests and suggestions focused on: equitable assignment practices, an “involved” management, constructive feedback, furthering an office identity, fair-minded leave policies, allowing personalized office celebrations and increasing access to educational opportunities. By FY 12, 50% of all OCS staff had already met the minimum requirements to retire. Consequently, succession planning, cross-training and addressing service or skill “gaps,” prior to the departure of tenured personnel was also deemed a priority for our office. The cruxes of management initiatives has been to establish a productive, collaborative, progressive, supportive and healthy workplace. With these motivations in mind and understanding the Council's increased legislative workload, OCS completed the following office endeavors:

- Provided Educational & Training Tools
- Implemented Quarterly Celebrations
- Encouraged Professional Org. Membership
- Expanded Staff Support for Large Projects
- Eased Leave Policy & Reduced Leave Loss
- Activated Flex Policy for Large Projects
- Adopted Policies on Work Timeliness
- Replaced Antiquated Office Furniture
- Re-mediated Mold & Lead
- Constructed Office Conference Room
- Stimulated Knowledge Sharing
- Recognized Outstanding Employees
- Started Mentor Program for New Staff
- Raised Average Salaries (3 of 4 Activities)
- Started Advance Training Program (Paid)
- Filled Vacancies & Promoted Existing Staff
- Provided Advance Software Training
- Upgraded Computer Equipment
- Completed 1200 FY 16 Project
- Streamlined Budgetary Expenses

The OCS e-workflow system was implemented at minimal cost and executed in-house using only available City resources. It has helped to increase work product timeliness, encourages staff collaboration and enables project tracking. Other City agencies have also looked to the OCS model when exploring the paperless option. On the team-building front and the most entertaining, OCS successfully designed an official logo and office t-shirt. OCS also proudly received recognition from the City Council for earning NACo Achievement Awards for Public and Civic Engagement in 2014, 2015 and 2016. Currently, less than 15% of OCS staff is retirement “qualified”. With 11 new staff members joining our ranks since 2011, our workforce has changed, is re-energized and more diverse. Further, improvements in technology and operational adjustments have enhanced the way we work day-to-day in OCS. We now complete more Council projects in less time.

*Today, OCS stands poised in the 21st century ready to serve the City Council as a dynamic and resilient tool for legislative decision-making.*





## QUICK FACTS

**2011 - 2016  
Council "Firsts"**

- 11 New Councilmembers
- HART Budgets
- GIA
- Sister Council Relationship
- County Government Day

**Creation Saga In Numbers**

- Age of OCS - 43
- Yr. Council First Proposes OCS - 1968
- # Mayor Vetoes to stop OCS - 3
- # State Acts Passed related to OCS - 2
- Yr. Mayor Refuses to Fund OCS - 1971
- Council Initiated Lawsuits - 1 (at least)
- Charter Amendments Passed - 1
- OCS Finally Created - 1973
- Yrs. Elapsed Start to Finish - 5

**OCS Basics**

- 22 - Staff
- 8 - Organized Research
- 5 - Legal Assistance
- 2 - Revisor of Ordinances
- 7 - Administration
- FY 17 - Budget 1.8 Million
- Change in 5 Yrs.
- LEG BR. Auditor's SEA:
- Budget Lowest % Increase/Change**
- Workload Greatest % Increase**

**Office Policies**

- Equal Access
- Confidentiality
- First-In, First-Out
- Non-Advocacy  
(No Staff Initiated Work)
- Quality Control
- Controlled Workflow

**Major Duties**

- Independent & Comprehensive Research
- Legislative Drafting
- Support of Council Committees
- Policy & Program Analysis
- Providing Legal Research.
- "Special Counsel" Per Charter
- Executive Session Minutes
- Revisor of Ordinances
- References & Resources

**Work Priorities**

- Council
- Standing Committee
- Chair for Council Business
- Committee Business
- Requests for Pending Items
- New Research Services



# OCS IN PICTURES



Honolulu City Council CITY AND COUNTY OF HONOLULU JANUARY 29, 2014



Office of Council Services: [ocs@honolulu.gov](mailto:ocs@honolulu.gov)

Revised Ordinances of Honolulu: [www.honolulu.gov/ocs/roh](http://www.honolulu.gov/ocs/roh)

Flickr: <https://www.flickr.com/photos/councilservices/albums>



12/14/2016