



2019 Service Efforts & Accomplishments Report

Office of the City Auditor • City and County of Honolulu • State of Hawai'i

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City and County of Honolulu

Office of the City Auditor

March 9, 2020

Honorable City Council
Honolulu, Hawai'i

City and County of Honolulu Service Efforts and Accomplishments Report (FY 2019)

The Office of the City Auditor is pleased to present its tenth annual Service Efforts and Accomplishments (SEA) Report for the City and County of Honolulu. The report is intended to be informational, and provides data about the costs, quality, quantity, and timeliness of city services. A variety of comparisons are included 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, governmental efficiency and effectiveness, the delivery of public services, and to provide data for future decision making.

In conjunction with this report, the National Research Center of Boulder, Colorado conducted a statistical survey of residents of the City and County of Honolulu. This National Community Survey (NCS) of Honolulu is the eleventh survey of Honolulu residents and the tenth administered in conjunction with the Service Efforts and Accomplishments Report. The survey is a collaborative effort between the National Research Center and the International City/County Management Association (ICMA), and is standardized to ensure the research methods and results are directly comparable for over 600 communities across the U.S.

Hopefully, the reader will find that the customized NCS survey and the SEA report provide information that may be used by city staff, elected officials, and other stakeholders for many purposes; such as community planning and resource allocation, performance measurement, and evaluation of city programs and policies. The results may also be used for program improvement, policy making, and to identify community and service strengths and weaknesses.

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 over the last five years. Chapters 2 through 25 present the agencies' mission statements, goals and objectives, description of services, resources, background information, workload, performance measures, and survey results for various city services. City priorities are discussed in Chapter 1. Honolulu residents' 2019 opinions on Special Topics and local issues are found in Chapter 16, the Legislative Branch chapter and the NCS *Community Livability Report*. The full results of the NCS and its related reports are available as a separate report due to the volume and size of the survey results.

The Service Efforts and Accomplishments report and the National Community Survey of Honolulu residents are also available on our website at <https://www.honolulu.gov/auditor>. We solicit inputs and any suggestions for improving this report. We thank the many departments and staff that

contributed to this report. Without their support and assistance, this report would not be possible. Copies of this report are also available by contacting the Office of the City Auditor at:

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City and County of Honolulu
1001 Kamokila Boulevard, Suite 216
Kapolei, HI 96707
Phone: 808-768-3134
E-mail: oca@honolulu.gov

Respectfully Submitted,

A handwritten signature in black ink, appearing to read "Troy Shimasaki". The signature is fluid and cursive, written in a dark ink on a white background.

Troy Shimasaki
Acting City Auditor

Audit and Administrative staff:

Susan Hall
Van Lee
Jordan Alonzo
Shena Bocalbos
Kyle Detke
Wayne Kawamura
Ciress Quidilla
Christine Ross
Sherri Suzawa
Jonathan Yi, Audit Intern
Lauren Zubick, Audit Intern

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