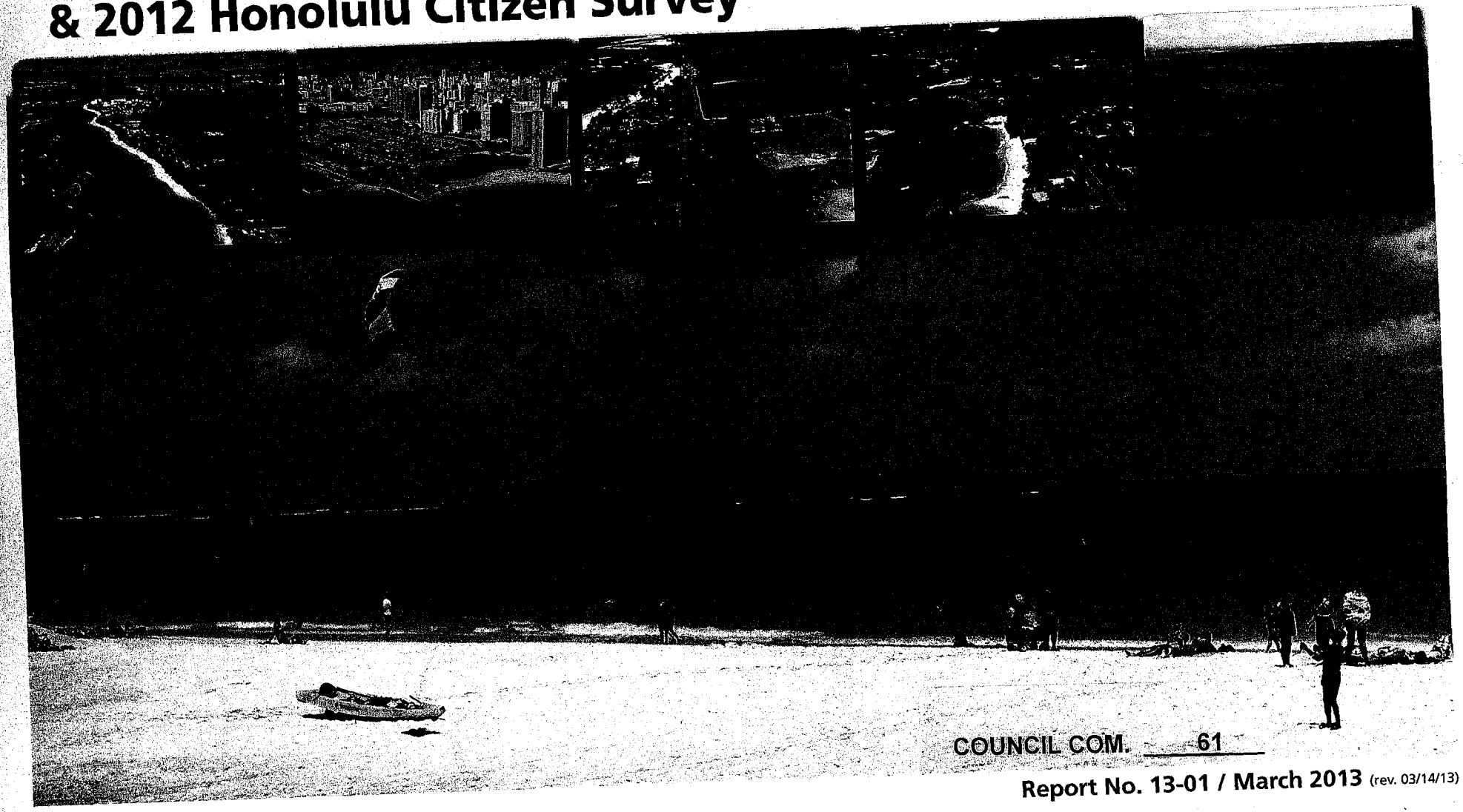
Office of the City Auditor
City and County of Honolulu
State of Hawai'i
Report for Fiscal Year 2012

Service Efforts and Accomplishments
& 2012 Honolulu Citizen Survey



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City and County of Honolulu

Office of the City Auditor

March 8, 2013

Honorable City Council
Honolulu, Hawai‘i

City and County of Honolulu Service Efforts and Accomplishments Report (FY 2012)

This is the City Auditor’s third annual Service Efforts and Accomplishments Report for the City and County of Honolulu. The report is intended to be informational. It provides data about the costs, quality, quantity, and timeliness of city services. It includes a variety of comparisons to other cities and the results of a citizen survey. The purpose of the report is 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, improve governmental efficiency and effectiveness, provide data for future decision making, and improve the delivery of public services.

OVERALL SATISFACTION (pages 4-5 and pages 19-31)

This report includes the fourth National Citizen Survey of Honolulu residents conducted for the city and the third administered in conjunction with this report. The survey provides useful 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 program and policy evaluation. The results may also be used for program improvement, policy making, and to identify community and service strengths and weaknesses.

A variety of community characteristics were evaluated by the survey participants. 74% of the residents rated the overall quality of life in the City and County of Honolulu as excellent or good, 81% rated it as an excellent or good place to live, and 76% rated their neighborhood as an excellent or good place to live. 85% reported they plan to stay in the city over the next five years. High ratings of excellent or good were given to contact with the fire department (96%), and ambulance or emergency medical services (86%). Other favorable ratings were shopping opportunities (74%), recreation opportunities (73%), drinking water (72%), and air quality (72%). Opportunities to volunteer (75%), and quality of the overall natural environment in Honolulu (71%) also received high excellent or good ratings.

Characteristics receiving the lowest excellent or good ratings were the availability of affordable quality housing (9%), availability of affordable quality child care (14%), and the amount of public parking (11%). Traffic flow on major streets (11%), street repair (17%), and ease of car travel (20%) also received low ratings. Jobs growth was seen by residents as too slow (72%), and population growth as too fast (70%). A majority of survey participants (59%) reported they paid housing costs of more than 30% of their monthly household income, which is much more than national benchmarks.

Changes in city bus services in FY 2012 resulted in lower ratings by residents. Residents rating ease of bus travel in Honolulu as excellent or good declined from 51% in 2011 to 39% in 2012. Likewise, residents rating bus or transit services as excellent or good decreased from 68% in 2011 to 58% in 2012.

Safety from violent or property crimes creates the cornerstone of an attractive community. No one wants to live in fear of crime or other threats. Daytime safety ratings were better than nighttime safety ratings. Residents rating safety in their neighborhood during the day as excellent or good (92%) was higher than safety ratings for the neighborhood after dark (68%). Similarly, safety ratings for downtown Honolulu during the day (68%) declined after dark (18%).

Public trust ratings varied. Resident ratings were below national benchmarks for value of services for the taxes paid to Honolulu (33% excellent or good), overall direction that Honolulu is taking (30% excellent or good), and services provided by the City and County of Honolulu (53% excellent or good).

A Key Driver Analysis examined the relationships between service ratings and city ratings. Services that closely correlated to residents' perceptions of city services overall were animal control, sewer services, traffic enforcement, police services, and public information services. By targeting improvements in these key services, the city may influence residents' overall service quality ratings.

OVERALL SPENDING, STAFFING, AND ACCOMPLISHMENT OF CITY PRIORITIES (pages 11-31)

Honolulu, like other cities, uses various funds to support its activities. The General Fund is used for all general revenues and governmental departments including community and customer services, design and construction, emergency management and emergency services, environmental services, fire, information technology, parks and recreation, police, legislative, and support services. These services are supported by general city revenues and program fees. In FY 2012, the city's total General Fund expenditures and other uses of funds totaled $1.105 billion. Total General Fund spending decreased 12% over the last five years because some expenses were transferred to other funds. In FY 2012, General Fund operating expenditures and other uses of funds totaled $1,147 per Honolulu resident, including operating transfers, based on a population estimate of 963,607 residents. Per capita cost for the city's departments was about $553. (See Chapter 1 for performance measures, trends, and more details.)

Proprietary Funds are used for sewer, public transportation, solid waste, and housing. These services are generally supported by charges paid by users. Proprietary and special fund operating expenses totaled $596 per capita. Other funds are for highway, bikeway, parks and playgrounds, the liquor commission, post-employment benefits reserves, affordable housing, and rental assistance funds. A myriad of special funds exist including zoo animal purchase, the Hanauma Bay Nature Preserve, land conservation, clean water and natural lands, community development, golf, special events, fiscal stability reserve funds, and special projects. Federal grants cover housing and community development, as well as the Section 8 rental assistance funds. Funds also exist for general improvement bonds, highway improvement bonds, sewer revenue bonds, capital projects, and municipal stores. (See Chapter 1)

Total revenues in FY 2012 totaled $1.88 billion. The largest sources of revenues were real property tax ($813.3 million) and sewer charges ($293.6 million). Other revenues include licenses and permits charges, solid waste revenues, federal and state grants, and various revenues from fuel and motor vehicle taxes. The city's Financial Policy requires the city to maintain a very high tax collection rate (over 98.5%) and relies on user fees to finance municipal services. In FY 2012, fees were increased for zoo admission, golf play, sewers, and water to cover rising operating costs, infrastructure upgrades, and to reduce reliance on general funds.

In FY 2012, citywide hiring restrictions continued from prior years in accordance with the mayor's priority for fiscal responsibility. City staffing is measured in full-time equivalent staff, or FTE. In FY 2012, the city was authorized a total of 10,850 FTE and filled positions totaled 8,713 (80.3%) FTE. Vacant positions were 2,137 FTE (19.7%). The executive branch was authorized 9,700 FTE and filled 7,799 FTE positions. The executive branch vacancy rate was 19.6% or 1,901 FTE in FY 2012. The legislative branch was authorized 126 FTE and filled 123 FTE positions. The legislative branch vacancy rate was 2.4% or 3 FTE in FY 2012. Over the last five years, total citywide FTE (including authorized temporary positions) increased 1% and the vacancy rate increased 2%. Honolulu employees also provide services to the State of Hawaiʻi and the counties of Kauaʻi, Maui, and Hawaiʻi that are reimbursed by those jurisdictions.

Over the last five years, overtime expenditures decreased 8% and non-holiday overtime expenditures decreased 13%. In the executive branch, total overtime expenditures decreased 9% and non-holiday expenditures decreased 13%. In the legislative branch, total overtime expenditures and non-holiday expenditures increased 25%. Overtime expenditures for the Board of Water Supply increased 8% from $1.9 million in FY 2008 to over $2.0 million in FY 2012.

The Capital Improvement Program (CIP) budget focuses on core capital programs that maintain and upgrade essential infrastructure, particularly for roads, sewers, refuse facilities, and transportation improvements. FY 2012 capital improvement project funding decreased over the past five years from $560.2 million to $547.4 million and included general government projects ($30.2 million), public safety ($38.6 million), highways and streets ($101.9 million), sanitation projects ($290.7 million), and culture and recreation projects ($36.8 million). Capital outlays decreased the most for utilities and other enterprises (74%) and increased the most for culture-recreation (64%) and highways and streets (64%) over the last five years.

The city's debt policy is established by the city council. Debt service as a percentage of operating budget remained relatively steady from FY 2008 to FY 2012. Debt service as a percentage of General Fund revenue also remained relatively steady from 19.2% in FY 2008 to 19.3% in FY 2012. The city's general obligation

bond ratings improved between FY 2008 and FY 2012. In FY 2012, the city administration suspended the city's debt policy, noting that the debt affordability ratios will rise and exceed the 20% threshold between 2014 and 2023 due to construction debt related to the Honolulu rail project.

BUDGET AND FISCAL SERVICES (page 33)

The mission of the Department of Budget and Fiscal Services (BFS) is to protect the financial well-being of the City and County of Honolulu. The department is responsible for providing the city's centralized accounting, procurement, treasury, and budget functions. Its eight divisions provide internal control, accounting, fiscal and budget administration, purchasing, real property assessment, and treasury services. The department divisions prepare and administer the city's annual operating and capital improvement project (CIP) budgets; financial statements (Comprehensive Annual Financial Report (CAFR); and fiscal programs. Other divisions purchase materials, supplies, equipment, and services for the city; and manage the city's cash, accounts receivable, collections, and bonds. The department supports the city's enterprise resource management system (C2HERPS); maintains the city's Integrity Hotline; investigates fraud complaints; and performs other internal control functions. Authorized staffing increased from 318 FTE to 323 FTE, while vacant FTEs increased 19% for a total of 63 vacant FTEs in FY 2012. Over the past 5 years, overtime expenditures decreased 74%, and non-holiday overtime decreased 73%.

The department reports the following:

- Consistent with the mayor's priority for prudent fiscal management, the department implemented budget ceilings; hiring and travel restrictions; reorganizations; and limits on unbudgeted equipment purchases and leases. In FY 2012, rising salary, pension and health benefit costs were partially offset by reductions of $7.1 million in debt service, low interest rates, and bond refinancing. The department also took advantage of a competitive insurance market to reduce its premium costs, increase property insurance limits, and enhance other terms of insurance coverage.

- Real property tax assessed values (the primary revenue source for the city's General Fund) decreased 8% over the past 5 years from $167.0 billion in FY 2008 to $153.6 billion in FY 2012 due to the downturn in the real estate market and the financial crisis.

- In FY 2012, the department billed 278,067 accounts for property taxes valued at $812.5 million and collected $800.1 million in property taxes or approximately 98% of the total amount billed; a 5% increase over $773.4 million in FY 2008.

- Delinquent property taxes at the beginning of FY 2012 were $15.7 million, and $6.4 million (40.8% of the delinquencies) was collected by the end of FY 2012

- In FY 2012, the department awarded 112 construction contracts totaling $263.0 million.

The city charter administratively attaches the Liquor Commission to BFS. The Liquor Commission is wholly funded through revenues from liquor licensees.

LIQUOR COMMISSION (page 39)

The Honolulu Liquor Commission has sole jurisdiction, power, authority and discretion to grant, refuse, suspend and revoke any license for the manufacture, importation, or sale of liquor within the City and County of Honolulu. Its mission is to promote the community's health, safety, and welfare by efficiently and fairly administering and enforcing Hawai'i's liquor laws. While administratively attached to BFS, the Liquor Commission, is wholly funded through revenues generated from liquor licenses and fees deposited into the Liquor Commission Special Revenue Fund. In FY 2012, there were 1,394 active liquor licenses. Total violations adjudicated increased 28%, and the number of liquor violations for minors increased 36% over the past 5 years. The commission believes that the key to reducing the number of violations involving minors is through educating licensee employees on the penalties related to service or sale to minors. Investigations of licensed liquor establishments increased 47% over the past 5 year period FY 2008 to FY 2012. The number of public complaints about premises increased 17% over the past 5 years.

COMMUNITY SERVICES (page 41)

The Department of Community Services' (DCS) mission is to create opportunities to improve the quality of life for the people of O'ahu by administering human service, workforce and housing programs for economically challenged and special needs individuals and families. To accomplish the city charter's mandate to serve and advance the general welfare and aspirations of city and county residents, the department seeks grants for human services and self-sufficiency for those with the greatest needs or challenges. The department's expenditures were $80.1 million in FY 2012, an increase of 11% from $72.4 million in FY 2008. Total authorized staffing increased 3% to 246.8 FTE in FY 2012 from 240 FTE in FY 2008, and vacant FTE increased by 5% to 100.3 vacant FTE in FY 2012 compared with 95.5 in FY 2008. In FY 2012, total overtime expenditures amounted to $94,200, which represented a 69% increase from $55,600 in FY 2008.

The department fulfills its charter mandate of promoting individual self-sufficiency, improving housing, and improving the residents' quality of life by administering several programs through seven divisions.

- Its Section 8 Housing program enables low-income families earning 30% of the median income to rent housing units on the private rental market. In FY 2012, the program served 3,383 families; processed 1,277 applications; and had 1,499 applicants on its waiting list. In FY 2012, the program processed almost 8 times more applications than in the previous fiscal year and the number of wait-listed applicants decreased 79% from 7,000 in FY 2008 to 1,499 applicants in FY 2012.

- The Rehabilitation Loan Program provides loans that can be used to repair and correct deteriorated and hazardous conditions on the property of homeowners with incomes up to 80% of O'ahu's median income. The rehabilitation loans in FY 2012 amounted to $1,041,796, which was more than twice the $447,796 funded in FY 2011.

- The Shelter Plus Care Program provides housing subsidies and case management services to disabled, homeless individuals. The department secures and administers grant funds for homeless assistance and housing. Rental assistance slots increased 23% from 266 to 328 slots between FY 2008 and FY 2012 as the department increased its effectiveness in securing grants, executing contracts, and training.

- Its Elderly Affairs Division administers grants to non-profit organizations that provide multiple services to the elderly. These services include meal services, nutrition counseling, transportation assistance, attendant care, adult day care, housing and legal assistance, caregiver respite, and interpretation and translation services. Under the Aging Network Service System, 5,325 seniors received meal, personal care and transportation services; and 55,719 seniors received counseling, health promotion, housing and legal assistance in FY 2012, which is a 168% increase from the 20,789 who received these services in FY 2008. In FY 2012, 50% of residents rated the quality of services provided for seniors as excellent or good, which was similar among cities with populations over 300,000, but much below percentages reported nationwide. About 80% of residents believe homelessness is a major problem in FY 2012, which is the same percentage as in the prior fiscal year.

- The department administers grants for Workforce Investment Act programs and oversees programs that assist in the development of a quality workforce for Honolulu businesses. In FY 2012, 496 companies participated in various job fairs, and 37,960 job seekers were served. The latter amount was almost 3 times the 12,859 served in FY 2008, and may be attributable to online services developed by the city and its supporters. In FY 2012, 37 businesses participated in the On the Job Training Program, which reimburses employers 50% of wages paid for training. This is a 76% increase from the 21 businesses that participated in FY 2008. The increase is the result of marketing efforts to encourage businesses to participate and the availability of two additional grants.

- O'ahu WorkLinks One-Stop Centers provide federally funded business assistance and job seeker services. Since FY 2008, the number of One-Stop Center users increased 75% from 14,859 to 26,068 users in FY 2012. The increase is attributed to the high unemployment rate, weak economy, and outreach efforts.

- Community Development Block Grants (CDBG) support community-based organizations with entrepreneurial, business and technical training for low and moderate income individuals to develop and grow their new or existing business. In FY 2012, the department's Office of Special Projects awarded 5 CDBG grants totaling $1,051,000, an increase of 25% over the last five years.

In FY 2012, about 9% of residents rated the availability of affordable quality housing as excellent or good, and 24% gave the same rating for variety of housing options, which were much below percentages reported nationwide and among cities with populations over 300,000. The quality of services for low-income people was rated excellent or good by 40% of residents in FY 2012, an 8% increase from FY 2010.

CORPORATION COUNSEL (page 45) **AND ETHICS COMMISSION** (page 47)

The Corporation Counsel (COR) serves as the chief legal advisor and legal representative for all city agencies, the city council, and city employees in matters relating to their official powers and duties. The department's mission is to meet the diverse legal needs of the city, such as advising clients, representing and litigating their interests, representing the city in all legal proceedings, and performing other legal services. In FY 2012, the department had two goals for fiscal sustainability: cost containment by working with other city agencies to reduce operating costs, and developing supplemental sources of revenue by expanding federal and other grants, and following up on city collections and claims.

COR assisted the Department of Environmental Services in the sale of electricity to Hawaiian Electric Company for estimated revenues of $80 to $85 million for electricity produced by the city's H-POWER operations; and helped fulfill the terms of the city's wastewater system global consent decree. (See Chapter 4 for performance and trend details.)

The Ethics Commission, established in 1962, is administratively attached to the Department of the Corporation Counsel. The commission's purpose is to ensure that city officers and employees understand and follow the ethical standards of conduct governing their public work. Its purpose is consistent with the city's goal of promoting transparency and public trust in city government. The commission renders advice on ethics questions to city personnel, the public and the media; investigates complaints of violations of the ethics laws; and recommends discipline to appointing authorities for violations of the ethics laws. It is authorized to impose civil fines for ethics violations, develop and implement education programs and ethics training, and recommend legislation to the city council and the state legislature. The commission also develops guidelines for standards of conduct; reviews and maintains financial disclosure statements of city officials, and regulates lobbying and lobbyists. In FY 2012, its 3 permanent full-time positions conducted 1,129 training sessions, received 370 requests for advice, and opened 70 investigations in response to complaints.

CUSTOMER SERVICES (page 49)

The Customer Services Department's (CSD) mission is to provide the highest quality of service to the public, whether in person, by phone, or electronically. CSD's divisions are responsible for public communications; motor vehicle, licensing and permits programs; and satellite city halls located in 10 O'ahu locations. Total operating expenditures decreased from $19.7 million in FY 2008 to $18.9 million in FY 2012 due to overall budget constraints. Over the past five years, total authorized FTE staffing increased by 3% and vacancies increased 125% due to budget restrictions, retirements, resignations, and hiring delays. Overtime expenditures decreased 88%, from $145,105 in FY 2008 to $17,483 in FY 2012 by monitoring work assignments, adjusting work schedules, and switching from a 6-day to a 5-day operation in the Satellite City Hall Division.

- In FY 2012, its Public Communications Division received more complaints for special needs and fair housing (1,138 complaints) and abandoned vehicles (1,124 complaints), than tree and plant maintenance (418 complaints).

- Online motor vehicle registration renewals saved the city an estimated $1.68 per transaction. Over the past 5 years, online renewals increased over 117% in support of the mayor's priority to implement cost savings and efficiencies through technology.

- In FY 2012, the Fort Street Mall satellite office received major renovations to better service the public, as well as represented the city's commitment towards the beautification of the downtown district.

- During FY 2012, mandatory time off and hiring delays resulted in challenges for city personnel and the public. New legal requirements for driver licenses that went into effect on March 5, 2012 resulted in significantly longer lines and longer customer wait times at satellite offices that offered driver license services.

DESIGN AND CONSTRUCTION (page 53)

The Department of Design and Construction (DDC) is the central agency responsible for administering the city's Capital Improvement Program (CIP). Its mission is to provide planning, land acquisition, design, construction, and inspection for public facilities and is consistent with the city charter mandate to direct and perform the planning, engineering, design and construction of public buildings. Over the last five years, total expenditures increased 11% from $18.9 million to $21 million due to increased utility costs, and revenues nearly tripled from $1.5 million to $4.4 million. Non-holiday overtime expenditures declined 53% from FY 2008 to FY 2012 as fewer vacancies decreased the need for overtime.

The department reduced vacancies by 21% over the last five years in line with the mayor's goals for reducing city vacancies and improving good government. In the past, the department salaries were not competitive with the private sector. The city was able to fill vacancies due to the local recession, a tight job market, and fewer job openings in the private sector.

DDC's Project and Construction Management program oversees capital improvements for city facilities such as roads, wastewater collection and treatment systems, bridges, municipal buildings, fire and police stations, parks facilities, and golf courses. Road rehabilitation was one of the mayor's core infrastructure priorities. For FY 2012, the mayor budgeted $45 million and the city council increased the appropriation to $77 million for road rehabilitation. As a result, the department resurfaced 180 lane miles of roadways in FY 2012 by using private contractors, a 98% increase from 91 lane miles resurfaced in FY 2008.

The department's Land Services Division provides services such as land and engineering survey, title search, real property appraisal, negotiation, and document preparation services related to the acquisition of lands and easements required by the city. In FY 2012, the department conducted 940 field surveys, a 181% increase from the 335 surveys conducted in FY 2008. The increases were due to construction surveys for sewer projects in Kalihi-Nu`uanu and various sidewalk projects. The number of parcels acquired declined 65% over the last five years as projects, such as the Kalihi-Nu`uanu sewer project started and the newly established HART assumed responsibility for rail-related parcel acquisitions.

EMERGENCY MANAGEMENT (page 57)

The Department of Emergency Management (DEM) mission is to prepare, respond to, and recover from various types of disasters and emergencies by developing, preparing for, and assisting in the implementation of emergency management plans and programs. Its multiple tasks are to coordinate the city's emergency management operations with state, federal, and non-government agencies; educate the community on disaster awareness and preparedness; and expand and improve emergency shelter operations. The department coordinates Department of Homeland Security plans and programs; and strives to expand and improve strategic communications and warning capabilities. It also maintains the city's Emergency Operations Center (EOC) which coordinates emergency and disaster response and recovery support. In FY 2012, the EOC was activated 43 days to address emergency events such as flooding, high surf, brush and wildfires, and tropical depressions and cyclones. It also supported the 2011 APEC summit meeting of world leaders.

Over the last 5 years, department expenditures increased 39% from FY 2008 ($8.4 million) to FY 2012 ($11.7 million). Revenues rose from $3.4 million (FY 2008) to $13.4 million (FY 2012), an increase of 299% due to federal grant requirements. Total overtime costs increased 51% in FY 2012 ($74,553) compared to FY 2008 ($49,349) due to staff shortages that increased the workload; implementation of the free Nixle community notification service that requires staff overtime to receive, formulate, and send messages during non-business hours; and the department's increased participation in community fairs and events that occur during weekends and evenings.

EMERGENCY SERVICES (page 59)

The Revised Charter of Honolulu mandates that the Honolulu Emergency Services Department (HESD) develop programs and deliver services related to emergency medical care and ambulance service on the island of O‘ahu. Over the last 5 years, total operating expenditures increased 7% (from $31 million to $33.3 million) and revenues increased 38% (from $24.2 million to $33.3 million). Vacancies declined 16% (from 70.5 FTE in FY 2008 to 59.5 FTE in FY 2012) due to the department placing a high priority on recruiting and filling vacant positions.

The department has two divisions. The Emergency Medical Services (EMS) Division delivers emergency medical care and ambulance services under a State of Hawai’i contract. It has two operational districts with 19 ambulances and 2 Rapid Response Units. Over the last 5 years, operating expenditures increased 10% from $22.1 million in FY 2008 to $24.4 million in FY 2012 due to the addition of two new stations. Under its contract terms, ambulance response times should comply with benchmarks at the 90th percentile. Over the last 5 years, EMS did not meet the 90th percentile standard. However, response time compliance improved 8% from FY 2008 (76%) to FY 2012 (84%). EMS reports that improved ambulance response times were due to the addition of two medical ambulance operations stations and redefining the parameters for “response time.” One FY 2012 challenge that EMS faced was the closure of Hawai‘i Medical Center West’s emergency room in December 2011. EMS reports it responded by temporarily adding two ambulance stations and increasing usage of contracted ambulance services to handle the increased call volume and additional travel time from West O‘ahu to town. The department estimates that it cost the state $600,000 to increase service.

The Ocean Safety and Lifeguard Services’ (OSLS) Division provides lifeguard services along 198 miles of O‘ahu’s coastline. This includes ocean rescue, emergency medical treatment, mobile patrol and response, and risk reduction programs related to ocean safety. The four operational districts cover the entire island and operates daily. Basic coverage is tower-based, with lifeguards assigned to stations at specific beaches. Mobile response units and personal watercraft are used to respond to aquatic emergencies. Over the last 5 years operating expenditures increased 1% from FY 2008 ($8.4 million) to FY 2012 ($8.5 million). The number of preventive actions increased 69% from 354,452 in FY 2008 to 597,902 in FY 2012. Public contacts also increased 39% during the same time period as the department stepped up emphasis on preventing aquatic incidents before they occur.

ENTERPRISE SERVICES (page 63)

The Department of Enterprise Services’ (DES) mission is to operate and maintain city enterprises, including the Neal S. Blaisdell Center, the Waikiki Shell, the Honolulu Zoo, and six municipal golf courses. The department coordinates the preparation, administration, and enforcement of city-wide concession contracts and is the only city department with an operating budget funded primarily by user fees from public events and activities. The city charter mandate for the department is to serve and advance the general happiness and aspirations of city and county residents. Total authorized staffing was 297.9 FTE in FY 2012, compared with 292.9 in FY 2008, a 2% increase. There were 58.1 vacant FTE in FY 2012 compared with 81.4 in FY 2008, a 29% decrease. Total overtime expenditures decreased 42% to $372,300 in FY 2012 from $646,260 in FY 2008 due to process improvements. The department administered 31 concession contracts with revenues of $6.5 million in FY 2012.

- In FY 2012, the department retrofitted the Neal Blaisdell Center parking structure with energy efficient fixtures. Combined with other energy conservation efforts, electrical consumption declined 3%. In FY 2012, 647,889 people attended 353 Blaisdell and Waikiki Shell performances, compared to an attendance of 1,008,196 for 453 performances in FY 2008. According to the department, the decreases were due to the economic downturn and the high cost of shipping show equipment to Hawai‘i. Although performance totals and attendance declined, revenue increased due to higher ticket prices.

- The Honolulu Zoo is a 42-acre integrated zoological and botanical park in Waikiki. Operating expenditures increased 10% from $4.6 million in FY 2008 to $5.0 million in FY 2012 due to higher costs for utilities, animal food, security and guard services, solid waste disposal, and tree trimming and pruning services. The Honolulu Zoo parking lot, with solar powered pay stations, produced revenues of $607,600 in FY 2012 through the use of technology. In FY 2012, the Zoo reported record-breaking increases in both attendance and revenue, including 667,981 Zoo visitors and $4 million in revenues which exceeded prior year attendance and revenues by as much as 42%. According to the department, the zoo increases were due to its new zoo entrance, its new elephant exhibit, media attention, a higher influx of visitors, and a modest increase in the entrance fees. In FY 2012, the Association of Zoos and Aquariums (AZA) conducted a follow-up inspection and renewed the Zoo’s accreditation.

- The department's Golf Course Division operates and maintains six municipal golf courses which provide affordable golf opportunities for the city's recreational golfers. Operating expenditures increased 13% from $8.2 million in FY 2008 to $9.2 million in FY 2012 due to the filling of vacant positions and higher utility costs. Over the last 5 years, the number of rounds played has declined each year and totaled 464,708 rounds in FY 2012 due to the weak economy. Golf course revenues increased 7% from $8.5 million in FY 2008 to $9.1 million in FY 2012 due to moderate fee increases that were needed to cover rising operating costs.

ENVIRONMENTAL SERVICES (page 67)

The Department of Environmental Services' (ENV) mission is to protect the public health and the environment by providing effective and efficient management of the city's wastewater, storm water, and solid waste disposal systems. The Revised Charter of Honolulu mandates that the department oversee the operation and maintenance of sewer lines, treatment plants, and pumping stations. Over the last five years, operating expenditures decreased 5% from $227.2 million in FY 2008 to $216.1 million in FY 2012 as legal expenses related to a lawsuit filed by the Sierra Club ended with the 2010 Consent Decree. Staff vacancies increased 16% from 278 in FY 2008 to 323 in FY 2012 and non-holiday overtime declined 4% over the last 5 years due to restrictions and salary cuts. Capital expenditures increased 16% from $117 million in FY 2008 to $135.8 million in FY 2012 including capital expenditures for the solid waste-to-energy facility (H-POWER) expansion; sewer lines rehabilitation; and the O'ahu secondary landfill site selection study.

The department repairs, operates, and maintains 2,100 miles of mains and pipes in the city's sanitary sewer system. Its wastewater program includes issuing permits; conducting inspections and investigations; overseeing the city's effluent and bio-solids reuse; and overseeing compliance with the consent decree. The department is responsible for wastewater recycling; ocean discharges; air quality monitoring; and compliance with the Storm Water Management Plan (SWMP). The system collects about 100 million gallons of wastewater daily from toilets, sinks, drains, schools, and businesses on O'ahu. The number of storm water quality violation notices issued declined 59% from FY 2008 (37 violations) to FY 2012 (15 violations) as the average annual sewage charge increased 67% from FY 2008 to FY 2012 due to sewer infrastructure upgrades. The number of gravity main spills declined 16% from 51 in FY 2008 to 43 in FY 2012 due to ongoing efforts to maintain, rehabilitate, or replace sewer lines. In FY 2012, the department passed its first annual court review under the 2010 consent decree; and completed negotiations for the sale of $80 to $85 million of electricity generated by H-POWER over the next 20 years.

ENV's Refuse Collection and Disposal Division is responsible for the city's solid waste program. It collects, transports, and disposes solid waste through recycling, transfer stations, landfills, residential and non-residential collection, and the H-POWER waste-to-energy facility. Total municipal solid waste disposed decreased 8% from FY 2008 (1.3 million tons) to FY 2012 (1.2 million tons). According to the department, the economic recession resulted in less waste and increased recycling. In FY 2012, the department reported a 10.3% increase in the diversion rate (from 63.1% in FY 2008 to 73.4% in FY 2012) of O'ahu's municipal solid waste from the landfill through general recycling and converting garbage-to-energy at the H-POWER plant. According to ENV, Honolulu is a leader in environmental sustainability, which was a mayoral priority for FY 2012.

FACILITY MAINTENANCE (page 73)

The Department of Facility Maintenance (DFM) functions are mandated by the city charter. It plans and administers the city's repair, renovation and maintenance programs for roads, streets, sidewalks, storm drains, parks, bridges, streams, flood control systems, city lighting, and electrical facilities. The department's divisions maintain city buildings; upkeeps vehicles and construction equipment; manages parking facilities; and manages 13 residential and commercial properties. It also provides road striping and signs; services bike paths, pedestrian malls, bus stops/shelters; and removes graffiti. Over the last 5 years, operating expenses declined 5% from $62 million in FY 2008 to $58.9 million in FY 2012; vacancies increased by 15% from FY 2008 (226.6 FTE) to FY 2012 (261.3 FTE); and non-holiday overtime expenditures decreased 63% from $5.2 million in FY 2008 to $1.9 million in FY 2012 due to salary reductions, furloughs, and other reductions imposed during the economic downturn and the mayor's fiscal responsibility priority.

In August 2011, the department initiated a consolidated motor pool pilot program which consisted of 41 vehicles from 6 departments. The large pool of users resulted in a 10% increase in vehicle utilization (based on mileage) and users expressed positive comments about the program. This initiative aligns with the mayor's priority to create efficiencies in government operations. Total street lights replaced and total civil defense sirens tested and maintained declined by 12% and 69%, respectively, over the last 5 years due to staff shortages. The decline in sirens tested and maintained reflects the conversion from mechanical to

electronic type sirens that require less maintenance. In May 2012, the department installed photovoltaic panels at its Halawa facility, which is expected to meet approximately 40% of the facility's power demand. This project is consistent with the mayor's priority to utilize alternative energy resources.

The department explained that following rainstorms there is a noticeable increase in potholes. For example, in FY 2008, weather was a factor due to heavy rainstorms in December. FY 2010 was much drier, thus there were fewer potholes. Also, the design and construction department significantly increased its contracting for road resurfacing, which reduced many of the badly deteriorated roads and repeat pothole problems. As a result, the number of potholes patched declined 37% from FY 2008 (82,850) to FY 2012 (52,071). The tons of asphalt used for first aid repairs declined 89% from FY 2008 (20,832) to FY 2012 (2,314). In-house resurfacing lane miles also declined 84% over the last 5 years after the department purchased new equipment and improved its standard resurfacing practice to include adjusting manholes, curbs, gutters, and driveways to produce a more complete and higher quality finish, similar to contract resurfacing.

The 2012 Citizen Survey found that 17% of Honolulu residents rated street repair as excellent or good. This was a 4% improvement from three years ago. This rating is much below benchmarks both nationally and for cities with populations of 300,000 or more. Street cleaning was rated excellent or good by 27% of residents. This rating was unchanged from three years ago.

FIRE DEPARTMENT (page 77)

The Honolulu Fire Department (HFD) responds to fires, emergency medical incidents, hazardous materials incidents, and rescues on land and sea. Consistent with the city's public safety goals, its mission is to save lives, property, and the environment by promoting safety, fire prevention, and maintaining a well equipped, highly trained, and motivated force of professional fire fighters and rescue personnel. Accredited by the Commission on Fire Accreditation International, Inc., HFD has four major divisions to oversee fire prevention, fire suppression, search and rescue, hazardous materials, medical emergency incidents, inspections, prefire planning, training, a Fire Communication Center, and a radio shop for the island of O'ahu. Over the last five years, total department spending increased from $80.8 million (FY 2008) to $95.1 million (FY 2012), or 18%. The department's expenditures were $99 per resident served and lower than other cities. The department's fleet includes a mixture of vehicles and equipment including 43 fire engines, 5 aerial ladders, 8 quints, 2 aerial towers, 2 rescue units, 2 hazmat units, 5 tankers, 1 fuel tender, 2 brush trucks, 2 command trucks, 14 relief apparatuses, 54 mobile equipment trailers, a 110-foot fire boat, 3 rescue boats, 12 jet skis and watercraft, and approximately 78 auxiliary vehicles.

Best practice standards, such as National Fire Prevention Association 1710 and Standards of Response Cover require fractile reporting. Urban fire response time was 6 minutes 33 seconds for 80% of the responses, and 83% met the Standards of Cover for responding within 7 minutes. Urban responses over 12 minutes were frequently due to isolated road networks or interstate highway responses. Suburban fire response time was 8 minutes and 52 seconds for 80% of the responses. 81.2% met the Standards of Cover for responding within 9 minutes. Rural fire response time was 9 minutes and 54 seconds for 80% of the responses. 86% met the Standards of Cover for responding within 11 minutes.

In FY 2012, there were 19,223 significant fire-related incidents, an increase of 22% over the last five years. The number of building fires and wildfires HFD responded to decreased by 5% and 22%. The dollar losses associated with the building fires increased 56% from FY 2008 ($2.3 million) to FY 2012 ($3.6 million). In the same period, the number of fire personnel and civilian fatalities remained the same. However, the number of fire personnel injuries increased by 108% and the number of civilian injuries decreased by 29%.

The number of fireworks permits issued decreased by 8% from 9,642 permits in FY 2008 to 8,840 permits in FY 2012. Fire inspections declined 19% from FY 2008 to FY 2012 due to high inspection frequencies in previous years. During FY 2012, the department deployed task forces for the 2011 Asia-Pacific Economic Conference, served as liaison to the U.S. Secret Service, and coordinated safety and security operational plans. The department continues to expand its environmental sustainability operations and is changing over to new NOMEX® fire resistant duty uniforms. In FY 2012, the department responded to 1,833 hazardous materials incidents.

Emergency medical and rescue responses represent the largest segment of all incidents responded to by the department in FY 2012. Over the last five years, the number of emergency medical incidents increased by 19% due to population growth and the increasing number of older residents. In FY 2012, 89% of Honolulu residents rated fire services as excellent or good.

HUMAN RESOURCES (page 85)

The Department of Human Resources (DHR) is the central personnel agency for the city. Its mission is to recruit, develop and retain an outstanding workforce dedicated to quality public service. The city charter requires the department to establish a comprehensive personnel management program based on merit principles and generally accepted methods governing the classification of positions, and the employment, conduct, movement, and separation of public employees. The department has six major divisions related to equal opportunity; compliance with federal, state and city laws; discrimination complaints; classification and pay; employment and personnel services; labor relations and training; industrial safety and workers' compensation; and health services. DHR spending decreased 6% from $5.6 million in FY 2008 to $5.3 million in FY 2012. Authorized staffing for the department was 81 FTE and the vacancy rate decreased from FY 2008 (13%) to FY 2012 (12%). In FY 2012, the ratio of DHR staff to city staff was approximately 1 to 136.

To accomplish the Mayor's priorities for prudent fiscal management, government efficiency, and use of technology, the department entered into a collective bargaining agreement with the UPW BU1 employee union that resulted in a 5% labor cost savings, reorganized its Health Services division, consolidated the city's medical and health services, and expanded its recruitment efforts on various recruitment websites and social media sites including Facebook. The department reports the number of new hires entering city service decreased from 778 in FY 2011 to 642 in FY 2012 and decreased 23% over the last five years. Over the past 5 years, hours of training decreased about 45% due to budget cuts. Training satisfaction ratings decreased slightly from 4.8 in FY 2011 to 4.7 out of a scale of 5 in FY 2012.

The department's cost containment strategy, in line with the mayor's priority on prudent fiscal management, includes formal early return to work programs for injured employees, in-house vocational rehabilitation, safety training programs, and contracted medical bill auditing and payment services. The number of injury claims filed by city employees declined 7% over the past 5 years, but the total direct expenditures increased 16%. Over the past five years, the average cost per workers' compensation claim increased 25%, from $4,645 to $5,790 due primarily to a 21% increase in medical expenditures and a 33% increase in wage replacement benefits. City employees sought more medical treatment and took longer to recover from their injuries before returning to work. During this period, the city's annual Special Compensation Fund assessment levied by the state Department of Labor increased 75% from $771,800 to $1,352,900.

INFORMATION TECHNOLOGY (page 87)

The Department of Information Technology (DIT) mission is to provide information technology products, services, guidance, and direction to city agencies so that the public is served in a cost-effective and efficient manner; and to maintain and secure the city's communication's network. It provides leading technological solutions that support the mayor's priorities to adopt technology and make city government open and accessible. In line with it's charter mandate, the department plans, directs, and coordinates the city's information technology programs; sets and enforces city-wide technology and data security standards and policies; and maintains and manages the city computer network and data processing operations 24-hours per day, 7-days a week. Total operating expenditures increased 5% from FY 2008 ($18.8 million) to FY 2012 ($19.8 million) due to salary reinstatements and increased maintenance contract costs. Revenues also increased 25% during the same time period due to increases in state withholdings for the Real ID project and Commercial Drivers License and Motor Vehicle Registration work. Non-holiday overtime pay decreased 29% from FY 2008 ($227,322) to FY 2012 ($160,619). The department reported that it curtailed overtime by several means including assessing project deadlines and costs, using overtime sparingly, and prioritizing mission-critical projects.

In FY 2012, DIT completed many projects that implemented the mayor's priorities for adopting new technology; promoting efficiency in government operations; and advanced the mayor's transparency goals. It completed its Voice-Over-Internet-Protocol (VoIP) installations, and continued upgrades to the city's Enterprise Resource Planning (ERP) system. The department launched Data.Honolulu.gov and expanded the web-based *Can-Do* system. The current collective bargaining agreement, however, for supplemental time off days poses challenges for continuity of the city's information technology operations. In November 2011, the department provided support services for the APEC summit by providing 24-hours operations centers. During the summit, DIT experienced zero network interruption and no successful cyber attacks, and also moved a portion of the Honolulu.gov website to the cloud. In February 2012, the city launched *Honolulu 311*, a smartphone reporting system that allows citizens to report abandoned vehicles, broken street lights, illegal dumping, and a variety of other issues. The public can submit photographs and GPS coordinates of trouble spots to the city using their smartphone. DIT also launched three additional applications in FY 2012: *Adopt-a-Siren*, *Route View*, and *Art Finder*. *Honolulu 311* and other smartphone applications are consistent with the mayor's goal to make Honolulu a lean, clean, smart city through the use of technology.

The department provides technology support for the city's ERP-CSR financial management system which implements the city's data processing plans for ERP financial, human resource, payroll, budgeting management, and other automated systems. The ERP-CSR system also provides computer support services for all city agencies. Over the last 5 years, operating expenditures declined by 48% from FY 2008 ($4 million) to FY 2012 ($2.1 million). Completed requests for services also declined by 46% during the same time period. The department explained that the decline in completed requests for service reflects efficiencies resulting from fewer, large scope requests rather than many requests for smaller systems. Under ERP-CSR, staff hours dedicated to maintenance and problem solving declined 32% from FY 2008 (37,856) to FY 2012 (25,927) which reflects efficiencies resulting from the conversion from client-server to a web-based platform. Overhead staff hours also decreased 68% during the same time period.

The department reports the migration to the Voice-Over-Internet-Protocol (VoIP) system costs the city approximately $350,000 per year, a 70% reduction or about $850,000 less than the annual expenditures for the former PBX analog system. However, the city will not completely eliminate the analog phones because remote sites will continue to use the analog phones.

LEGISLATIVE BRANCH (page 91)

The Honolulu City Council consists of nine elected officials and staff and, per the city charter, is empowered with legislative and investigative powers. This body's major duties include establishing city-wide policies via the passage of ordinances and resolutions, adopting the city's annual operating and capital improvement budgets, setting the annual real property tax rate, and authorizing issuance of general obligation bonds. The city charter requires the council to adopt a balanced budget. The council adopts the General Plan for long-range development, land use laws, zoning regulations, and policies for shoreline development. By city charter, the legislative branch is composed of the Honolulu City Council, Office of the City Clerk, Office of Council Services, and Office of the City Auditor. The Legislative Branch's expenditures increased 5% from $10.7 million in FY 2008 to $11.3 million in FY 2012. The Legislative Branch's authorized full-time equivalent (FTE) count increased almost 6% from 119 FTE in FY 2008 to 126 FTE in FY 2012. Vacant positions increased from 2.5 FTE to 3.0 FTE during the same period.

The council initiated changes to its traditional council calendar to make it easier for O'ahu residents to participate in the legislative process. In FY 2012, Kapolei Hale, Pali Golf Course, Nanakuli and Kailua were the sites for 4 council and 2 committee meetings. In response to residents' concerns, the council appropriated additional funds totaling $100 million for road repair. The council enacted a "Complete Streets" ordinance that requires city roadways and transit projects to provide access and mobility for all users. In FY 2012, the council enacted an ordinance to facilitate the Honolulu Affordable Housing Preservation Initiative, through which the city seeks to transition ownership and management of 12 city apartment complexes to private operators or managers of affordable housing.

In FY 2012, the city clerk received 4,323 communications, including council and departmental communications, mayor's messages, and petitions. In FY 2012, council services prepared 883 written responses to requests for service, including 218 bills, 424 resolutions, and 241 letters, legal memoranda, and statistical and research reports. Council services amended 56 sections of the Revised Ordinance of Honolulu. Over the past 5 years, the number of city audits and reports increased 71% from 2008 to 2012. The city auditor attributes this increase to new projects, such as this Service Efforts and Accomplishments report, and other initiatives related to the city council's emphasis on greater transparency and accountability in governmental operations.

OFFICE OF THE MAYOR AND THE MANAGING DIRECTOR (page 95)

The Mayor-Managing Director's Offices include the Mayor, Managing Director (MD), Mayor's Office of Culture and the Arts (MOCA), Office of Economic Development (OED), and the Neighborhood Commission Office (NCO). The Mayor and Managing Director oversee 10,850 authorized FTE employees and over 20 departments in the 10th largest municipality in the United States. Operating expenditures declined 16% from $4.4 million in FY 2008 to $4.1 million in FY 2012. Total authorized staffing increased from 17 FTE in FY 2008 to 18 FTE in FY 2012.

The mayor established the following priorities for FY 2012: affordable housing; prudent fiscal management and fiscal responsibility; prudent investment in transportation and core infrastructure; transparent, accessible, accountable, efficient city government; alternative energy resources and sustainability, use technology to save city money and meet higher demands for services. The Mayor's Office reported the following accomplishments:

- Together with the Department of Community Services, the Honolulu Affordable Housing Preservation Initiative (HAHPI) approved the transition of ownership and management of 12 city apartment complexes to the private sector while keeping them affordable to lower-income residents.

- In FY 2012, the MOCA Registrar completed the 2012 Annual Artwork Inventory which recorded 977 objects in the city's collection with an estimated value of $10.5 million. The Art in City Buildings programs performed 104 conservation maintenance treatments.

- Its Office of Economic Development awarded 37 Hawai'i Tourism Authority-County Product Enrichment Program (HTA-CPEP) grants, an increase of 48% from FY 2008 and represented the mayor on the Asian-Pacific Economic Conference (APEC) host committee for the November 2011 summit meetings.

- The neighborhood boards and its board members addressed such issues as an Arts Center in Central O'ahu, automobile and pedestrian safety, and state legislation to support the Friends of Aina Haina Public Library.

MEDICAL EXAMINER (page 101)

The Medical Examiner Department (MED) mission is to serve the public through the investigation of sudden, unexpected, violent and suspicious deaths and to also provide accurate, dignified, compassionate, and professional death investigative services for the city. Accurate and timely medico-legal investigations and determination of causes and manners of death are essential to the community and public safety. The department is staffed by physicians qualified for the practice of forensic pathology, medical examiner investigators, laboratory technicians, prosecutor assistants, and administrative personnel. Over the last five years, overtime expenditures and non-holiday overtime expenditures increased by 16% and 37%. The department attributes the increase of overtime expenditures to increases in the number of deaths investigated over the last five years and an increase in investigator turnover.

After the former Chief Medical Examiner retired, the department reported difficulties in filling the vacant position due to non-competitive salaries, the high cost of living in Honolulu, and accreditation requirements for a Forensic Board Certified pathologist. The department maintained its quality of forensic services at an accredited level by hiring a full time, contract Forensic Board Certified pathologist and an anatomic Board Certified pathologist to perform autopsies in FY 2012.

PARKS AND RECREATION (page 103)

The mission of the Department of Parks and Recreation (DPR) is to provide parks and recreational services and programs that enhance the quality of life for the people in the City and County of Honolulu. Over the last five years, operating expenditures decreased 4% from $61.7 million in FY 2008 to $59.1 million in FY 2012. Total revenues increased 22% from $5.1 million in FY 2008 to $6.2 million in FY 2012. The majority of revenues were generated by charges for services, which comprised 89% or $5.5 million of total revenues. Authorized staffing increased from 922.3 FTE in FY 2008 to 941.3 FTE in FY 2012. Non-holiday overtime expenditures decreased 35% from $1.1 million in FY 2008 to $0.7 million in FY 2012 due to lack of funding for overtime. The department has five divisions for administration, urban forestry, maintenance support, recreation services, and grounds maintenance.

In FY 2012, the department supported the mayor's priority to focus on technology for the future with the implementation of an online camping permits system. Phase 1 of the online reservation system allows campers to reserve campsites in city parks by using the department's camping permits application and website. This initiative eliminates standing in line at the Municipal Building and Satellite City Halls. At the end of FY 2012, 9,716 camping permits were issued.

The department had a total inventory of 238,981 trees in FY 2012. Its Urban Forestry Division planted 1,568 trees in FY 2012, a 37% decrease from 2,496 trees in FY 2008. The decline reflects the decrease in the number of trees planted by subdivision developers. The department's documented living collection had 10,498 plant accessions representing 4,122 different species and 197 families. The living collections are an increasingly valuable resource for conservation, botany, and education as the world's biodiversity declines. The department has 11 community garden sites throughout the island. Over the last five years, botanical gardens

visitors increased 50% from 176,740 in FY 2008 to 264,872 in FY 2012 due to an overall increase in visitors to all garden sites and an increase in the number of programs and participants in garden activities and events. In FY 2012, the city had 288 parks that encompassed over 5,000 acres. Total park acreage decreased 2% from 5,216 acres in FY 2008 to 5,132 acres in FY 2012 due to the reclassification of undeveloped properties, the transfer of three small mini parks to another department, and the addition of two small mini parks.

The department provides recreational activities for tiny tots, children, teens, adults and seniors at 80 recreation sites. Tiny Tots and Senior registrants in Recreation Services and Activities increased by 10% and 19% respectively over the past five years. Children registrants decreased by 10% and teen registrants decreased by 26%. Adult registrants decreased by 17% over the past five years. Since 1973, the city's Peoples Open Market program supports diversified local agriculture and aquaculture by providing 25 open market sites across O'ahu. DPR reports that a total of 805,740 people shopped at the 25 open market sites in FY 2012. The city's Peoples Open Market schedule is found online at: http://www1.honolulu.gov/parks/programs/pom/schedules.htm.

PLANNING AND PERMITTING (page 109)

The Department of Planning and Permitting (DPP) is responsible for the city's long-range and community planning efforts. It also administers and enforces various permits required for development and land use, codes pertaining to building construction, and city standards and regulations related to infrastructure requirements. The department's initiatives support the mayor's technology use and government efficiency priorities. To carry out its mission, the department has six divisions. Operating expenditures declined 8% from FY 2008 ($18.1 million) to FY 2012 ($16.6 million) due to budget cutbacks and restrictions. Overtime expenditures declined 77% over the last 5 years due to budget cutbacks and reallocation of funds to other priorities. Expansion of the on-line permitting system also reduced overtime for the permit issuance center. Staff vacancies increased 26% from 72 vacancies in FY 2008 to 91 vacancies in FY 2012.

The department reports the following:

- The HoLIS systems manages the GIS and oversees the operations that maintain, protect, store, and utilize geospatial data related to citywide programs and projects. HoLIS also maintains, edits, and updates the city's multipurpose cadastre and land records base maps. The department reports the HoLIS budget declined 21% from FY 2008 ($1.8 million) to FY 2012 ($1.4 million) due to budget cuts technical support services and system enhancements.

- The HonLINE, the city's web-based permitting program that is maintained by HoLIS, allows citizens to apply, pay, and print city building permits for single family solar, electrical, plumbing, air conditioning, photovoltaic, and fence work entirely online. The number of HonLINE permits issued more than doubled from FY 2008 (2,824) to FY 2012 (6,419). Permits issued via HonLINE saved the equivalent of 601 working days in FY 2012 and the efficiencies support the mayor's priority to adopt technology for efficient city operations.

- The number of GIS data maintenance jobs increased 301% from FY 2008 (416) to FY 2012 (1,667) due to the increasing role of HoLIS to maintain data required for other city operations such as addresses, building footprints, antenna, and others information.

- The number of sewer connection permits issued increased 50% from FY 2008 (363) to FY 2012 (544). The department reports the low number of sewer connections in FY 2008 was the result of cancellations and slowdowns in development due to the poor economic conditions. Housing development has picked up as the economy recovers.

- The number of zoning variances reviewed declined 36% from FY 2008 (55) to FY 2012 (35) due to the downturn in the economy and land use ordinances that address issues that previously required a zoning variance. The total number of zone change applications reviewed decreased 71% from FY 2008 (14) to FY 2012 (4).

- Five-year reviews continue for the Sustainable Communities Plan for: East Honolulu, Central O'ahu, Ko`olauloa, Wai`anae, and Ko`olau Poko.

- The number of building permits issued increased 53% from FY 2008 (14,333) to FY 2012 (21,947) as the popularity of installing photovoltaic systems increased.

- The number of building code complaints serviced increased 178% from FY 2008 (1,300) to FY 2012 (3,620) after the public was given more access to permit information. The department reports many of the code compliance referrals were investigated and did not merit issuance of code violations. During this same time period, the number of inspections conducted decreased 7% and the number of violation notices declined 40%.

- The department developed a final draft in FY 2012 to update building code standards by adopting the 2006 Uniform Plumbing Code, the 2011 National Electrical Code, and a draft ordinance to update the city's housing code. Revising the building code, streamlining plans review processes, and final building code inspections were top priorities for the mayor.

POLICE DEPARTMENT (page 117)

The Honolulu Police Department's (HPD) mission is to serve as the primary law enforcement agency for the City and County of Honolulu. HPD is responsible for preserving public peace; preventing crime; and detecting and apprehending law offenders. It also protects the rights of persons and property; enforces federal and state laws; and city ordinances and regulations. The department's mission is to provide excellent service through partnerships that build trust, reduce crime, create a safe environment, and enhance the quality of life. In FY 2012, the department's total expenditures were $231.2 million, an increase of 17% from FY 2008. The department incurred $6.1 million in APEC expenditures for FY 2012. Revenues for FY 2012 totaled $15.4 million. The revenues included intergovernmental revenue, licenses and permits, service charges, and fines and forfeitures. Over the last five years, overtime expenditures decreased 16% from $22.1 million to $18.6 million. According to the department, overtime expenditures decreased due to budget reductions.

Authorized departmental staffing consists of uniformed and civilian personnel (2,730 FTEs). The staff is augmented by reserve personnel who serve as sworn police officers on a voluntary, non-salaried basis. The number of vacant positions increased from 299 in FY 2011 to 317 in FY 2012. The department attributes the change to an increase in separations, particularly retirements, from the department. The department has several bureaus and divisions including Patrol, Traffic, Central Receiving, and Criminal Investigation. Other divisions are Community Affairs, Narcotics and Vice, and Specialized Services.

In FY 2012, there were 981,418 calls for service, 77% or 753,520 calls, were for 911 services. Officers are dispatched to a wide range of police services, including burglaries, traffic hazards, parking violations, medical emergencies, fires, arguments, alarms, protective orders, and motor vehicle accidents. The department also serves as both the O'ahu Warning Point and the Alternate Hawai'i State Warning Point for civil defense emergencies, which include natural and man-made disasters, such as tsunamis, tropical cyclones, flash floods, and enemy or terrorist attacks.

Over the past five years, the average response time for Priority 1 calls improved 0.95 minutes: from 8.09 minutes to 7.14 minutes. Priority 1 calls include emergencies and in progress cases such as murders, rapes, robberies, assaults, and thefts. The average response time for Priority 2 calls improved 1.82 minutes from 13.78 to 11.96 minutes. Priority 2 calls include forgery, fraud, vandalism, weapons, prostitution, drugs, gambling, and driving while intoxicated. HPD reports its improved response times are due to frequent in-service training and reinforcement with personnel.

In FY 2012, the Criminal Investigation Division worked with a U.S. Secret Service agent and identified a suspect of a Nigerian scam and a freeze was placed on the suspect's accounts and over $200,000 of the victim's money was recovered. A warrants sweep of 109 outstanding warrants by the Strategic Enforcement Task Force resulted in the arrests of 72 felony suspects. The task force also received a $75,000 Project Safe Neighborhood grant that will go toward anti-gang efforts. CrimeStoppers received 672 tips that assisted in the closure of 260 cases and 90 arrests. As a result $910 of property was recovered and $3,350 in drugs was seized.

In August 2011, the city unveiled its *Crime Mapping* application to provide Honolulu residents with valuable information about recent crime activity in their neighborhood. The *CrimeMapping* web and mobile application accomplished the mayor's priorities of transparency and focusing on technology for the future. In FY 2012, the department created a Crime Analysis Unit, a specialized unit that uses intelligence-led policing strategies to address property crime on O'ahu. Information on crime trends and patterns is passed on to the patrol districts to increase the probability of making arrests. HPD maintained its commitment to improving city neighborhoods and communities through projects such as CLEAN which gathered volunteers from the community, department, and city workers to eradicate graffiti, remove rubbish and derelict vehicles and address chronic issues.

Traffic fatalities have remained the same over the past five years. Deaths among pedestrians and motorcyclists (included in the total number of fatalities) continue to be a significant focus of enforcement and education efforts. Community support and education programs play an important role to help reduce collisions. The department's *Night Occupant Protection Enforcement* operations and *Saving Pedestrians and Motorists* project helped support enforcement efforts. These efforts include special programs that educate all drivers and pedestrians. All categories of motor vehicle collisions decreased over the past five years. The department attributes the reductions to department efforts regarding traffic enforcement and education.

On July 1, 2009, the Mobile Electronic Devices Law (Section 15-24.23, ROH) took effect. This law prohibits the use of mobile electronic devices while operating a motor vehicle in order to ensure the safety of the drivers, pedestrians, bicyclists, motorcyclists and passengers on O'ahu's roadways. In FY 2012, there were 15,165 citations for violation of this law, a 99% increase since enforcement efforts began.

During FY 2012, the department continued its emphasis on safety education and fulfilled over 50 speaker requests. During the fiscal year, the department administered alcohol breath tests to over 3,400 arrestees and processed over 16,000 adult and juvenile arrestees. Its Criminal Investigation Division assigned 14,250 cases for investigation. Of these, 3,434 were conferred or charged outright for prosecution and 5,275 were closed.

PROSECUTING ATTORNEY (page 123)

The Department of the Prosecuting Attorney's mission is to investigate and prosecute violations of all statutes, ordinances and regulations for which there are criminal sanctions occurring within the City and County of Honolulu. The city charter's mandate for the department is to serve and advance the general welfare and safety of city and county residents through effective, efficient and just prosecution. The department consists of eleven divisions that address issues such as appellate courts, career criminals, domestic violence, elder abuse, trials, juveniles misdemeanors, traffic, investigative services, and victim/witness services. In FY 2012, the department had a total of 287.5 FTE, including 120.5 FTE for attorneys. In FY 2012, 24.5 FTE of the 57.5 total vacant FTE in the department were attorney positions.

For FY 2012, the department reported 6 convictions, 2 acquittals and 1 mistrial for 9 murder cases that went to trial. Other FY 2012 cases included 1,497 domestic violence cases (versus 1,656 cases in FY 2011); 1,143 cases for abuse of a family or household member; and 179 cases of elder abuse (versus 127 cases in FY 2011, a 41% increase). There were 124 elder abuse convictions, 3 acquittals and 6 cases that were dismissed in FY 2012. Total cases accepted and resolved in FY 2012 were 7,465 and 1,968 cases, respectively, resulting in a case resolution rate of 26%. In FY 2012, there were 57 jury trial convictions and 109 non-convictions (compared to 66 convictions and 122 non-convictions in FY 2011, a decrease of 14% and 11%, respectively).

The department initiated the Honolulu Family Justice Center as a pilot program to apprise the community of its services; named its director; selected a site; and is negotiating the date to start operations. The center will provide domestic violence victims access to an array of assistance in one location and will provide transitional housing for up to 2 years. The Hawai'i International Drug Trafficking Summit invited top drug prosecutors from 8 countries, district attorneys from 10 mainland jurisdictions, and Hawai'i law enforcement officials. The 2-day summit in October 2011 focused on establishing partnerships to target the distribution of the precursor of crystal methamphetamine.

HONOLULU AUTHORITY FOR RAPID TRANSPORTATION (page 125)

The Honolulu Authority for Rapid Transportation's (HART) mission is to plan design, construct, operate and maintain Honolulu's high-capacity, fixed guideway rapid transit system. Per the city charter, HART is responsible for developing, operating, maintaining, and expanding the city's fixed guideway system that will run 20.1 miles from Kapolei in the west to Ala Moana Center in the east, via the Honolulu International Airport. The rail project is projected to be completed in 2019 and will be fully integrated with the fixed bus route services (TheBus). HART assumed the staff, records, property, equipment, duties and responsibilities of the Rapid Transit Division from the Department of Transportation Services on July 1, 2011. This semi-autonomous agency's operating expenditures were $15.9 million in FY 2012. Its authorized staffing was 136 FTE with 49 vacant FTE. Overtime expenditures, consisting of non-holiday overtime only, were $40,600 in FY 2012.

The rail transit project is a mayoral priority for transportation. HART's transparency policy and culture of openness are top goals consistent with the mayor's priority for transparency in city government. HART is presently engaged in completing the design and construction of the rail project. The design work of the guideway

structure from Kapolei to Waipahu is 95% completed and the second segment from Waipahu to Pearlridge is 90% completed. Construction began on the guideway columns in the West O'ahu - Farrington Highway section. The 10-member HART Board of Directors established policies for the development, operation and maintenance of the public transit system. The board is also responsible for appointing the HART Executive Director – CEO and its executive management who are responsible for providing leadership, direction, and supervising HART's day-to-day activities.

ROYAL HAWAIIAN BAND (page 127)

Per the city charter, the Royal Hawaiian Band's mission is to serve as the official band representing the mayor and the City and County of Honolulu at private functions and public events, and to create goodwill and promote Honolulu and the State of Hawai'i through its music. The band performs at community and educational concerts, official ceremonies, cultural events, special programs and parades. This historic organization is the only full-time municipal band in the United States, and the only band in the country established by a royal kingdom, founded by King Kamehameha III in 1836.

The Royal Hawaiian Band's expenditures were $1.8 million in FY 2012, a reduction of 12% from $2.0 million in FY 2008. Total authorized staffing remained consistent at 40 FTE over the last 5 years. There were 10 vacant FTE in FY 2012, compared with 7 in the previous fiscal year. According to the band, due to 2 retirements and a death, vacant FTE increased by 3 in FY 2012. Overtime expenditures decreased 3% from $44,260 in FY 2011 to $42,950 in FY 2012, while performance totals increased 13% to 354 in FY 2012 from 312 performances in FY 2011. The band noted that the utilization of a new equipment truck improved its efficiency and eliminated the need for multiple drivers to transport equipment to performances, thus decreasing driver overtime expenditures. The band was able to increase its number of performances despite an increase in vacant FTE.

In FY 2012, the band became only the 4th organization in the State of Hawai'i to receive the Industry Award from the Hawai'i Academy of Recording Arts (HARA). The HARA Special Industry Award is presented to organizations for their contributions to the promotion, perpetuation and evolution of Hawaiian music. Upon receiving the award, the band was honored with a certificate of recognition from the Honolulu City Council at an award ceremony. The band celebrated its 175th anniversary with a concert featuring several Hawai'i recording artists (entitled "Our Legacy Lives On"). With 750 in attendance, this celebration showcased the band's vital role in Hawai'i's history as it looks toward the future.

TRANSPORTATION SERVICES (page 129)

The Department of Transportation Services' mission is to provide a safe and efficient transportation system for the City and County of Honolulu. It accomplishes this mission through effective management of departmental and other resources to plan, design, implement, operate, and maintain city transportation facilities. The department's responsibilities include city streets, highways, and transit systems. It also has jurisdiction over the efficient movement of vehicles, pedestrians, bicycles, and other modes of transportation through the city's transportation infrastructure. Over the past 5 years, operating expenditures increased 18% from FY 2008 ($190.2 million) to FY 2012 ($223.9 million) due to collective bargaining increases.

The department has five major divisions that are responsible for the city's fixed-route bus transit system (TheBus), the paratransit system (TheHandi-Van), and overseeing the contractor that manages and operates the public transit system for the city (O'ahu Transit Service (OTS). Public transit comprises 97% of the department's operating budget. DTS plans and manages the city's transportation capital improvement program and projects; conducts studies and analyses to promote the safe, efficient, and effective operation of the city's streets, roadways, and related facilities; designs, implements, operates and maintains over 797 state and city traffic signals on O'ahu; and operates the Traffic Management Center.

The most significant change in FY 2012 was the transfer of the city's rail project to the Honolulu Authority for Rapid Transportation (HART). According to DTS, the transfer of 159 FTE also caused its staffing levels to decline by 23% from FY 2008 to FY 2012. The department reported reductions in consultant services, expiration of *TheBoat* project, and termination of the *Drive Akamai* program. In April 2012, the department launched three mobile and web applications (*Da Bus*, *Allb.us*, and *TheBusHEA*) for riders of TheBus. *Da Bus* application, for example, provides the estimated time when the next bus arrives, tracks the current location of a bus, and options for alternative bus routes.

Bus fare revenues increased 30% from $42 million in FY 2008 to almost $55 million in FY 2012 due to fare increases in FY 2010 and FY 2011 as the bus program's General Fund subsidy declined 8% over the last 5 years. In response to increased transit costs, in June 2012, the department amended bus frequencies, consolidated, or reconfigured 13 bus schedules and routes. The system changes reduced the overall number of available bus seats on weekdays by about 3,400 seats. Saturday's bus seat inventory declined by about 10,700 seats and Sunday's inventory decreased by approximately 9,500 seats. DTS forecast a $7 million savings due to the restructuring as bus operating costs increased 15% over the last 5 years.

In the FY 2012 Citizen Survey, 84% of Honolulu residents considered changes to TheBus routes, scheduling, and overcrowding as a major or moderate problem and 78% rated TheHandi-Van scheduling, delays, overcrowding, and vehicle maintenance as a major or moderate problem. In FY 2012, resident rating ease of bus travel in Honolulu as good or excellent declined from 51% in 2011 to 39% in 2012. Likewise, residents rating bus or transit services as excellent or good decreased from 68% in 2012 to 58% in 2012.

HONOLULU BOARD OF WATER SUPPLY (page 135)

The Honolulu Board of Water Supply's (BWS) mission is to manage O'ahu's municipal water supply and distribution system. Its mission is consistent with the Revised Charter of Honolulu, which gives the board full and complete authority to manage, control, and operate city water systems. This semi-autonomous board has sole discretion to set water charges, whereas the city council sets charges and fees for all other city services. BWS supplies approximately 150 million gallons of water a day to roughly one million customers through an intricate system of 94 active potable water sources, 170 reservoirs, and nearly 2,100 miles of pipeline throughout the island. Over the last 5 years, total operating expenditures increased 2% and revenues increased 15%. Revenues increased because of planned water rate increases.

BWS initiatives include:

- One of the mayor's FY 2012 priorities was to reduce future debt service costs. In FY 2012, BWS completed an $85.2 million bond issue on its Water Revenue Refunding Bonds. By taking advantage of low interest rates and BWS' high credit ratings, the bond issue is projected to yield net savings of approximately $430,000 per year, or $7.15 million over the life of the bonds. Debt service declined 1% from FY 2008 ($20.9 million) to FY 2012 ($20.7 million).

- In January 2012, BWS approved a water rate increase of 9.65% a year, over the next four fiscal years, to fund the operation, maintenance, and replacement of O'ahu's aging water infrastructure. In FY 2012, residential water consumption declined 10% from FY 2008 (31 billion gallons) to FY 2012 (28 billion gallons); commercial water consumption also declined 14% during the same time period. The typical monthly water bill of $46.18 in FY 2012 represented a 47% increase from the $31.46 average bill in FY 2008.

- In FY 2012, BWS reported 15 breaks per 100 miles of pipeline, compared to 14 breaks in FY 2008. Honolulu's rate was below the national benchmark of no more than 25-30 breaks per 100 miles of pipeline. BWS reported its proactive steps to reduce the amount of breaks include its Quality Infrastructure Conservation Initiative (QUINCI), which features a team dedicated to detecting leaks within the system. When leaks are detected, BWS crews execute a planned repair job on the main and fix the leak before it turns into an emergency break. As a result, the number of total leaks recovered increased 222% from FY 2008 (65) to FY 2012 (209). The annual water savings due to leak recovery increased 217% over the last 5 years.

- In the 2012 Citizen Survey, 72% of Honolulu residents rated drinking water quality as excellent or good. Although the rating slipped 3% compared to FY 2010, the FY2012 rating was still above the national benchmark for drinking water quality and much above the benchmark for communities with populations exceeding 300,000.

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 mission statements, goals and objectives, description of services, resources, background information, workload, performance measures, and survey results for the various city services. The full results of the *National*

Citizen Survey and Benchmark Report are attached in Appendix 1 and 2. City priorities are discussed in Chapter 1. To better understand the information presented in Honolulu's report, we have posted brief video tutorials for our Service Efforts and Accomplishments report and the *National Citizen Survey* of Honolulu residents on our website.

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. This report is posted on our website at http://www1.honolulu.gov/council/auditor. Copies of this report are also available by contacting the Office of the City Auditor at:

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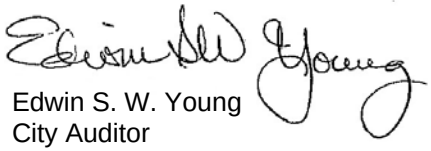
Respectfully submitted,



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THE NATIONAL CITIZEN SURVEY™
City and County of Honolulu, HI 2012 Attachment 1
City and County of Honolulu, HI 2012 Benchmark Report Attachment 2

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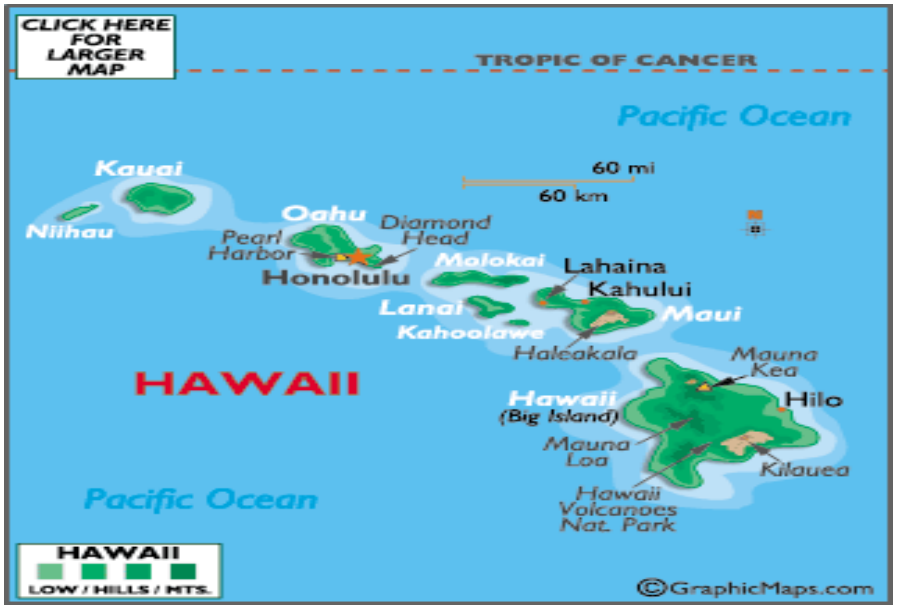
BACKGROUND

Map of Hawai‘i with Honolulu



Source: http://www.worldatlas.com/webimage

INTRODUCTION

This is the third report on the City and County of Honolulu’s Service Efforts and Accomplishments (SEA). The purpose of the report is to:

- Provide consistent, reliable information on the performance of city services,
- Broadly assess trends in government efficiency and effectiveness, and
- Improve city accountability to the public.

The report contains summary information on spending and staffing, workload, and performance results for the fiscal year ended June 30, 2012 (FY 2012)[1]. It also includes the results of a resident survey rating the quality of city services. The report provides two types of comparisons:

- Five-year historical trends for Fiscal Years 2008 through 2012
- Selected comparisons to other cities.

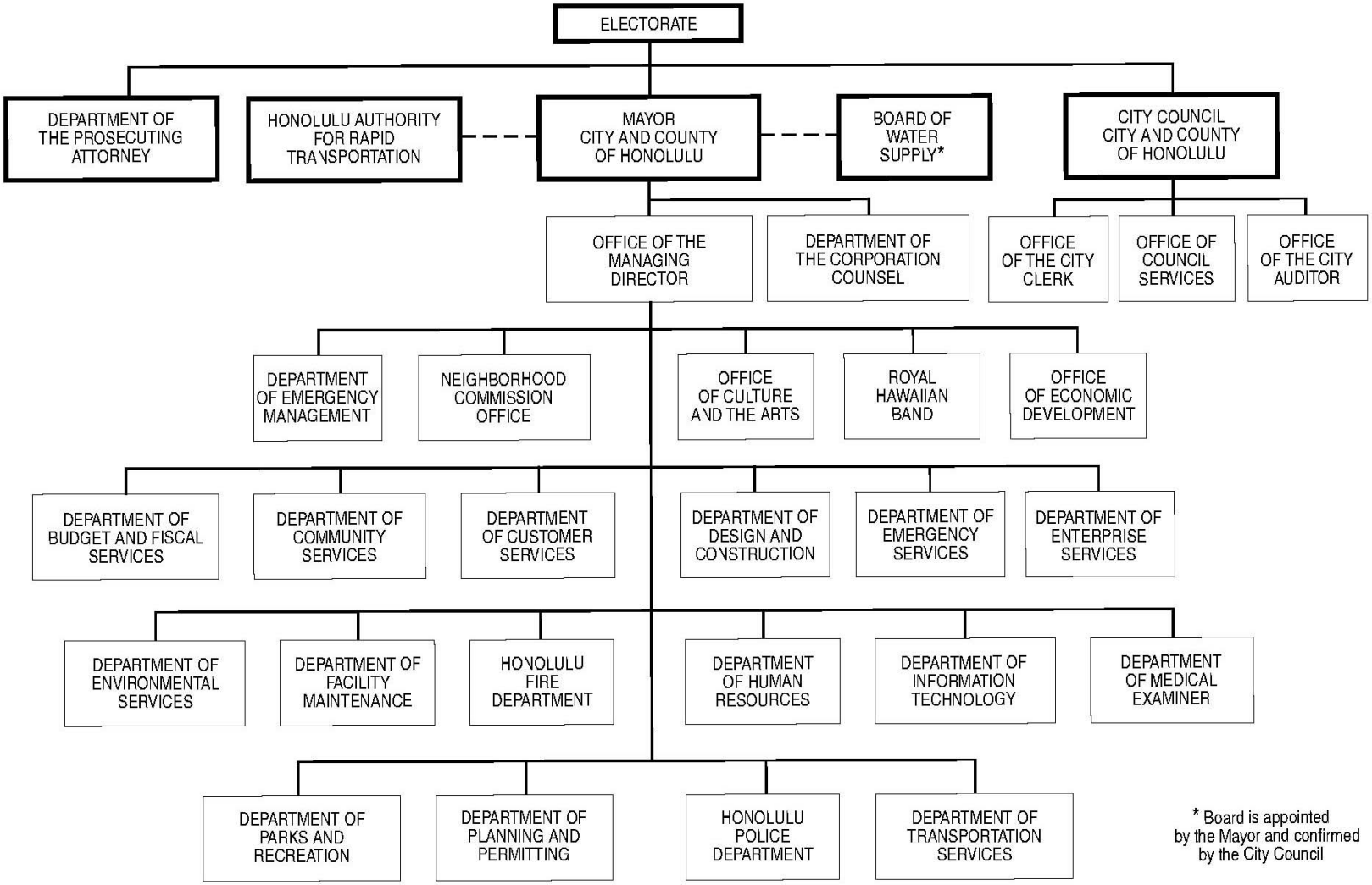
There are many ways to look at services and performance. This report looks at services on a department-by-department basis. All city departments are included in our review.

Chapter 1 provides a summary of overall spending and staffing over the last five years, as well as an overall description of the city’s accomplishments in meeting the city priorities. Chapters 2 through 25 present the mission statements, description of services, background information, workload, performance measures, departmental observations and survey results for:

- Budget and Fiscal Services
- Community Services
- Corporation Counsel
- Customer Services
- Design and Construction
- Emergency Management
- Emergency Services
- Enterprise Services
- Environmental Services
- Facility Maintenance
- Honolulu Fire Department
- Human Resources
- Information Technology
- Legislative Branch
- Office of the Mayor and the Managing Director
- Medical Examiner
- Parks and Recreation
- Planning and Permitting
- Honolulu Police Department
- Prosecuting Attorney
- Honolulu Authority for Rapid Transportation
- Royal Hawaiian Band
- Transportation Services
- Honolulu Board of Water Supply

[1] The City and County of Honolulu Comprehensive Annual Financial Report (CAFR) was released at the end of calendar year 2012. The City and County of Honolulu Executive Budget was released on March 1, 2013. As result, the City and County of Honolulu was unable to submit a SEA report until after March 2, 2013.

CITY AND COUNTY OF HONOLULU
ORGANIZATION CHART



Source: City and County of Honolulu
Not Shown: Office of Housing

COMMUNITY PROFILE

Hawai‘i is located in the central Pacific Ocean about 2,400 miles from San Francisco. The Republic of Hawai‘i was annexed as a territory of the United States in 1898 and attained statehood in 1959. Its capital, Honolulu, was incorporated as a city in 1907. The City and County of Honolulu covers the entire island of O‘ahu and is the largest city in Hawai‘i.

According to the latest U.S. Census Bureau[2] statistics, the city and county covers almost 600 square miles and has 963,607 residents. This is about 70% of the state’s total population of 1,374,810 people. Of the total Honolulu population, 135,229 (14.5%) was 65 years and over. Population density is 1,604 persons per square mile. Tourism is the city’s principal industry, followed by federal defense expenditures and agricultural exports. Tourists increased the de facto population.

DEMOGRAPHICS

The population of Honolulu is diverse and multi-cultural. According to census statistics, the population for the City and County of Honolulu was 963,607 as of July 1, 2011. The major ethnic groups were white (20.8%), Asian (43.9%), and Native Hawaiian and Pacific Islanders (9.5%).

Race-ethnicity	Percent*
White	20.8%
Asian[3]	43.9%
Black or African American	2.0%
Native Hawaiian and Other Pacific Islander[4]	9.5%
American Indian/Alaska Native	0.3%
Hispanic or Latino (of any race)	8.1%
White person, not Hispanic	19.1%
Other / Two or more races	21.6%

Source: U.S. Census Bureau (2012)
(http://quickfacts.census.gov/qfd/states/15/15003.html)
*Percentages add up to more than 100% due to those who may identify as more than one race.

Foreign born persons were 19.6% of the population and 28.2% reported a language other than English was spoken at home. 90.3% had at least a high school diploma or its equivalent. Of these, 31.2% had a bachelor’s degree or higher.

According to the U.S. Census Bureau Quickfacts, Honolulu had 307,248 households with an average of 2.97 persons per household. Median household income was $71,263 per year and per capita personal income was $30,016. Persons below the poverty level were estimated at 9.3%. Mean travel time to work was 27.1 minutes. Housing totaled 337,522 units, of these, 44.6% were in multi-unit structures. Homeownership was 56.9%. The median value for owner-occupied housing units was $560,300.

The following table shows population by age as of 2011:

Age	Population	Percent
Under 18 years	211,553	22.0%
18 to 64 years	609,224	63.2%
65 years and over	142,830	14.8%

Source: U.S. Census Bureau 2012

NATIONAL RANKING

According to the State of Hawai‘i, the City and County of Honolulu ranked as the 53rd largest metropolitan statistical area and the 43rd largest county in the nation.

According to the U.S. Census Bureau, Hawai‘i ranked number one in the percentage of Asian population and had the largest percentage of Native Hawaiians and other Pacific Islanders in the nation. Nationally, Hawai‘i ranked number one for the percentage of mixed ethnic population; number two for households with elderly persons over 65 years old; and number four for the percent of households with retirement income. Hawai‘i ranked the highest for multigenerational households.

Other national rankings included number one for percentage of workers who carpooled to work and number seven for using public transportation to go to work. Hawai‘i ranked number two for the number of workers in the service sector. Hawai‘i had the highest median housing value in the nation and ranked in the bottom five for home ownership. Hawai‘i’s cost of living was one of the highest in the nation.

[2] The U.S. Census Bureau continuously updates its statistics, so data may not match prior SEA information.
[3] Asian includes Asian Indian, Chinese, Filipino, Japanese, Korean, Laotian, Thai, Vietnamese among other Asian races.
[4] Native Hawaiian and Other Pacific Islander includes Samoan, Tongan, Guamanian, and Fijian were selected, but other Pacific Island races were excluded from this census comparison.

OVERALL COMMUNITY QUALITY

The survey results indicate a need to improve resident perceptions regarding Honolulu's quality of life. When asked to rate the overall quality of life in Honolulu, 74% of residents said "excellent" or "good". When asked to rate Honolulu as a place to live, 81% gave "excellent" or "good" ratings.[5] These ratings placed Honolulu in the 32nd to 35th percentile when compared to the national benchmarks. When compared to cities with populations of over 300,000 residents, the rankings changed.

The ratings for these and other questions are shown below.

Community Quality Ratings	Percent Rating Honolulu Excellent or Good	National Ranking	300,000+ Cities Ranking
Overall quality of life	74%	*282/414*	*12/31*
Honolulu as a place to live	81%	*220/340*	*9/28*
Neighborhood as a place to live	76%	*179/277*	*9/19*
Services to seniors	50%	*230/274*	*14/20*
Services to youth	43%	*172/256*	*6/17*
Services to low-income	40%	*145/230*	*7/18*

Source: 2012 National Citizen Survey (Honolulu)

Although residents gave low ratings, 85% responded they would remain in Honolulu for the next five years. This placed Honolulu in the 52nd percentile and similar to the national benchmark. 77% indicated they would recommend living in Honolulu to someone who asks. According to the National Research Center, intentions to stay and willingness to make recommendations, provide evidence that the city provides services and amenities that work although many ratings were below the national benchmarks.

SENSE OF COMMUNITY

A majority of residents (61%) rated Honolulu's "sense of community" as excellent or good. This rating was similar to the national benchmarks and placed Honolulu in the 43rd percentile. 54% gave excellent or good ratings for the city's overall appearance and placed the city in the 22nd percentile compared with other jurisdictions. 40% rated cleanliness as good or excellent. The rating for cleanliness placed Honolulu in the 8th percentile nationally, or 196 out of 214 jurisdictions. Most residents (67%) felt that the Honolulu community was open and accepting towards people of diverse backgrounds. This was above the national benchmarks and placed the city in the 65th percentile.

Community Characteristics	Percent Rating Honolulu Excellent or Good	National Ranking	300,000+ Cities Ranking
Overall image/reputation of Honolulu	65%	*179/300*	*7/21*
Quality of overall appearance of Honolulu	54%	*246/314*	*13/20*
Cleanliness of Honolulu	40%	*196/214*	*12/13*
Openness and acceptance of the community toward people of diverse backgrounds	67%	*89/253*	*2/17*
Sense of community	61%	*162/281*	*2/17*

Source: 2012 National Citizen Survey (Honolulu)

The survey also included questions to assess resident involvement with neighbors. 51% of residents reported talking to or visiting their immediate neighbors at least several times a week, which is similar to other jurisdictions.

[5] As a place to retire, 63% gave "excellent" or "good" ratings. As a place to work, 57% said "excellent" or "good".

COMMUNITY AMENITIES

In comparisons to other jurisdictions, Honolulu residents gave high ratings for opportunities to attend cultural events, community recreational and shopping opportunities. These satisfaction levels placed Honolulu above the national benchmarks. Other rankings indicated efforts to improve these service areas should continue.

Community Amenities	Percent Rating Honolulu Excellent or Good	National Ranking	300,000+ Cities Ranking
Opportunities to attend cultural events	69%	*48/278*	*3/18*
Recreation opportunities	73%	*80/275*	*6/19*
Shopping opportunities	74%	*54/265*	*4/12*

Community Amenities	Percent Rating Honolulu Excellent or Good	National Ranking	300,000+ Cities Ranking
Air quality	72%	*95/220*	*1/17*
Drinking water	72%	*110/290*	*5/17*
Preservation of natural areas, such as open space and farmlands	39%	*192/210*	*10/12*
Traffic flow on major streets	11%	*265/265*	*16/16*
Availability of affordable quality housing	9%	*275/279*	*21/21*
Availability of affordable quality food	43%	*165/178*	*9/9*
Availability of affordable quality child care	14%	*221/225*	*15/15*

Source: 2012 National Citizen Survey (Honolulu)

In 2012, the rate of population growth in Honolulu was viewed as “too fast” by 70% of survey respondents. Survey respondents rated economic development as excellent or good (30%), “fair” or “poor” (70%) and job growth as too slow (72%).

Other factors affecting the perception of residents include availability of public parking, street cleaning, sidewalk maintenance, and street repair. For example, 13% of Honolulu residents rated street repair as good or excellent, 25% as fair, and 58% as poor. This satisfaction level places the city in the 2nd percentile and is much below the comparison for other surveyed jurisdictions.

Street repair has been a frequent topic in Honolulu discussions. In June 2005, the City Auditor issued an “Audit of the City’s Road Maintenance Practices” with recommendations to improve the street maintenance program. The street maintenance program has been a priority for past mayors and the city council. Efforts have been made to improve this service area and the survey results appear to indicate these efforts should continue.

Transportation and Parking Services	Percent Rating Honolulu Excellent or Good	National Ranking	300,000+ Cities Ranking
Street repairs	17%	*389/395*	*26/26*
Street cleaning	27%	*264/266*	*10/10*
Street lighting	40%	*269/292*	*12/13*
Sidewalk maintenance	26%	*248/258*	*8/8*
Traffic signal timing	30%	*220/223*	*10/10*
Amount of public parking	11%	*210/210*	*11/11*

Source: 2012 National Citizen Survey (Honolulu)

KEY DRIVER ANALYSIS

This year’s survey report from the National Research Center (see Attachment 1 of this report) analyzed the responses from the City and County’s National Citizen Survey to provide an analysis of “Key Drivers” and an overall evaluation of services by category. According to the report, local government core services – like fire protection - land at the top of the list when residents are asked about the most important local government services. Key Driver Analysis however reveals service areas that influence residents’ overall ratings for quality of government services. Examining services that have the greatest likelihood of influencing residents’ opinions about overall service quality may help government better focus its efforts.

Based on Honolulu’s survey results, “animal control”, “police services”, “public information services”, “sewer services”, and “traffic enforcement” were the areas most strongly correlated with residents’ ratings of overall service quality.

CITY AND COUNTY OF HONOLULU GOVERNMENT

In 1959, the Honolulu City Charter established a mayor-council form of government for Honolulu. The legislative function consists of nine city council members elected by districts. Under the charter, the council has legislative and investigative power. The mayor is the chief executive officer assisted by

a managing director who is the second ranking executive and is appointed by the mayor with council approval. All elective positions have four-year terms elected on a nonpartisan basis.

According to the city charter, the purposes of the city and county government are to serve and advance the general welfare, health, happiness, safety and aspirations of its residents, present and future, and to encourage their full participation in the process of governance. To achieve these purposes, city departments and agencies can be categorized into four groups:

- Public Safety and Welfare
- Culture and Recreation
- Community and Human Development, and Citizen Participation
- General Government Operations

The city charter adopted in 1959 was cited by the United States Conference of Mayors as a model for modern American metropolitan area government. [6]

ECONOMY

Hawai'i's economy continued to expand until 2007. When the U.S. economy experienced a downturn, Honolulu also was hit hard by the recession and recovery has been very slow, but fairly steady. To mitigate the economic downturn and maintain a balanced budget, the city raised certain rates and fees, restricted agency budgets, and implemented spending restrictions. The latter included a freeze on hiring; restrictions on reorganizations that result in cost increases; and restrictions on purchases and travel. The city focused on basic city services, on maintaining existing facilities and advancing facilities that are mandated, required or essential, such as the sewer and wastewater collection systems. Given uncertainties in the global economy, rising energy, debt service and employee costs, the city's philosophy is to continue to make every effort to contain costs while maintaining the expected level of public services.

[6] In 1998, major changes in the government organization consolidated services, streamlined operations and processes, and emphasis was placed on customer service. Several services are contracted out to businesses or private nonprofit organizations, including the operation and maintenance of the bus system, the refuse incinerator/power generating plant (H-POWER), refuse landfill and convenience centers, and animal control services. The Honolulu Board of Water Supply is an independent, semi-autonomous entity.

Unemployment in the City and County of Honolulu was:

Year	Unemployment Rate
2008	3.7%
2009	5.8%
2010	5.8%
2011	5.7%
2012	5.3%

Source: U.S. Bureau of Labor Statistics, State of Hawai'i

CITY PRIORITIES

The city continues to focus on fiscal stability while attempting to maintain municipal services and minimizing increases in fees and taxes. For this report, the mayor's priorities (designated with this symbol) were:

- Transportation and Core Infrastructure
- Economic Development
- Good Government
- Fiscal Responsibility
- Focus on Technology for the Future

Some city priorities, missions, goals, and objectives are mandated by the city charter. Honolulu residents also help determine city priorities by making inputs through the city's 33 neighborhood boards, testimony at public hearings, communications to department heads and elected officials, and testimony at city council meetings. Department heads synthesize resident inputs; city charter requirements; and operational and mission needs to develop goals, objectives, and performance measures for their respective departments. The city council influences city priorities based on these inputs and information from other sources. The mayor establishes the city priorities based his or her analysis of these inputs, State of Hawai`i and federal government requirements, and priorities determined appropriate for the city and county.

SCOPE AND METHODOLOGY

The Office of the City Auditor prepared this report in accordance with the City Auditor's FY 2013 Work Plan. The scope of our review covered information and results for the city's departments for the fiscal year beginning July 1, 2007 (FY 2008) and ending June 30, 2012 (FY 2012).

We conducted the 2012 Service Efforts and Accomplishments (SEA) Report and 2012 National Citizen Survey of Honolulu residents in accordance with modified GAGAS compliance requirements. The SEA report is a limited scope audit because it does not include the city auditor's findings, conclusions or recommendations. The reason for modified GAGAS compliance is for consistency with the Governmental Accounting Standards Board's guidance (*Suggested Guidelines for Voluntary Reporting for Service Efforts and Accomplishments (SEA) Performance Information, June 2010)*.

The Office of the City Auditor compiled, examined, and reviewed sources of departmental data in order to provide reasonable assurance that the data we compiled are accurate, however we did not conduct detailed testing of that data. Our staff reviewed the data for reasonableness, accuracy, and consistency, based on our knowledge and information from comparable sources and prior years' reports. These reviews are not intended to provide absolute assurance that all data elements provided by management are free from error. Rather, we intend to provide reasonable assurance that the data present a picture of the efforts and accomplishments of the city departments and programs.

When possible, we have included in the report a brief explanation of internal or external factors that may have affected the performance results. However, while the report may offer insights on service results, this insight is for informational purposes and does not thoroughly analyze the causes of negative or positive performance. Some results or performance changes can be explained simply. For others, more detailed analysis by city departments or performance audits may be necessary to provide reliable explanation for results. This report can help focus research on the most significant areas of interest or concern.

SERVICE EFFORTS AND ACCOMPLISHMENTS REPORTING

In 1994, the Governmental Accounting Standards Board (GASB) issued *Concepts Statement No. 2, Service Efforts and Accomplishments Reporting*.[7]

The statement broadly describes *"why external reporting of SEA measures is essential to assist users both in assessing accountability and in making informed decisions to improve the efficiency and effectiveness of governmental operations."* According to the statement, the objective of SEA reporting is to provide more complete information about a governmental entity's performance than can be provided by the traditional financial statements and schedules, and to assist users in assessing the economy, efficiency, and effectiveness of services provided.

Other organizations, including the Government Finance Officers Association (GFOA) and International City/County Management Association (ICMA), have long been advocates of performance measurement in the public sector. For example, the ICMA Performance Measurement Program provides local government benchmarking information for a variety of public services.

In 2003, GASB issued a special report on *Reporting Performance Information: Suggested Criteria for Effective Communication* that describes 16 criteria that state and local governments can use when preparing external reports on performance information.[8] Using the GASB criteria, the Association of Government Accountants (AGA) initiated a Certificate of Excellence in Service Efforts and Accomplishments Reporting project in 2003.

Our report implements this national program. The City and County of Honolulu has reported various performance indicators for a number of years. In particular, the city's budget document includes "output measures". Benchmarks include input, output, efficiency, and effectiveness measures. This report builds on existing systems and measurement efforts by incorporating benchmarking measures included in the city's executive program and budget documents.

SELECTION OF INDICATORS

We limited the number and scope of workload and performance measures in this report to items where information was available, meaningful in the context of the city's performance, and items we thought would be of general interest to the public. This report is not intended to be a complete set of performance measures for all users.

From the outset of this project, we decided to use existing data sources to the extent possible. We reviewed existing benchmarking measures from the city's adopted budget documents[9], performance measures from other jurisdictions, and benchmarking information from the ICMA[10] and other

[7] On December 15, 2008 GASB issued Concepts Statement No.5, Service Efforts and Accomplishments Reporting, which amended Concepts Statement No.2. Further information is on-line at http://www.gasb.org/st/index.html.

[8] A summary of the GASB special report on reporting performance information is online at http://www.seagov.org/sea_gasb_project/criteria_summary.pdf

[9] The budget is on-line at http://www1.honolulu.gov/budget/execbgt/index1.htm. The operating budget includes additional performance information.

[10] International City/County Management Association (ICMA), *Comparative Performance Measurement FY 2005 Data Report*. This report summarizes data from 87 jurisdictions.

professional organizations. We used audited information from the Comprehensive Annual Financial Reports for the City and County of Honolulu (CAFRs).[11] We cited departmental mission statements and performance targets[12] that are taken from the city's annual operating budgets where they are subject to public scrutiny and City Council approval as part of the annual budget process. We held numerous discussions with city employees to determine what information was available and reliable, and best summarized the services they provide.

Wherever possible we have included five years of data. Generally speaking, it takes at least three data points to show a trend. Honolulu's size precludes us from significantly disaggregating data (such as into districts). Where program data was available, we disaggregated the information. For example, we have disaggregated performance information about some services based on age of participant, location of service, or other relevant factors.

Consistency of information is important to us. We will occasionally add or delete information that is considered irrelevant or unimportant to the discussion.

We will continue to use city council, public, and employee feedback to ensure that the information items that we include in this report are meaningful and useful. We welcome your input. Please contact us with suggestions at oca@honolulu.gov.

THE NATIONAL CITIZEN SURVEY™

The National Citizen Survey (NCS) is a collaborative effort between the National Research Center, Inc. (NRC), and the International City/County Management Association (ICMA).[13] The NCS was developed to provide a statistically valid survey of resident opinions about community and services provided by local government.

NCS customized the survey in close cooperation with the Office of the City Auditor staff to provide useful information that may be used by city staff, elected officials, and other stakeholders for community planning and resource allocation, performance measurement, and program and policy evaluation. The results may also be used for program improvement, policy making, and to identify community and service strengths and weaknesses.

Respondents in each jurisdiction are selected at random. Participation is encouraged with multiple mailings and self-addressed, postage-paid envelopes. Surveys were mailed to a total of 1,200 Honolulu households in November 2012. Completed surveys were received from 437 residents, for a response rate of 37%. Typical response rates obtained on citizen surveys range from 25% to 40%. Results are statistically re-weighted, if necessary, to reflect the proper demographic composition of the entire community.

It is customary to describe the precision of estimates made from surveys by a "level of confidence" (or margin of error). The 95% confidence level for this survey of 1,200 residents is no greater than plus or minus 5 percentage points around any given percent reported for the entire sample.

The scale on which respondents are asked to record their opinions about service and community quality is "excellent", "good", "fair", and "poor". Unless stated otherwise, the survey data included in this report displays the responses only from respondents who had an opinion about a specific item – "don't know" answers have been removed. This report contains comparisons of survey data from prior years. Differences from the prior year can be considered "statistically significant" if they are greater than 7 percentage points.

The NRC has collected citizen survey data from more than 500 jurisdictions in the United States whose residents evaluated local government services and rendered opinions on the quality of community life. NRC prepared comparisons from the most recent surveys for the City and County of Honolulu for the entire database and for a subset of jurisdictions with populations over 300,000. Where five or more jurisdictions asked similar questions, benchmark comparisons are provided throughout the report. When comparisons are available, results are noted as being "above" the benchmark, "below" the benchmark, or "similar to" the benchmark. NRC provided our office with additional data to calculate the percentile ranking for comparable questions.

The NRC notes that its benchmarking database is stable and robust. It has found some trends by population size or geographic area, and the results of those comparisons are similar whether additional characteristics are included or not. Jurisdictions that survey residents share an important characteristic - the value they place on the perspectives of residents.

[11] The CAFR is on-line at http://www1.honolulu.gov/budget/cafr.htm.

[12] The operating budget may include additional performance targets for the budget benchmarking measures.

[13] The full report of Honolulu's survey results can be found in Attachments 1-2.

POPULATION

Where applicable, we have used the most recent estimates of Honolulu resident population from the U. S. Census Bureau as shown in the following table.[14]

Year	Population
FY 2007	925,335
FY 2008	933,680
FY 2009	943,177
FY 2010	955,636
FY 2011	963,607
Percent change over last 5 years:	**4%**

We used population figures from other sources for some comparisons to other jurisdictions, but only in cases where comparative data was available.

INFLATION

Financial data has not been adjusted for inflation. In order to account for inflation, readers should keep in mind that the City and County of Honolulu Consumer Price Index for All Urban Consumers has decreased about 2.2% over the 5 years of financial data that is included in this report. The index changed as follows:

Date	Index
June 2008	4.95%
June 2009	0.32%
June 2010	2.52%
June 2011	3.46%
June 2012	2.79%
Percent change over last 5 years:	**-2.16%**

ROUNDING

For readability, most numbers in this report are rounded. In some cases, tables or graphs may not add to 100% or to the exact total because of rounding. In most cases the calculated "percent change over the last 5 years" is based on the percentage change in the underlying numbers, not the rounded numbers. However, where the data is expressed in percentages, the change over five years is the difference between the first and last year.

COMPARISONS TO OTHER CITIES

Where possible we included comparisons to cities with comparable population size to Honolulu. In addition, city departments suggested cities with comparable programs or organization of services. The choice of the cities that we use for our comparisons may vary depending on whether data is easily available. Regardless of which cities are included, comparisons to other cities should be used carefully. We tried to include "apples to apples" comparisons, but differences in costing methodologies and program design may account for unexplained variances between cities. Other data was extracted from the U.S. Census Bureau 2012 results and the State of Hawai'i Data Book issued by the Department of Business, Economic Development and Tourism.

ACKNOWLEDGEMENTS

This report could not have been prepared without the cooperation and assistance of city management and staff from every city department. Our thanks to all of them for their help. We also want to thank the Honolulu City Council and community members who reviewed this report and provided thoughtful comments.

We would like to acknowledge our debt to Sharon Erickson and the City of Palo Alto that set several precedents for local government accountability and performance through its *City of Palo Alto Service Efforts and Accomplishments* reports.

[14] The U.S. Census Bureau periodically revises prior year estimates. Where applicable we used their revised population estimates to recalculate certain indicators in this report.

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CHAPTER 1 – OVERALL SPENDING, STAFFING & ACCOMPLISHMENT OF CITY PRIORITIES

OVERALL SPENDING

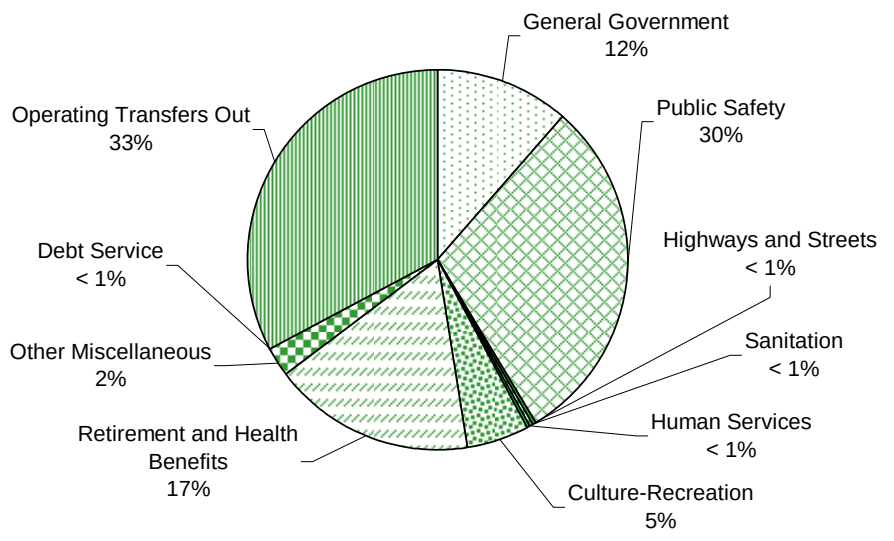
Honolulu, like other cities, uses various funds to track specific activities. The General Fund is used for all general revenues and governmental functions including community and customer services, design and construction, emergency management and emergency services, environmental services, fire, information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

Proprietary Funds are used for sewer, public transportation, solid waste, and housing. These services are generally supported by charges paid by users.

The pie chart to the right shows where a General Fund dollar goes. The table below shows more detail. In FY 2012, the city's total General Fund expenditures and other uses of funds totaled $1.105 billion. This included $362 million in transfers to other funds (including $184 million for debt service, $64 million for bus subsidies and $114 million for other uses).

Total General Fund spending decreased 12% over the last five years (some expenses were transferred to other funds).

Where Does a General Fund Dollar Go?
FY 2012



Source: Honolulu Comprehensive Annual Financial Report (FY 2012)

General Fund Operating Expenditures and Other Uses of Funds ($ million)

	General Government	Public Safety	Highways and Streets	Sanitation	Human Services	Culture-Recreation	Utilities and Other Enterprise	Retirement and Health Benefits	Other Miscellaneous	Debt Service	Capital Outlay	Operating Transfers Out	Total	Proprietary Funds Operating Expenditures
FY 2008	$125.3	$288.9	$2.6	$5.5	$2.8	$60.5	-	$121.4	$19.8	$0.9	$2.1	$624.4	$1,254.1	$504.0
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	$496.5
FY 2010	$128.6	$312.4	$2.1	$3.0	$3.1	$58.8	$0.1	$158.9	$21.5	$1.0	$1.5	$563.7	$1,254.8	$524.1
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	$550.9
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	$574.2
Change over last 5 years	1%	15%	-29%	-21%	31%	-6%	-	58%	30%	-2%	-	-42%	-12%	14%

Source: Honolulu Comprehensive Annual Financial Reports (FY 2008-FY 2012)

PER CAPITA SPENDING

As shown below, in FY 2012, General Fund operating expenditures and other uses of funds totaled $1,147 per Honolulu resident, including operating transfers. Based on the State of Hawai'i's Data Book population estimate of 963,607 residents, we calculate the per capita cost per department in FY 2012 was about $553.

Proprietary/special fund operating expenses totaled $596 per capita. Honolulu's proprietary funds include funds for housing development, sewer, solid waste and the public transportation system.

Other funds are for 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 are the golf, special events, special projects, and farmers' home administration loan funds. The federal grants, housing and community development, and Section 8 funds contain federal grants.

Specialized funds exist for the Pauahi Project expenditures, leasehold conversion, and special housing development funds. Funds also exist for general improvement bonds, highway improvement bonds, sewer revenue bonds, capital projects, and municipal stores.

Per Capita Spending by Department

Department	FY 2012	Department	FY 2012
Budget and Fiscal Services	$15	Information Technology	$17
Community Services	$4	Legislative	$13
Corporation Counsel	$8	Managing Director	$3
Customer Service	$18	Neighborhood Commission	$1
Design and Construction	$16	Royal Hawaiian Band	$2
Emergency Management	$1	Medical Examiner	$1
Emergency Services	$33	Parks and Recreation	$58
Environmental Services	$5	Planning and Permits	$14
Facilities Maintenance	$20	Police	$206
Fire	$97	Prosecuting Attorney	$16
Human Resources	$5	Transportation Services	$1

Total Per Capita Cost for City Operations = $553 [2]

Source: Department of Budget and Fiscal Services and State of Hawai'i Data Book 2011

Per Capita Cost by Function

	Gen. Gov't	Public Safety	Highways & Streets	Sanitation	Human Svcs.	Culture-recreation	Retirement & Health Benefits	Other Misc	Debt Service	Capital Outlay	Operating Transfers Out	TOTAL	Proprietary Funds Operating Expenditures
FY 2008	$135	$312	$3	$6	$3	$65	$131	$21	$1	$2	$675	$1,355	$545
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	$0.4	-	$568	$1,250	$576
FY 2012	$132	$343	$2	$5	$4	$59	$199	$27	$0.9	-	$376	$1,147	$596
Change over last 5 years	-3%	10%	-32%	-24%	26%	-10%	52%	24%	-6%	-	-44%	-15%	9%

Source: Honolulu Comprehensive Annual Financial Reports (FY 2008-FY 2012) and State of Hawai'i Data Book 2011

[1] Excludes the Honolulu Board of Water Supply and Honolulu Authority for Rapid Transportation which receive no General Funds.

[2] Total is rounded; excludes Department of Enterprise Services and Mayor which are less than $1 per capita.

REVENUES

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.

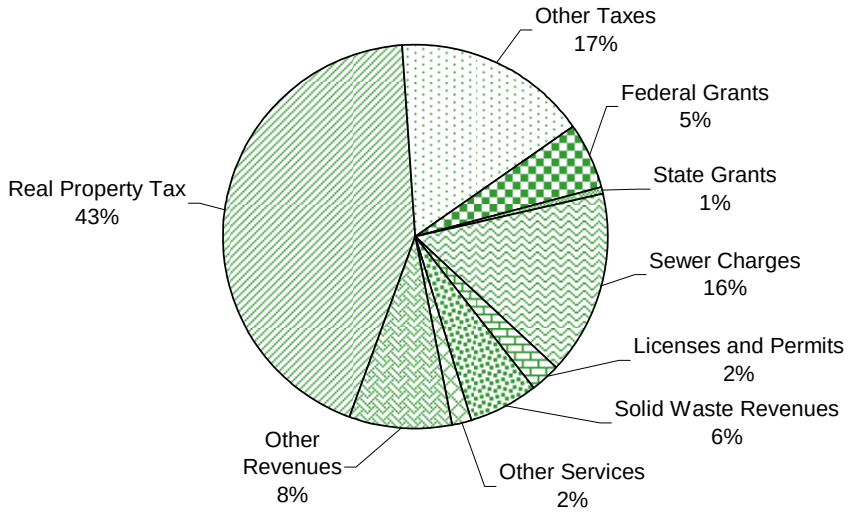
The city's Financial Policy regarding revenues requires the city to maintain a very high tax collection rate (over 98.5%) and places emphasis on user fees to finance municipal services. This policy also requires the city to review all revenue schedules and maintain an adequate sewer fee structure. Moreover, 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 should be a diversified mix to reduce dependency on property tax and temporary revenues.

In FY 2012, fees for zoo admission and golf increased. According to the Department of Enterprise Services, the fee increases are needed to cover rising operating costs and reduce reliance on General Funds.

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 the next four fiscal years to fund the operation, maintenance, and replacement of water infrastructure.

Over the last five years, total revenue has increased. Revenues in FY 2012 totaled $1.88 billion. The largest sources of revenue are real property tax ($813.3 million) and sewer charges ($293.6 million).

What Are the General Fund Sources of Revenue?
FY 2012



Source: Executive Operating Program and Budget (FY 2014)

	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 2008	$769.4	$373.5	$81.1	$8.6	$213.5	$44.7	$114.6	$24.1	$142.1	$1,771.6
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
Change over last 5 years	6%	-17%	24%	41%	37%	3%	-2%	30%	13%	6%

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

AUTHORIZED STAFFING

City staffing is measured in full-time equivalent staff, or FTEs. In FY 2012, there were a total of 10,850 authorized FTE citywide[1]. Citywide filled positions totaled 8,713 (80.3%) FTE and vacant positions were 2,137 FTEs (19.7%).

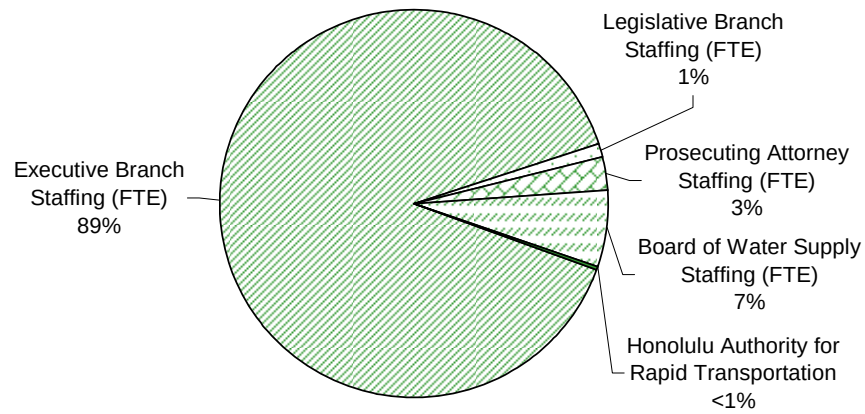
The executive branch was authorized 9,700 FTE and filled 7,799 FTE positions. The executive branch vacancy rate was 19.6% or 1,901 FTE in FY 2012. The legislative branch was authorized 126 FTE and filled 123 FTE positions. The legislative branch vacancy rate was 2.4% or 3 FTE in FY 2012.

Over the last five years, total citywide FTE (including authorized temporary positions) increased 1% and the vacancy rate increased 2%. In the executive branch, authorized FTE staffing remained relatively steady and the vacancy rate increased 2% between FY 2008 and FY 2012.

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.

In FY 2012, citywide hiring restrictions continued from prior years in accordance with the mayor’s priority for fiscal responsibility.

Authorized Full-Time Equivalent Staffing FY 2012



Source: Department of Budget and Fiscal Services, Advantage Budget System (ABS) data (FY 2011-FY 2012), Honolulu City Council, HART, and Honolulu Board of Water Supply

City Staffing (FTE) (FY 2008 to FY 2012)

	Total Citywide Staffing (Estimated FTE)				Executive Branch Staffing (FTE)				Legislative Branch Staffing[1] (FTE)			
Fiscal Year	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 2008	10,788.9	8,856.3	1,932.6	17.9%	9,668.9	7,972.8	1,696.1	17.5%	119.0	116.5	2.5	2.1%
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%
Change over last 5 years	1%	-2%	11%	2%	0%	-2%	12%	2%	6%	6%	20%	0%

Source: Full Time Equivalent (FTE) Department of Budget and Fiscal Services BRASS data (FY 2008-FY 2010); Advantage Budget System (ABS) data (FY 2011-FY 2012), Honolulu City Council, Honolulu Authority for Rapid Transportation (HART), and Honolulu Board of Water Supply

[1] FTE excludes personal services contract staff reported as 329.05 for the quarter ending June 30, 2012. [2]See PAT, BWS, and HART chapters for agency FTE information. [3]Legislative Branch includes the Honolulu City Council, Office of the City Clerk, Office of Council Services, and Office of the City Auditor.

AUTHORIZED STAFFING *(continued)*

Over the last five years, total city overtime expenditures decreased 8% and non-holiday overtime expenditures decreased 13%.

In the executive branch, total overtime expenditures decreased 9% and non-holiday expenditures decreased 13%.

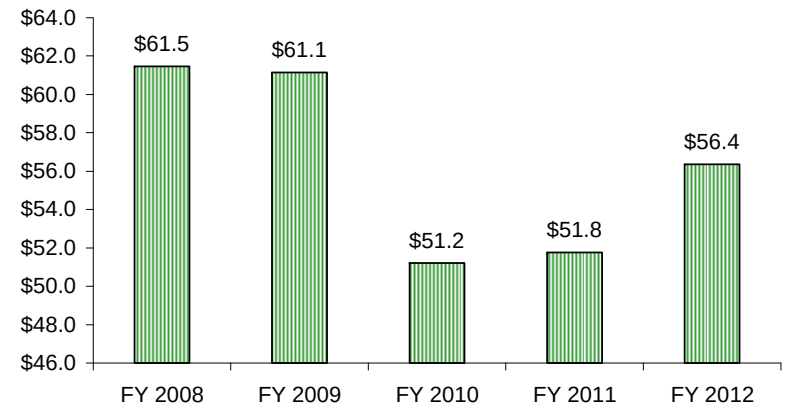
In the legislative branch, total overtime expenditures and non-holiday expenditures increased 25% from FY 2008 ($11,310) to FY 2012 ($14,119).

Over the last five years, total overtime expenditures for the Honolulu Board of Water Supply increased 8% from $1.9 million in FY 2008 to over $2.0 million in FY 2012.

Prosecuting Attorney total overtime expenditures decreased 77% from $48,952 in FY 2008 to $11,053 in FY 2012.

In FY 2012, total overtime expenditures and non-holiday expenditures for the Honolulu Authority for Rapid Transportation were $40,617.

Total Citywide Overtime Expenditures ($ million)
FY 2008 to FY 2012



Source: Department of Budget and Fiscal Services and Honolulu Board of Water Supply

City Overtime Expenditures (FY 2008 to FY 2012)[1]

	Citywide		Executive Branch		Legislative Branch[2]	
	Total Overtime Expenditures ($ million)	Non-Holiday Expenditures ($ million)	Total Overtime Expenditures ($ million)	Non-Holiday Expenditures ($ million)	Total Overtime Expenditures	Non-Holiday Expenditures
FY 2008	$61.5	$48.9	$59.5	$48.9	$11,310	$11,310
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
Change over last 5 years	-8%	-13%	-9%	-13%	25%	25%

Source: Department of Budget and Fiscal Services and Honolulu Board of Water Supply
[1] FY 2011 and FY 2012, total overtime expenditures are reported without and did not include one-time APEC overtime expenditures.
[2] Legislative Branch includes Honolulu City Council, Office of the City Clerk, Office of Council Services, and Office of the City Auditor.

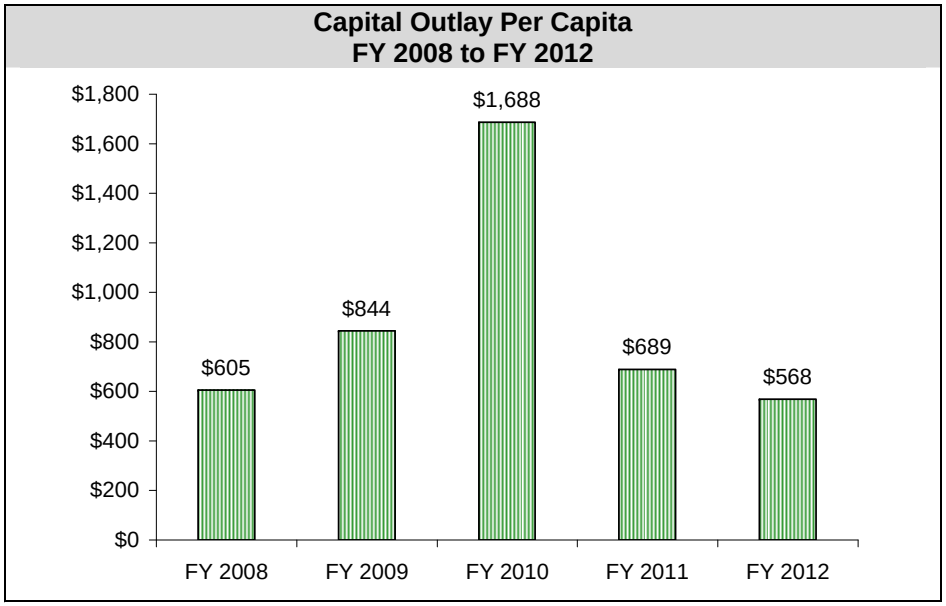
CAPITAL SPENDING

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 2012 funding totaled $547.4 million and was a decrease of $110.8 million over the previous year. General government projects totaled $30.2 million. Public safety CIP projects were $38.6 million, highways and streets totaled $101.9 million, and sanitation projects totaled $290.7 million. Culture and recreation CIP projects totaled $36.8 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.

Capital outlay decreased over the past five years from $560 million to $547 million. As shown in the chart on the right, capital outlay per capita decreased from $605 in FY 2008 to $568 in FY 2012. Capital outlay decreased the most for utilities and other enterprises (74%) over the last five years. Capital outlay increased the most for culture-recreation (64%) and highways and streets (64%) over the last five years.



Source: Executive Operating Program and Budget (FY 2010-FY 2014) and U.S. Census Bureau

	Capital Outlay ($ million)							
	General Government	Public Safety	Highways and Streets	Sanitation	Human Services	Culture-Recreation	Utilities and Other Enterprises	Total
FY 2008	$30.0	$24.5	$62.1	$286.3	$14.5	$22.4	$120.4	$560.2
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[1]	$30.2	$38.6	$101.9	$290.7	$17.8	$36.8	$31.4	$547.4
Change over last 5 years	1%	58%	64%	2%	23%	64%	-74%	-2%

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

CITY DEBT

The city's debt policy is established by city council resolution.[1] 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 percent. Debt service on direct debt (excluding self-supported bonds), as a percentage of General Fund revenues should not exceed 20 percent. The total outstanding principal of the city's variable rate debt should not exceed 120 percent of the city's short-term investments.

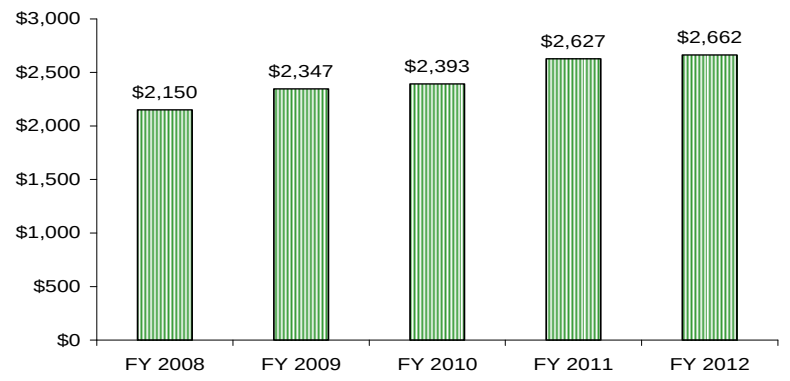
Debt service as a percentage of operating budget remained relatively steady from FY 2008 to FY 2012. Debt service as a percentage of General Fund revenue also remained relatively steady from 19.2% in FY 2008 to 19.3% in FY 2012.

The city's general obligation bond ratings between FY 2008 and FY 2012 improved from AA to AA+ under the Fitch rating system. Moody's bond ratings for city bonds also improved from Aa2 to Aa1. Bond ratings for the wastewater system revenue bond ratings showed similar improvements. The Honolulu Board of Water Supply's bond ratings between FY 2008 and FY 2012 improved from Aa3 to Aa2 under Moody's rating system. Fitch ratings also improved between FY 2008 to FY 2012 from AA to AA+.

Net general bonded debt outstanding per capita increased 23.8% from $2,150 (FY 2008) to $2,662 in FY 2012.

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. HART did not issue any debt in FY 2012.

Net General Bonded Debt Per Capita[2]
FY 2008-FY 2012



Source: Comprehensive Annual Financial Report (FY 2012) and Office of Council Services' Status of the City's Finances (FY 2012)

								Bond Ratings (FY 2008-FY 2012)[4]					
								General Obligation Bond Ratings		Wastewater System Revenue Bond Ratings		Board of Water Supply	
	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[3]	Debt Service as a Percentage of General Fund Revenue[3]	Moody's	Fitch	Moody's	Fitch	Moody's	Fitch
FY 2008	$229.0	$1,649.8	$928.5	$50.8	$178.1	13.9%	19.2%	Aa2	AA	Jr. A1, Sr. Aa3	Jr. A+, Sr. AA-	Aa3	AA
FY 2009	$228.7	$1,852.9	$969.9	$60.8	$167.9	12.3%	17.3%	Aa2	AA	Jr. A1, Sr. Aa3	Jr. A+, Sr. AA-	Aa3	AA
FY 2010	$254.2	$1,826.6	$1,024.6	$57.4	$196.8	13.9%	19.2%	Aa1	AA+	Jr. Aa3 Sr. Aa2	Jr. AA-, Sr. AA	Aa2	AA+
FY 2011	$242.3	$1,840.4	$974.2	$48.2	$194.1	13.2%	19.9%	Aa1	AA+	Jr. Aa3 Sr. Aa2	Jr. AA-, Sr. AA	Aa2	AA+
FY 2012	$269.8	$1,944.8	$1,091.6	$59.5	$210.3	13.9%	19.3%	Aa1	AA+	Sr. Aa2	Sr. AA	Aa2	AA+
Change over last 5 years	18%	18%	18%	17%	18%	0%	0.1%	-	-	-	-	-	-

Source: Executive Operating Program and Budget (FY 2010-FY 2014), Comprehensive Annual Financial Report (FY 2008-FY 2012), Office of Council Services Status of the City's Finances (FY 2008-FY 2012), and Honolulu Board of Water Supply Financial Statements (FY 2008-FY 2012). [1] Resolution 06-222 Debt and Financial Policies for the City and County of Honolulu. [2] Net Generated Bonded Debt: Issued debt for which debt service payments are to be paid with property tax revenues. [3] Debt ratio computation/formula(s) provided by the Department of Budget and Fiscal Services. [4]Excludes Standard & Poor's ratings.

ACCOMPLISHMENT OF CITY PRIORITIES

City priorities, missions, goals, and objectives are determined from several inputs. These sources include the Revised Charter of Honolulu, mayor and city council inputs; and department director analysis of resident inputs, mission, operational needs, and legal mandates for their departments. Residents provide inputs through the city's 33 neighborhood boards, public hearings; communications to department heads and elected officials; and public testimony at city council meetings. The mayor's analysis of the inputs, State of Hawai'i and federal government requirements, and his priorities for the city and county resulted in five broad priorities for the city. These priorities (designated with this symbol [1]) were mentioned in the mayor's 2012 "State of the City" address on February 23, 2012:

- Transportation and Core Infrastructure
- Economic Development
- Good Government
- Fiscal Responsibility
- Focus on Technology for the Future

[1] Design courtesy of http://www.kahiko.com/petroglyph.htm

ACCOMPLISHMENT OF CITY PRIORITIES

TRANSPORTATION

Rail Transit

City Goal: Plan, design, construct, operate and maintain the city's Honolulu Rail Transit Project (HRTP). Complete the project on time and within budget.

Performance Measure: None. Full revenue service is projected for FY 2019.

Performance Results: None. On July 1, 2011, the Honolulu Authority for Rapid Transportation (HART) became a semi-autonomous city agency. Presently, HART is engaged in design and construction of the project. When complete the $5.2 billion, 20.1 mile elevated rail system will operate between Kapolei in West O'ahu and the Ala Moana Center.

Fixed-Route Bus Service: TheBus

City Goal: Provide efficient, responsive, and cost-effective transit services to the public.

Performance Measure: TheBus operating cost per hour.

Performance Results: Over the past 5 years, TheBus cost per hour increased 4%, from $112.20 (FY 2008) to $117.24 (FY 2012). In June 2012, DTS amended 13 bus schedules/routes due to rising fuel costs and collective bargaining increases.

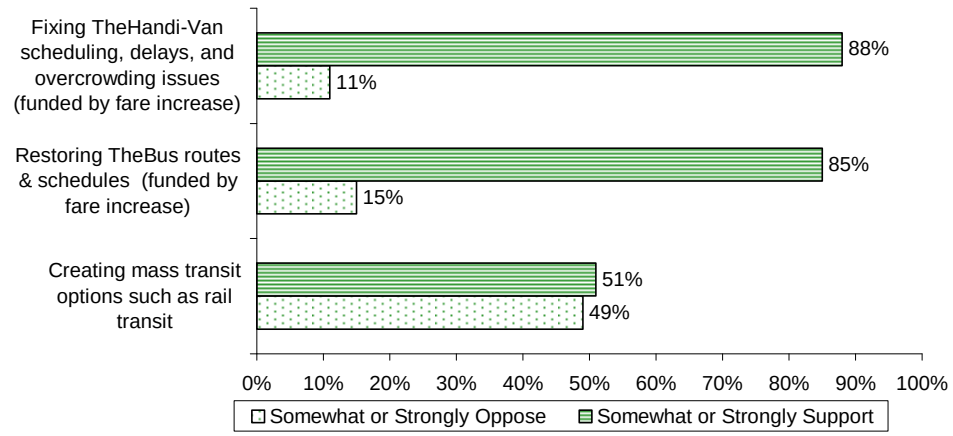
Paratransit Bus Service: TheHandi-Van

City Goal: Provide paratransit services in compliance with the Americans with Disabilities Act (ADA).

Performance Measure: TheHandi-Van operating cost per hour.

Performance Results: Over the past 5 years, TheHandi-Van cost per hour increased 6% from $63.05 (FY 2008) to $67.07 (FY 2012). In FY 2012, TheHandi-Van experienced increased demand for services and also faced rising fuel and employee costs.

Percent Rating Degree Support or Oppose Even If it Involves Raising Taxes 2012



Source: 2012 National Citizen Survey (Honolulu)

In the 2012 Citizen Survey, Honolulu residents rating services excellent or good were: ease of car travel (20%), ease of bicycle travel (-1%), ease of bus travel (39%), traffic flow on major streets (11%), traffic signal timing (30%), amount of public parking (11%), bus or transit services (58%). Over the past three years, ratings for bus services and ease of bus travel declined by 9% and 16% respectively.

In 2012, just under half of residents surveyed rode TheBus or TheHandi-Van at least once. Residents strongly or somewhat supported raising fares to restore TheBus schedules (85%) and fixing TheHandi-Van scheduling issues (88%). 51% of residents supported creating mass transit options such as rail transit even if it involved raising taxes.

	Citizen Survey (% Excellent or Good)							
	Ease of Car Travel in Honolulu	Ease of Bicycle Travel in Honolulu	Ease of Bus Travel	Traffic Flow on Major Streets	Traffic Signal Timing	Amount of Public Parking	Bus or Transit Services	Rode TheBus or TheHandi-Van at Least Once Last Year
FY 2008	-	-	-	-	-	-	-	-
FY 2009	-	-	-	-	-	-	-	-
FY 2010	25%	22%	55%	10%	37%	9%	67%	50%
FY 2011	23%	21%	51%	12%	35%	12%	68%	46%
FY 2012	20%	21%	39%	11%	30%	11%	58%	48%
Change over last 3 years	-5%	-1%	-16%	1%	-7%	2%	-9%	-2%

Source: Department of Transportation Services, Honolulu Authority for Rapid Transportation, 2012 National Citizen Survey (Honolulu)

ACCOMPLISHMENT OF CITY PRIORITIES

CORE INFRASTRUCTURE

City Goal: The mayor's FY 2012 priorities for the city included focusing on core infrastructure including fixing roads, upgrading sewer, refuse and water systems and facilities.

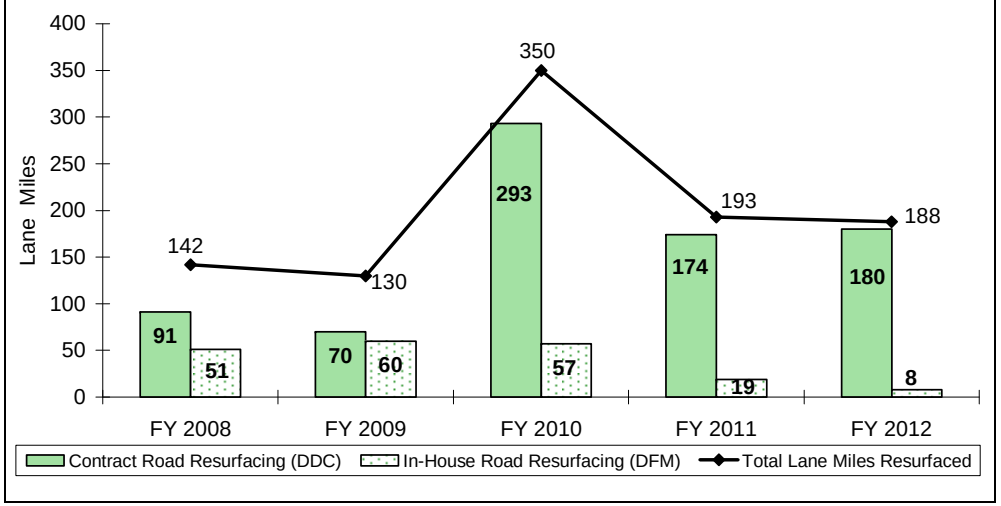
Performance Measure: None.

Performance Results: For FY 2012, the mayor budgeted $45 million and the city council increased the appropriation for road rehabilitation to $77 million. Over the past 5 years, the total miles of city roads and streets resurfaced annually has increased 32%, from 142 lane miles (FY 2008) to 188 lane miles in FY 2012. The Department of Design and Construction (DDC) reports road resurfacing by private contractors increased 98% over the past 5 years, from 91 lane miles (FY 2008) to 180 lane miles in FY 2012. During the same time period, in-house lane surfacing by the Department of Facility Maintenance (DFM) declined 84% from 51 lane miles (FY 2008) to 8 lane miles in FY 2012. DFM patched 52,071 potholes on city roads and streets in FY 2012, compared to 82,850 in FY 2008, a 37% decline. DFM explained that in-house lane resurfacing and pothole repairs declined due to the increase in contract road resurfacing over the past 5 years.

In FY 2012, ENV passed the first annual court review of 2010 wastewater consent decree[1] compliance without issues. During FY 2012, construction of H-POWER's third boiler reached 90% completion.

In FY 2012 the Honolulu Board of Water Supply (BWS) awarded $21.5 million in capital program contracts, a 50% increase over $14.3 million awarded in FY 2008. In FY 2012, water main breaks totaled 312 and was below BWS' goal of less than 400 breaks per year. Miles of drinking water pipeline replaced and recycled water pipeline added by BWS were 5 miles and 1.5 miles respectively.

Lane Miles of City Roads and Streets Resurfaced by Contract and In-House FY 2008 to FY 2012



Source: Department of Design and Construction and Department of Facility Maintenance

Honolulu's community infrastructure ratings for excellent or good were street repair (17%), sidewalk maintenance (26%), storm drainage (47%), sewer services (59%), and drinking water (72%). Residents' ratings for drinking water quality exceeded the national benchmarks, while other ratings were below national benchmarks.

	Citizen Survey (% Rating Excellent or Good)					% Major of Moderate Problem	
	Drinking Water	Sewer Services	Storm Drainage	Sidewalk Maintenance	Street Repair	Condition of Sidewalks, Crosswalks and Bike Lanes	Condition of Roads and Streets
FY 2008	-	-	-	-	-	-	-
FY 2009	-	-	-	-	-	-	-
FY 2010	75%	57%	51%	28%	13%	-	-
FY 2011	74%	59%	50%	26%	13%	69%	80%
FY 2012	72%	59%	47%	26%	17%	71%	85%
Change over last 3 years	-3%	2%	-4%	-2%	4%	2%	5%

Source: Office of the Mayor, Department of Design and Construction, Department of Facility Maintenance, Department of Environmental Services, Honolulu Board of Water Supply, and 2012 National Citizen Survey (Honolulu). [1] 2010 wastewater consent decree: This decree, related to the city's compliance with the federal Clean Water Act and state law, was entered into the court on December 17, 2012. This action provides a 25-year plan to upgrade the city's wastewater program.

ACCOMPLISHMENT OF CITY PRIORITIES

ECONOMIC DEVELOPMENT

City Goal: The city's economic development goals in FY 2012 included planning and hosting the Asia-Pacific Economic Cooperation (APEC) conference and summit of Pacific-Rim heads of state, and supporting the city's rail construction project. The APEC event and the rail project reflect the city's efforts to promote transportation and core infrastructure, create jobs, and bolster Honolulu's economic recovery from the lingering effects of the recession.

Performance Measure: None.

Performance Results: In FY 2012, the city hosted the APEC conference with the support and coordination of many city and county departments. The mayor's office worked closely with the APEC host committee to ensure success and reportedly came under budget by roughly $22 million. The Office of Economic Development (OED) worked on APEC banner/signage displays in Waikiki and near the Convention Center, O'ahu media tours and marketing initiatives, and served on the APEC Host Committee representing the Mayor. OED's goal was to ensure that long-term benefits are maximized for the City and County of Honolulu, particularly in strengthening local business involvement before, during, and after APEC.

The city expects the rail transit project to provide a major boost in jobs for local building trades and the broader island economy for many years to come. Honolulu's rail project has prompted transit-oriented development planning for neighborhoods adjacent to the planned 21 stations along the 20.1-mile route.

In FY 2012, the impact of the recession appears to have a lessening affect the city's economic status. The Department of Planning and Permitting (DPP) reported increases in the number of construction plans reviewed (1,452) and sewer studies completed (780) over the previous year. The number of sewer connection permits issued has also increased 50% from FY 2008 (363) to FY 2012 (544). DPP explained that the low number of sewer connections in FY 2008 was the result of cancellations/slowdowns in development due to poor economic conditions; housing development has since picked up. DPP reviewed four zone change applications, a 71% decrease from the 14 zone change applications in FY 2008. An update to the O'ahu General Plan incorporated a survey of 2,413 citizens and DPP continues to review the Sustainable Communities Plan for East Honolulu, Central O'ahu, Ko'olauloa, Wai'anae, and Ko'olau Poko.

The community services department's Workforce Investment Act programs served 37,960 job seekers in Honolulu, which is an increase of 195% from FY 2012 (12,859 job seekers) and is attributed to the online services provided though the HireNet Hawai'i system. Over 496 companies also participated in various job fairs in FY 2012.

Residents' ratings for economic development as excellent or good were: economic development (30%), employment opportunities (34%), overall quality of new development in Honolulu (40%), population growth as too fast (70%), and jobs growth as too slow (72%). Residents rated unemployment (85%) as a major or moderate problem. Residents rated the need for more economic job creation activities (73%), and more economic development activities (65%) as essential or very important for the city to address in the next two years.

Citizen Survey

	% Excellent or Good					% Major or Moderate Problem	% Essential or Very Important	
	Overall Quality of New Development in Honolulu	Population Growth Seen as Too Fast	Employment Opportunities	Jobs Growth Seen as Too Slow	Economic Development	Unemployment	More Job Creation Activities	More Economic Development Activities
FY 2008	-	-	-	-	-	-	-	-
FY 2009	-	-	-	-	-	-	-	-
FY 2010	39%	65%	22%	86%	24%	-	-	-
FY 2011	39%	67%	26%	82%	27%	88%	77%	67%
FY 2012	40%	70%	34%	72%	30%	85%	73%	65%
Change over last 3 years	1%	5%	12%	-14%	6%	-	-	-

Source: 2012 National Citizen Survey (Honolulu), Honolulu Department and Agency Reports (FY 2008-FY 2012), Department of Budget and Fiscal Services, Department of Community Services, Office of Economic Development, and Department of Planning and Permitting

ACCOMPLISHMENT OF CITY PRIORITIES

GOOD GOVERNMENT

City Goal: In FY 2012, the mayor's goals included government professionalism; transparency and public trust; and exceptional service to the public.

Performance Measure: None.

Performance Results: With a focus on government professionalism, departments across the city continued to excel through commitments to high standards across each professional discipline.

The Department of Budget and Fiscal Services received recognition from the Government Finance Officers Association (GFOA) for excellence in financial reporting and budget presentation; and the OA4 Accreditation Award from the National Institute of Governmental Purchasing.

The Corporation Counsel assisted the city in fulfilling the first year review of the terms of the 2010 global consent decree for the city's wastewater system with federal, state and environmental groups. There were no items of concern or violations.

In FY 2012, the Department of Emergency Management maintained compliance with the National Incident Management System (NIMS).

In FY 2012, Honolulu Emergency Services Department's (HESD) EMS personnel were re-certified by the Hawai'i State Board of Medical Examiners and the National Academy of Emergency Medical Services. Also in FY 2012, HESD Ocean Safety and Lifeguard Services Division is a certified Open Water Lifeguard Agency recognized by the United States Lifesaving Association (USLA).

The Honolulu Zoo was re-accredited by the Association of Zoos and Aquariums (AZA) in FY 2012.

The Honolulu Fire Department is accredited by the Commission on Fire Accreditation International, Inc (CFAI).

The Department of Environmental Services oversaw the city's compliance with the Storm Water Management Plan (SWMP) requirements under the National Pollutant Discharge Elimination Systems (NPDES) permits. The city also received 4 Peak Performance Awards from the National Association of Clean Water Agencies (NACWA) recognizing permit compliance at four wastewater treatment plants.

The Department of Parks and Recreation (DPR) maintained professional certifications in the International Society of Arboriculture (ISA), American Society of Consulting Arborists (ASCA), and State of Hawai'i. DPR's staff also includes five certified Tree Risk Assessors.

The Department of Planning and Permitting's civil engineering branch completed its required annual training sessions for the National Pollutant Discharge Elimination Systems (NPDES).

The Honolulu Police Department was accredited by the Commission on Accreditation for Law Enforcement Agencies, Inc (CALEA). In May 2012, the Trace Evidence Analysis and Questioned Document Examination Units were accredited by Forensic Quality Services, an established provider of the International Organization for Standardization.

Honolulu residents rating government as excellent or good included overall direction the city is taking (30%), value of services for the taxes paid (33%), job the city government does in welcoming citizen involvement (35%), overall image or reputation of the city (65%), and services provided by the city (53%). Four of the ratings were much below the national benchmarks.

	Citizen Survey (% Excellent or Good)				
	Value of Services for Taxes Paid to the City	Overall Direction the City is Taking	City's Welcoming of Citizen Involvement	Overall Image or Reputation of Honolulu	Services Provided by the City
FY 2008	-	-	-	-	
FY 2009	-	-	-	-	
FY 2010	33%	29%	33%	65%	45%
FY 2011	35%	32%	37%	66%	53%
FY 2012	33%	30%	35%	65%	53%
Change over the last 3 years	0%	1%	2%	0%	8%

Source: 2012 National Citizen Survey (Honolulu) and Honolulu Department and Agency Reports (FY 2012)

ACCOMPLISHMENT OF CITY PRIORITIES

GOOD GOVERNMENT

Transparency and Public Trust in Government

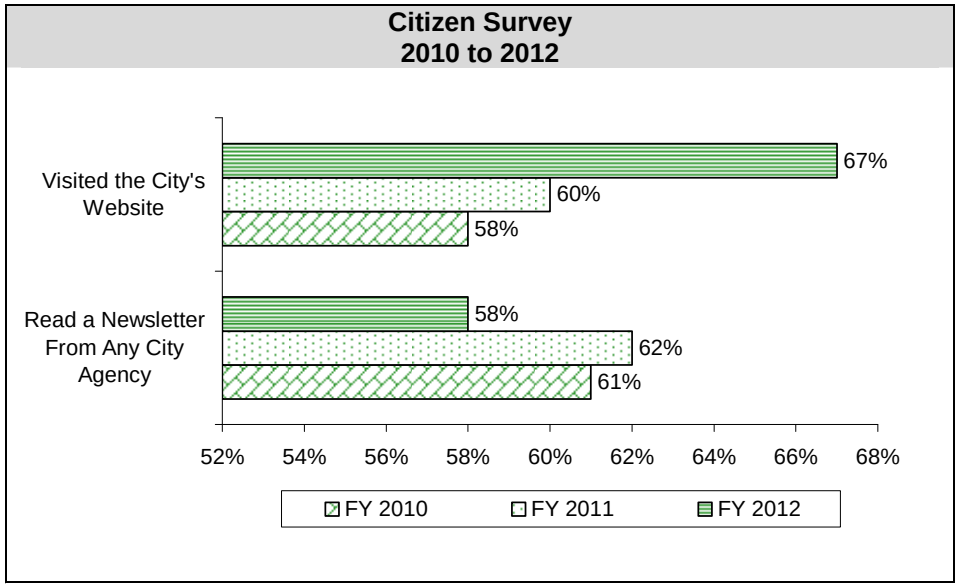
The mayor's annual report on departments and agencies provides information of city activities during the fiscal year. In FY 2012, the city placed online its budget and financial disclosures; updated city websites; used social media (such as Twitter, FaceBook,and Nixle) for its calendar and lists of events; and allowed the public to sign-up online for emergency advisories. City departments streamlined and expedited requests for city documents and records, and shared information online.

The Department of Information Technology advanced the mayor's transparency goals by launching *Data.Honolulu.gov* and expanding the web-based *Can-Do* system. Both programs emphasize efficiency and service improvements, and allow the public to download and analyze raw government data.

The mayor's office worked to increase public participation in politics and end 'politics as usual; through the efforts of the Neighborhood Boards. In FY 2012, board attendees provided inputs on issues such as an Arts Center in Central O'ahu, automobile and pedestrian safety.

The city council initiated changes to the traditional council calendar to make it easier for O'ahu residents to participate in the legislative process. In FY 2012, Kapolei Hale, Pali Golf Course, Nanakuli and Kailua were the sites for 4 council and 2 committee meetings.

In its first year of operation the board and executive director of the Honolulu Authority for Rapid Transportation (HART) adopted transparency policies. In FY 2012, the Department of Planning and Permitting, along with the HART, sought citizen involvement in Transit-Oriented Development meetings and community surveys of residents living near the three planned Downtown rail transit stations.



Source: 2012 National Citizen Survey (Honolulu)

The Honolulu Ethics Commission promotes transparency and public trust in government by providing training; and developing guidelines for ethical standards of conduct. The commission investigated 70 complaints and answered 370 requests for advice in FY 2012 as well as providing training to 1,129 city employees.

In 2012, Honolulu residents rating the quality of services as excellent or good for Neighborhood Boards was 46%. 58% of Honolulu residents reported reading a city newsletter from any city agency and 67% of Honolulu residents reported visiting the city's website at www.honolulu.gov.

	Citizen Survey		
	Read a Newsletter From Any City Agency	Visited the City's Website	Quality of Services % Excellent or Good Neighborhood Boards
FY 2008	-	-	-
FY 2009	-	-	-
FY 2010	61%	58%	-
FY 2011	62%	60%	52%
FY 2012	58%	67%	46%
Change over last 3 years	-3%	9%	-

Source: Honolulu Department and Agency Reports (FY 2012), 2012 National Citizen Survey (Honolulu), Office of the Mayor, Honolulu City Council, Department of Information Technology, Honolulu Authority for Rapid Transportation, Department of Planning and Permitting, and Honolulu Ethics Commission

ACCOMPLISHMENT OF CITY PRIORITIES

GOOD GOVERNMENT

Provide Exceptional Service To the Public

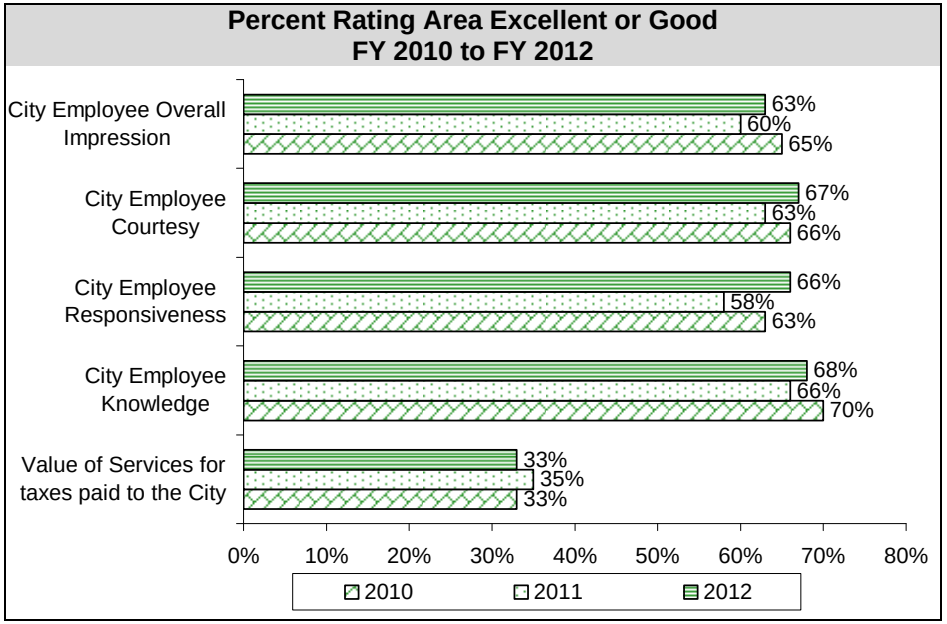
The Royal Hawaiian Band celebrated its 175th anniversary, received the Industry Award from the Hawai'I Academy of Recording Arts, and had 354 performances in FY 2012, 42 more than the previous fiscal year. Of these performances, 103 were for community and cultural events.

The Department of Parks and Recreation (DPR) implemented the use of online camping permits through its camping permit website and smartphone application, which eliminated the need for campers to stand in line at the municipal building and Satellite City Halls. DPR's Peoples Open Market program supports diversified local agriculture and aquaculture by providing 25 open market sites across O'ahu. The department reports that 805,740 people shopped at the 25 open market sites in FY 2012. DPR's program registrations for Tiny Tots and seniors increased 10% and 19% respectively over the past five years, but registrations decreased for children (-10%), teens (-26%) and adults (-17%).

The Department of Community Services (DCS) provides services for youth and young adults. DCS' Youth Services Center is considered a model program in Hawai'i. It consolidated six prevention and intervention programs directly within the center and served approximately 4,000 youth in FY 2012. As a result, Honolulu won the national competition for American's Promise Alliance as one of the "100 Best Communities for Young People."

The Customer Services Department (CSD) operates ten satellite city halls across O'ahu. These offices provide service to the public in person, by phone, or electronically, and process primarily motor vehicle registration and title transactions. In FY 2012, the department implemented the REAL ID and State's Legal Presence Act requirements. Satellite City Halls switched from a 6-day to a 5-day work week.

Honolulu residents rating government as excellent or good included: value of services for taxes paid to the city (33%), city employee knowledge (68%), responsiveness (66%), courtesy (67%), and overall impression (63%). The above ratings were all much below the national benchmarks.



Source: 2012 National Citizen Survey (Honolulu)

Honolulu residents rating contact with departments excellent or good included the police department (67%) and the fire department (96%). The ratings for the police department were much below national benchmarks and indicate improvements are needed. Honolulu residents rating the city's quality of services excellent or good included public information systems (42%) and Satellite City Halls (54%).

	Citizen Survey	
	Quality of Services % Excellent or Good	
	Public Information Services	Satellite City Halls
FY 2008	-	-
FY 2009	-	-
FY 2010	41%	-
FY 2011	47%	61%
FY 2012	42%	54%
Change over last 3 years	1%	-

Source: Honolulu Department and Agency Reports (FY 2012) and 2012 National Citizen Survey (Honolulu)

ACCOMPLISHMENT OF CITY PRIORITIES

GOOD GOVERNMENT

Housing

The mayor opened the new Office of Housing with the appointments of an Executive Director and a County Housing Coordinator in July 2012. The Office of Housing establishes and administers programs for affordable housing, senior housing, special needs housing, and homelessness for the benefit of the people of O‘ahu. It also coordinates activities and programs with state and federal agencies as well as with private and non-profit housing organizations.

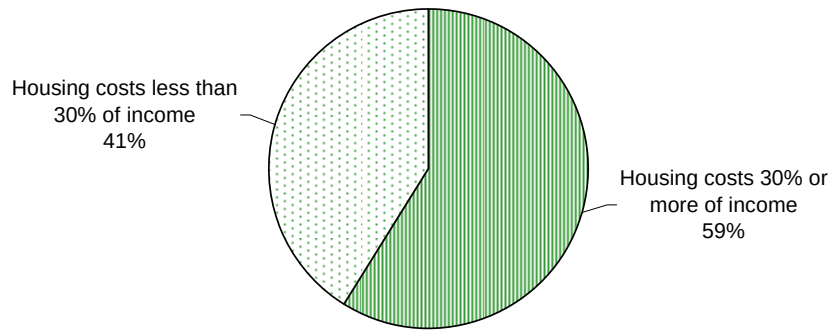
In FY 2012, the Office of Housing, together with the Department of Community Services (DCS) launched the Honolulu Affordable Housing Preservation Initiative (HAHPI). HAHPI will transition ownership and management of 12 city apartment complexes to the private sector while keeping them affordable to lower-income residents. The city also partnered with community organizations to complete construction of 275 affordable housing units in FY 2012.

The community services department’s Rent to Work Program provides short-term rental assistance for people experiencing homelessness. In FY 2012, 206 applications were received and 81 vouchers were issued.

DCS’ Family Self-Sufficiency (FSS) Program assists Section 8 families ease off of government subsidies and transition into a life of social and economic self-sufficiency. In FY 2012, 183 families participated in the program and 2 families became homeowners.

DCS’ Community Assistance Division rental assistance programs accounted for $47.8 million or about 90% of the division’s FY 2012 operating expenditures. The Rental Assistance Branch of this division processed applications for rental subsidies totaling $41.5 million from federal funds,

Proportion of Respondents Housing Costs FY 2012



Source: 2012 National Citizen Survey (Honolulu)

and over $163,000 from the city’s Rental Assistance Fund for low-income families in city-owned or sponsored rental properties.

The Department of Planning and Permitting coordinated various Neighborhood Transit-Oriented Development Plans which are designed to introduce mixed use residential and commercial areas to existing neighborhoods and maximize residential access to public transport in a way that promotes healthier, economically vibrant neighborhoods.

Honolulu residents rating the following quality of life issues excellent or good were: availability of affordable quality housing (9%) which was much below the national benchmark. Residents (59%) reporting they were experiencing housing cost stress (housing costs 30% or more of income) was much more than the national benchmarks. Residents rated homeless or homelessness (81%) and more affordable housing (74%) as essential or very important for the city to address in the next two years.

	Citizen Survey				
	% Excellent or Good			% Essential or Very Important	
	Availability of Affordable Quality Housing	Variety of Housing Options	Housing Costs of 30% or More of Income	Homeless or Homelessness	More Affordable Housing
FY 2008	-	-	-	-	-
FY 2009	-	-	-	-	-
FY 2010	6%	24%	54%	-	-
FY 2011	9%	25%	61%	85%	78%
FY 2012	9%	24%	59%	81%	74%
Change over last 3 years	3%	0%	5%	-	-

Source: 2012 National Citizen Survey (Honolulu), Department of Community Services, Office of Housing, and Department of Planning and Permitting

ACCOMPLISHMENT OF CITY PRIORITIES

GOOD GOVERNMENT

Public Safety

The Department of Emergency Management (DEM) maintains the city's Emergency Operations Center (EOC) where it coordinates emergency/disaster response and recovery support. In FY 2012, three communities (Kailua, Joint Base Pearl Harbor-Hickam, and Marine Corps Base Hawai'i) received designation as *StormReady* and *TsunamiReady* communities by the U.S. National Oceanic and Atmospheric Administration. StormReady is a nationwide community preparedness program that encourages communities to take a new, proactive approach to improving local hazardous weather operations.

In FY 2012, the Honolulu Emergency Services Department (HESD) added four new stations after receiving additional funding from the state. The number of ambulance units in service increased 4 units from 16 (FY 2008) to 20 units (FY 2012). Department ambulances made 46,988 transports, an increase of 4% from FY 2008; the number of ocean rescues increased 32% from 1,753 ocean rescues in FY 2008 to 2,318 in FY 2012. The number of preventive actions increased 69% from 354,452 in FY 2008 to 597,902 in FY 2012.

The Honolulu Fire Department (HFD) reported 2,142 fire incident calls and four civilian deaths in FY 2012. Over the last five years, the number of fire incident calls decreased by 18%. In the same period, there were 19,223 significant fire-related incidents. HFD responded to 40 building fires and 434 wildfires. In FY 2012, operating expenditures were $95.1 million, an 18% increase from FY 2008 ($80.8 million). Urban Fire Response time was 6 minutes and 33 seconds for 80% of the responses. 83% met the Standards of Cover for responding within 7 minutes. HFD reports that responses over 12 minutes are frequently associated with isolated road networks or interstate highway delays.

The Honolulu Police Department (HPD) preserves public peace; prevents crime; and detects and apprehends law offenders. HPD reports receiving 981,418 911 calls for police, fire and emergency medical services.

The average response time for Priority 1 calls improved 0.95 minutes: from 8.09 minutes to 7.14 minutes.[1] The average response time for Priority 2 calls improved 1.82 minutes from 13.78 to 11.96 minutes.[2] HPD attributes improved response times to frequent in-service training and reinforcement with personnel.

Traffic fatalities have remained the same over the past five years. Deaths among pedestrians and motorcyclists (included in the total number of fatalities) continue to be a significant focus of enforcement and education efforts. The Department of Transportation Services' (DTS) Traffic Engineering Division implements various traffic improvement, safety, and bikeway programs. Community support and education programs play an important role to help reduce collisions.

The state Mobile Electronic Devices Law took effect in FY 2009 and prohibits the use of mobile electronic devices while operating a motor vehicle. The purpose of this law is to ensure the safety of the drivers, pedestrians, bicyclists, motorcyclists and passengers on O'ahu's roadways. In FY 2012, there were 15,165 citations for violation of this law, a 99% increase since enforcement efforts began.

The Liquor Commission reports that all public complaints received are investigated. Over the past five years, public complaints about premises serving liquor increased 17% Total violations adjudicated increased for adults and minors by 28% and 36% respectively over the past five years. The commission attributes the rising trend to increased public awareness, ongoing education activities and greater access to the commission via the Internet, telephone, and outreach efforts. Reductions in the processing time of violations to adjudication resulted in the increase of total violations adjudicated. This has significantly decreased pending violations awaiting adjudication. The commission believes that the key to reducing violations involving minors is through the education of licensee employees on the penalties related to service and/or sales to minors.

Source: Department of Emergency Management, Honolulu Emergency Services Department, Honolulu Fire Department, Honolulu Police Department, Department of Transportation Services, and Liquor Commission

[1] Priority 1 calls include emergencies and in progress cases. [2] Priority 2 calls include forgery, fraud, vandalism, weapons, prostitution, drugs, gambling, driving while intoxicated, etc.

ACCOMPLISHMENT OF CITY PRIORITIES

GOOD GOVERNMENT

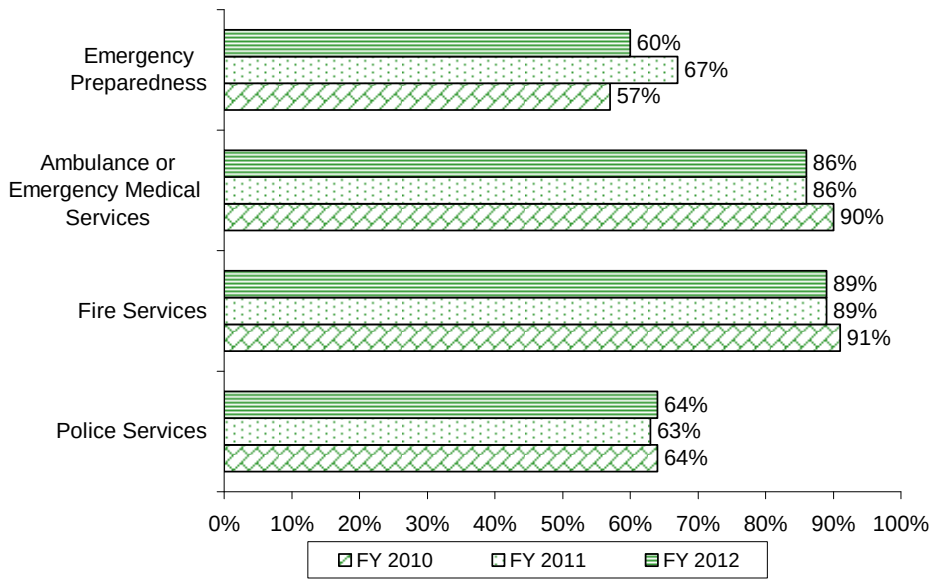
Public Safety *(continued)*

Residents rating public safety services as good or excellent were: police services (64%), fire services (89%), ambulance or emergency medical services (86%), and emergency preparedness (60%). Fire services and ambulance or emergency medical services ratings were similar to the national benchmarks for populations over 300,000 and police services ratings were below the national benchmark. Emergency preparedness ratings were above the national comparison for populations over 300,000.

Residents rated that they felt 55% "very" or "somewhat" safe from violent crimes, 35% "very" or "somewhat" safe from property crimes, and 56% felt "very" or "somewhat" safe from environmental hazards. Daytime sense of safety was better than nighttime safety and residents felt safer in their neighborhoods than in downtown Honolulu.

Nearly all (96%) residents strongly or somewhat support increasing efforts to reduce property crime even if it involved raising taxes. Residents rating public safety concerns as a major or moderate problem were: homeless or homelessness (96%), property crime (83%), drugs (89%), prostitution (70%), and pedestrian safety (70%). In response to property crime concerns, HPD reports that they have adopted several strategies, including the creation of a crime analysis unit and use of new technology.

Percent Rating Service Quality Excellent or Good
FY 2010 to FY 2012



Source: 2012 National Citizen Survey (Honolulu)

	Citizen Survey					
	(% Strongly or Somewhat Support)	(% Major or Moderate Problem)				
	Increasing Efforts to Reduce Property Crime even if it involves raising taxes	Homeless and/or Homelessness	Property Crime	Drugs	Prostitution	Pedestrian Safety
FY 2008	-	-	-	-	-	-
FY 2009	-	-	-	-	-	-
FY 2010	-	-	-	-	-	-
FY 2011	-	96%	-	87%	68%	69%
FY 2012	96%	96%	83%	89%	70%	70%
Change over last year	-	0%	-	2%	2%	1%

Source: 2012 National Citizen Survey (Honolulu)

ACCOMPLISHMENT OF CITY PRIORITIES

FISCAL RESPONSIBILITY

City Goal: The mayor's FY 2012 fiscal responsibility priorities for the city included: addressing the operating budget deficit, limiting future general obligation bond debt service, reducing general fund subsidies for TheBus and the Department of Enterprise Services (DES), continuing citywide budget restrictions on new programs, vacancy cutbacks, and hiring restrictions. The mayor also prioritized public safety projects and core city services.

Performance Measure: None.

Performance Results: The mayor's plans included reducing future debt service costs and non-essential capital projects funded with general obligation borrowing; continuing to pre-fund the city's unfunded liability for retirement and post-employment health care fund, contributing to the city's "rainy day fund"; vacancy cutbacks and hiring restrictions; and restrictions on new programs to those that are legally mandated and critical in nature. City plans included funding the stability reserve at a minimum of 5% of general and highway expenditures, focusing on core city services and user fees. Fiscal concerns included rising debt service, retirement and healthcare costs, rising energy costs, salaries, vacant positions, and reserves.

The budget and fiscal services department reported real property tax is the primary revenue source for the General Fund. Real property assessed values decreased 8% over the past 5 years from $167 billion in FY 2008 to $153.6 billion in FY 2012. Real property taxes levied increased 5% from $773.4 million in FY 2008 to $812.5 million in FY 2012.

The Customer Services Department's (CSD) revenue collections have increased 51.5% largely due to a one cent increase in motor vehicle weight tax effective for the county in January 2011.

The Department of Enterprise Services (DES) operates and maintains the Neal S. Blaisdell Center, Waikiki Shell, Honolulu Zoo, and six municipal golf courses. In FY 2012, DES focused on maximizing revenues, optimizing fiscal and manpower resources by reducing the General Fund subsidy of the Special Events Fund and Golf Fund.

DES' operating expenditures increased 10% from FY 2008 ($18.5 million) to FY 2012 ($20.2 million). Visitor revenues at the zoo increased 87% from $2.1 million (FY 2008) to $4.0 million (FY 2012) due to the new zoo entrance, opening of the new elephant exhibit, and a modest increase in the entrance fee. Golf course revenues increased 7% from $8.5 million in FY 2008 to $9.1 million in FY 2012. DES reported that revenue increases were derived from reasonable golf fee increases that are needed cover rising operating costs and reduce reliance on General Funds.

The Department of Environmental Services' (ENV) charges for services totaled $376.1 million, an increase of 57% from $238.9 million in FY 2008. ENV reports Honolulu's average annual service charge per equivalent single-family dwelling unit for FY 2012 was $1,105.56, a 67% increase from $663.72 in FY 2008. ENV explained that planned sewer fee rate increases are needed to pay for sewer infrastructure upgrades. ENV completed negotiations for the purchase of electricity generated by H-POWER that will provide an estimated $80 million in revenue annually from the Hawaiian Electric Company for the next 20 years.

The Department of Transportation Services' (DTS) bus fare revenues increased 30% from $42 million in FY 2008 to $54.8 million in FY 2012. DTS reports that the revenue increase was due to fare increases in FY 2010 and FY 2011. The bus program's General Fund subsidy decreased 8% over the last 5 years, from $69.5 million (FY 2008) to $63.8 million (FY 2012).

The Honolulu Board of Water Supply (BWS) estimates the typical monthly water bill for a single-family residence rose 47% from the $31.46 average bill in FY 2008 to $46.18 in FY 2012. In January 2012, BWS approved a water rate increase of 9.65% a year, over the next four fiscal years to fund the operation, maintenance, and replacement of O'ahu's aging water infrastructure.

Source: 2012 National Citizen Survey (Honolulu), Department of Budget and Fiscal Services, Customer Services Department, Department of Enterprise Services, Department of Environmental Services, Department of Transportation Services, and Honolulu Board of Water Supply

ACCOMPLISHMENT OF CITY PRIORITIES

FOCUS ON TECHNOLOGY FOR THE FUTURE

City Goal: City priorities focus on communications, energy savings, the environment, and open space.

Performance Measure: None

Performance Results: The Department of Information Technology (DIT) operates the central and remote computer system operations for all city computer facilities, 24 hour per-day, 365 days per-year operation. In February 2012, the city launched *Honolulu 311*, a smartphone reporting system that allows citizens to report abandoned vehicles, broken street lights, illegal dumping, and a variety of other issues. The public can submit photographs and GPS coordinates of trouble spots to the city using their smartphone. DIT also launched three additional applications in FY 2012: *Adopt-a-Siren, Route View, and Art Finder. Honolulu 311* and other smartphone applications are consistent with the mayor's goal to make Honolulu a lean, clean, smart city through the use of technology.

DIT's Applications Division provides technology support for the city's financial management system. It also implements the city's data processing plans for ERP financial, human resources/payroll, budgeting management, and other automated systems. In FY 2012, applications staff logged 25,927 hours dedicated to maintenance and problem solving.

The Department of Budget and Fiscal Services' (BFS) Real Property Assessment Division reported a 67% decrease from FY 2008 to FY 2012 in exemptions processed for counter services customers. BFS reports that the decrease is due to the continued use of online services.

The Customer Services Department (CSD) reports that the city saves an estimated $1.68 per online motor vehicle registration renewal transaction. Over the past 5 years, online renewals have increased nearly 117% which CSD attributes to increased use of the Internet to pay bills.

The Department of Parks and Recreation (DPR) developed and implemented phase 1 of its online camping reservation system. Using this system, prospective campers may reserve campsites in city parks using the *Camping Permits* application and website, eliminating the need for campers to stand in line at the municipal building and satellite city halls.

The Department of Planning and Permitting (DPP) administers the Honolulu Land Information System (HoLIS) and the city's Geographic Information System (GIS). These programs provide comprehensive and integrated geographic information that improves the city's operational services. The total number of maps and exhibits prepared increased 13% from 350 in FY 2008 to 394 in FY 2012.

DPP's HonLINE allows citizens to apply, pay, and print city building permits for single family solar, electrical, plumbing, air conditioning, photovoltaic, and fence work entirely online. In FY 2012, HonLINE issued 6,419 permits, a 127% increase from 2,824 permits issued in FY 2008. DPP reports the increase is due to new permit types (photovoltaic, solar, and fencing) now available online. The department also reports that HonLINE use in FY 2012 resulted in labor savings of 601 workdays.

In the 2012 Citizen Survey, 67% of residents reported visiting the city's website, an increase of 9% from FY 2010 (58%).

	Citizen Survey: Use of Information Sources	
	Watched a Meeting of Local Elected Officials or Other Public Meeting on Cable Televisions, the Internet or Other Media	Visited the City's website
FY 2008	-	-
FY 2009	-	-
FY 2010	59%	58%
FY 2011	47%	60%
FY 2012	56%	67%
Change over the last 3 years	-3%	9%

Source: 2012 National Citizen Survey (Honolulu), Department of Information Technology, Department of Budget and Fiscal Services, Customer Services Department, Department of Parks and Recreation, and Department of Planning and Permitting

ACCOMPLISHMENT OF CITY PRIORITIES

FOCUS ON TECHNOLOGY FOR THE FUTURE

Energy Savings

The city's priorities are to invest and promote energy efficiency; initiate energy savings through technology (e.g. lighting, photo-voltaic, air conditioning, and cloud computing). City initiatives include the consolidation of the city's motor pool, introduction of electric vehicles to the city fleet, and the installation of electric charging stations in some city parking structures.

In FY 2012, the Department of Enterprise Services retrofitted the Blaisdell parking structure with energy efficient fixtures, resulting in a 3% reduction of electrical consumption at the Blaisdell Center

The Department of Environmental Services (ENV) reported that it successfully diverted 73.4% of O'ahu's Municipal Solid Waste away from the landfill through general recycling and converting garbage-to-energy at the H-POWER plant. Since its groundbreaking in January 2010, the project has been moving forward and construction passed the 90% completion mark during FY 2012. When complete, the facility will add capacity by an additional 300,000 tons per year and increase the percent of trash diverted from the landfill to nearly 80%. ENV completed negotiations for electricity generated by H-POWER that will provide an estimated $80 million in revenue annually from Hawaiian Electric Company (HECO) for the next 20 years. The amount of municipal solid waste disposed at H-POWER increased 2% from FY 2008 (585,569 tons) to FY 2012 (594,793 tons).

Environment

City priorities include reducing water consumption, complying with the consent decree for wastewater and sewer treatment facilities; recycling; diverting solid waste from the landfill; and preserving open space.

Residential water use totaled 28 billion gallons (FY 2012), a 10% decline from 31.0 billion gallons in FY 2008. In FY 2012, the City and County of Honolulu participated in the National Mayor's Challenge for Water Conservation. The program, sponsored by the Wyland Foundation, challenged residents across the country to reduce water and energy use at home from March 30 – April 30, 2012. In the West region, four O'ahu communities were recognized for their conservation efforts: Waimanalo, Haleiwa, Kaneohe, and Honolulu.

The 2010 Global Wastewater Consent Decree requires the city to upgrade the entire wastewater collection system and wastewater treatment plants. Compliance includes issuing permits, conducting inspections and investigations; overseeing the city's effluent and bio-solids reuse; and annual reporting. In addition, the decree requires the city to monitor wastewater recycling; ocean discharges; and air quality. In FY 2012, the city submitted its first annual report and passed the first annual court review of global consent decree compliance without issues.

The number of investigations and inspections decreased 30% from FY 2008 (6,591) to FY 2012 (4,594). The number of gravity main spills decreased 16% from 51 spills (FY 2008) to 43 spills (FY 2012). ENV reports the decline is due to ongoing efforts to maintain, rehabilitate, or replace sewer lines.

ENV reports the amount of waste recycled increased 10% from 490,004 tons (FY 2008) to 537,491 tons in FY 2012. The amount of green waste recycled increased 66% during the same time period. Recycled materials collected at community bins declined by 63% from FY 2008 (11,633 tons) to FY 2012 (4,350 tons). ENV reports the decline in community bin recycling was due to automated curbside recycling and changes to the HI-5 recycling program. The city ended the community bin recycling ended in late FY 2012. The total amount of municipal solid waste disposed decreased 8% from 1.3 million tons (FY 2008) to 1.2 million tons in FY 2012.

Source: 2012 National Citizen Survey (Honolulu), Department of Enterprise Services, Department of Environmental Services, and Honolulu Board of Water Supply

ACCOMPLISHMENT OF CITY PRIORITIES

FOCUS ON TECHNOLOGY FOR THE FUTURE

Open Space

The mayor's Agricultural Liaison became the city's first point of contact regarding agricultural issues and is working with the Department of Planning and Permitting (DPP) to protect the most valuable O'ahu agricultural lands for food and other agricultural products.

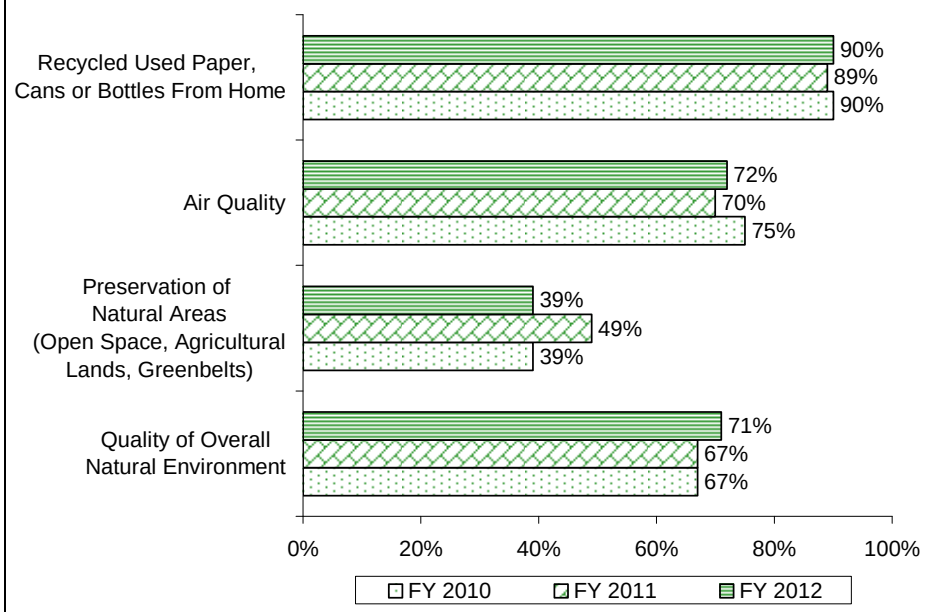
The Department of Parks and Recreation (DPR) maintained 288 parks and 5,132 acres in FY 2012. The department's inventory included 238,981 trees. The number of trees planted in FY 2011 decreased 37% from 2,496 trees in FY 2008 to 1,568 trees in FY 2012. DPR reports the decline reflects the decrease in the number of trees planted by subdivision developers. DPR reports that in-house tree planting increased by 170% from FY 2008 to FY 2012.

DPP conducted a community survey for the O'ahu General Plan Update. A total of 2,413 citizens responded to the survey. The top 3 issues that citizens felt the general plan update should address: traffic congestion, protecting agricultural land and increasing agricultural production, and environmental protection.

Residents rating city services excellent or good were: quality of the overall natural environment (71%), preservation of natural areas such as open space, agricultural lands and greenbelts (39%), air quality (72%), and recycling paper, cans and bottles from the home (90%). The ratings were similar to or above the national benchmarks except for preservation of natural areas such as open space, agricultural lands and greenbelts, which was below national benchmarks.

Residents strongly or somewhat support preserving open space and agricultural land (90%). Residents rated support of local farming and local products (76%) as essential or very important for the city to address in the next two years.

Percent Rating Excellent or Good
2010 to 2012



Source: 2012 National Citizen Survey (Honolulu)

	Citizen Survey: Environment & Open Space	
	(% Strongly or Somewhat Support)	(% Essential or Very Important to Address in the Next 2 Years)
	Preserving Open Space and Agricultural Land	Support of Local Farming and Local Products
FY 2008	-	-
FY 2009	-	-
FY 2010	-	-
FY 2011	87%	74%
FY 2012	90%	76%
Change over last year	3%	2%

Source: 2012 National Citizen Survey (Honolulu), Office of the Mayor, Department of Parks and Recreation, and Department of Planning and Permitting

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CHAPTER 2 - BUDGET AND FISCAL SERVICES

The mission of the Department of Budget and Fiscal Services (BFS) is to protect the financial well-being of the City and County of Honolulu. The department's goals are to: 1) promote good and accountable government, 2) approach problems from a broad citywide perspective, and 3) work collaboratively to meet the mayor's goals. The department is responsible for providing the city's centralized accounting, procurement, treasury, and budget functions.

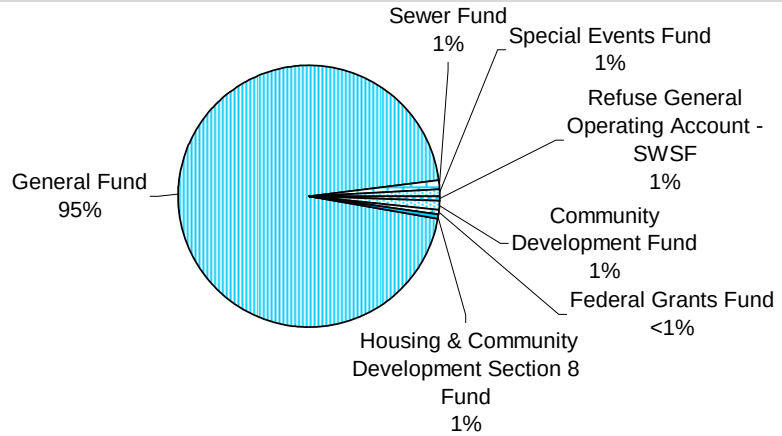
The department consists of eight divisions: Administration, Internal Control, Accounting and Fiscal Services, Budgetary Administration, Fiscal/Capital Improvement, Purchasing and General Services, Real Property Assessment, and Treasury. The city charter administratively attaches the Liquor Commission to BFS. The Liquor Commission is wholly funded through revenues from liquor licensees.

BFS operating expenditures decreased 13% over the last five years. During this same time period authorized staffing increased from 318 FTE to 323 FTE. While authorized staffing increased 2%, vacant FTEs increased 19% for a total of 63 vacant FTEs in FY 2012.

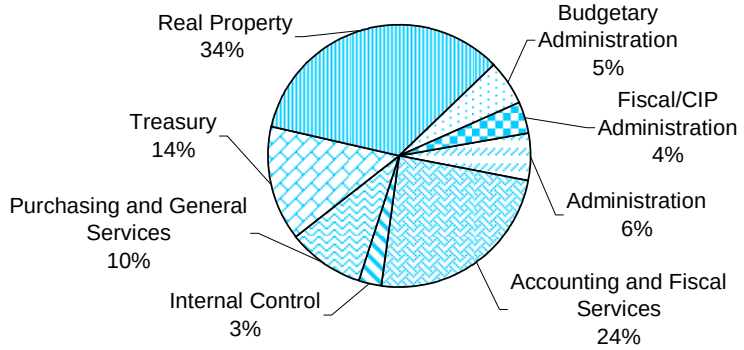
Over the past five years, BFS total overtime expenditures decreased 74%, and 73% for non-holiday overtime. According to the department, the decrease in overtime expenditures is due to the fact that there were no major software upgrades required in FY 2012.

In FY 2012, rising salary, pension and health benefit costs were partially offset by reductions of $7.1 million in debt service due to low interest rates and bond refinancing. Proactive budget decisions for the FY 2013 budget include: budget ceiling, various restrictions on hiring, travel, certain reorganizations and reallocations, and on unbudgeted equipment purchases and leases. Efforts to increase city revenues included increasing certain user fees.

What Are the Sources of Budget and Fiscal Services' Funds? FY 2012



Where Does a Budget and Fiscal Services Dollar Go? FY 2012[1]



Source: Department of Budget and Fiscal Services

	Total Operating Expenditures ($ million)[1]	Total Authorized FTE[1,2]	Total Vacant FTE[1]	Cost Per FTE[1,3]	BFS to Total Authorized City FTE[1]	Overtime Expenditures[1] Total	Overtime Expenditures[1] Non-Holiday	Citizen Survey (% Excellent or Good)	Value of Services for Taxes Paid
FY 2008	$17.5	318	53	$55,156	1 to 34	$365,753	$351,869	FY 2008	-
FY 2009	$17.5	318	51	$55,070	1 to 34	$294,773	$282,000	FY 2009	-
FY 2010	$17.7	320	50	$54,731	1 to 33	$161,132	$159,435	FY 2010	33%
FY 2011	$16.0	323	67	$49,559	1 to 33	$194,729	$193,872	FY 2011	35%
FY 2012	$15.3	323	63	$47,463	1 to 31	$96,340	$95,005	FY 2012	33%
Change over last 5 years	-13%	2%	19%	-14%	-	-74%	-73%	Change over last 3 years	0%

Source: Executive Operating Program and Budget (FY 2010-FY 2013), Department of Budget and Fiscal Services and 2012 National Citizen Survey (Honolulu). [1]Data and information for BFS totals do not include data and information for the Liquor Commission. [2] Full Time Equivalent (FTE) Department of Budget and Fiscal Services BRASS data (FY 2008-FY 2010), Advantage Budget System (ABS) data (FY 2011-FY 2012). [3] Cost per FTE = Total Operating Expenditures/Total Authorized FTE.

Administration

Administration provides department-wide leadership, coordination and ensures that the department's mission, goals and objectives are achieved.

A mayoral goal is to maintain the financial health of the city and safeguard the city's resources. BFS Administration supports this goal through administration of the city's risk management program which covers all city departments except the Honolulu Board of Water Supply, O'ahu Transit Services, and HART, and excludes workers' compensation and employee benefits. The program focuses on minimizing the adverse financial impact of losses through self-insurance and the purchase of additional insurance. BFS reports that in FY 2012 it took advantage of a competitive insurance market to reduce its premium costs, increase property insurance limits, and enhance other terms of insurance coverage.

Internal Control

Consistent with the mayor's and department's priorities for the city's financial health, the mission of the Internal Control Division is to safeguard city assets. Internal control performs examinations of the city's financial activities, audits, and reviews; monitors controls and processes; and recommends practical changes and cost effective improvements.

Internal control maintains the city's Integrity Hotline, investigates and responds to Integrity Hotline and fraud complaints and internal control website. In FY 2012, the division monitored and reviewed the city's credit card program, performed periodic cash, billing, and expenditure audits, performed ongoing analyses of department and employee overtime and compensatory time, audited the annual H-POWER true-up billing, reviewed and assisted in the collection of restitution due to the city, and examined and received an adjustment for concession fee revenue.

Accounting and Fiscal Services

The Accounting and Fiscal Services Division's mission is to account for all city funds and the manner in which public funds are received and expended. Goals include: 1) ensure that expenditures are proper and comply with applicable laws and grant agreements; 2) meet all federal grant financial reporting requirements; and 3) provide financial services to city agencies needed to achieve their goals and objectives. The division is responsible for central accounting services, including all payments and payroll functions.

The division issues the city's Comprehensive Annual Financial Report (CAFR) and has received the Certificate in Excellence in Financial Reporting from the Government Finance Officers Association (GFOA) for 25 of the last 26 years. The division also assisted in modification to the City's enterprise resource management system for the implementation of new provisions of HGEA and UPW contracts.

Budgetary Administration

The Budgetary Administration Division oversees the city's annual operating budget and formulates and administers the city's budgetary policies under the direction of the mayor. It also reviews operating and capital budget program schedules, makes budgetary allotments, and reviews requests for new agency positions with the mayor's approval. The primary goal of the division is achieved annually with the adoption of the city's annual operating budget.

	Operating Expenditures ($ million)				Administration	Internal Control	Accounting and Fiscal Services			Budgetary Administration
	Administration	Internal Control	Accounting and Fiscal Services	Budgetary Administration	Risk Management Reported Liability Losses ($ million) [1]	Audits, Reviews, Evaluations, and Analyses Performed [1]	Payroll-Wage Related Payments Processed	Non-Payroll Documents Payments Processed	Total Payments Processed	Communications Reviewed and Processed
FY 2008	$1.4	$0.8	$4.1	$0.9	$1.2	38	245,000	33,220	278,220	1,089
FY 2009	$1.0	$0.8	$4.3	$0.8	$1.7	32	245,000	33,220	278,220	1,830
FY 2010	$1.1	$0.7	$4.2	$0.9	$0.8	43	245,000	48,000	293,000	1,934
FY 2011	$1.0	$0.5	$4.1	$0.9	$1.1	39	247,000	50,000	297,000	2,139
FY 2012	$0.9	$0.4	$3.7	$0.8	-	-	245,000	60,745	305,745	2,164
Change over last 5 years	-38%	-44%	-11%	-3%	-	-	0%	83%	10%	99%

Source: Executive Operating Program and Budget (FY 2010-FY 2013) and Department of Budget and Fiscal Services
[1] FY 2012 totals were unavailable.

Fiscal/Capital Improvement Program Administration

The Fiscal/Capital Improvement Program (CIP) Administration Division's mission is to formulate, review, prepare, and implement the city's annual capital improvement program and budget. The division prepares ordinances and resolutions, performs ongoing reviews of capital budget allotments, and enforces the capital budget ordinance. It also analyzes and develops debt service programs for the city.

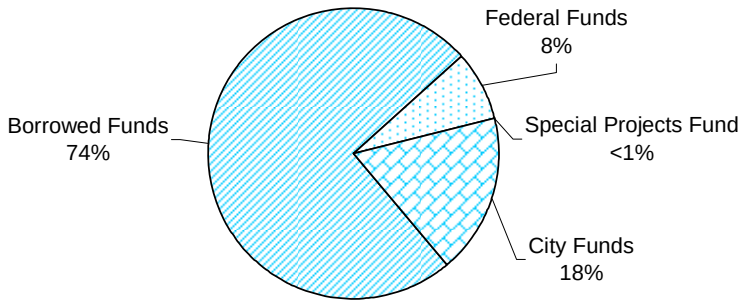
The division's Fiscal/Long-Range Planning Branch develops revenue estimates, central accounts, and long-range financial planning programs needed to implement the mayor's strategic goals.

A goal of the division's Community Development Block Grant (CDBG)/Federal Block Branch is to ensure the effective administration of all of the city's Housing and Urban Development (HUD) federal grant programs. This branch is the city's entity for financial management, reporting, and monitoring of entitlement programs. During FY 2012 these included:

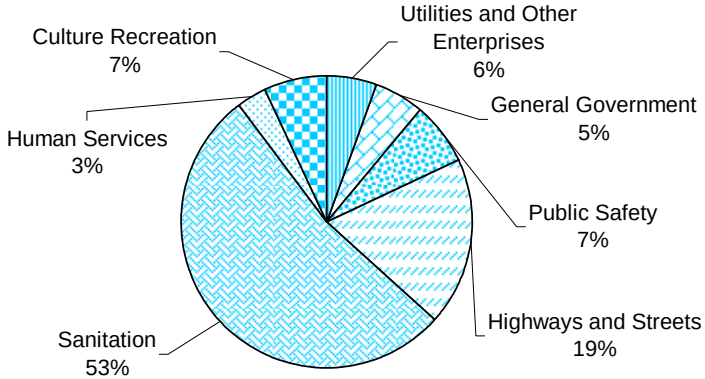
- Implementation and administration of the request for proposals (RFP) for FY 2013 CDBG/HOME projects;
- Completion of the Consolidated Annual Performance and Evaluation Report (CAPER); and
- Ongoing monitoring of program operations to ensure compliance with legal requirements.

The city was awarded the Distinguished Budget Presentation Award by the Government Finance Officers Association (GFOA) for the division's work on the 2011 budget. The city has received this prestigious award for the last 13 years.

What Are the Sources of Capital Budget Appropriation Funds? FY 2012



Where Does a Capital Improvement Dollar Go? FY 2012



Source: Honolulu Annual Department and Agency Reports (FY 2012)

	Fiscal/CIP Administration Operating Expenditures ($ million)	Reviewed and Processed				Audits of Sub-recipients Performed
		Independent Services Contracts	Appropriation and Allotment Vouchers	Application for HUD Funds	Sub-recipient Agreements	
FY 2008	$1.1	319	571	74	118	11
FY 2009	$1.2	434	578	79	128	51
FY 2010	$1.2	443	527	90	138	48
FY 2011	$1.2	469	646	56	132	37
FY 2012	$0.6	457	506	60	133	62
Change over last 5 years	-45%	43%	-11%	-19%	13%	464%

Source: Executive Operating Program and Budget (FY 2010-FY 2013) and Department of Budget and Fiscal Services

Purchasing and General Services

The mission of the Purchasing and General Services Division is to assure quality purchases at reasonable prices for the city in accordance with the law. The division is responsible for procuring all materials, supplies, equipment, and services for city departments and agencies, which include construction, consultant, and personal services contracts for the city. The division is also responsible for the city's assets, which includes real property, rentals, leases, and concessions; and administers housing relocation functions.

The division supports the department's and mayor's priorities to maintain the city's financial health and conserve its resources through cost-efficient purchases of goods through the use of price-list contract awards for commonly purchased items by city departments. Over the past 5 years, direct price list purchases increased 5% from $44.1 million in FY 2008 to $46.3 million in FY 2012. Direct purchases or purchases for non-price list items decreased by 30% from $5.2 million to $6.8 million for the same period.

The division's Purchasing Branch processes the city's public works construction, consultant, and personal services contracts. In FY 2012, the city awarded 112 construction contracts totaling $263.0 million. The largest construction contract, totaling 59% of all construction contracts was for the Ala Moana Wastewater Pump Station Force Main #3 and #4.

The division was awarded the OA4 Accreditation Award by the National Institute of Governmental Purchasing, Inc. for the successful completion of an agency self-evaluation process that assessed performance in 12 key functional areas. The city was one of only eighteen agencies across the nation to receive this award in 2012.

City Concession: Hanauma Bay Tram
2012

Source: Office of the City Auditor photo

		Goods and Services					Consultant Contracts		Construction Contracts	
	Purchasing and General Services Operating Expenditures ($ million)	Number of Price lists	Number of Price List Purchase Orders	Total Price List Purchases ($ million)	Number of Direct Purchases	Direct Purchase Orders ($ million)	Total Contracts Awarded	Total Dollar Value Awarded ($ million)	Total Contracts Awarded	Total Dollar Value Awarded ($ million)
FY 2008	$1.6	154	2,114	$44.1	4,339	$5.2	133	$125.9	146	$313.7
FY 2009	$1.6	154	2,114	$44.1	4,339	$5.2	133	$125.9	146	$313.7
FY 2010	$1.6	122	2,028	$71.2	3,017	$3.0	169	$73.1	122	$848.7
FY 2011	$1.5	168	3,404	$73.3	2,967	$3.2	123	$347.1	97	$558.0
FY 2012	$1.5	161	3,876	$46.3	4,279	$6.8	109	$31.0	112	$263.0
Change over last 5 years	-9%	5%	83%	5%	-1%	31%	-18%	-75%	-23%	-16%

Source: Executive Operating Program and Budget (FY 2010-2013) and Department of Budget and Fiscal Services

Real Property Assessment

The mission of the Real Property Assessment Division (RPA) is to annually prepare a certified assessment roll of property taxes to the city council as required by ordinance. It ensures that real property assessment values are fair, equitable, and based on market value and applicable standards and laws. The certified assessment roll is used by the city council to set the property tax rates for the city.

To achieve its mission, RPA annually identifies all real property parcels, respective owners, appraises parcels, and processes exemption and dedication claims files. It sends assessment notices to owners, settles real property tax assessment and tax appeals, and maintains and updates information (including maps, ownership and valuation records, etc.).

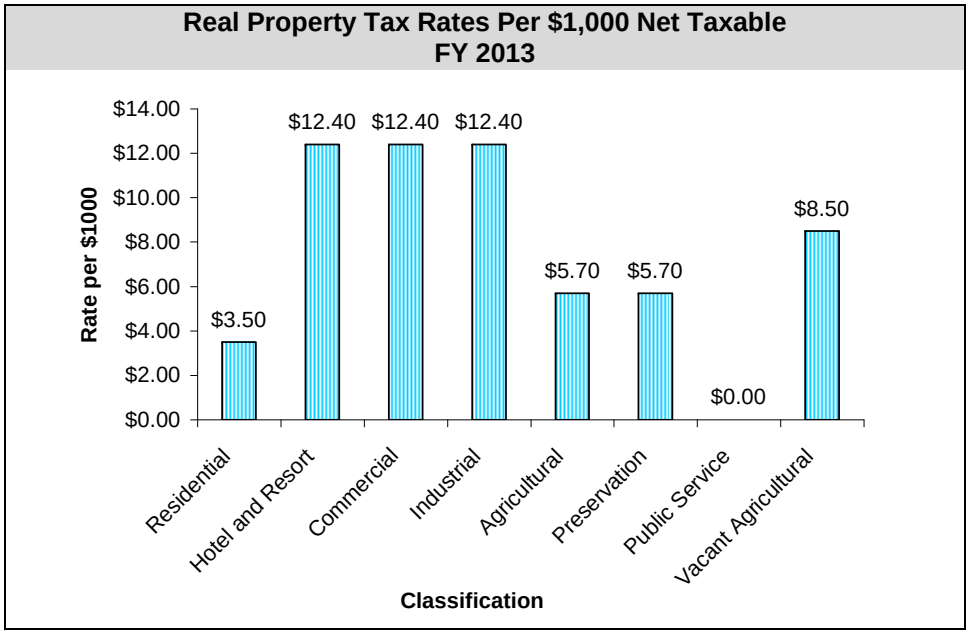
Over the past 5 years, the number of real property exemptions/dedications processed decreased by only 4%, while exemptions processed for counter service customers declined by 67%. RPA reports this trend is due to the continued use of online services.

Real property tax is the primary revenue source for the General Fund. Real property assessed values decreased 8% over the past 5 years from $167.0 billion in FY 2008 to $153.6 billion in FY 2012, due to a downturn in the real estate market because of the financial crisis.

During this same period, real property taxes levied increased 5% from $773.4 million in FY 2008 to $812.5 million in FY 2012, due to increases in the tax rate for residential properties, inventory, and the value of non-residential properties.

However, FY 2012 real property assessments increased slightly from the year before, reflecting the real estate market's slow recovery from the unstable mortgage loan market. FY 2013 tax rates for all property classes were maintained at the FY 2012 levels.

RPA conducts inspections that are prompted by complaints, appeals, and planning document changes. Building inspections increased 23% from 5,510 in FY 2008 to 6,782 in FY 2012, due to the addition of compliance officers to field audit properties receiving exemptions and deductions.



Source: Department of Budget and Fiscal Services

	Operating Expenditures ($ million)	Real Property Tax Assessments: Total Assessment Value ($ billion)	Real Property Tax Assessments: Total Taxes Levied ($ million)	Assessment Parcels	Exemptions / Dedications Processed: Total	Exemptions / Dedications Processed: Walk-In Counter Service	Appeals Filed	Building Inspections
FY 2008	$5.6	$167.0	$773.4	283,177	55,780	15,558	2,783	5,510
FY 2009	$5.8	$166.3	$798.0	286,106	55,304	10,563	3,042	9,290
FY 2010	$5.6	$165.8	$849.1	287,564	63,045	9,188	1,642	7,047
FY 2011	$5.0	$153.1	$804.3	287,611	52,440	5,254	2,447	5,774
FY 2012	$5.2	$153.6	$812.5	288,615	53,350	5,100	1,264	6,782
Change over last 5 years	-6%	-8%	5%	2%	-4%	-67%	-55%	23%

Source: Executive Operating Program and Budget (FY 2010-FY 2013), Department of Budget and Fiscal Services and Honolulu Department and Agency Reports (FY 2008-FY 2012)

Treasury

The Treasury Division is responsible for the city's cash management, debt, and selected accounts receivable. The division maintains the city's treasury, deposits monies, and invests funds as authorized by law. It also issues, sells, pays interest, and redeems bonds. Treasury is responsible for billing and collecting various revenues and assessments including real property taxes, improvement and business improvement districts, refuse disposal and collection fees, real property rentals, and concessions contracts. Treasury's goals include the effective, timely, and cost efficient collection of real property taxes, assessments, and various city fees; and effective management of the city's debts and obligations.

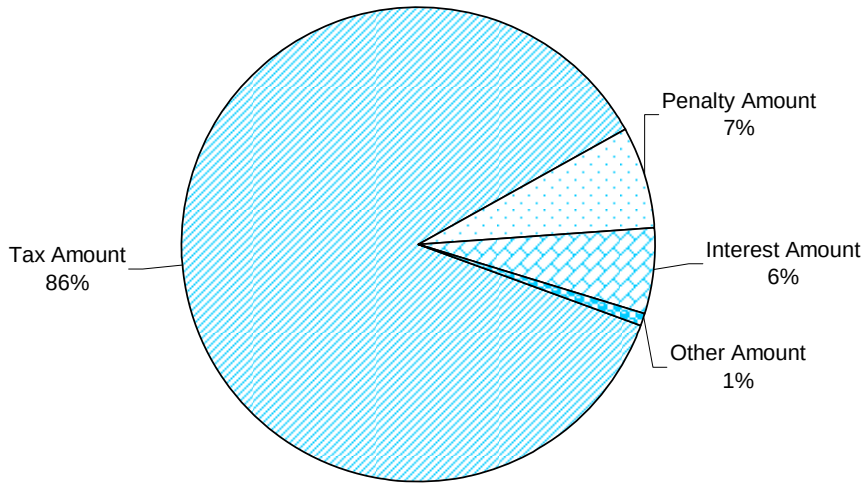
Over the past 5 years, Treasury's operating expenditures have increased 6%, from $2.1 million in FY 2008 to $2.2 million in FY 2012.

In FY 2012, the division billed 278,067 accounts for property taxes valued at $812.5 million. This accounts for two-thirds of the city's general fund revenues. In FY 2012, Treasury collected $800.1 million in property taxes or approximately 98% of the total amount billed, a 5% increase from $773.4 million in FY 2008.

Delinquent property taxes at the beginning of FY 2012 were $15.7 million, of which $6.4 million or 40.8% of delinquencies were collected by the end of FY 2012. The division reports that delinquent property taxes, consisting of outstanding FY 2012 taxes plus prior year uncollected delinquencies decreased to $12.7 million or a 27% decrease from the prior year and a 1% increase from FY 2008.

The number of delinquent real property tax accounts has decreased 6% from 7,733 in FY 2008 to 7,278 in FY 2012.

Composition of Delinquent Taxes for FY 2012



Source: Department of Budget and Fiscal Services

		Real Property Taxes					
	Treasury Operating Expenditures ($ million)	Taxes Levied ($ million)	Collections to Date ($ million)	Outstanding Delinquent Taxes ($ million)	Delinquency Rate	Delinquent Tax Collections ($ million)	Delinquent Real Property Tax Accounts[1]
FY 2008	$2.1	$773.4	$770.8	$12.6	1.6%	$6.4	7,733
FY 2009	$2.1	$798.0	$794.7	$16.0	2.0%	$7.0	7,355
FY 2010	$2.2	$849.1	$843.0	$16.8	1.8%	$7.9	7,517
FY 2011	$2.1	$804.3	$795.5	$17.2	2.2%	$8.6	7,133
FY 2012	$2.2	$812.5	$800.1	$12.7	1.6%	$10.5	7,278
Change over last 5 years	6%	5%	4%	1%	0%	64%	-6%

Source: Executive Operating Program and Budget (FY 2010-FY 2013) and Department of Budget and Fiscal Services
[1]Property tax installment payments are due on August 20 (first installment) and February 20 (second installment).

LIQUOR COMMISSION

The Honolulu Liquor Commission has sole jurisdiction, power, authority and discretion to grant, refuse, suspend and revoke any license for the manufacture, importation, or sale of liquor within the City and County of Honolulu. Its mission is to promote the community's health, safety, and welfare by efficiently and fairly administering and enforcing Hawai'i's liquor laws. The Liquor Commission is administratively attached to the Department of Budget and Fiscal Services but is wholly funded through revenues generated from liquor licenses and fees deposited into the Liquor Commission Special Revenue Fund.

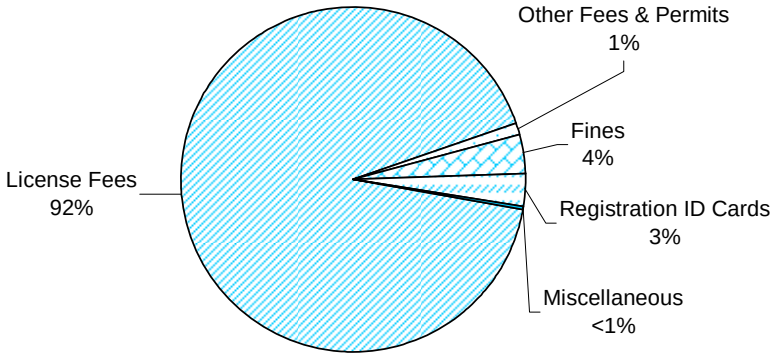
Over the past 5 years, the commission's operating expenditures declined 14%, from $2.7 million in FY 2008 to $2.3 million in FY 2012. Total authorized FTEs have remained at 50 FTE from FY 2008 to FY 2012. During this same time period, the commission has operated with a 42% vacancy rate.

All liquor licenses are renewed annually. New requests for liquor licenses, involve consideration of the number of existing licenses in the area, zoning and land use considerations, and input from parties in the affected neighborhood. Over the past 5 years, the number of liquor licenses in effect has remained fairly constant from 1,402 in FY 2008 to 1,394 in FY 2012.

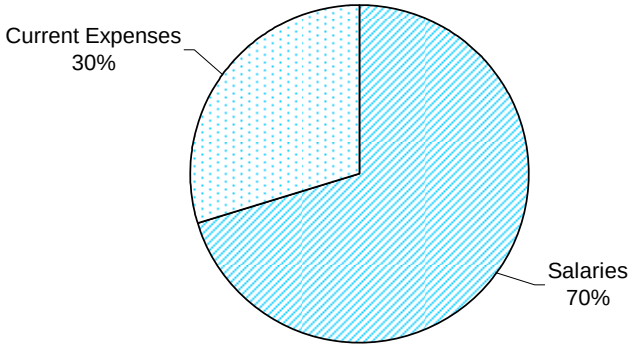
The commission notes that all public complaints received by any means are investigated. Over the past 5 years, public complaints[1] about premises serving liquor increased 17%. The commission attributes the rising trend to increased public awareness, ongoing education activities and greater access to the commission via the Internet, telephone, and outreach efforts. Reductions in the processing time of violations to adjudication have resulted in the increase of total violations adjudicated. This has resulted in a significant decrease in pending violations awaiting adjudication.

The commission believes that the key to reducing violations involving minors is through the education of licensee employees on the penalties related to service or sales to minors.

What Are the Sources of Liquor Commission's Funds? FY 2012



Where Does a Liquor Commission Dollar Go? FY 2012



Source: Executive Operating Program and Budget (FY 2013)

	Operating Expenditures ($ million)	Total Authorized FTEs	Overtime Expenditures		Total Liquor License Revenues ($ million)	Total Investigations Conducted	Public Complaints About Premises[1]	Total Violations Adjudicated	Total Violations Adjudicated Minors	% Adjudicated Violations: Minors
			Total	Non-Holiday						
FY 2008	$2.7	50	$305,320	$677	$3.6	10,500	330	461	155	34%
FY 2009	$2.9	50	$132,763	$3,753	$3.6	10,225	359	473	173	37%
FY 2010	$3.1	50	$108,253	$1,692	$3.7	10,354	364	387	109	28%
FY 2011	$2.1	50	$92,195	$3,207	$4.0	11,256	407	441	109	25%
FY 2012	$2.3	50	$103,157	$2,458	$3.8	15,471	386	590	211	36%
Change over last 5 years	-14%	0%	-66%	263%	6%	47%	17%	28%	36%	6%

Source: Honolulu Department and Agency Reports (FY 2008-FY 2012), Department of Budget and Fiscal Services and Liquor Commission. [1] Public complaints include all written, e-mail, in-person, and 24-hour hotline complaints about drug activity, prostitution, gambling, serving liquor to minors, excessive noise and other administrative violations. All complaints received are investigated.

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CHAPTER 3 - COMMUNITY SERVICES

The Department of Community Services' (DCS) mission is to create opportunities to improve the quality of life by administering human service, workforce and housing programs for economically challenged and special needs individuals and families in the City and County of Honolulu.

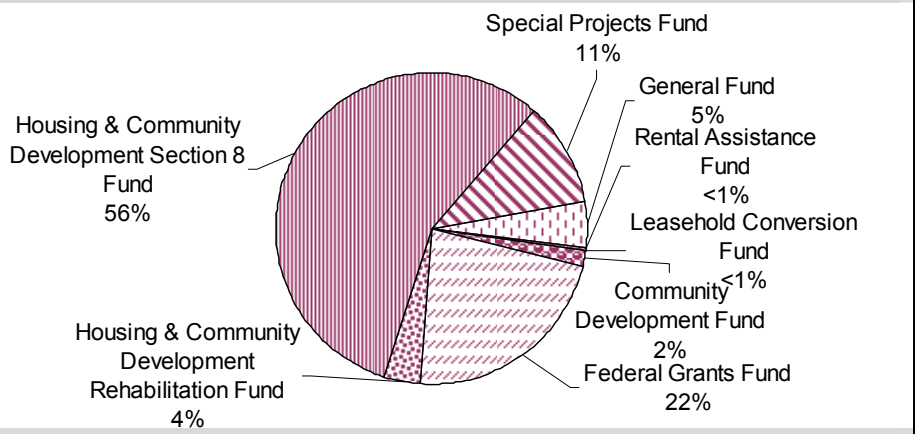
To accomplish the charter's mandate to serve and advance the general welfare and aspirations of city and county residents, administration's goal is to seek grants for human services and self-sufficiency for those with the greatest needs or challenges.

The department consists of the following:

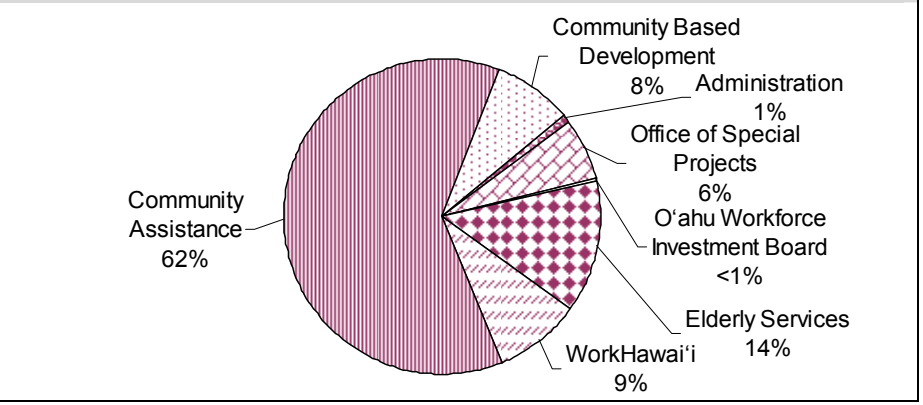
- Administration - Oversees the operational divisions.
- Community Assistance – Administers grants for rental, housing and homeownership assistance to low to moderate income families.
- Community Based Development – Administers grants for homeless and housing assistance, and community development.
- Elderly Affairs – Administers grants for older or disabled persons.
- WorkHawai'i – Administers grants for employment and job training programs.
- O'ahu Workforce Investment Board – Oversees and sets policies for O'ahu's workforce development system.
- Office of Special Projects - Serves as the liaison to the community to address the needs of the socially and economically disadvantaged.

DCS' expenditures were $80,134,047 in FY 2012, an increase of 11% from $72,358,122 in FY 2008. The department noted that operating expenditures increased due to additional grants awarded. Total authorized staffing increased by 3% to 246.8 FTE in FY 2012 from 240 FTE in FY 2008. Over the past five years, vacant FTE increased by 5%. There were 100.3 vacant FTE in FY 2012 compared with 95.5 in FY 2008. In FY 2012, total overtime expenditures were $94,180, which represented a 69% increase from $55,613 in FY 2008.

What Are the Sources of Community Services' Funds?[1]
FY 2012



Where Does a Community Services Dollar Go?[1]
FY 2012



Source: Department of Budget and Fiscal Services. [1] Percentages do not total to 100% due to rounding.

		Authorized Staffing			Overtime	
	Operating Expenditures	Total Authorized FTE	Vacant Authorized FTE	Cost per FTE[2]	Total Expenditures	Non-Holiday Expenditures[3]
FY 2008	$72,358,122	240.0	95.5	$301,492	$55,613	$54,696
FY 2009	$78,747,982	243.0	83.5	$324,066	$214,911	$206,402
FY 2010	$75,837,474	245.0	87.0	$309,541	$25,423	$24,874
FY 2011	$76,886,260	246.8	99.3	$311,533	$63,395	$63,395
FY 2012	$80,134,047	246.8	100.3	$324,692	$94,180	$94,107
Change over last 5 years	11%	3%	5%	8%	69%	72%

Source: Executive Operating Program and Budget (FY 2010-FY 2013), Full Time Equivalent (FTE) Department of Budget and Fiscal Services BRASS data (FY 2008-FY 2010), Advantage Budget System (ABS) data (FY 2011-FY 2012), and Department of Budget and Fiscal Services. [2]Cost per FTE = Operating Expenditures/Total Authorized FTE. [3] Overtime pay is established by bargaining unit agreement, as applicable.

Community Assistance

Administration provides direction and administrative support to its 6 divisions, one of them being the Community Assistance Division (CAD), which accounted for 62% of the department's FY 2012 operating expenditures.

CAD fulfills its goal of promoting individual self-sufficiency and improved housing and quality of life for people with physical, mental and economic challenges through its Section 8 Housing Choice Voucher and Family Self-Sufficiency (FSS) programs.

The Section 8 Housing Choice Voucher Program enables extremely low-income families, earning 30% of the median income, to rent housing units on the private rental market. In FY 2012, the program served 3,383 families, processed 1,277 applications and had 1,499 applicants on its waiting list. In FY 2012, the program processed almost 8 times more applications than in the previous fiscal year. CAD noted that this increase was due to its lease-up effort. Since FY 2008, the number of wait-listed applicants has decreased 79% from 7,000 to 1,499 applicants in FY 2012. CAD attributes the decrease to the program's lease-up effort, which involved contacting families on the waitlist since 2005, and removing those who did not respond from the list.

Property Renovation Funded by the Rehabilitation Loan Program FY 2012

Before After

Source: Department of Community Services

The Family Self-Sufficiency Program is a voluntary program designed to help participating Section 8 families transition off of government subsidies into social and economic self-sufficiency by providing counseling, career guidance, life coping workshops and other resources. In FY 2012, 183 families participated in the FSS Program, and 2 families became homeowners.

The Rehabilitation Loan Program provides loans to homeowners with incomes up to 80% of O'ahu's median income. The loans can be used to repair and correct deteriorated and hazardous conditions on the property. The program provides 0% interest loans with monthly payments based on a 15 or 20 year maturity. Rehabilitation loans approved and funded in FY 2012 totaled $1,041,796, which was over double the $447,796 funded in FY 2011. CAD attributes this increase to higher consumer confidence in the economy.

In FY 2012, about 9% of residents rated the availability of affordable quality housing as excellent or good, and 24% gave the same rating for variety of housing options, which were much below percentages reported nationwide and among cities with populations over 300,000. Among cities with populations over 300,000, Honolulu ranked last in both categories. The quality of services for low-income people was rated excellent or good by 40% of residents in FY 2012. This was an 8% increase from FY 2010, but a 6% decrease from the prior fiscal year. It was also below percentages reported nationwide, but similar to percentages reported by cities with populations over 300,000. In FY 2012, about 59% of residents had housing costs that comprise of 30% or more of their monthly income, which is much more than the percentages reported nationwide and among cities with populations over 300,000.

		Section 8 Housing Choice Voucher			Family Self-Sufficiency Program		
	CAD Operating Expenditures	Families Served	Wait-Listed Applicants	Applications Processed	Families Participated	Families Became Homeowners	Rehabilitation Loans Approved & Funded
FY 2008	$49,422,089	3,505	7,000	735	208	1	$1,832,891
FY 2009	$53,292,066	3,850	7,000	3,358	199	1	$2,569,342
FY 2010	$48,516,756	3,950	4,500	30	212	3	$2,455,000
FY 2011	$49,398,554	3,699	4,000	161	173	3	$447,796
FY 2012	$49,723,033	3,383	1,499	1,277	183	2	$1,041,796
Change over last 5 years	1%	-3%	-79%	74%	-12%	100%	-43%

	Citizen Survey (% Excellent or Good)			
	Availability of Affordable Quality Housing	Variety of Housing Options	Quality of Services for Low-Income People	Housing Cost Stress (≥30% of Income)
FY 2008	-	-	-	-
FY 2009	-	-	-	-
FY 2010	6%	24%	32%	54%
FY 2011	9%	25%	46%	61%
FY 2012	9%	24%	40%	59%
Change over last 3 years	3%	0%	8%	5%

Source: Honolulu Department and Agency Reports (FY 2008-FY 2012), Department of Budget and Fiscal Services, Department of Community Services, and 2012 National Citizen Survey (Honolulu)

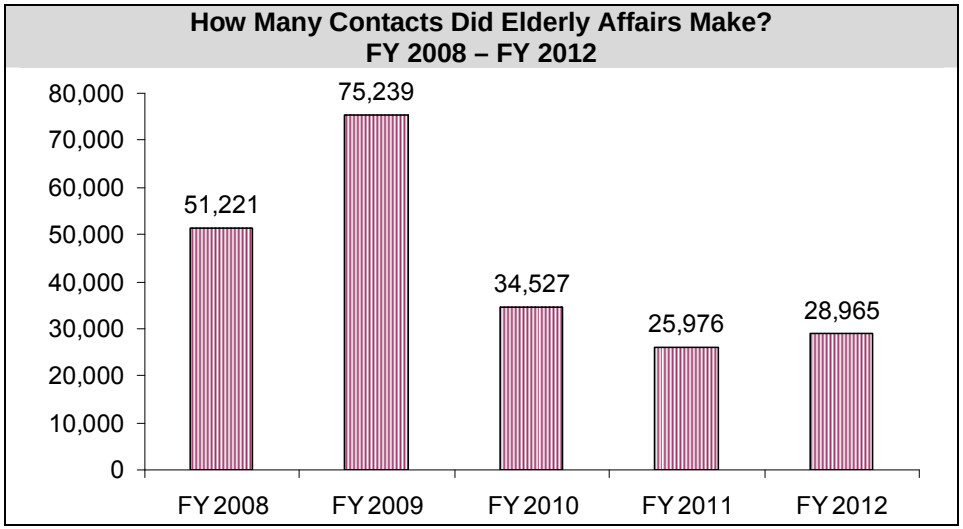
Community Based Development and Elderly Affairs

The Community Based Development Division's (CBDD) mission is to secure and administer grant funds for homeless assistance, community development and housing. It also identifies alternative funding sources to maximize city resources. CBDD's operating expenditures increased 41% from $4.6 million in FY 2008 to $6.4 million in FY 2012. According to the division, this increase is due to incoming federal grant funding for subrecipients.

The Shelter Plus Care Program provides housing subsidies and case management services to disabled homeless individuals. Individuals pay 30% of their income toward rent, and the uncovered portion is subsidized through the program. Since FY 2008, the number of Shelter Plus Care rental assistance slots has increased 23% from 266 to 328 slots in FY 2012. According to CBDD, this trend is attributed to increased effectiveness in securing grants, increased efficiency in executing contracts, and training.

The Elderly Affairs Division (EAD) administers grants to non-profit organizations to provide meal services, nutrition counseling, transportation assistance, attendant care, adult day care, housing and legal assistance, caregiver respite, and interpretation and translation services. EAD's operating expenditures increased 56% from $7.1 million in FY 2008 to $11.0 million in FY 2012.

Under the Aging Network Service System, 5,325 seniors received meal, personal care and transportation services; and 55,719 seniors received counseling, health promotion, housing and legal assistance in FY 2012, which is a 168% increase from the 20,789 who received these services in FY 2008. According to EAD, this increase is due to a rapidly growing and aging population, with younger seniors having higher disability and need levels; the federal Aging and Disability Resource Center mandate, which expanded service requirements for EAD and its contractors to not only seniors, but to disabled persons of any age and their caregivers; and higher level of State Kupuna Care funding.



Source: Department of Community Services

Through the Kupuna Care Program, 184,711 home delivered meals were provided in FY 2012, which is a 12% increase from the 165,345 meals delivered in FY 2008.

In 2012, EAD made 28,965 informational, assistance-related and outreach contacts, a 43% decrease from the 51,221 contacts made in FY 2008. The division attributes this decrease to the combination of having lower staffing levels and the increased complexity and risk of the needs and demands for assistance.

In FY 2012, 50% of residents rated the quality of services provided for seniors as excellent or good, which was similar among cities with populations over 300,000, but much below percentages reported nationwide. About 80% of residents believe homelessness is a major problem in FY 2012, which is the same percentage as in the prior fiscal year.

	Operating Expenditures		CBDD	Elderly Affairs				Citizen Survey			
				Aging Network Service System					(% Excellent or Good)		(%Major Problem)
	CBDD	EAD	Shelter Plus Care Rental Assistance Slots	Received Meals, Personal Care & Transportation	Received Counseling, Health Promotion, Housing & Legal Assistance	EAD Outreach Contacts	Kupuna Care Program- No. of Home Delivered Meals		Quality of Services for Seniors		Homeless and/or Homelessness
FY 2008	$4,573,281	$7,085,973	266	5,937	20,789	51,221	165,345	FY 2008	-	FY 2008	-
FY 2009	$4,587,460	$7,091,320	288	6,395	15,455	75,239	182,216	FY 2009	-	FY 2009	-
FY 2010	$5,715,595	$7,411,861	316	5,686	70,100	34,527	175,605	FY 2010	44%	FY 2010	-
FY 2011	$5,514,510	$8,506,517	316	5,546	53,505	25,976	162,819	FY 2011	49%	FY 2011	80%
FY 2012	$6,428,732	$11,032,922	328	5,325	55,719	28,965	184,711	FY 2012	50%	FY 2012	80%
Change over last 5 years	41%	56%	23%	-10%	168%	-43%	12%	Change over last 3 years	6%	Change over last 2 years	0%

Source: Honolulu Department and Agency Reports (FY 2008-FY 2012), Department of Budget and Fiscal Services, Department of Community Services, and 2012 National Citizen Survey (Honolulu)

WorkHawai‘i, O‘ahu Workforce Investment Board and Special Projects

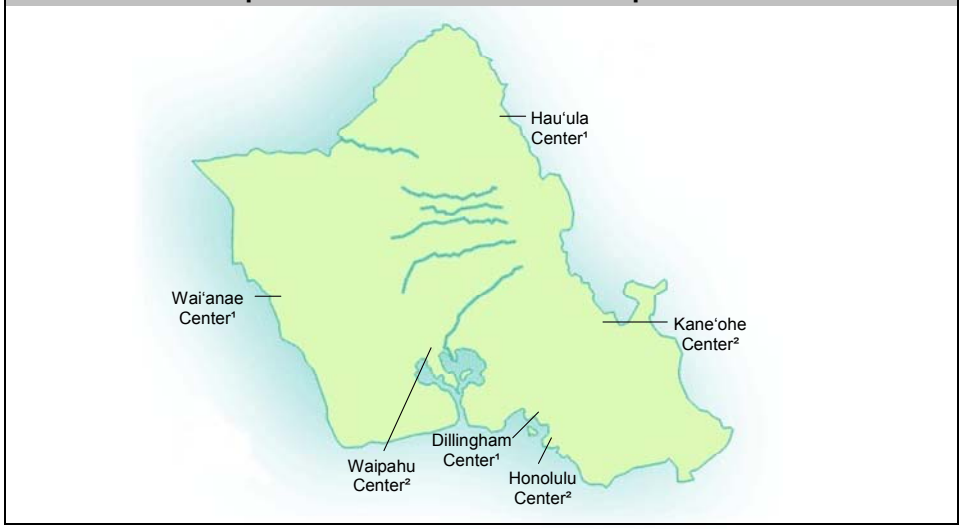
The WorkHawai‘i Division administers grants for Workforce Investment Act programs. Its mission is to oversee programs that assist in the development of a quality workforce for Honolulu businesses. In FY 2012, 496 companies participated in various job fairs, and 37,960 job seekers were served, which is almost 3 times the 12,859 served in FY 2008. WorkHawai‘i attributes this increase to online services provided through a virtual system called HireNet Hawai‘i.

In FY 2012, 37 businesses participated in the On the Job Training Program, which reimburses employers 50% of wages paid for training. This is a 76% increase from the 21 businesses that participated in FY 2008. According to WorkHawai‘i, this increase is the result of enhanced marketing efforts to encourage businesses to participate, because of the funds made available from 2 additional grants.

The O‘ahu Workforce Investment Board (OWIB) oversees and sets policies for O‘ahu WorkLinks, which is O‘ahu’s workforce development system, established by the Workforce Investment Act. O‘ahu WorkLinks focuses on services supporting the retention and expansion of local businesses. OWIB’s operating expenditures decreased 92% from $1.4 million in FY 2008 to $105,251 in FY 2012. According to the division, this decrease is the result of federal budget changes and changes made to the division’s budget by the department’s administration in FY 2007.

O‘ahu WorkLinks One-Stop Centers provide federally funded business assistance and job seeker services. Since FY 2008, the number of One-Stop Center users has increased 75% from 14,859 to 26,068 users in FY 2012. According to WorkHawai‘i and OWIB, this increasing trend is attributed to the higher unemployment rate, weak economy, and effective outreach efforts made by OWIB board members.

Map of O‘ahu WorkLinks One-Stop Centers



Source: Office of the City Auditor (Honolulu) and Department of Community Services. ¹ Operated by the City and County of Honolulu. ² Operated by the Hawai‘i State Department of Labor & Industrial Relations.

The Office of Special Projects (OSP) administers Community Development Block Grant (CDBG) program grants that support community-based organizations with entrepreneurial, business and technical training for low and moderate income individuals to develop and grow their new or existing business. In FY 2012, OSP awarded 5 CDBG grants totaling $1,051,000 to provide services for Honolulu’s communities. The number of CDBG grants awarded increased by 25% over the last five years. OSP’s operating expenditures increased 120% from $2.3 million in FY 2008 to $5.1 million in FY 2012.

	Operating Expenditures			WorkHawai‘i			OWIB	OSP	
	WorkHawai‘i	OWIB	OSP	On the Job Training Program Business Partners	Job Seekers Served	Job Fair Companies	O‘ahu WorkLinks One-Stop Center Users	CDBG[3] Grants	CDBG[3] Funds
FY 2008	$5,817,226	$1,389,446	$2,334,152	21	12,859	602	14,859	4	$623,000
FY 2009	$7,428,054	$1,177,836	$4,424,343	15	13,704	375	17,548	4	$109,000
FY 2010	$8,682,981	$1,132,597	$3,640,937	26	20,110	400	20,110	3	$401,000
FY 2011	$7,640,772	$107,278	$4,962,488	17	12,698	450	22,898	2	$214,000
FY 2012	$6,956,559	$105,251	$5,127,820	37	37,960	496	26,068	5	$1,051,000
Change over last 5 years	20%	-92%	120%	76%	195%	-18%	75%	25%	69%

Source: Honolulu Department and Agency Reports (FY 2008-FY 2012), Department of Budget and Fiscal Services and Department of Community Services. [3] Community Development Block Grant - program funded by the U.S. Department of Housing and Urban Development (HUD).

CHAPTER 4 - CORPORATION COUNSEL

The Department of the Corporation Counsel (COR) serves as the chief legal advisor and legal representative for all city agencies, the city council, and all officers and employees in matters relating to their official powers and duties. The department represents the city in all legal proceedings and performs all other legal services.

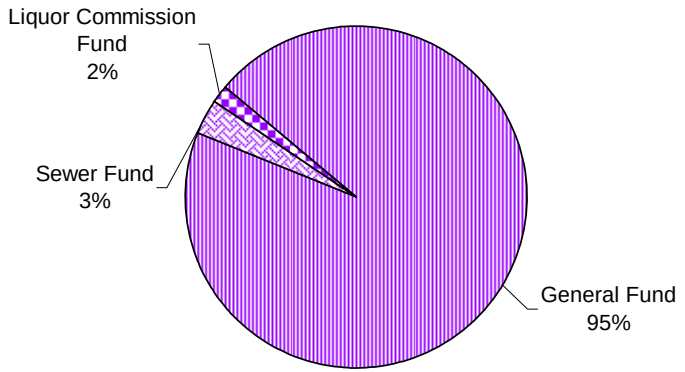
The department's mission is to meet the diverse legal needs of its clients, by advising its clients proactively, and by effectively representing and litigating their interests, while maintaining the highest standards of professionalism and ethics.

In FY 2012, the department had two goals consistent with the mayor's priority for fiscal sustainability: cost containment and developing supplemental sources of revenue. The department worked towards cost containment by working with other city departments and project management office to reduce operational costs and potential liabilities and by continuing to reduce hard copy book subscriptions in favor of on-line and CD-rom based research. In order to develop supplemental sources of revenue, the department worked towards pursuing and expending federal and other grants/funding and pursued collection matters and claims on the city's behalf.

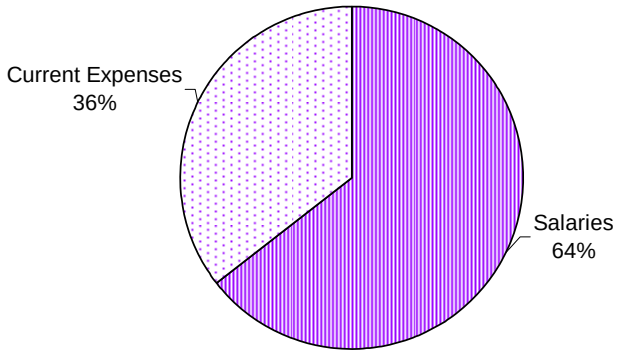
COR assisted the Department of Environmental Services (ENV) in its negotiation of a power purchase agreement with Hawaiian Electric Company (HECO) for the sale by the city and purchase by HECO of the electricity produced from the city's H-POWER operation. The city anticipates receipts of approximately $80 to $85 million of revenue from HECO for 20 years.

COR continued to assist ENV and the Department of Design and Construction (DDC) in fulfilling the terms of the 2010 global consent decree for the city's wastewater system. In FY 2012, COR assisted ENV and DDC at the first annual status conference with the court. The U.S. Environmental Protection Agency (EPA), state Department of Health (DOH), and various non-governmental entities (NGOs) agreed that there were no compliance concerns for the year. COR will continue to represent ENV in all matters related to the requirements of the consent decree.

What Are the Sources of Corporation Counsel's Funds? FY 2012



Where Does a Corporation Counsel Dollar Go?



Source: Department of Budget and Fiscal Services

Staffing and Spending

Corporation Counsel's legal services activity has an Administration Division and three other divisions. Their missions are:

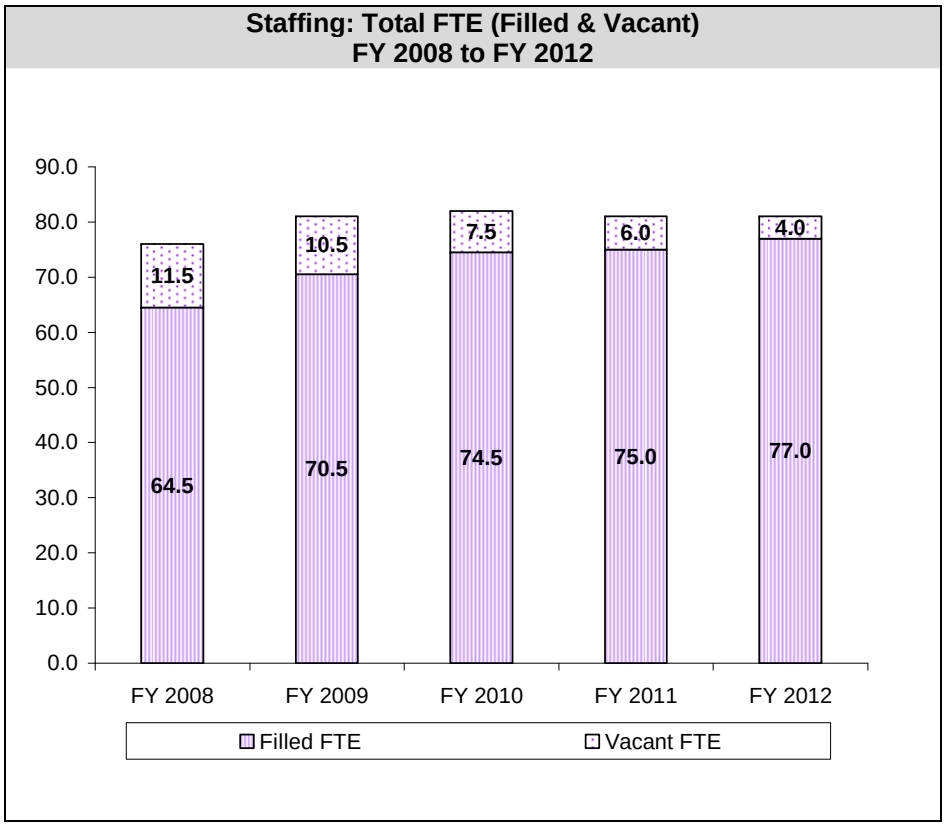
- Administration directs and coordinates the operations of the department's Counseling and Drafting and Litigation Divisions and the Real Property Tax Section. This activity also provides administrative support services in personnel, fiscal/budgetary and organizational management to the COR divisions and the Ethics Commission.

- Counseling and Drafting renders oral and written legal opinions to the mayor, city council, and all city departments; defends the city in administrative proceedings and appeals; drafts and reviews legal documents, ordinances, and resolutions; and drafts state legislation.

- Litigation represents the city and its employees (acting in the course and scope of their employment) before all of the courts in the State of Hawai'i; processes and litigates personal injury and property damage claims by or against the city; and seeks collections for monies owed to the city.

- Real Property Tax was created to maximize the intake of real property tax revenues for the city. This division provides legal advice, support and defends the city in real property tax appeals.

Over the last five years, overtime expenditures decreased 90% from $861 to $88. According to the department, overtime expenditures decreased because the department has made a concerted effort to fill all vacant funded support staff positions, which in part allowed them to better manage work requirements and related overtime expenses.



Source: Full Time Equivalent (FTE) Department of Budget and Fiscal Services BRASS data (FY 2008-FY 2010) and Advantage Budget System (ABS) data (FY 2011-FY 2012)

	Operating Expenditures ($ million)[1]	Total Authorized FTE[1]	Total Vacant FTE	Cost Per FTE	Overtime Expenditures[2]	Attorney FTE Filled	Attorney FTE Vacant	Counsel and Drafting Cases	Litigation Cases	Real Property Tax Cases	Real Property Tax Recoveries[3]	Total Number of Cases
FY 2008	$6.0	76.0	11.5	$78,994	$861	38.0	5.0	11,969	3,060	268	-	15,297
FY 2009	$6.3	81.0	10.5	$78,181	$88	42.0	1.0	12,353	4,030	204	-	16,587
FY 2010	$7.1	82.0	7.5	$86,998	$862	41.0	4.0	10,584	2,664	406	$5.0	13,654
FY 2011	$6.7	81.0	6.0	$82,517	$250	44.0	1.0	11,025	2,558	528	$3.1	14,111
FY 2012	$7.8	81.0	4.0	$95,662	$88	43.0	2.0	11,814	2,619	889	$3.5	15,322
Change over last 5 years	29%	7%	-65%	21%	-90%	13%	-60%	-1%	-14%	232%	-30%	<1%

Source: Department of the Corporation Counsel, Executive Operating Program and Budget (FY 2010-FY 2013), Department of Budget and Fiscal Services, Full Time Equivalent (FTE) Department of Budget and Fiscal Services BRASS data (FY 2008-FY 2010), and Advantage Budget System (ABS) data (FY 2011-FY 2012)
[1] Ethics Commission not included. [2] Excludes APEC overtime expenditures. [3] Percent change over last three years.

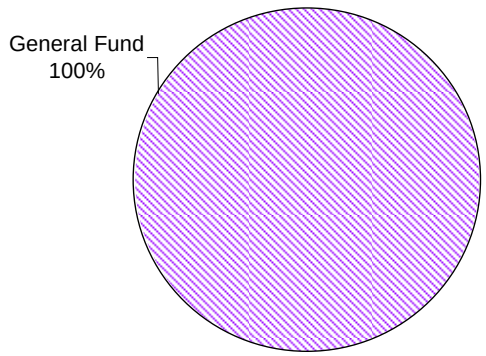
ETHICS COMMISSION

The Ethics Commission was established in 1962 and has seven commissioners who are appointed by the mayor and confirmed by the city council for 5-year staggered terms. The Ethics Commission is administratively attached to the Department of the Corporation Counsel.

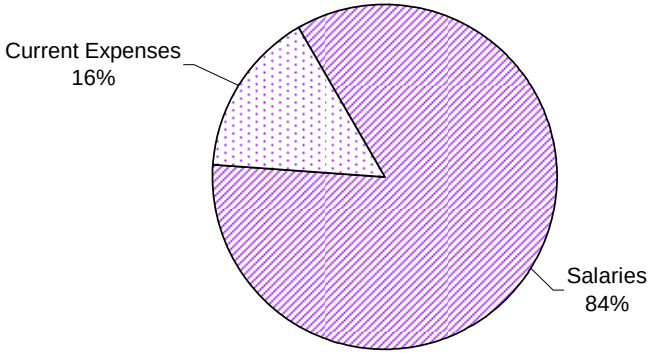
The commission's mission is to ensure that city officers and employees understand and follow the ethical standards of conduct governing their work for the public. The commission's purpose is consistent with the city's goal of promoting transparency and public trust. The commission renders advice on ethics questions to city personnel, the public and the media; investigates complaints of violations of the ethics laws; and recommends discipline to appointing authorities for violations of the ethics laws. The commission is authorized to impose civil fines for ethics violations by elected and appointed officers and employees. It also develops and implements education programs, including mandatory ethics training and retraining for all city personnel. The commission also recommends legislation before the council and the Legislature; develops guidelines explaining the standards of conduct; reviews and maintains financial disclosure statements of city officials with significant discretionary authority; and regulates lobbying and lobbyists.

The commission's main focus is on deterring conflicts of interest and the misuse of government resources or positions by city personnel. The commission implements its objectives through a balance of training programs, advice, enforcement actions, and legislation. The commission has three permanent full-time positions, including the Executive Director/Legal Counsel, Associate Legal Counsel, and a legal clerk. The commission is supported entirely by the General Fund.

What is the Source of Ethics Commission's Funds?
FY 2012



Where Does an Ethics Commission Dollar Go?
FY 2012



Source: Department of Budget and Fiscal Services and Honolulu Ethics Commission

	Operating Expenditures	Staffing (Total FTE)	Vacant FTE	Cost per FTE	Website Hits
FY 2008	$192,879	2.0	0.0	$96,440	5,480
FY 2009	$207,188	2.0	0.0	$103,594	8,424
FY 2010	$180,388	2.0	0.0	$90,194	9,497
FY 2011	$187,871	3.0	0.0	$62,624	4,897
FY 2012	$254,234	3.0	0.0	$84,745	6,064
Change over last 5 years	32%	50%	0%	-12%	11%

Source: Executive Operating Program and Budget (FY 2010-FY 2013), Department of Budget and Fiscal Services and Honolulu Ethics Commission

ETHICS COMMISSION

The director's top priority in FY 2012 was to continue reducing the backlog of complaints of ethical misconduct. At the end of FY 2012, there were 36 complaint investigations that were outstanding.

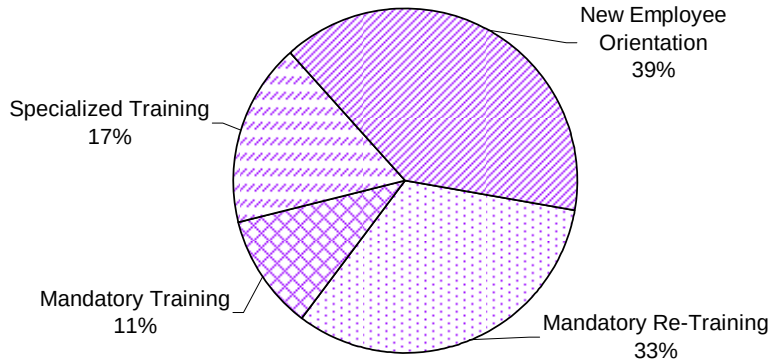
The commission entered a record of 11 formal advisory opinions, including 5 opinions finding serious ethics violations by city officers. The commission imposed its highest civil fine to date of $6,500 on a councilmember.

In June 2012, a new law was enacted that requires all city officers and employees to attend ethics training over the next two years. The new training program should further reduce the number of unintentional ethics violations and should enhance employee productivity and morale as well as public confidence in the ethical conduct of city employees and officers.

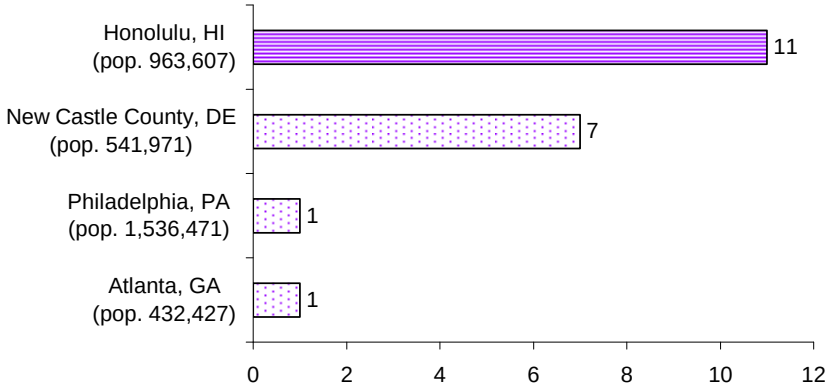
In FY 2012**,** the commission answered 370 requests for advice. The number of requests for advice is in line with previous years' responses.

The number of complaints opened for investigation increased 126% over the last five years. According to the commission, the increase is a result of mandatory ethics training and retraining that emphasizes the difference between ethical and unlawful behavior in practical terms, as well as a steady increase in the number of high level city officers and administrators who support the commission's work within their agencies.

Types of Ethics Training Conducted FY 2012



National Comparison: Annual Formal Advisory Opinions Rendered



Source: Honolulu Ethics Commission and various city and county websites

	Mandatory Re-Training	Mandatory Training	Specialized Training	New Employee Orientation	Total Training	Advice Requests & Complaints	Complaints Opened for Investigation	Requests for Advice Answered
FY 2008	783	272	302	383	1,740	350	31	350
FY 2009	232	258	142	446	1,078	367	77	290
FY 2010	206	350	99	309	964	360	91	267
FY 2011	313	137	101	336	887	473	81	392
FY 2012	368	121	194	446	1,129	440	70	370
Change over last 5 years	-53%	-56%	-36%	16%	-35%	26%	126%	6%

Source: Honolulu Ethics Commission

CHAPTER 5 - CUSTOMER SERVICES

The Customer Services Department's (CSD) mission is to provide the highest quality of service to the public, whether in person, by phone, or electronically. In line with the mayor's strategic goal to promote fiscal responsibility, CSD's divisions identified cost savings and efficiencies in FY 2012.

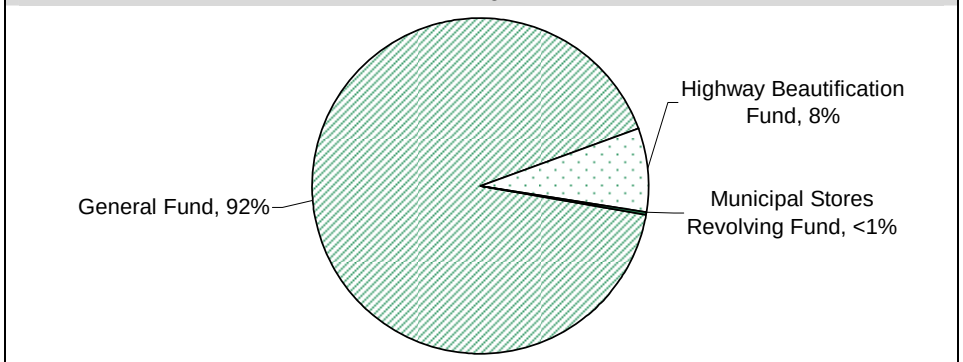
The department is comprised of the following:

- 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.

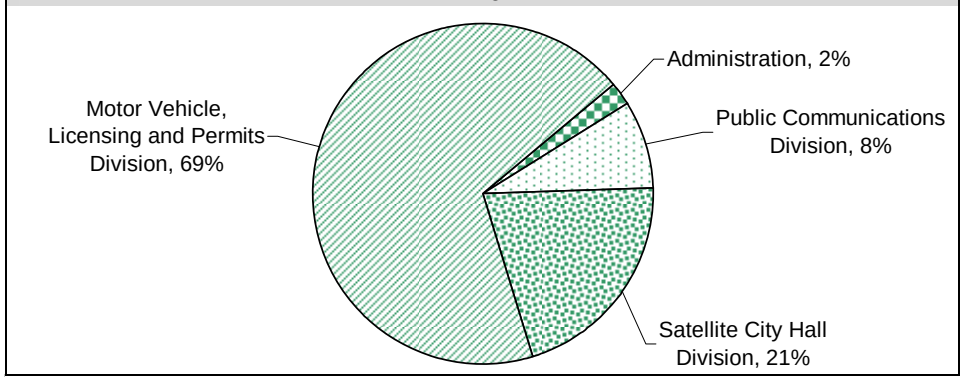
Over the past five years, total authorized FTE staffing has increased by 3% and vacancies have increased 125%. The department explained that city wide budget restrictions, retirements/resignations, and hiring delays over the past three fiscal years have contributed to the department's increasing vacancy rate.

Total operating expenditures in FY 2012 of $18.9 million have fallen slightly below expenditures in FY 2008 of nearly $19.7 million. Over the past fiscal year, the department reduced its operating expenditures due to overall budget constraints on operations. Over the past five years, overtime expenditures have decreased 88%, from $145,105 in FY 2008 to $17,483 in FY 2012 due to monitoring work assignments, adjusting work schedules, and switching from a 6-day to a 5-day operation in the Satellite City Hall Division, according to the department.

What Are the Sources of Customer Services' Operating Funds? FY 2012



Where Does a Customer Services Dollar Go? FY 2012



Source: Department of Budget and Fiscal Services

In the 2012 Citizen Survey, 63% of Honolulu residents rated their overall impression of city employees excellent or good compared to 65% in 2010.

	Operating Expenditures	Revenues	Total Authorized FTE	Total Vacant FTE	Cost per FTE[1]	Total Overtime Expenditures
FY 2008	$19,749,328	$102,735,665	298	32	$66,273	$145,105
FY 2009	$20,241,075	$101,630,431	298	37	$67,923	$133,696
FY 2010	$20,340,161	$116,059,141	298	45	$68,150	$132,632
FY 2011	$18,823,857	$142,520,435	299	56	$62,956	$58,490
FY 2012	$18,924,156	$152,152,947	308	72	$61,442	$17,483
Change over last 5 years	-4%	48%	3%	125%	-7%	-88%

Citizen Survey	(% Excellent or Good)
	Overall Impression of City Employees
FY 2008	-
FY 2009	-
FY 2010	65%
FY 2011	60%
FY 2012	63%
Change over last 3 years	-2%

Source: Executive Operating Program and Budget (FY 2010-FY 2013), Department of Budget and Fiscal Services, Full Time Equivalent (FTE) Department of Budget and Fiscal Services BRASS data (FY 2008-FY 2010), Advantage Budget System (ABS) data (FY 2011-FY 2012), Customer Services Department, Honolulu Department and Agency Reports (FY 2008- FY 2012), and 2012 National Citizen Survey (Honolulu). [1]Cost per FTE=Operating Expenditures/Total Authorized FTE.

Administration and Public Communication

Administration provides policy guidance, direction and administrative support to the department's 3 divisions. In FY 2012, administration's goals mirrored the Mayor's focus on lean operating budgets and identifying savings.

Administration accounted for 2% of the department's expenditures for FY 2012. Over the past 5 years, its operating expenditures have decreased by 4% due to delay in hiring.

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 the 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. In FY 2012, among single issue categories, Public Communication received the most complaints for special needs/fair housing (1,138) and abandoned vehicles (1,124), while tree and plant maintenance (418) ranked sixth.

Public Communication accounts for 8% of the department's expenditures. Over the past five years, the division's operating expenditures decreased by 21% primarily due to salary savings; the division has delayed hiring and hiring at lower salaries to help decrease operating expenses.

In the 2012 Citizen Survey, 42% of Honolulu residents rated city public information services as excellent or good, which is a 1% increase from the 41% of residents in 2010.

Top Six Single Issue Complaints Reported FY 2012

Rank	Description (Responding Department)	Total Complaints
#1	Special Needs Housing/Fair Housing (HOU)	1,138
#2	Abandoned Vehicle (CSD)	1,124
#3	Street Light Repair & Maintenance (DFM)	929
#4	Bulky Item Service (City) (ENV)	502
#5	Signs & Marking Maintenance; Contraflow (DFM)	491
#6	Tree & Plant Maintenance (DPR)	418

Source: Customer Services Department

	Operating Expenditures		Public Communication			Citizen Survey (% Excellent or Good)	
				Number of Complaints Resolved[2]			
	Administration	Public Communication	Complaint Actions Processed[1]	Resolved by CSD	Resolved by Departments		Public Information Services
FY 2008	$443,794	$1,974,996	15,759	6,290	16,179	FY 2008	-
FY 2009	$501,583	1,983,066	15,866	6,047	15,753	FY 2009	-
FY 2010	$565,272	$1,948,774	14,857	5,140	15,190	FY 2010	41%
FY 2011	$470,025	$1,770,381	13,561	4,853	14,552	FY 2011	47%
FY 2012	$425,243	$1,570,332	13,147	1,363	10,807	FY 2012	42%
Change over last 5 years	-4%	-20%	-17%	-78%	-33%	Change over last 3 years	1%

Source: Department of Budget and Fiscal Services, Customer Services Department and 2012 National Citizen Survey (Honolulu)

[1] Complaint actions processed includes complaints received by phone, e-mail, on-line, written and other miscellaneous methods. [2] Number of Complaints "Resolved by CSD" and "Resolved by Departments" is different from "Complaint Actions Processed" due to complaints being resolved in years other than when the complaint was received.

Motor Vehicle, Licensing and Permits

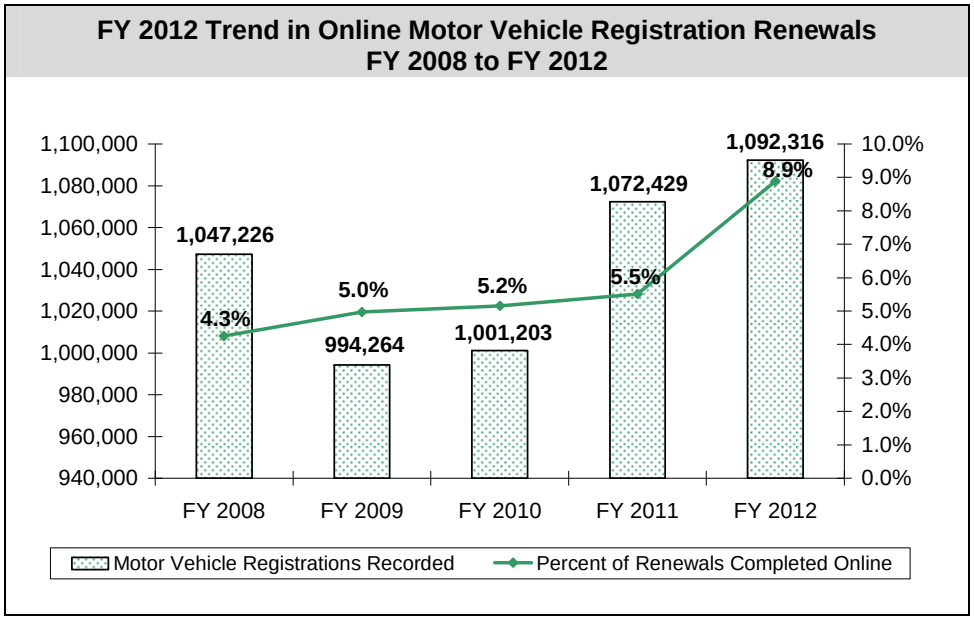
Motor Vehicle, Licensing and Permits (MVLP) primarily processes motor vehicle registrations, issues driver and business licenses, issues permits for disabled parking; and administers and enforces the motor vehicle inspection programs. It issues animal registrations, licenses and permits; and administers 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.

Online motor vehicle registration renewals saves the city an estimated $1.68 per transaction. Over the past 5 years, online renewals increased over 117% which the division attributes to increased use of the internet by the public to pay bills. Implementing cost savings and efficiencies through technology supports the department's and mayor's strategic goal to restore the city's financial health.

The majority of the department's expenditures for FY 2012 are from MVLP (69%). The division's operating expenditures decreased just over 1% from FY 2008 to FY 2012 while the total revenues collected increased over 51%. This large 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.

Other notable events in FY 2012 include:

- March 5, 2012 implemented the state's Legal Presence Act as a condition of issuance of a driver license;
- March 5, 2012 implemented the issuance of temporary paper driver licenses and the mailing of the permanent plastic licenses upon completion of REAL ID required verification of federal systems;
- Began working on an RFP with the state Department of Transportation for implementation of an electric periodic vehicle inspection reporting program.



Source: Customer Services Department and Honolulu Department and Agency Reports (FY 2008-FY 2012)

	Operating Expenditures	Total Revenues Collected	Total Revenue Transactions Processed	Total Motor Vehicle Registrations Recorded	Online Vehicle Registration Renewals
FY 2008	$13,183,284	$100,074,304	1,312,914	1,047,226	44,613
FY 2009	$13,551,012	$99,938,539	1,265,123	994,264	49,449
FY 2010	$13,613,402	$113,425,478	1,322,252	1,001,203	51,674
FY 2011	$12,776,945	$138,567,948	1,360,413	1,072,429	59,107
FY 2012	$12,992,700	$151,651,277	1,366,000	1,092,316	97,103
Change over last 5 years	-1%	52%	4%	4%	118%

Source: Executive Operating Program and Budget (FY 2010-FY 2013), Department of Budget and Fiscal Services and Customer Services Department

Satellite City Halls

Satellite City Halls (SCH) provides 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 and Windward City.

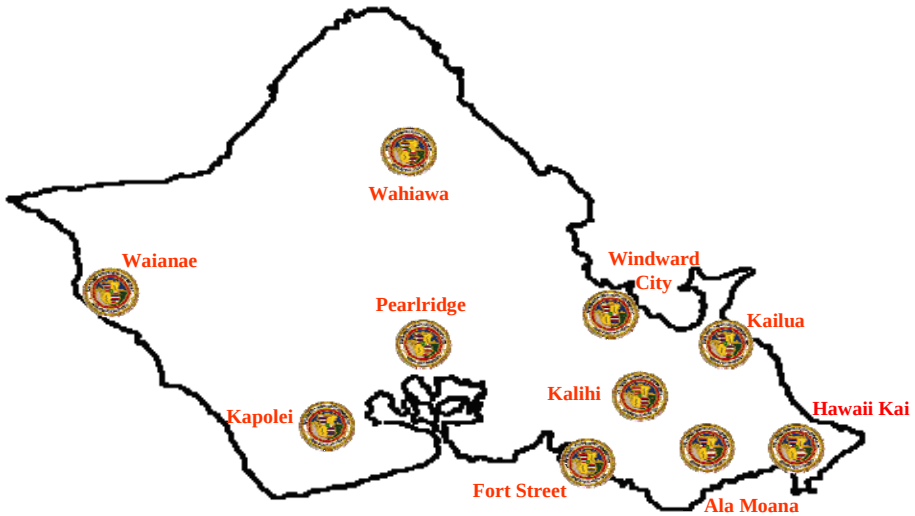
Satellite offices process primarily motor vehicle registration and title transactions. Other services include processing payments for water bills and real property tax, sales of monthly bus passes, spay/neuter certificates; dog, bicycle and moped licenses; as well as permits for disabled parking, picnic, loading zone, bus stop parking, and fireworks; and also 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.

In FY 2012, the Fort Street satellite office received major renovations to better service the public and represented the city's commitment towards the beautification of the downtown district.

SCH accounts for 21% of the department's expenditures. Over the past five years, operating expenditures decreased just over 5% from FY 2008 to FY 2012 because of furloughs and overall budget constraints. The number of transactions processed at satellite locations has remained steady over the past five years. However, the division notes that revenue collected grew 36% over the previous year largely due to weight tax increases of one cent per pound. Effective January 2011, the county weight tax increased and effective November 2011, the state motor vehicle weight tax increased.

In the 2012 Citizen Survey, 54% of residents rated the quality of Satellite City Hall services excellent or good, a decrease of 3% from 57% in 2010. From their most recent contact with city employees in 2012, a majority of Honolulu residents rated employees' knowledge (68%), courtesy (67%), responsiveness (66%) excellent or good, which are all slight increases from the previous years.

Satellite City Hall Locations Across O'ahu



Source: Customer Services Department

During FY 2012, mandatory Supplemental Time Off leaves and delays in hiring proved challenging for satellite personnel and the public due to longer lines and wait times. Legal Presence requirements for driver licenses went into effect on March 5, 2012. These added requirements for documents to renew a driver license have resulted in significantly longer customer wait times at the satellite offices offering driver licensing services.

	Operating Expenditures	Total Revenue Collected	Walk-in Customers Serviced	Total Transactions Processed
FY 2008	$4,147,254	$133,714,933	1,093,779	924,545
FY 2009	$4,205,414	$128,277,328	1,066,844	901,276
FY 2010	$4,212,713	$139,493,815	1,109,990	932,265
FY 2011	$3,806,506	$145,006,895	1,083,391	916,306
FY 2012	$3,935,881	$182,136,996	1,078,220	937,583
Change over last 5 years	-5%	36%	-1%	1%

	2012 Citizen Survey (% Excellent or Good)			
		Impressions of City Employees		
	Quality of Satellite City Hall Services	Knowledge	Courtesy	Responsiveness
FY 2008	-	-	-	-
FY 2009	-	-	-	-
FY 2010	57%	70%	66%	63%
FY 2011	61%	66%	63%	58%
FY 2012	54%	68%	67%	66%
Change over last 3 years	-3%	-2%	1%	3%

Source: Executive Operating Program and Budget (FY 2010-FY 2013), Department of Budget and Fiscal Services, Customer Services Department, and 2012 National Citizen Survey (Honolulu)

CHAPTER 6 - DESIGN AND CONSTRUCTION

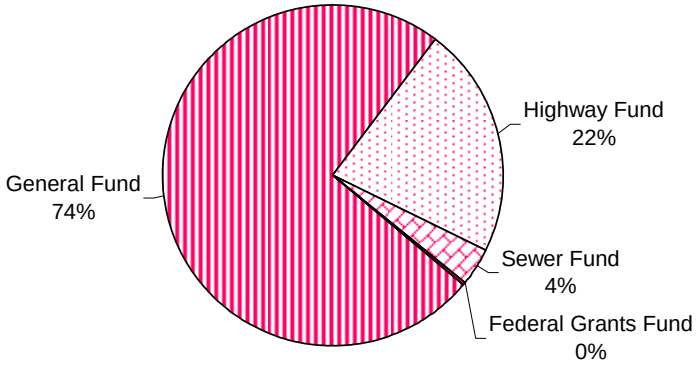
The Department of Design and Construction (DDC) is the central agency responsible for administering the city's Capital Improvement Program (CIP). Its mission is to provide planning, land acquisition, design, construction, and inspection for public facilities of the City and County of Honolulu. DDC's mission is consistent with the charter mandate to direct and perform the planning, engineering, design and construction of public buildings.

The department consists of three operating functions. Administration provides administrative services support including personnel management, and CIP and operating budget preparation. Project and Construction Management oversees CIP activities related to city facilities such as roads, wastewater collection and treatment system, bridges, and others. Land Services conducts land surveys, title searches, appraisals, negotiations and acquisition of real property and easements for all city projects.

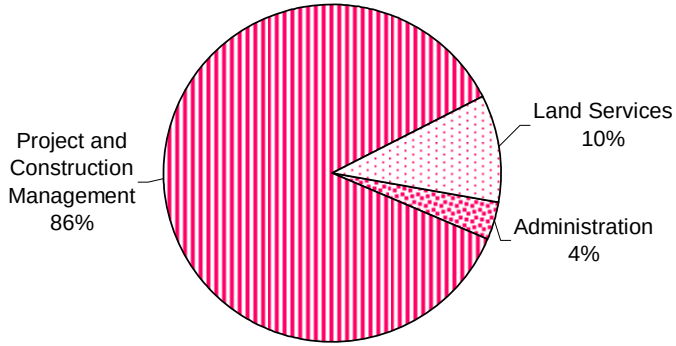
Over the last five years, total expenditures increased 11%. According to the department the increase was due to increased utility costs. During the same time period departmental revenues nearly tripled from $1.5 million to $4.4 million. DDC explained that the revenue increase was due primarily to a large refund from the prior year.

One of the mayor's FY 2012 priorities was to reduce department vacancies. DDC's 21% vacancy reduction over the last five years is consistent with the mayor's goal. DDC explained that over the years it was unable to offer competitive salaries with the private sector to fill many professional-class jobs. However, starting FY 2008, the local recession created a tight job market where private sector hiring declined and many individuals were laid off. As a result, the city was able to fill vacancies. Non-holiday overtime expenditures also declined 53% from FY 2008 to FY 2012. The department noted that fewer vacancies decreased the need for overtime.

What Are the Sources of Design and Construction's Funding? FY 2012



Where Does a Design and Construction Dollar Go? FY 2012



Source: Department of Budget and Fiscal Services

	Total Operating Expenditures ($ million)	Administration Expenditures ($ million)	Revenues ($ million)	Total Authorized FTE	Total Vacant FTE	Cost Per FTE[1]	Total Overtime Expenditures	Non-Holiday Overtime Expenditures[2]
FY 2008	$18.9	$0.9	$1.5	319	112	$59,270	$235,489	$229,103
FY 2009	$20.4	$1.0	$0.8	319	93	$63,952	$208,117	$200,585
FY 2010	$20.6	$0.9	$1.8	319	89	$64,717	$182,755	$176,367
FY 2011	$19.9	$0.8	$2.8	319	89	$62,268	$90,999	$86,767
FY 2012	$21.0	$0.8	$4.4	320	89	$65,513	$112,345	$108,287
Change over last 5 years	11%	-9%	194%	0%	-21%	11%	-52%	-53%

Source: Executive Operating Program and Budget (FY 2010-FY 2013), Department of Budget and Fiscal Services, Full Time Equivalent (FTE) Department of Budget and Fiscal Services BRASS data (FY 2008-FY 2010), and Advantage Budget System (ABS) data (FY 2011-FY 2012)

[1] Cost per FTE = Operating Expenditures/Total Authorized FTE. [2] Overtime pay is established by bargaining unit agreement, as applicable.

Land Services

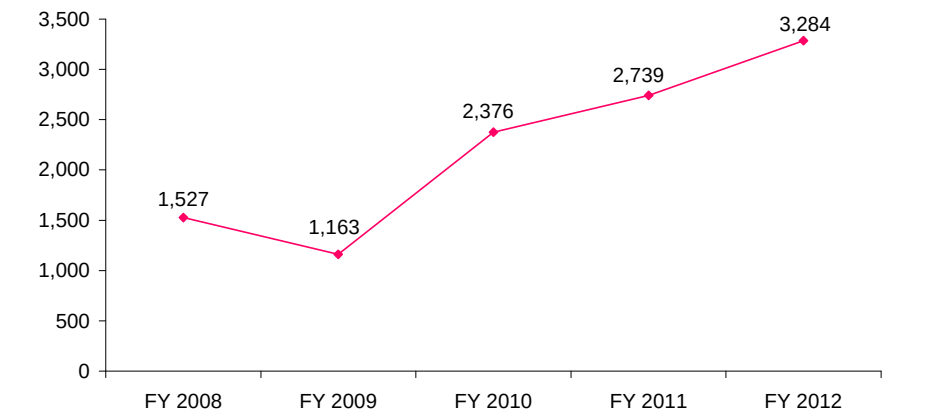
Land Services' mission is to provide land and engineering survey, title search, real property appraisal, negotiation, and document preparation services in connection with the acquisition of lands and easements required for city projects and activities. Acquisitions include various roadways, utility and access rights-of-way and sites for wastewater collection and treatment facilities. Sites for solid waste collection, disposal, and transfer activities are also acquired. This program also acquires land for public use sites such as parks and playgrounds, golf courses, police and fire stations, and bus yards. Operating expenditures increased 6% from $2 million in FY 2008 to $2.1 million in FY 2012. According to the department, the expenditure increase was due, in part, by increased salary expenditures.

In FY 2012, DDC conducted 940 field surveys, a 181% increase from the 335 surveys conducted in FY 2008. According to DDC, in addition to a general increase in requests for surveys, the increase in recent years were due in large part to construction surveys for sewer projects in Kalihi-Nu`uanu and various sidewalk projects. The 65% decline in the number of parcels acquired over the last five years was also attributed, in part, to the Kalihi-Nu`uanu sewer project, which required an increase in parcels acquired leading up to the project. Also, prior to HART's establishment in FY 2012, DDC acquired parcels related to the rail project. Parcels acquired by DDC declined since HART is now responsible for rail-related parcel acquisition.

The number of negotiations also increased, by 115% between FY 2008 (1,527) and FY 2012 (3,284). DDC explained that negotiations have increased due to a rise in property owners' requests for information, particularly for rehabilitation-related projects.

Top 5 Sources Requesting Land Services (Job Orders) FY 2012

Number of Negotiations FY 2008 – FY 2012



Sources: Honolulu Department and Agency Reports (FY 2012) and Department of Design and Construction

	Land Services Operating Expenditures ($ million)	Number of Field Surveys Conducted	Number of Title Searches Conducted	Number of Parcels Acquired	Number of Negotiations	Number of Property Appraisals	Number of Parcel and Land Court Maps
FY 2008	$2.0	335	1,896	402	1,527	335	105
FY 2009	$2.2	457	1,536	322	1,163	292	120
FY 2010	$2.4	1,040	2,654	213	2,376	390	151
FY 2011	$2.1	936	3,004	104	2,739	365	136
FY 2012	$2.1	940	2,789	139	3,284	370	119
Change over last 5 years	6%	181%	47%	-65%	115%	10%	13%

Source: Executive Operating Program and Budget (FY 2010-FY 2013), Department of Budget and Fiscal Services and Department of Design and Construction

Project and Construction Management

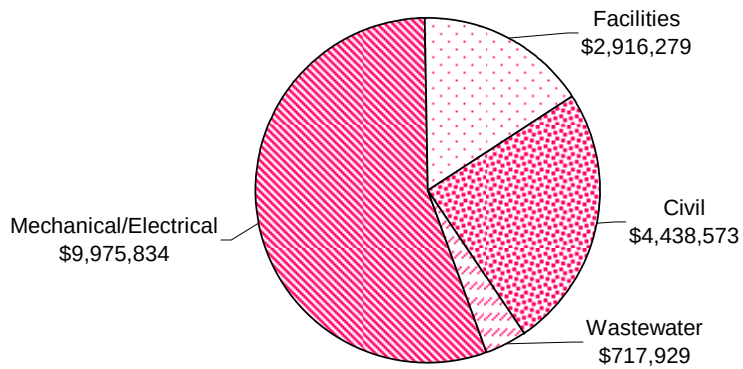
Project and Construction Management's mission is to oversee capital improvements to various city facilities that include roads, wastewater collection and treatment systems, and municipal buildings. Construction of bridges, fire and police stations, park facilities, and golf courses are also under this program's jurisdiction. Operating expenditures increased 13% over the last five years. According to DDC the increase was due to the rise in utility costs.

Project and construction management is divided into four divisions: Mechanical/Electrical (M/E), Facilities, Civil, and Wastewater. Each division provides planning, design, and construction management. M/E operating expenditures rose 39% from FY 2008 ($7.2 million) to FY 2012 ($10 million). According to DDC the rising cost of fuel and electricity[1] caused the increase. M/E covers energy expenses for various city facilities, including Fasi Municipal Building, Honolulu Hale, City Hall Annexes, Civic Center Parking Lot, Kapolei Civic Center, HPD Headquarters, and police stations among others.

Road rehabilitation is part of the mayor's core infrastructure priorities. For FY 2012, the mayor budgeted $45 million and the city council increased the appropriation to $77 million for road rehabilitation. As a result, DDC resurfaced 180 lane miles of roadways using private contractors[2] in FY 2012, which was a 98% increase from 91 lane miles resurfaced in FY 2008.

The mayor also prioritized compliance with the 2010 Global Consent Decree, which requires the city to address sanitary sewer overflows throughout its collection system. This includes upgrading the Honouliuli Wastewater Treatment Plant by June 1, 2024 and the Sand Island Wastewater Plant by December 31, 2035. DDC coordinates consent decree construction projects with the Department of Environmental Services (ENV). ENV is responsible for planning, programming, inspection, and compliance reporting requirements. DDC supports ENV by executing CIP project planning, design and construction for various wastewater-related projects such as wastewater treatment plants, pump stations, force mains, and gravity lines.

Operating Expenditures by Division
FY 2012



Ewa Mahiko District Park New Gymnasium, Playcourts and Parking Lot Project Was Completed in FY 2012 at a Cost of $8.3 Million

Source: Department of Design and Construction

	Operating Expenditures (Division)						CIP Projects Encumbered		CIP Projects Completed	
	Total Expenditures ($ million)	Mechanical/ Electrical ($ million)	Facilities ($ million)	Civil ($ million)	Wastewater ($ million)	Road Resurfacing (Lane Miles)	Total Projects	Value ($ million)	Total Projects	Value ($ million)
FY 2008	$16.0	$7.2	$3.2	$5.0	$0.7	91	105	$291	98	$103
FY 2009	$17.2	$7.7	$3.7	$5.2	$0.7	70	108	$249	81	$186
FY 2010	$17.4	$7.5	$3.5	$5.5	$0.8	293	100	$216	97	$142
FY 2011	$17.0	$8.5	$2.9	$4.4	$1.2	174	102	$158	115	$286
FY 2012	$18.0	$10.0	$2.9	$4.4	$0.7	180	75	$329	89	$240
Change over last 5 years[3]	13%	39%	-8%	-11%	2%	98%	-29%	13%	-9%	133%

Source: Executive Operating Program and Budget (FY 2010-FY 2013), Department of Budget and Fiscal Services and Department of Design and Construction

[1] Effective FY 2013, most utility costs will be transferred to the Department of Facility Maintenance (DFM). [2] In addition, the DFM performs in-house road resurfacing. [3]Change over 5 years is computed using the whole number.

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CHAPTER 7 – EMERGENCY MANAGEMENT

The Department of Emergency Management (DEM) coordinates the city's emergency management operations with state, federal (including military), and non-government agencies to prepare, respond to, and recover from various types of disasters and emergencies. DEM's mission is to develop, prepare for, and under disaster emergency situations, assist in the implementation of emergency management plans and programs to protect and enhance public health, safety and welfare of residents and visitors.

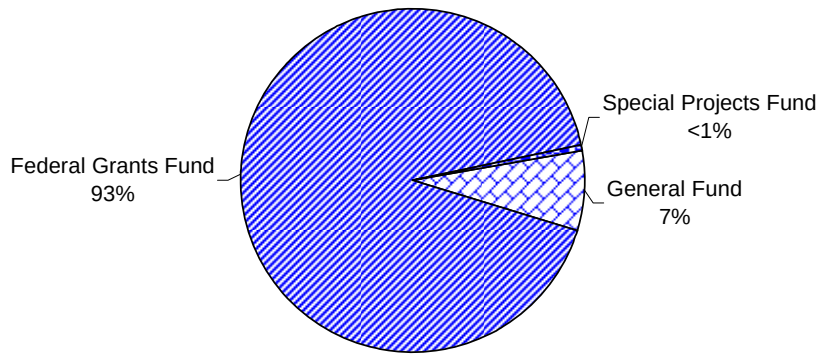
Department goals are to:

- Educate the community on disaster awareness and preparedness
- Expand and improve emergency shelter operations
- Coordinate Department of Homeland Security plans and programs
- Expand and improve strategic communications and warning capabilities
- Develop and expand Citizen Corps[1] program

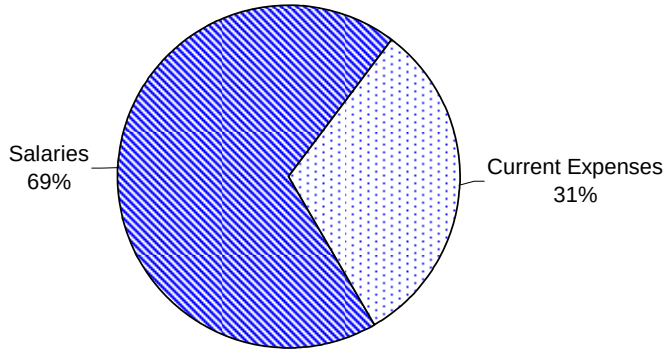
Over the last 5 years, department expenditures have increased 39% from FY 2008 ($8.4 million) to FY 2012 ($11.7 million). Revenues also rose from $3.4 million (FY 2008) to $13.4 million (FY 2012), an increase of 299%. According to the department, both revenue and expenditure fluctuations can occur due to federal grant requirements. First, Homeland Security Grants are often received by DEM but expended on behalf of other city responder agencies. Second, federal grants are generally received and expended over two-year federal fiscal cycles, but may be extended into subsequent years.

Total overtime costs increased 51% in FY 2012 ($74,553) compared to FY 2008 ($49,349). According to DEM, the increase was due to staff shortages that increased the workload; implementation of the Nixle system that requires staff overtime to receive, formulate, and send messages during non-business hours; and the department's increased participation in community fairs and events that occur during weekends and evenings.

What Are the Sources of Emergency Management's Funds? FY 2012



Where Does an Emergency Management Dollar Go? FY 2012



Source: Department of Budget and Fiscal Services

	Operating Expenditures General Funds ($ million)[2]	Revenues ($ million)	Total Authorized FTE	Total Vacant FTE	Cost Per FTE[3]	Total Overtime Expenditures[4]	Non-Holiday Overtime Expenditures[5]	Total DEM Staff Training Sessions Held
FY 2008	$8.4	$3.4	15.5	5	$542,090	$49,349	$48,618	48
FY 2009	$14.3	$7.3	15.5	6	$922,066	$44,262	$43,987	48
FY 2010	$10.9	$5.2	15.5	7	$703,226	$36,927	$36,724	46
FY 2011	$8.4	$3.6	15.5	7	$539,784	$59,596	$58,496	39
FY 2012	$11.7	$13.4	15.5	6	$753,817	$74,553	$74,868	48
Change over 5 years	39%	299%	0%	20%	39%	51%	54%	0%

Source: Executive Operating Program and Budget (FY 2010-FY 2013), Department of Budget and Fiscal Services, Full Time Equivalent (FTE) Department of Budget and Fiscal Services BRASS data (FY 2008-FY 2010), Advantage Budget System (ABS) data (FY 2011-FY 2012), and Department of Emergency Management. [1] The Citizen Corps program manages the City and County of Honolulu's volunteer disaster response teams. [2] Operating Expenditures include $28,138 in FY 2012 for Asia-Pacific Economic Conference (APEC) related costs. [3] Cost per FTE = Operating Expenditures/Total Authorized FTE. [4]Total Overtime Expenditures for FY 2012 includes a $315 credit in holiday overtime expenditures. [5] Overtime pay is established by bargaining unit agreement, as applicable.

Disaster and Emergency Response

The department maintains the city's Emergency Operations Center (EOC) where it coordinates emergency/disaster response and recovery support. Activities include communications support, coordinating deployment of pumping and heavy equipment, activating emergency management reserve corps personnel, and coordinating state response resources. In FY 2012, the EOC was activated for 43 days to address emergency events such as flooding, high surf, brush/wildfires, and tropical depressions/cyclones.

Over the last 5 years, the number of days the EOC has been activated declined for all emergency categories. According to the department, the decline was due to a change in criteria used to calculate activation days. After FY 2010, the department reported the actual number days the EOC was activated, rather than the number of days a particular emergency event occurred.

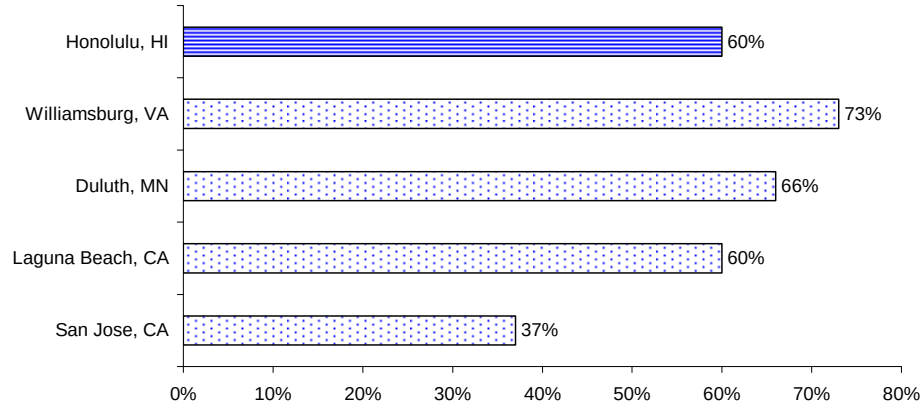
The EOC was activated from November 7-14, 2011 for the APEC meeting. The EOC: 1) monitored operations and prepared to activate APEC Consequence Management Plan; 2) provided the public with timely updates on road closures, major traffic problems, and venue restrictions; 3) provided updated information and status for executives and decision makers; and 4) provided support to command posts and other stakeholders.

In FY 2012, three communities (Kailua, Joint Base Pearl Harbor-Hickam, and Marine Corps Base Hawai'i) received designation as *StormReady* and *TsunamiReady* Communities by the U.S. National Oceanic and Atmospheric Administration. *StormReady* is a nationwide community preparedness program that encourages communities to take a new, proactive approach to improving local hazardous weather operations. Designation criteria include:

- Establish a 24-hour warning point and emergency operations center
- Have more than one way to receive severe weather warnings and forecasts
- Create a system to monitor weather conditions locally
- Promote the importance of public readiness through community seminars, and
- Develop a formal hazardous weather plan that include training weather spotters and holding emergency exercises.

Storm and Tsunami Ready Communities

National Comparison: Emergency Preparedness Percent Rating as Excellent or Good



Source: NOAA Website, 2012 National Citizen Survey (Honolulu) and other city websites

	Number of Days EOC Activated[1]					Nixle[2]		Citizen Survey (% Excellent or Good)	
	High Surf Advisory	Flood/ Flash Flood Advisory	Tsunami Info/ Watch/ Warning	Tropical Depression/ Cyclone	Brush/ Wild Fire	Total Alerts Sent	Total Active Accounts		Emergency Preparedness
FY 2008	133	35	44	18	8	-	-	FY 2008	-
FY 2009	133	35	44	18	8	-	-	FY 2009	-
FY 2010	133	15	26	18	10	-	-	FY 2010	57%
FY 2011	24	28	15	2	2	143	-	FY 2011	67%
FY 2012	2	20	0	2	6	186	17,027	FY 2012	60%
Change over last 5 years	-98%	-43%	-100%	-89%	-25%	-	-	Change over last 3 years	3%

Source: Department of Emergency Management and 2012 National Citizen Survey (Honolulu). [1] DEM operated the EOC 8 days in FY 2012 for APEC event and other events which are not included in this table. [2] Nixle is a text and email based notification system for O'ahu residents and visitors to receive alerts regarding various emergencies.

CHAPTER 8 – HONOLULU EMERGENCY SERVICES DEPARTMENT

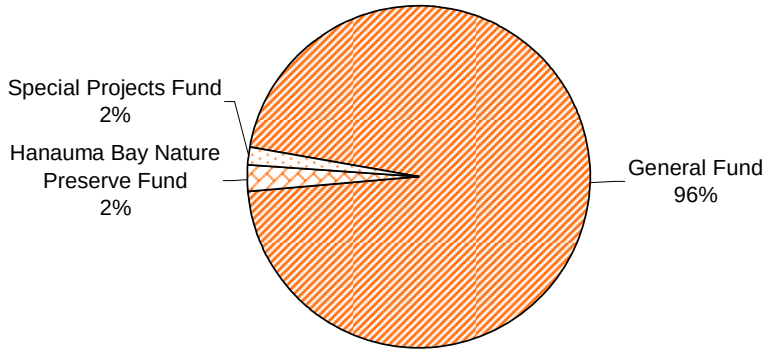
The Honolulu Emergency Services Department's (HESD) mission is to provide pre-hospital emergency medical care and advanced life support emergency ambulance services on the island of O'ahu. It also provides a comprehensive year-round ocean safety program for 19 beach parks. This includes lifeguard services, such as patrol, rescue and emergency response to medical cases near shore waters. The department consists of the following:

- Administration is responsible for overall operations, establishing policy, providing guidance, and staffing.
- Emergency Medical Services Division (EMS) develops programs and delivers emergency medical care and services. The state Department of Health contracts with the City and County of Honolulu to provide pre-hospital emergency medical care and services on O'ahu.
- Ocean Safety and Lifeguard Services Division (OSLS) provides lifeguard services along the 198 miles of O'ahu's coastline. This includes ocean rescue, emergency medical treatment, mobile patrol and response, and risk reduction programs related to ocean safety.

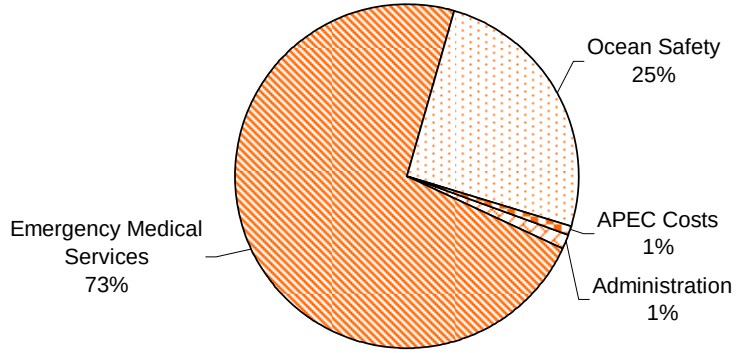
Over the last 5 years, total operating expenditures increased 7% and administration expenditures decreased 12%. According to the department, the decrease in administrative expenses was attributed to salary savings from vacant position and the 5% salary cuts imposed on all administrative positions.

Vacancies declined 16% from FY 2008 (70.5 FTE) to FY 2012 (59.5 FTE). The department explained that it placed a priority on recruiting and filling approved vacant positions.

What Are the Sources of Honolulu Emergency Services' Funds? FY 2012



Where Does a Honolulu Emergency Services Dollar Go? FY 2012



Source: Department of Budget and Fiscal Services

	Total Operating Expenditures ($ million)	Administration Expenditures ($ million)	Revenues ($ million)	Staffing: Total Authorized FTE	Staffing: Total Vacant FTE	Staffing: Cost Per FTE	Overtime: Total Overtime Expenditures	Overtime: Non-Holiday Overtime Expenditures
FY 2008	$31.0	$0.5	$24.2	445.7	70.5	$69,610	$5.6	$5.1
FY 2009	$32.7	$0.5	$30.3	445.7	70.5	$73,352	$6.4	$5.8
FY 2010	$32.8	$0.5	$33.0	445.7	55.5	$73,668	$5.5	$5.0
FY 2011	$32.5	$0.4	$33.4	445.7	61.5	$72,812	$5.4	$4.9
FY 2012	$33.3	$0.4	$33.3	456.2	59.5	$73,070	$5.8	$5.2
Change over last 5 years	7%	-12%	38%	2%	-16%	5%	3%	3%

Source: Executive Operating Program and Budget (FY 2010-FY 2013), Department of Budget and Fiscal Services, Full Time Equivalent (FTE) Department of Budget and Fiscal Services BRASS data (FY 2008-FY 2010), and Advantage Budget System (ABS) data (FY 2011-FY 2012). [1] Cost per FTE = Operating Expenditures/Total Authorized FTE. [2] Overtime pay is established by bargaining unit agreement, as applicable.

Emergency Medical Services

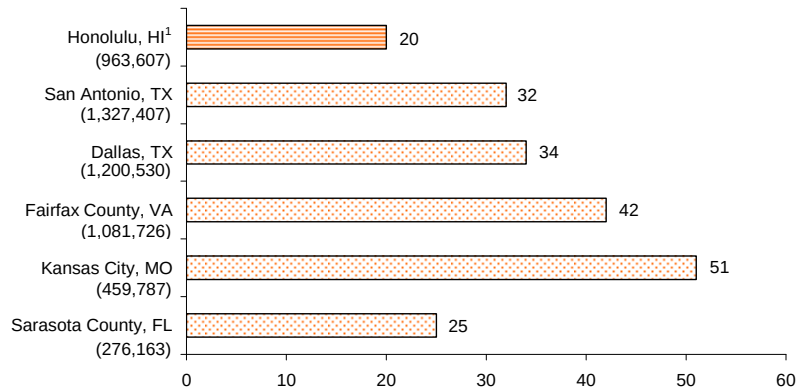
The Emergency Medical Services (EMS) Division is divided into two operational districts: District I (West O'ahu) has 10 EMS ambulance units and one Rapid Response Unit; District II (East O'ahu) has 9 ambulance units and one Rapid Response Unit. Each of the EMS units is designated as an Advanced Life Support (ALS) unit. Each unit is staffed with two crewmembers and the Rapid Response Units are staffed with one. In addition to the field ambulance units, the EMS Division has five support elements: communications, specialty services, equipment, supplies, and vehicle maintenance. The EMS operation is consistent with the Revised Charter of Honolulu's mandate that the department develop programs and deliver services related to emergency medical services.

Over the last 5 years, operating expenditures increased 10% from FY 2008 ($22.1 million) to FY 2012 ($24.4 million). EMS reports that it added two new stations, Waipio and Ewa, after receiving additional funding from the state.

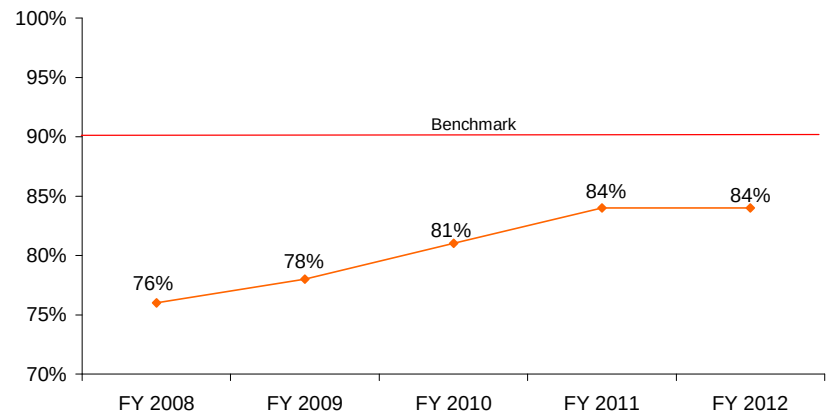
EMS is contracted by the state Department of Health to provide emergency ambulance service on the island of O'ahu. Under contract terms, ambulance response times should comply with benchmarks at the 90th percentile. Over the last 5 years, EMS did not meet the 90th percentile standard. However, response time compliance improved 8% from FY 2008 (76%) to FY 2012 (84%). EMS reports that improved ambulance response times were due to the addition of two medical ambulance operations stations and redefining the parameters for "response time."

One of the challenges that EMS faced in FY 2012 was the closure of Hawai'i Medical Center West's emergency room in December 2011. EMS reports that it responded by temporarily adding two ambulance stations and increased usage of contracted ambulance services to address the call volume and additional travel time from West O'ahu to town. The department estimates that it cost the state $600,000 to increase service.

National Comparison: Number of Ambulances by Service Area Population (FY 2011)



Ambulance Response Time Compliance: 90th Percentile



Source: ICMA website and Department of Emergency Medical Services
[1] Honolulu data is for FY 2012.

	EMS Operating Expenditures ($ million)[2]	Total 911 Calls for Ambulance Service	Total EMS Transports	Total Ambulances in Service	Avg. EMS Transports Per Ambulance	Ambulance Response Time Met (Percentile)[3]	Citizen Survey (% Excellent or Good)	
								Ambulance or Emergency Medical Services
FY 2008	$22.1	74,250	45,289	16	2,831	76%	FY 2008	-
FY 2009	$23.5	79,493	43,768	16	2,736	78%	FY 2009	-
FY 2010	$23.5	77,323	43,576	18	2,421	81%	FY 2010	90%
FY 2011	$23.2	77,695	48,442	19	2,550	84%	FY 2011	86%
FY 2012	$24.4	83,938	46,988	20	2,349	84%	FY 2012	86%
Change over last 5 years	10%	13%	4%	25%	-17%	8%	Change over last 3 years	-4%

Source: Executive Operating Program and Budget (FY 2010-FY 2013), Department of Budget and Fiscal Services, Honolulu Emergency Services Department, and 2012 National Citizen Survey (Honolulu). [2] FY 2012 expenditure includes $255,499 in APEC-related cost. [3] State Department of Health Ambulance Response Times: Urban (10 minutes); Urban/Rural (15 minutes); and Rural (20 minutes).

Ocean Safety and Lifeguard Services

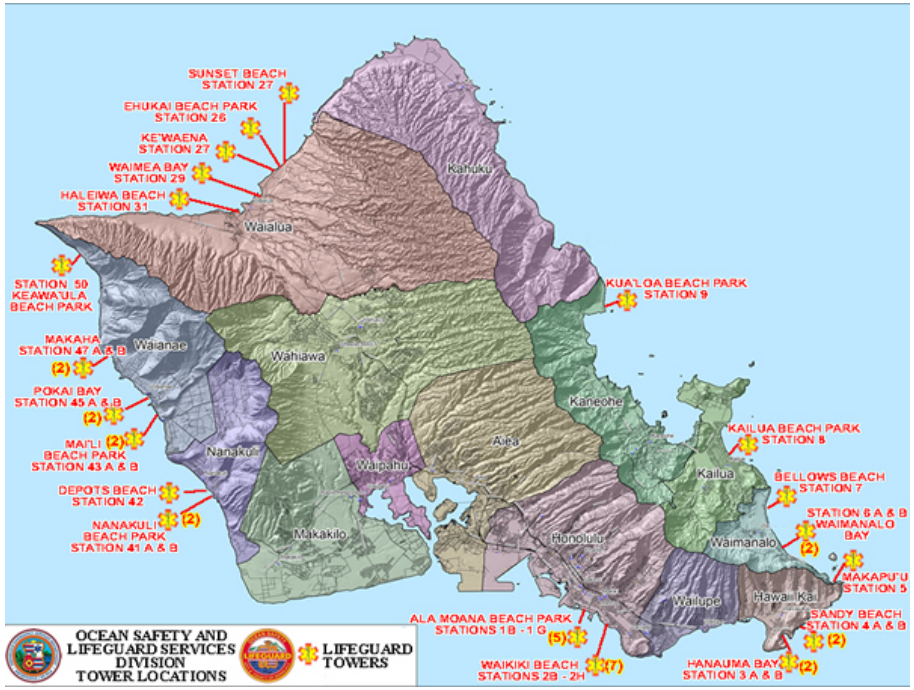
Ocean Safety and Lifeguard Services' (OSLS) mission is to provide lifeguard services along 198 miles of O'ahu's coastline. OSLS divides the island into four operational districts: South Shore (Pearl Harbor to Maunalua Bay), Windward (Maunalua Bay to Kualoa Point), North Shore (Kualoa to Ka'ena Point) and Leeward (Ka'ena to Pearl Harbor). Each district is assigned one captain and two lieutenants responsible for daily operations. Basic coverage is tower-based, with lifeguards assigned to stations at specific beaches. Mobile response units and personal watercraft are used to respond to aquatic emergencies. Over the last 5 years operating expenditures increased 1% from FY 2008 ($8.4 million) to FY 2012 ($8.5 million).

The number of preventive actions increased 69% from 354,452 in FY 2008 to 597,902 in FY 2012. Public contacts also increased 39% during the same time period. According to the department increases in these areas were attributed to stepped up emphasis on preventing aquatic incidents before they occur.

One of OSLS' goals is to promote community awareness of ocean safety practices. To meet this goal, OSLS holds an annual Junior Lifeguard Training Program. The five-day course is designed to familiarize participants with ocean and beach safety skills such as ocean hazard identification, CPR, emergency first aid, and rescue techniques. In FY 2012, over 600 youth ages 12-17 participated in the program during the summer months. The program is offered at four beach parks on O'ahu: Ala Moana Beach Park (South); Kalama Beach Park (East); Ehukai Beach Park (North); and Makaha Beach (West).

The division's training unit follows guidelines established by the United States Lifesaving Association (USLA). Ocean safety personnel earned USLA Open Water Certification through CY 2013.

Map of OSLS' 33 Lifeguard Stations at O'ahu Beaches



Source: Honolulu Emergency Services Department

	OSLS Operating Expenditures ($ million)	Ocean Rescues	Preventive Actions[1]	Public Contacts [2]	First Aid - Major [3]	Beach Users (million)
FY 2008	$8.4	1,753	354,452	711,189	1,184	14.0
FY 2009	$8.7	1,731	448,537	836,526	1,264	14.7
FY 2010	$8.8	1,920	527,395	922,099	1,203	15.2
FY 2011	$8.8	1,868	583,425	1,067,512	1,158	15.6
FY 2012	$8.5	2,318	597,902	989,497	1,170	16.4
Change over last 5 years	1%	32%	69%	39%	-1%	17%

United States Lifesaving Association, CY 2011

Reporting Agency	Attendance (millions)	Total Rescues	Rescues per 10,000
Honolulu, HI	16.4	2,318	1.41
Miami Beach, FL	13.3	261	0.20
San Diego, CA	21.7	5,333	2.46
Newport Beach, CA	9.4	3,525	3.73
Huntington Beach, CA	7.9	3,829	4.82

Source: Executive Operating Program and Budget (FY 2010-FY 2013), Department of Budget and Fiscal Services, Honolulu Emergency Services Department, and United States Lifesaving Association
[1]*Preventive Action* means any action taken to prevent an accident or serious injury from happening. [2]*Public Contact* means any verbal interaction with a member of the public. [3]*Major First Aid* means any injury requiring ambulance (EMS) assistance.

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CHAPTER 9 - ENTERPRISE SERVICES

The Department of Enterprise Services' (DES) mission is to operate and maintain the Neal S. Blaisdell Center, the Waikiki Shell, the Honolulu Zoo and six municipal golf courses. The department also coordinates the preparation, administration, and enforcement of city-wide concession contracts. This is the only city department whose operating budget is primarily funded by user fees from public events and activities.

To accomplish the charter's mandate to serve and advance the general happiness and aspirations of city and county residents, the administration supports the mayor's priority for fiscal self-sustainability through decreasing the General Fund subsidy of the Special Events Fund and the Golf Fund; providing excellence in service and facilities; and increasing public awareness of departmental programs and services via marketing and public relations.

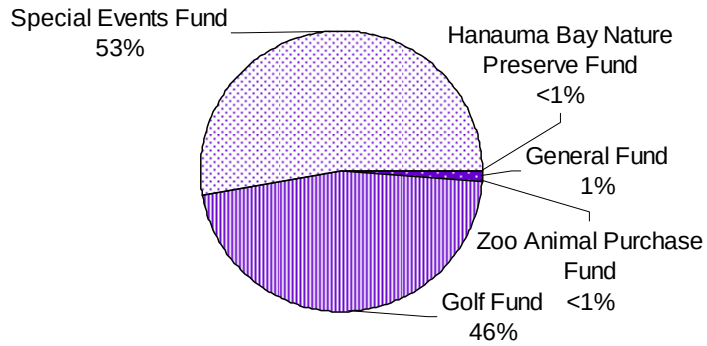
The department's administration directs and coordinates the programs and operations of its four divisions:

- Building Services – Provides facilities support to the Blaisdell Center, Waikiki Shell, Honolulu Zoo, six municipal golf courses and designated concessions;
- Customer Services – Plans, develops, markets and rents out the Blaisdell Center and Waikiki Shell facilities;
- Golf Course – Operates and maintains six municipal golf courses; and
- Honolulu Zoo – Operates and maintains its 42-acre zoological park.

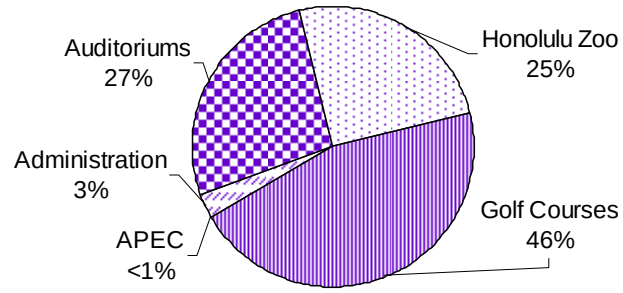
Total authorized staffing was 297.9 FTE in FY 2012, compared with 292.9 in FY 2008, a 2% increase. There were 58.1 vacant FTE in FY 2012 compared with 81.4 in FY 2008, a 29% decrease. According to the department, vacant FTE decreased due to the filling of positions needed to maintain and improve service levels to the public. Total overtime expenditures decreased 42% to $372,313 in FY 2012 from $646,259 in FY 2008. The department noted that as a result of addressing budget constraints by implementing process improvements, overtime expenditures have decreased in FY 2012.

Both the zoo and city golf courses offer residents recreational opportunities. The Blaisdell Center and Waikiki Shell host a variety of local, national and international performances. About 73% of residents rated recreation opportunities as excellent or good and 69% gave the same rating for opportunities to attend cultural activities, which were much above percentages reported nationwide and among cities with populations over 300,000.

What Are the Sources of Enterprise Services' Funds?[1]
FY 2012



Where Does an Enterprise Services Dollar Go?[1]
FY 2012



Source: Department of Budget and Fiscal Services. [1] Percentages do not total to 100% due to rounding.

	Operating Expenditures	Total Revenues	General Fund Subsidy	Authorized Staffing: Total Authorized FTE	Authorized Staffing: Vacant Authorized FTE	Authorized Staffing: Cost per FTE[2]	Overtime Expenditures: Total	Overtime Expenditures: Non-Holiday[3]
FY 2008	$18,472,635	$19,831,136	$22,052,812	292.9	81.4	$63,062	$646,259	$447,820
FY 2009	$20,211,734	$18,629,209	$23,730,387	292.9	69.5	$68,999	$652,742	$433,707
FY 2010	$19,875,721	$21,581,872	$20,141,496	292.9	64.5	$67,851	$577,885	$377,907
FY 2011	$18,600,278	$20,593,759	$16,138,191	297.9	68.6	$62,432	$645,339	$400,025
FY 2012	$20,235,413	$23,115,666	$22,935,743	297.9	58.1	$67,920	$372,313	$149,877
Change over last 5 years	10%	17%	4%	2%	-29%	8%	-42%	-67%

Citizen Survey (% Excellent or Good)	Recreation Opportunities	Opportunities to Attend Cultural Activities
FY 2008	-	-
FY 2009	-	-
FY 2010	71%	70%
FY 2011	69%	71%
FY 2012	73%	69%
Change over last 3 years	2%	-1%

Source: Executive Operating Program and Budget (FY 2010-FY2013), Honolulu Department and Agency Reports (FY 2008-FY 2012), Department of Budget and Fiscal Services, Department of Enterprise Services, 2012 National Citizen Survey (Honolulu), Full-Time Equivalent (FTE) Department of Budget and Fiscal Services BRASS data (FY 2008-FY 2010), and Advantage Budget System (ABS) data (FY 2011-FY 2012). [2]Cost per FTE = Operating Expenditures/Total Authorized FTE. [3] Overtime pay is established by bargaining unit agreement, as applicable.

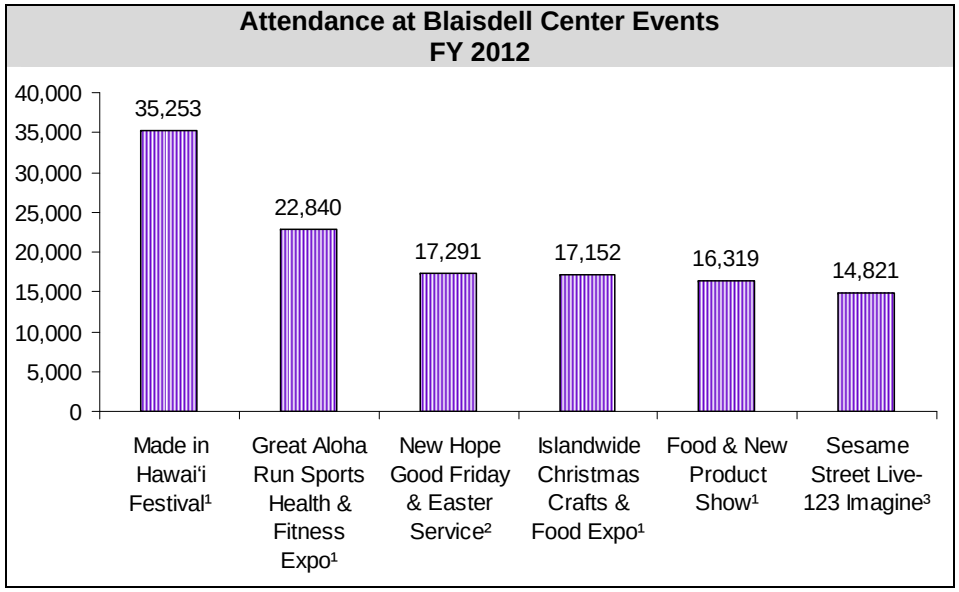
Administration, Building & Customer Services

Administration focuses on maximizing revenues, optimizing fiscal and manpower resources in support of the department's and mayor's fiscal sustainability goal by reducing the General Fund subsidy of the Special Events Fund and Golf Fund. It also administers and enforces city-wide concession contracts. In FY 2012, administration operating expenditures decreased 2% to $536,111 from $548,518 in FY 2008. The department administered 31 concession contracts with revenues of $6.5 million in FY 2012, which was 1 more contract and a 5.5% increase in revenue from last fiscal year.

The Building Services Division completed 83% of its work orders in FY 2012. More than 150 tasks totaling over $120,000 in labor cost for maintenance and repair projects for the zoo, golf courses and concessions were performed in FY 2012. Energy conservation efforts, which included retrofitting the Blaisdell parking structure with energy efficient fixtures, resulted in a 3% reduction of electrical consumption at the Blaisdell Center.

The Customer Service Division manages the Blaisdell Center and the Waikiki Shell. Auditoriums operating expenditures increased 5% from $5.2 million in FY 2008 to $5.4 million in FY 2012. The auditoriums program's goal is to attract a variety of popular shows and paid admission events to generate and maximize revenue. In FY 2012, 647,889 people attended 353 Blaisdell and Waikiki Shell performances, compared to an attendance of 1,008,196 for 453 performances in FY 2008, a decrease of 36% and 22%, respectively. DES reports these decreasing trends over the last 5 years are due to the general economic downturn and high cost of shipping equipment needed for shows in Hawai'i.

Although performance totals and attendance have fluctuated and declined significantly from FY 2008, revenues for Blaisdell and Waikiki Shell performances have not significantly fluctuated from year to year between FY 2008 and FY 2012. In FY 2012, performance totals and attendance declined by 61% and 19%, respectively from last fiscal year, but revenue saw a slight increase. DES noted that while FY 2012 performance totals and attendance decreased, revenue increased on account of higher ticket prices for certain entertainers.



Source: Department of Enterprise Services. ¹ Blaisdell Exhibition Hall. ² Blaisdell Arena. ³ Blaisdell Concert Hall.

The Exhibition Hall, the most frequently used facility in the Blaisdell Center, held 47 major expositions, tradeshows and job fairs in FY 2012, which served as an onshore economic engine stimulating the local economy. In FY 2012, staff performed more than 100 setup changes for events in the Exhibition Hall. Largest turnouts were for the Made in Hawai'i Festival, which brought in 35,253 people, followed by the Great Aloha Run Sports Health & Fitness Expo, where 22,840 attended. The number of major events held at the Exhibition Hall in FY 2012 was consistent with last fiscal year's total, but was an 11% decrease from FY 2008. DES observed the number of Exhibition Hall events has been declining as a result of some of the smaller events not being able to maintain economic viability.

	Operating Expenditures		DES Concessions		Blaisdell & Waikiki Shell Performances			
	Administration	Auditoriums	Total	Revenues	Total	Revenues	Attendance	Expos, Trade Shows & Job Fairs[4]
FY 2008	$548,518	$5,175,833	34	$6,058,540	453	$6,285,743	1,008,196	53
FY 2009	$609,562	$5,369,263	34	$5,806,979	964	$5,908,351	889,847	49
FY 2010	$609,943	$5,302,962	36	$5,726,655	916	$5,791,814	813,060	50
FY 2011	$480,300	$4,986,362	30	$6,173,644	911	$5,538,687	798,472	47
FY 2012	$536,111	$5,442,132	31	$6,515,612	353	$5,552,357	647,889	47
Change over last 5 years	-2%	5%	-9%	8%	-22%	-12%	-36%	-11%

Source: Executive Operating Program and Budget (FY 2010-FY 2013), Honolulu Department and Agency Reports (FY 2008-FY 2012), Department of Budget and Fiscal Services, and Department of Enterprise Services. [4] Does not include small shows in the Hawai'i Suite meeting rooms.

Golf Courses

The Golf Course Division's mission is to operate and maintain six municipal golf courses, which provide affordable golf opportunities for the city's recreational golfers. The six municipal courses include: Ala Wai; Pali; Ted Makalena; West Loch; Ewa Villages, the youngest municipal course; and Kahuku, the city's only nine-hole golf course. Ala Wai is not only the busiest municipal course on O'ahu, but also one of the busiest courses in the world.

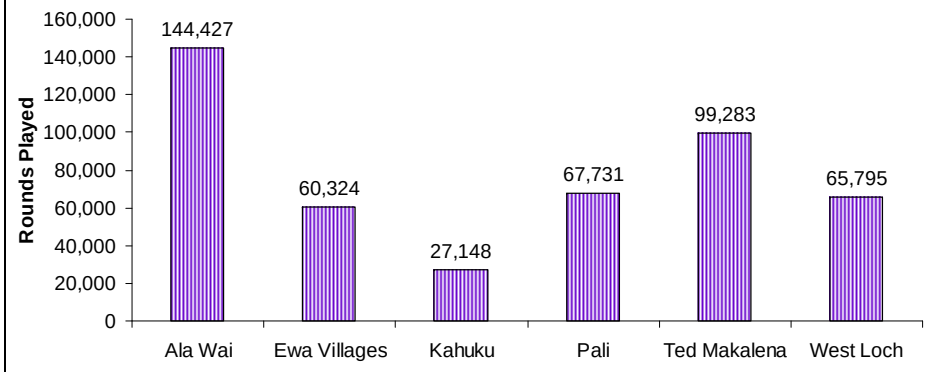
Operating expenditures increased 13% from $8.2 million in FY 2008 to $9.2 million in FY 2012. DES noted that operating expenditures have increased on account of filling vacant positions needed to operate and maintain the golf courses, and higher utility costs. In FY 2012, registered play totaled 464,708 rounds. Over the last 5 years, the number of rounds played has declined each year. According to the department, local golf play was negatively impacted by the weak economy.

Although the number of rounds played in Honolulu has been declining, the city's total number of rounds and average number of rounds per course were higher than Alburquerque, New Mexico (246,218 rounds, 4 courses), Austin, Texas (195,000 rounds, 5 courses), and Springville, Utah (51,955 rounds, 1 course). Honolulu's average number of rounds per course was 77,451 followed by Albuquerque at 61,555.

Revenues generated by the golf course program increased 7% from $8.5 million in FY 2008 to $9.1 million in FY 2012. According to the department, while the number of rounds played decreased, revenue increases were derived from moderate fee increases that were needed to cover rising operating costs.[1]

Advance tee time reservations for all municipal courses are accepted via an automated reservation system. Over 108,000 resident golfers are registered in the database, and more than 3,333 new golf I.D. cards were issued in FY 2012. Registered residents aged 65 years or older can purchase a senior monthly card, which permits up to 10 weekday rounds of play. In FY 2012, the senior monthly card increased from $45 to $80 a month, and regular green fees increased $2. Golf courses' fee increases support the department's and mayor's priority to reduce reliance on General Funds and enable courses to sustain current service levels.

How Busy were O'ahu's Municipal Courses? FY 2012



Map of the City's Municipal Golf Courses

Source: Department of Enterprise Services and Office of the City Auditor (Honolulu)

	Operating Expenditures	Number of Rounds Played	Revenues[1]
FY 2008	$8,150,495	563,669	$8,500,000
FY 2009	$9,022,376	563,589	$7,600,000
FY 2010	$8,821,718	534,508	$8,644,952
FY 2011	$8,289,107	475,663	$8,650,883
FY 2012	$9,211,276	464,708	$9,056,047
Change over last 5 years	13%	-18%	7%

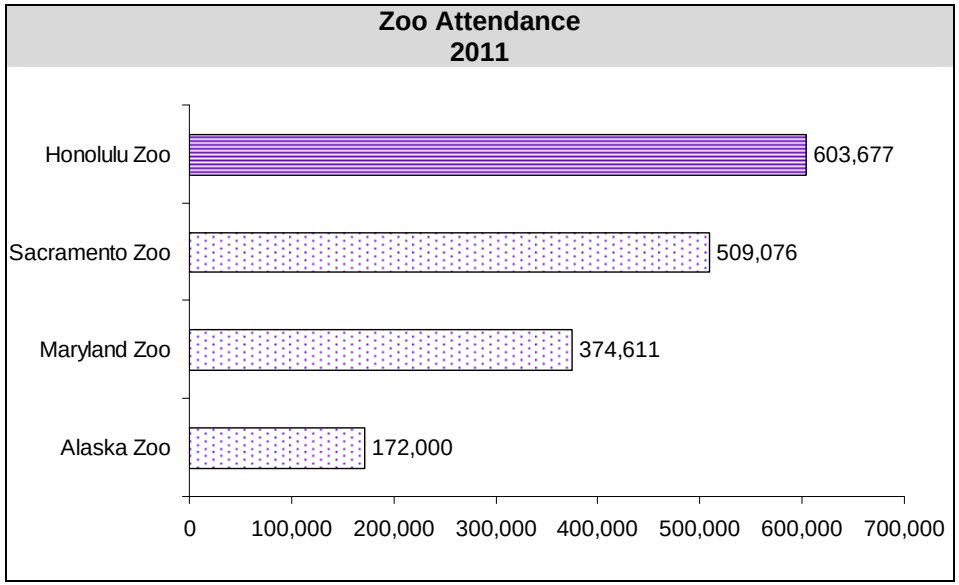
Source: Executive Operating Program and Budget (FY 2010-FY 2013); Honolulu Department and Agency Reports (FY 2008-FY 2012); Department of Budget and Fiscal Services; Department of Enterprise Services; KRQE News 13; City of Austin, Texas–Parks and Recreation; and City of Springville, Utah. [1] FY 2012 green fees with golf I.D. card: 18-holes-$22 (weekend/holiday); $18 (weekday); $49 (without I.D. card).

Honolulu Zoo

The Honolulu Zoo's mission is to plan, operate and maintain a 42-acre integrated zoological and botanical park in Waikiki. Operating expenditures increased 10% from $4.6 million in FY 2008 to $5.0 million in FY 2012. According to the department, this increase is primarily due to higher costs for utilities, animal food, security and guard services, solid waste disposal, and tree trimming and pruning services. The Honolulu Zoo parking lot, with solar powered pay stations, realized total revenues of $607,569 for FY 2012. The use of technology to increase revenues is consistent with the department's goal to reduce the General Fund subsidy.

In FY 2012, the Zoo realized record-breaking increases in both attendance and revenue. There were 667,981 people who visited the Zoo, which surpassed last fiscal year by 64,304 visitors. Revenue from zoo admissions sharply increased $1.2 million from FY 2011 and totaled $4.0 million in FY 2012. From last fiscal year, visitor attendance and revenues increased 11% and 42%, respectively. DES reported that zoo program attendance and revenue increased due to its new zoo entrance and opening of the new elephant exhibit, which gave the zoo a great deal of media attention and resulted in a higher influx of visitors. In addition, the department noted that there was a modest increase in the entrance fee to cover rising costs.[1]

On December 12, 2011, a $12 million 1.5 acre Asian tropical elephant exhibit, featuring a 7,260 square foot holding area and two 55,000 gallon pools, was dedicated and opened to the public. The 68,244 square foot exhibit is 9 times larger than the previous enclosure, and showcases 2 elephants, Mari and Vaigai. The Zoo continued its design work in FY 2012 for a new hippo pool filtration system, which will conserve water use and reduce sewer fees and staffing costs.



Source: Department of Enterprise Services, Alaska Zoo, Maryland Zoo, and Sacramento Zoological Society 2011 annual reports

In FY 2012, the Association of Zoos and Aquariums (AZA) conducted a follow-up inspection to review the Zoo's progress in addressing various issues identified for reaccreditation in the previous year. In the past year, the Zoo filled vacant positions, repaired and upgraded animal exhibits, and addressed other issues identified by the accreditation team last year. On April 9, 2012, the mayor announced that AZA renewed the Zoo's accreditation.

Asian Tropical Elephant Exhibit Dedication

	Operating Expenditures	Zoo Visitor Attendance	Revenues[2]
FY 2008	$4,597,789	599,442	$2,148,397
FY 2009	$5,210,533	623,034	$2,175,414
FY 2010	$5,141,098	580,265	$2,967,583
FY 2011	$4,844,509	603,677	$2,830,318
FY 2012	$5,037,401	667,981	$4,027,337
Change over last 5 years	10%	11%	87%

Mari and Vaigai

Source: Executive Operating Program and Budget (FY 2010-FY 2013), Honolulu Department and Agency Reports (FY 2008-FY 2012), Department of Budget and Fiscal Services, Department of Enterprise Services, and Honolulu Zoo. [1] Honolulu Zoo admission: $14 (Adult 13+); $6 (Children 3-12 yrs); Kama'aina/U.S. military-$8 (Adult), $4 (Children). [2] Excludes admissions paid by Honolulu Zoo Society membership fees.

CHAPTER 10 – DEPARTMENT OF ENVIRONMENTAL SERVICES

The Department of Environmental Services' (ENV) mission is to operate the wastewater, solid waste, and storm water programs. Its mission is also to protect the public health and the environment by providing effective and efficient management of the city's wastewater, storm water, and solid waste disposal systems. This mission is consistent with the city charter mandate to oversee the operation and maintenance of sewer lines, treatment plants, and pumping stations. ENV directly supports the mayor's sustainability priorities through its various programs and functions.

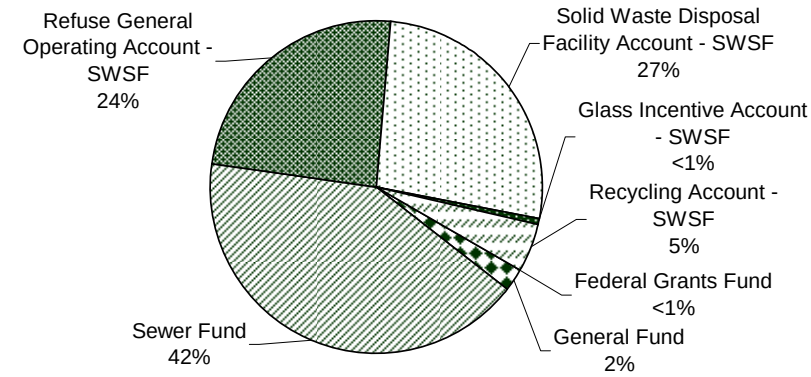
The department goals are to provide (1) environmental and fiscally sound long range plans, (2) efficient services with minimal impact on the community, (3) improved departmental productivity and effectiveness, and (4) protection for public health and the environment.

ENV is organized into five areas: administration; environmental quality; collection system maintenance; wastewater treatment and disposal; and refuse collection and disposal. Over the last five years, operating expenditures decreased 5% from FY 2008 ($227.2 million) to FY 2012 ($216.1 million). According to the department, operating expenditures declined as legal expenses related to a lawsuit filed by the Sierra Club ended with the 2010 Consent Decree[1]. Salary cuts also contributed to the decline.

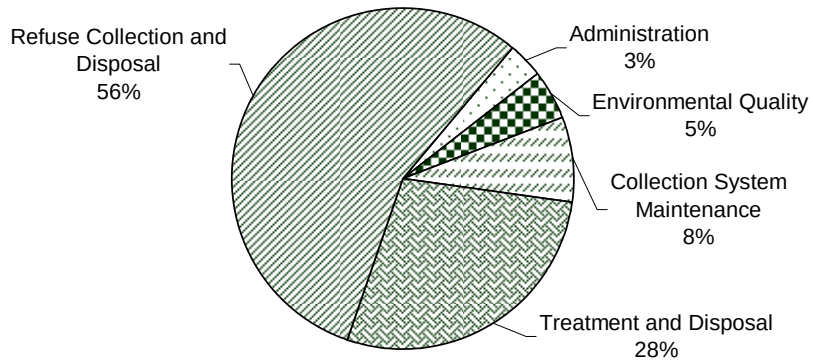
Staff vacancies increased from 278 in FY 2008 to 323 in FY 2012, a 16% increase. ENV explained that vacant FTEs increased due to citywide restrictions on filling positions resulting from declining economic conditions. Non-holiday overtime expenditures declined 4% over the last 5 years. ENV noted that the decrease was due to overtime restrictions and savings due to salary reductions.

During FY 2012, ENV completed the city's first annual report and passed the first annual court review of 2010 consent decree compliance requirements without issues. ENV also completed negotiations for electricity generated by H-POWER that will provide an estimated $80 million in revenue annually from Hawaiian Electric Company (HECO) for the next 20 years.

What Are the Sources of Environmental Services' Funding? FY 2012



Where Does An Environmental Services Dollar Go? FY 2012



Source: Department of Budget and Fiscal Services

	Total Operating Expenditures ($ million)	Revenues ($ million)	Staffing: Total Authorized FTE	Staffing: Total Vacant FTE	Staffing: Cost Per FTE[2]	Overtime ($ million): Total Expenditures	Overtime ($ million): Non-Holiday Expenditures[3]
FY 2008	$227.2	$334.8	1,169	278	$194,378	$11.5	$10.2
FY 2009	$200.4	$411.7	1,166	283	$171,881	$11.5	$10.1
FY 2010	$198.2	$455.0	1,166	298	$170,005	$9.9	$8.6
FY 2011	$213.8	$438.2	1,166	322	$183,345	$10.5	$9.2
FY 2012	$216.1	$484.1	1,166	323	$185,304	$11.0	$9.8
Change over last 5 years	-5%	45%	0%	16%	-5%	-4%	-4%

Source: Department of Budget and Fiscal Services, Full time Equivalent (FTE) Department of Budget and Fiscal Services BRASS data (FY 2008-FY 2010), Advantage Budget System (ABS) data (FY 2011-FY 2012), and Department of Environmental Services. [1] 2010 Consent Decree (Global Consent Decree): This decree, related to the city's compliance with the federal Clean Water Act and state law, was entered into the court on December 17, 2010. This action consolidated prior consent decrees and enforcement actions and provides a 25-year plan to upgrade with city's wastewater program. [2] Cost per FTE = Operating Expenditures/Total Authorized FTE. [3] Overtime pay is established by bargaining unit agreement, as applicable.

Administration

Administration directs and coordinates the operation and maintenance of the city's wastewater, storm water, and solid waste programs. It provides overall development and management through financial and capital planning, scheduling and tracking, information technology support, and other services.

Compliance with the 2010 Wastewater Consent Decree is a priority for the city and the department. The decree provides a program of improvements to the city's wastewater collection and treatment systems. ENV is responsible for capital planning, programming, and compliance reporting requirements for the 2010 consent decree. DDC supports ENV by executing CIP project planning, design and construction for required capital projects.

Operating expenditures decreased 18% from FY 2008 ($8.7 million) to FY 2012 ($7.1 million). ENV reports the decrease was due to diminished legal expenses related to the 2010 Consent Decree resolution.

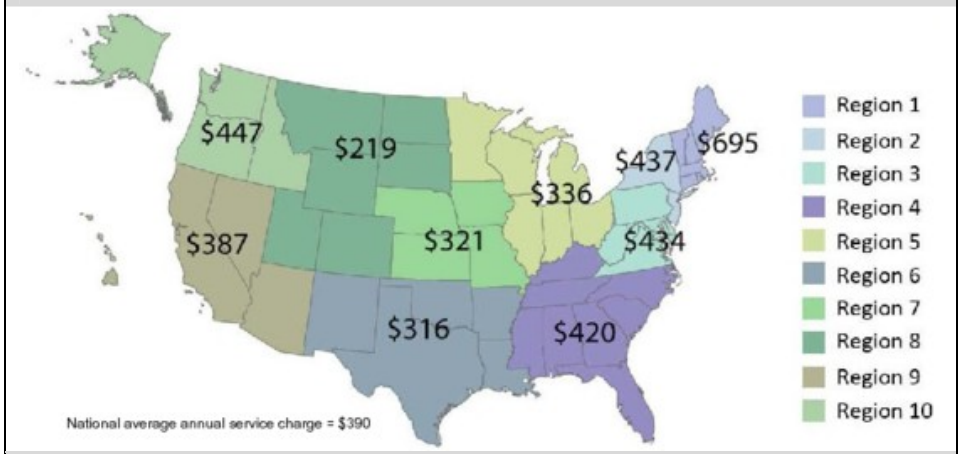
Capital expenditures increased 16% from $117 million in FY 2008 to $135.8 million in FY 2012. Major capital expenditures include on-going projects:

- Solid Waste-to-Energy Facility H-POWER Expansion
- Rehabilitation of Sewer Lines
- O'ahu Secondary Landfill Site Selection Study

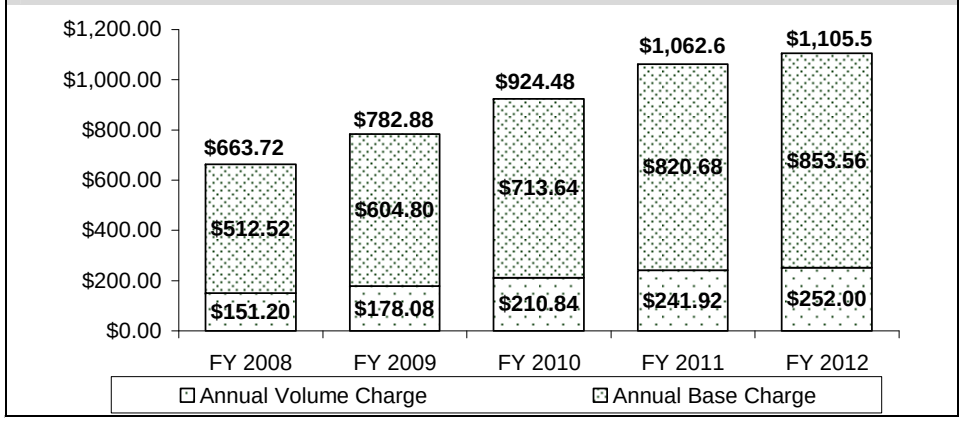
The average annual sewage charge increased 67% from FY 2008 to FY 2012. ENV noted that the FY 2012 average monthly rate of $92.13 is part of the scheduled increase in sewer charges that will occur between FY 2011 and FY 2016. Sewer fee increases are needed to pay for sewer infrastructure upgrades.

According to the National Association of Clean Water Agencies (NACWA) the national average annual sewer charge in CY 2011 was $390 per single-family dwelling. The average annual sewer charge in Region 9 (which includes Hawai'i) was $387. ENV reports that Honolulu's average annual service charge per equivalent single family dwelling unit for FY 2012 was $1,105.56.

National Comparison: Average Annual Sewer Charge CY 2011



Honolulu Average Annual Sewer Charge FY 2008 – FY 2012



Source: National Association of Clean Water Agencies (NACWA) and Department of Environmental Services

	Operating Expenditures ($ million)	Revenue Sources ($ million): Charges for Services	Utilities or Other Enterprises	Non-Revenue Receipts	Other Revenues	Average Annual Sewage Charge[1]	Bond Rating	Capital Expenditures ($ million)
FY 2008	$8.7	$238.9	$83.9	$11.0	$1.0	$663.72	AA-	$117.0
FY 2009	$10.4	$264.4	$93.1	$53.5	$0.7	$782.88	AA-	$330.1
FY 2010	$7.0	$312.1	$82.1	$57.8	$3.0	$924.48	AA	$256.6
FY 2011	$5.8	$350.7	$85.4	$0.0	$2.1	$1,062.60	AA	$371.4
FY 2012	$7.1	$376.1	$103.6	$0.0	$4.5	$1,105.56	AA	$135.8
Change over last 5 years	-18%	57%	24%	-	334%	67%	-	16%

Source: Department of Budget and Fiscal Services and Department of Environmental Services. [1] Average annual sewer charge is comprised of base and volume charges.

Environmental Quality

The Environmental Quality (EQ) Division directs, coordinates and manages activities related to compliance with state and federal requirements for the city's wastewater, industrial waste, water quality, and storm water programs.

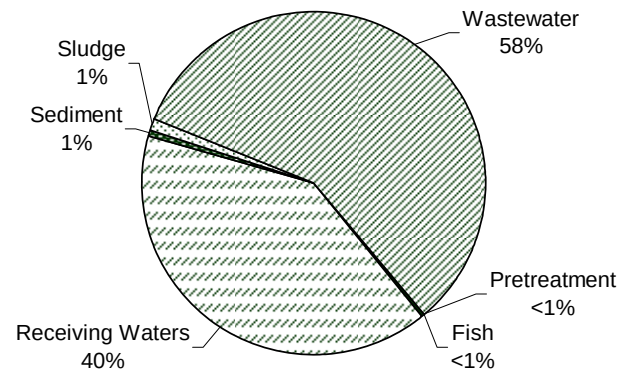
Compliance responsibilities over the wastewater program include issuing permits; conducting inspections and investigations; overseeing the city's effluent and bio-solids reuse; and annual reporting. The division also oversees consent decree requirements including wastewater recycling; monitoring ocean discharges; and conducting air quality monitoring; as well as the city's compliance with the Storm Water Management Plan (SWMP) requirements under the federal Clean Water Act and the National Pollutant Discharge Elimination Systems (NPDES) permits.

Over the last 5 years operating expenditures decreased 22% from FY 2008 ($12.8 million) to FY 2012 ($10.0 million). According to the department the decline in operating expenditures was due to program changes and elimination of 2010 consent decree legal expenses.

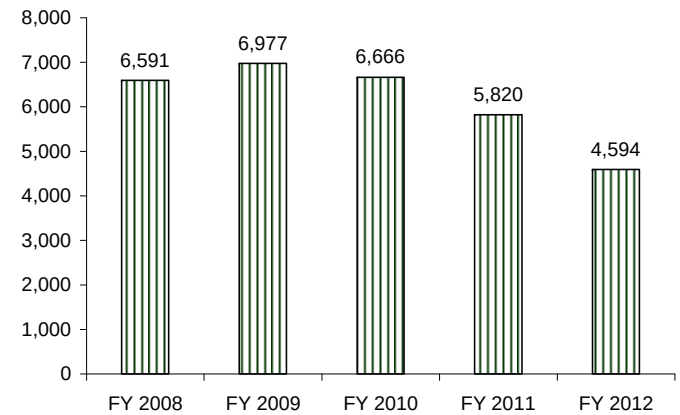
The total number of investigations/inspections conducted declined 30% from 6,591 in FY 2008 to 4,594 in FY 2012. ENV reports that the decline in inspections was due to a reduction in the number of permitted grease recovery devices and a reduction in other device inspections[1]. The decrease in the number of investigations reflects significant reductions in fats, oil, and grease-cause spills over the last 12 years.

The number of storm water quality violation notices issued declined 59% from FY 2008 (37) to FY 2012 (15). ENV explained that the storm water program's goal is to educate people and organizations in proper storm water control. The program's effectiveness in this area caused the drop in violations.

Water Quality Laboratory Samples By Category FY 2012



Regulatory Control: Total Investigations/Inspections FY 2008 – FY 2012



Source: Department of Environmental Services

	Operating Expenditures ($ million)	Regulatory Control[2] Total Investigations/ Inspections	Regulatory Control[2] Total Enforcements	Water Quality Laboratory Parameter Results	Water Quality Laboratory Samples	Storm Water Quality Total Investigations Closed	Storm Water Quality Total Violation Notices Issued
FY 2008	$12.8	6,591	669	-	-	360	37
FY 2009	$13.4	6,977	1,846	-	-	450	32
FY 2010	$9.9	6,666	1,658	-	-	325	19
FY 2011	$10.8	5,820	480	45,132	18,449	351	13
FY 2012	$10.0	4,594	1,000	37,375	16,854	304	15
Change over last 5 years	-22%	-30%	49%	-	-	-16%	-59%

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

[1] "Other device inspections" (e.g. oil interceptors, silver recovery units, etc.) do not require inspections on a specified frequency. [2] The Regulatory Control Branch regulates commercial operations to determine if wastewater discharge (e.g. fats, oils, and grease) poses a threat to the city's sewer system.

Refuse Collection and Disposal

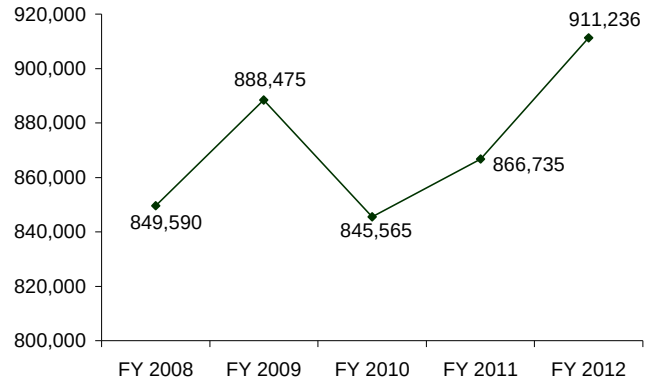
Refuse Collection and Disposal (RCD) Division is responsible for administering, managing, and planning the city's solid waste program. It collects, transports, and disposes solid waste through recycling, transfer stations, landfills, residential and non-residential collection, and the H-POWER waste-to-energy facility.

The division's operating expenditures declined 13% over the last 5 years. Total municipal solid waste (MSW) disposed decreased 8% from FY 2008 (1.3 million tons) to FY 2012 (1.2 million tons). ENV explained that operating expenditures vary with the volume of waste handled. The decline in RCD's operating expenditures reflects the overall reduction of municipal solid waste disposed. It also noted that the decline in waste disposed has been affected by economic conditions that led to less waste generated and an increase in recycling.

In FY 2012, ENV reported that it successfully diverted 73.4% of O'ahu's MSW away from the landfill through general recycling and converting garbage-to-energy at the H-POWER plant. This represents a 10.3% increase from a diversion rate of 63.1% in FY 2008. One of the mayor's top priorities for FY 2012 was to ensure that the construction of H-POWER's third boiler remained on track. Since its groundbreaking in January 2010, the project has been moving forward and construction passed the 90% completion mark during FY 2012. When complete, the third boiler will increase facility capacity by 300,000 tons per year and increase the percent of trash diverted from the landfill to nearly 80%.

In the 2012 Citizen Survey 73% of Honolulu residents rated garbage collection as excellent or good, while 64% rated yard waste pick up excellent or good. These ratings were unchanged over the last three years. Additionally, both ratings were much below national benchmarks and below benchmarks for cities with populations of 300,000 or more.

Municipal Solid Waste (MSW) Diverted From the Landfill (Tons) FY 2008 to FY 2012



These piles of garbage were part of the 594,793 tons of MSW diverted from the landfill to the H-POWER plant in FY 2012

Source: Department of Environmental Services and Office of the City Auditor Photo

		Municipal Solid Waste Disposal (MSW) Categories (Tons)[1]					
	Operating Expenditures ($ million)	General Material Recycling	MSW Disposed at H-POWER	H-POWER Ash and Residue	Total MSW Diverted from Landfill	Total MSW[2]	MSW Landfill Diversion Rate[3]
FY 2008	$139.5	453,372	585,569	189,351	849,590	1,345,632	63.1%
FY 2009	$106.9	456,876	623,312	191,713	888,475	1,313,253	67.7%
FY 2010	$113.8	426,947	607,301	188,683	845,565	1,212,760	69.7%
FY 2011	$127.2	448,639	598,042	179,946	866,735	1,210,417	71.6%
FY 2012	$120.7	480,061	594,793	163,618	911,236	1,241,775	73.4%
Change over last 5 years	-13%	6%	2%	-14%	7%	-8%	10.3%

	Citizen Survey (% Excellent or Good)	
	Garbage Collection	Yard Waste Pick-Up
FY 2008	-	-
FY 2009	-	-
FY 2010	73%	64%
FY 2011	76%	65%
FY 2012	73%	64%
Change over last 3 years	0%	0%

Source: Department of Budget and Fiscal Services, Department of Environmental Services and 2012 National Citizen Survey (Honolulu)

[1] MSW data is for calendar years 2007 - 2011. [2] Total reflects all MSW from the island of O'ahu. [3] Landfill Diversion Rate is calculated by: (General Material Recycling + MSW disposed at H-POWER) – (H-POWER Ash and Residue)÷ Total MSW.

Wastewater Collection System Maintenance, and Treatment and Disposal

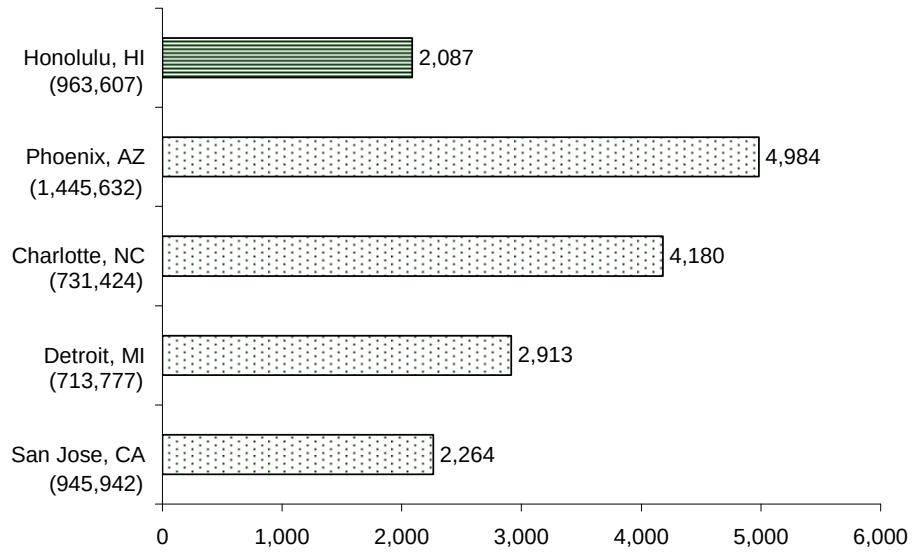
Wastewater Collection System Maintenance (WCSM) repairs, operates, and maintains 2,100 miles of mains and pipes in the city's sanitary sewer system. Wastewater Treatment and Disposal (WTD) collects about 100 million gallons of wastewater daily from toilets, sinks, drains, schools, and businesses on O'ahu. Wastewater travels through WTD's system of 70 pump stations and four preliminary treatment facilities before reaching one of nine wastewater treatment plants for processing.

Over the last 5 years, WCSM operating expenditures increased 86% from FY 2008 ($9.4 million) to FY 2012 ($17.4 million). ENV reports that the increase occurred when the wastewater pump station operations were transferred from wastewater treatment and disposal to the collection system maintenance division in FY 2012. WTD expenditures increased 7% over the last 5 years.

The number of gravity main spills declined from 51 in FY 2008 to 43 in FY 2012, a 16% decrease. ENV explained that the decline was due to ongoing efforts to maintain, rehabilitate, or replace sewer lines. This is a major goal of the 2010 Wastewater Consent Decree. The decree also requires WCSM to maintain a minimum 90% staffing rate. ENV reports the division met this requirement.

The amount of wastewater collected and treated decreased 7% from FY 2008 (107 mgd) to FY 2012 (100 mgd). According to ENV the decrease occurred because water use has been stable or reduced through various water conservation efforts. Also, sewer pipe rehabilitation/replacement has reduced infiltration and inflow into the system.

National Comparison: Miles of Sewer Pipeline



Source: Honolulu Comprehensive Annual Financial Report (FY 2012) and Cities of Phoenix, AZ; Charlotte, NC; Detroit, MI; and San Jose, CA
Note: Population in parentheses

In the 2012 Citizen Survey, 59% and 47% of residents rated sewer and storm drainage services, respectively, as excellent or good. The sewer service rating was much below national benchmarks and below benchmarks for cities with populations of 300,000 or more. The storm drainage rating was much below national benchmarks, but similar to cities with 300,000 or more.

	Wastewater Collection System Maintenance				Wastewater Treatment and Disposal	
	Operating Expenditures ($ million)	Miles of Lines Maintained	Miles of Lines CCTV Inspected [1]	Number of Gravity Main Spills[2]	Operating Expenditures ($ million)	Wastewater Collected and Treated (mgd)
FY 2008	$9.4	570	39	51	$56.8	107
FY 2009	$10.3	570	39	64	$59.4	104
FY 2010	$11.0	871	87	49	$56.4	106
FY 2011	$8.4	596	66	64	$61.6	105
FY 2012	$17.4	609	359	43	$60.8	100
Change over last 5 years	86%	7%	821%	-16%	7%	-7%

Citizen Survey (% Excellent or Good)		
	Sewer Services	Storm Drainage
FY 2008	-	-
FY 2009	-	-
FY 2010	57%	51%
FY 2011	59%	50%
FY 2012	59%	47%
Change over last 3 years	2%	-4%

Source: Department of Budget and Fiscal Services, Department of Environmental Services and 2012 National Citizen Survey (Honolulu)
[1] FY 2012 includes contracted inspection to comply with 2010 Consent Decree. [2] Gravity Main Spills are defined as wastewater escaping from a non-pressurized pipe due to backup, breakage, or excessive flow.

Environmental Sustainability – Recycling

ENV reports that Honolulu is a leader in environmental sustainability. In 2008, the ENV issued the city's 25-Year Integrated Solid Waste Management Plan[1]. Recycling, energy conversion, composting and reuse are necessary to minimize the need for landfill disposal. Sustainability, through recycling, was one of the mayor's top FY 2012 priorities.

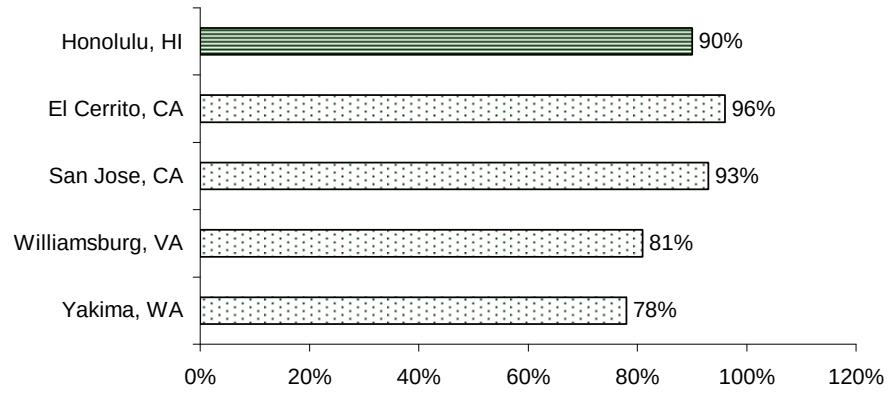
One of the ways ENV fulfills the mayor's sustainability priorities is through the conversion of solid waste to fuel at its H-POWER facility. Electricity generated by H-POWER is sold to Hawaiian Electric Company (HECO), the island's primary electric utility. In FY 2012, ENV generated and sold 296,131 megawatt hours (MWh) to HECO compared to 318,955 MWh in FY 2008, a 7% decline reflecting reductions in waste disposed related to recent economic conditions.

Total tons recycled increased 10% over the last 5 years. Green waste collected increased 66% from FY 2008 (42,791 tons) to FY 2012 (70,860 tons). Other recyclables increased 74% over the last 5 years. ENV reported that automated curbside recycling increased green waste, other, and total tons recycled. Automated curbside recycling was fully implemented islandwide in May 2010.

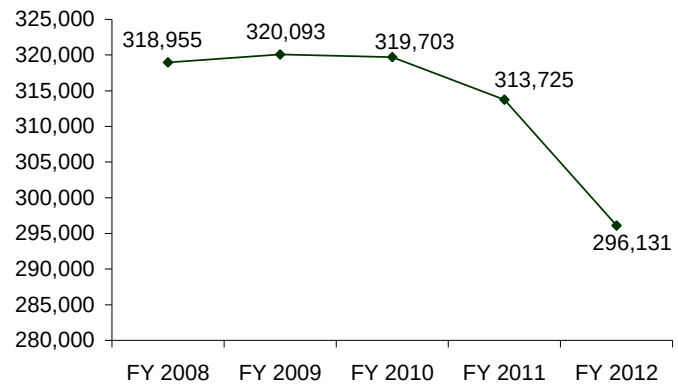
Recycled materials collected at community bins declined by 63% from FY 2008 (11,633 tons) to FY 2012 (4,350 tons). ENV reports community bin recycling declined due to automated curbside recycling and changes to the H-5 recycling program. The city ended the community bin recycling ended in late FY 2012.

In the 2012 Citizen Survey, 63% of Honolulu residents rated recycling as excellent or good. This rating represents a 7% decline over three years and ranks much below national benchmarks and below benchmarks for cities with 300,000 or more. ENV commented that households with city collection service and access to the city's curbside recycling program would likely rate recycling services favorably, while residents in multi-family apartments or condos not serviced by the city may rate recycling lower.

National Comparison: Recycled Used Paper, Cans or Bottles From Home (FY 2012)



Electricity Generated at H-Power and Delivered to HECO (MWh)



Source: 2012 National Citizen Survey (Honolulu), Department of Environmental Services and various city websites

	Total MSW Diverted from Landfill by Recycling[2] (Tons)	Municipal Solid Waste Recycling Categories[2] (Tons): Green Waste	Office Paper (City Offices)	Community Recycling Bins	H-POWER MSW Recycled	Other Recyclables[3]
FY 2008	490,004	42,791	111	11,633	410,339	25,130
FY 2009	508,614	47,756	177	9,053	419,094	32,534
FY 2010	520,670	58,240	68	5,760	415,455	41,147
FY 2011	548,551	70,480	60	4,730	427,106	46,175
FY 2012	537,491	70,860	80	4,350	418,491	43,710
Change over last 5 years	10%	66%	-28%	-63%	2%	74%

	Citizen Survey: Recycling (% Excellent or Good)	Percent of Residents Recycling Paper, Cans or Bottles at Home
FY 2008	-	-
FY 2009	-	-
FY 2010	70%	90%
FY 2011	63%	89%
FY 2012	63%	90%
Change over last 3 years	-7%	0%

Source: Department of Environmental Services and 2012 National Citizen Survey (Honolulu). MWh = Megawatt hours. [1] Integrated Solid Waste Management Plan, Chapter 342G, HRS; and Section 9-13, ROH. [2] Reflects only city collected MSW. [3] Other recyclables includes metals, batteries, propane tanks, tires, and curbside collected mixed recyclables.

CHAPTER 11 - FACILITY MAINTENANCE

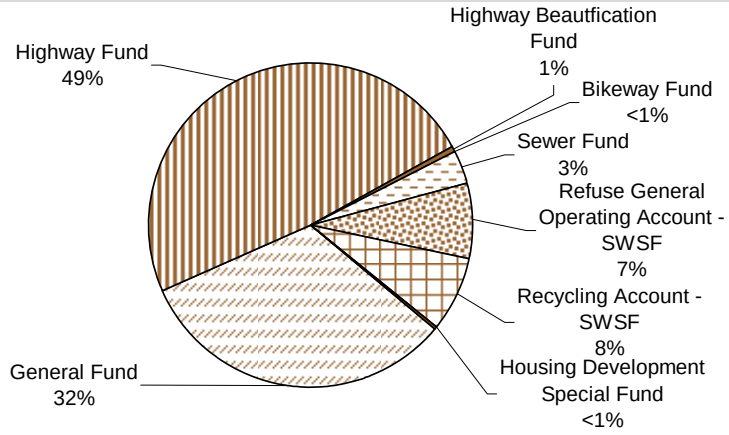
The Department of Facility Maintenance (DFM) plans and administers the city's repair, renovation and maintenance programs for roads, bridges, streams, and flood control systems. It also maintains city buildings, vehicles and construction equipment. Additionally, DFM manages 7 public garages, 2 parking meter-operated garages, 13 municipal surface parking lots, and 13 residential and commercial properties. These functions are mandated by city charter. DFM consists of four primary divisions: administration, public building and electrical maintenance, automotive equipment services, and road maintenance.

DFM's mission is to provide efficient, effective, accountable, and progressive management of its fiscal and functional responsibilities. The department's goals are to:

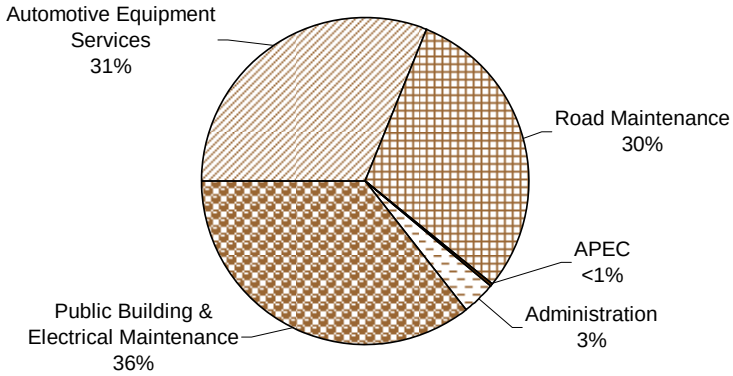
1. Deliver and enhance basic city core services that maintain Honolulu's infrastructure in compliance with the city charter and laws;
2. Perform work based on the value of customer service and building a quality of life for both the general public and city employees;
3. Improve morale of DFM management and staff through continuous training, regular communication, job recognition, and updating equipment;
4. Improve department effectiveness by recruiting and retaining staff, eliminating redundancy, using updated technology, and continuous evaluation.

Over the last 5 years operating expenses declined 5%. Vacancies increased by 15% from FY 2008 (226.6 FTE) to FY 2012 (261.3 FTE). DFM identified hiring restrictions during the economic downturn as the primary cause for the vacancy increase. Also, non-holiday overtime expenditures decreased 63% from $5.2 million in FY 2008 to $1.9 million in FY 2012. DFM noted that hiring and non-holiday overtime restrictions were imposed, respectively, in order to maintain a balanced operating budget during the economic downturn—in direct support of the mayor's fiscal responsibility priority.

What Are the Sources of Facility Maintenance's Funding? FY 2012



Where Does a Facility Maintenance Dollar Go? FY 2012



Source: Department of Budget and Fiscal Services

	Total Operating Expenditures ($ million)	Total Revenues ($ million)	Total Authorized FTE	Total Vacant FTE	Cost Per FTE[1]	Overtime: Total Overtime Expenditures	Overtime: Non-Holiday Overtime Expenditures[2]	APEC Costs
FY 2008	$62.0	$2.8	782.1	226.6	$79,248	$5.5	$5.2	-
FY 2009	$63.8	$5.1	772.1	241.0	$82,621	$4.9	$4.6	-
FY 2010	$58.4	$5.4	773.1	262.0	$75,518	$2.4	$2.2	-
FY 2011	$52.9	$4.0	777.1	267.0	$68,062	$1.6	$1.4	-
FY 2012	$58.9	$3.6	776.1	261.3	$75,914	$2.1	$1.9	$117,889
Change over last 5 years	-5%	28%	-1%	15%	-4%	-62%	-63%	-

Source: Executive Operating Program and Budget (FY 2010-FY 2013), Department of Budget and Fiscal Services, Full Time Equivalent (FTE) Department of Budget and Fiscal Services BRASS data (FY 2008-FY 2010), Advantage Budget System (ABS) data (FY 2011-FY 2012), and Department of Facility Maintenance. [1]Cost per FTE = Operating Expenditures/total Authorized FTE. [2]Overtime pay is established by bargaining unit agreement, as applicable.

Administration Program and Public Building and Electrical Maintenance

Administration plans, directs, administers, and coordinates line and staff activities relating to facility maintenance functions and programs involving public roads, streets, and bridges. Administration also manages staffing for flood control systems, street lighting, traffic signs and markings, and public buildings. It also administers parking and property management activities, and provides interdepartmental mail services.

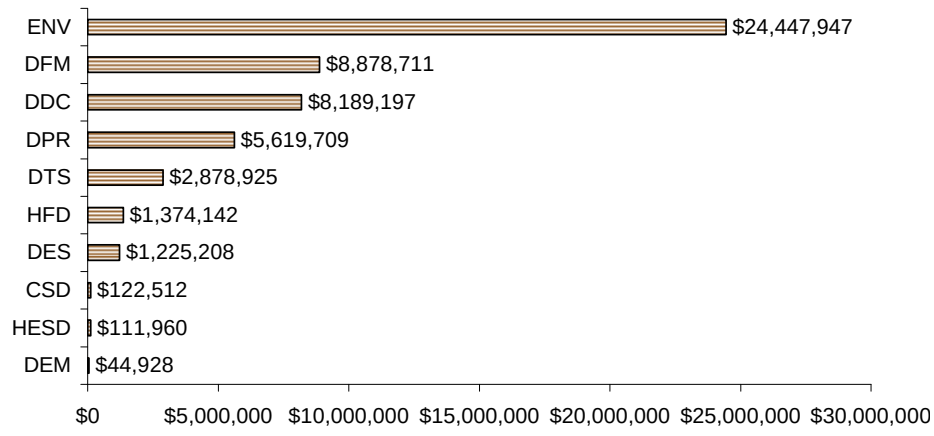
Administration operating expenditures increased 51% from FY 2008 ($1.3 million) to FY 2012 ($1.9 million). DFM reported that the increase was due to expenses incurred related to the sale of the city's rental properties which included consultant services, attorney's fees, and other fixed charges.

In August 2011, administration initiated a consolidated motorpool pilot program which consisted of 41 vehicles from 6 departments. The large pool of users resulted in a 10% increase in vehicle utilization (based on mileage) collectively and users have expressed positive comments about the program. This initiative aligns with the mayor's priority to create efficiencies in government operations.

Public Building and Electrical Maintenance Division (PBEM) plans, directs, coordinates, and administers the repair, maintenance, and renovation programs for public buildings, street, park, mall, outdoor, and other city lighting and electrical facilities. PBEM is also responsible for city employee parking, motor pool, security and janitorial services for various city facilities, including Honolulu Hale and Fasi Municipal Building. PBEM operating expenditures increased 4% over the last 5 years.

Total street lights replaced and total civil defense sirens tested and maintained declined by 12% and 69%, respectively, over the last 5 years. DFM explained that staff shortages contributed to the decline in both work categories. However, the decline in sirens tested and maintained reflects the conversion from mechanical to electronic type sirens, which require less maintenance.

Electricity Costs by Department FY 2012



A DFM Crew Works on Electrical and Other Renovations at the Fort Street Mall Satellite City Hall in March 2012

Source: FY 2012 Energy Consumption & Cost Survey and City & County of Honolulu Photobank

	Administration	Public Building and Electrical Maintenance			
	Operating Expenditures ($ million)	Operating Expenditures ($ million)	Total Work Orders for Building and Appurtenant Structures Repair	Total Street Lights Replaced	Total Civil Defense Sirens Tested and Maintained
FY 2008	$1.3	$20.2	6,583	11,526	39
FY 2009	$1.3	$20.7	5,996	10,966	44
FY 2010	$1.2	$19.9	5,768	9,603	39
FY 2011	$1.1	$19.2	5,012	8,240	31
FY 2012	$1.9	$21.0	3,616	10,138	12
Change over last 5 years	51%	4%	-45%	-12%	-69%

	Electricity Usage[1] (million KWh)
FY 2008	-
FY 2009	-
FY 2010	168,094,135
FY 2011	168,988,378
FY 2012	184,224,363
Change over last 3 years	10%

Source: Executive Operating Program and Budget (FY 2010-FY 2013), Department of Budget and Fiscal Services, Department of Facility Maintenance, and FY 2012 Energy Consumption and Cost Survey. [1] Electricity usage for 10 city departments: CSD, DDC, DEM, DES, DFM, DPR, DTS, ENV, HESD, and HFD; increase in electricity use for FY 2012 due to the inclusion of DEM into the data calculation.

Automotive Equipment Services

Automotive Equipment Services (AES) manages most of the city's vehicle and equipment repair and maintenance program (excludes Board of Water Supply, police, and fire). It also prepares plans and specifications for purchase of new vehicles and equipment.

Operating expenditures increased 11% from FY 2008 ($16.5 million) to FY 2012 ($18.3 million). According to DFM, the increase was due primarily to higher fuel costs. From FY 2008 to FY 2010, fuel costs accounted for 54% of current expenses. In FY 2012, the ratio increased to 59%.

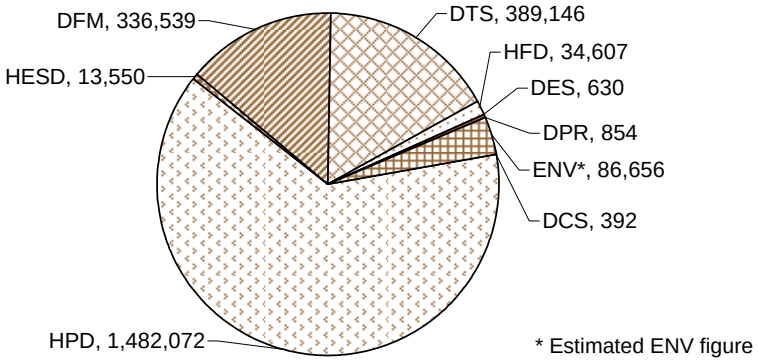
The number of on-road/highway vehicles and off-road/non-highway vehicles increased 17% and 113% percent, respectively, in FY 2012. DFM explained that the increase in number of vehicles is due primarily to a 2012 division-initiated internal reclassification of miscellaneous equipment. As a result, the inventory of miscellaneous equipment declined 81% during the same time period. DFM emphasized that the reclassification has not appreciably affected the total fleet count.

The number of repair and maintenance job tasks completed and the number of tire repair and replacements declined 13% and 6%, respectively, over the last five years.

In May 2012, the division initiated a project to install photovoltaic panels at its Halawa facility. The project, which was scheduled to be completed in late 2012, will generate enough electricity to meet approximately 40% of facility's power demand. This project is consistent with the mayor's priority to utilize alternative energy resources.

DFM Received Two Electric Vehicles in FY 2012

Unleaded Fuel Consumption by Department (gallons) FY 2012



Source: City and County of Honolulu Photo Bank and FY 2012 Energy Consumption and Cost Survey

	AES Operating Expenditures ($ million)	Total Number of Repair and Maintenance Job Tasks Completed	Number of Tire Repair and Replacements	Total Vehicles Under DFM's Jurisdiction: Total	On-Road/ Highway Vehicles	Off-Road/ Non-Highway Vehicles	Miscellaneous Equipment[1]	Unleaded Fuel Consumption (million gallons)
FY 2008	$16.5	38,942	3,852	2,288	1,618	135	535	-
FY 2009	$17.1	38,406	3,838	2,194	1,545	125	524	-
FY 2010	$16.5	41,110	3,371	2,155	1,508	133	514	2.1
FY 2011	$16.7	38,410	3,279	2,232	1,567	134	531	2.0
FY 2012	$18.3	33,989	3,610	2,280	1,891	287	102	2.3
Change over last 5 years	11%	-13%	-6%	-0.1	17%	113%	-81%	-

Source: Executive Operating Program and Budget (FY 2010-FY 2013), Department of Budget and Fiscal Services, Department of Facility Maintenance, and Energy Consumption and Cost Survey FY 2012 (Ord. 08-32)

[1] Miscellaneous Equipment includes trailers, forklifts, compressors, generators, etc.

Road Maintenance

The Division of Road Maintenance (DRM) maintains city roadways, sidewalks, storm drains, and bridges. It also provides road striping and signs, and services outdoor municipal parking lots, bike paths, pedestrian malls, bus stops/shelters, and downtown Honolulu parks. DRM also maintains city-owned streams, channels, ditches, and other flood control facilities. It also maintains litter containers at bus stops and pedestrian malls, and removes graffiti within the street right-of-way. DRM's road maintenance and repair activities are in accord with the mayor's priorities to invest in the city's core infrastructure.

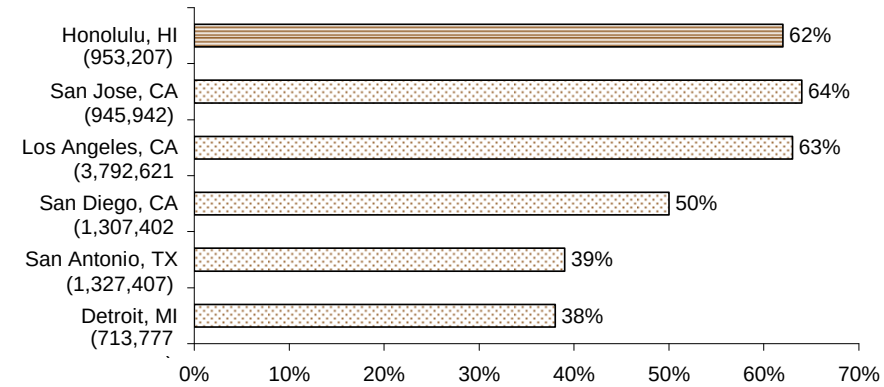
Operating expenditures decreased 27% from FY 2008 ($24 million) to FY 2012 ($17.6 million). According to DFM, expenditures declined due to salary reductions, increased vacancies, furloughs, directed leave without pay, and reductions in overtime. The number of potholes patched declined 37% from FY 2008 (82,850) to FY 2012 (52,071). DFM explained that following rainstorms there is a noticeable increase in potholes. In FY 2008, weather was a factor due to heavy rainstorms in December. FY 2010 was much drier, thus there were fewer potholes. Also, the design and construction department significantly increased its contract road resurfacing since FY 2010, which has addressed more of the badly deteriorated roads and reduced repeat pothole problems.

Tons of asphalt used for first aid repairs declined 89% from FY 2008 (20,832) to FY 2012 (2,314). DFM noted the decrease was due to reduced manpower and increased road resurfacing contracts. In-house resurfacing lane miles also declined 84% over the last 5 years. DFM explained that it purchased new equipment and improved its standard resurfacing practice to include adjusting manholes, curbs, gutters, and driveways. The result is a more complete and higher quality finish, similar to contract resurfacing.

The 2012 Citizen Survey found that 17% of Honolulu residents rated street repair as excellent or good. This was a 4% improvement from three years ago. This rating is much below benchmarks both nationally and for cities with populations of 300,000 or more. Street cleaning was rated excellent or good by 27% of residents. This rating was unchanged from three years ago.

Division of Road Maintenance Crew Conducting Road Repairs in Ewa

National Comparison: Percent of Major Roads and Highways in Poor Condition and Provide a Rough Ride (FY 2008)



Population in parentheses

Source: Department of Facility Maintenance; *Hold the Wheel Steady: America's Roughest Rides and Strategies to Make our Roads Smoother*, TRIP, September 2010; and OCA Photo

Fiscal Year	DRM Operating Expenditures ($ million)	First Aid Repairs[1] (Tons)	Number of Potholes Patched	Number of Pothole Hotline Calls Received	In-House Resurfacing (Lane Miles)
FY 2008	$24.0	20,832	82,850	5,174	51
FY 2009	$24.6	23,306	64,816	4,121	60
FY 2010	$20.7	25,548	41,505	3,461	57
FY 2011	$15.9	7,868	67,714	5,583	19
FY 2012	$17.6	2,314	52,071	4,927	8
Change over last 5 years	-27%	-89%	-37%	-5%	-84%

	Citizen Survey (% Excellent or Good)	
	Street Repair	Street Cleaning
FY 2008	-	-
FY 2009	-	-
FY 2010	13%	27%
FY 2011	13%	30%
FY 2012	17%	27%
Change over last 3 years	4%	0%

Source: Executive Operating Program and Budget (FY 2010-FY 2013), Department of Budget and Fiscal Services, Department of Facility Maintenance, and 2012 National Citizen Survey (Honolulu)

[1] First Aid Repairs involve resurfacing narrow roadways and repairing asphalt roadways, including base work and/or overlays to distressed areas.

CHAPTER 12 - HONOLULU FIRE DEPARTMENT

The Honolulu Fire Department (HFD) responds to fires, emergency medical incidents, hazardous materials incidents, and rescues on land and sea. Consistent with the city's public safety goals, its mission is to save lives, property, and the environment by promoting safety, fire prevention and maintaining a well equipped, highly trained, and motivated force of professional fire fighters and rescue personnel. The HFD is accredited by the Commission on Fire Accreditation International, Inc.

The department has four major divisions and programs:

- Administrative Services Bureau is responsible for the department's Mechanic Shop, Occupational Safety and Health Office, SCBA[1] Shop, Fireboat, and provides administrative support.
- Support Services oversees the fire prevention, training and research bureaus.
- Planning and Development is responsible for the Fire Communication Center, grant management, and the radio shop.
- Fire Operations provides fire suppression; responds to search and rescue, hazardous materials, and medical emergency incidents; conducts inspections; and provides prefire planning for the island of O'ahu.

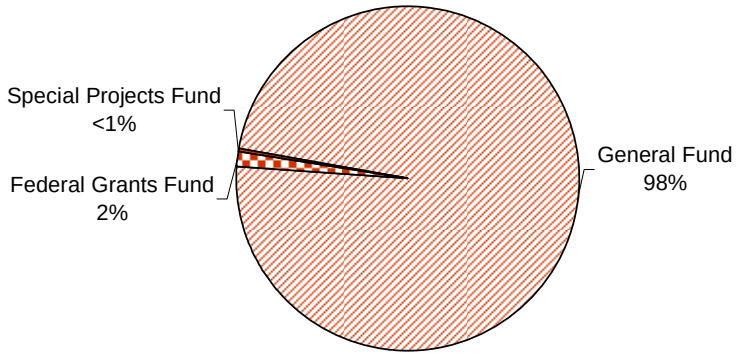
Over the last five years, total department spending increased from $80.8 million (FY 2008) to $95.1 million (FY 2012), or 18%.

In FY 2012, a 5% pay reduction impacted HFD civilian employees. Bargaining Unit (BU) 11 continues to work off the salary steps of the last contract, which expired in June 2011. Negotiations with this union are ongoing.

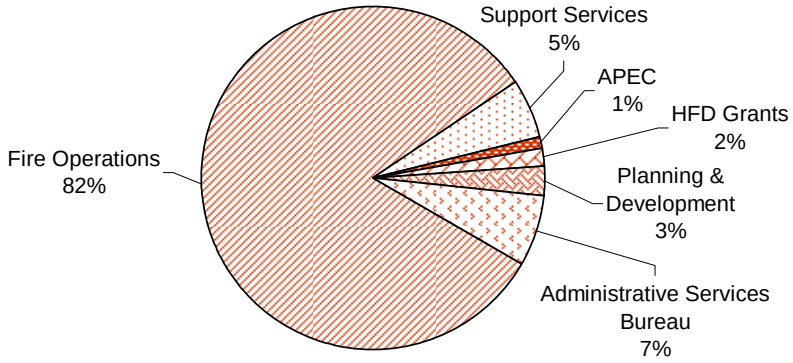
During FY 2012, the department deployed several task forces for the 2011 Asia-Pacific Economic Conference (APEC).

In FY 2012, HFD'S expenditures per resident served amounted to $99 and was lower than San Jose ($159), Austin ($161), and Jacksonville, FL ($194).

What Are the Sources of the Honolulu Fire Department's Funds?*
FY 2012



Where Does a Honolulu Fire Department Dollar Go?
FY 2012



Source: Department of Budget and Fiscal Services. *Percentages do not total to 100% due to rounding.

	Total Operating Expenditures ($ million)	Revenues ($ million)	Expenditures Per Resident Served[2]	Expenditures Per Square Mile Serviced[3]	Total Firefighter FTE	Total Vacant FTE	Cost per FTE[4]	Overtime Expenditures ($ million)[5]	Non-Holiday Expenditures ($ millions)[6]
FY 2008	$80.8	$2.5	$87	$134,727	1,160	82	$69,686	$10.6	$6.9
FY 2009	$85.4	$3.3	$91	$142,317	1,160	87	$73,612	$11.7	$7.4
FY 2010	$88.2	$3.2	$93	$146,917	1,190	133	$74,076	$11.2	$7.1
FY 2011	$95.9	$3.5	$100	$159,813	1,190	157	$80,578	$10.4	$5.7
FY 2012	$95.1	$3.1	$99	$158,427	1,190	119	$79,879	$9.9	$5.5
Change over last 5 years	18%	21%	13%	18%	3%	45%	15%	-7%	-19%

Source: Executive Operating Program and Budget (FY 2010-FY 2013), Full Time Equivalent (FTE) Department of Budget and Fiscal Services BRASS data (FY 2008-FY 2010), Advantage Budget System (ABS) data (FY 2011-FY 2012), Honolulu Fire Department, and various city websites. [1]SCBA: Self-Contained Breathing Apparatus. [2]Based on Hawaii Data Book Table 1.06 Resident Population, By County for July 1, 2011. [3]Based on a service area of 600 square miles. [4] Cost per FTE = Total Operating Expenditures/Total Authorized FTE. [5]Excludes APEC overtime expenditures. [6]Overtime pay is established by collective bargaining unit agreement, as applicable.

Fire Commission and Administrative Services Bureau

The Honolulu Fire Commission consists of four commissioners. The commission acts as a liaison between the department and the citizens of Honolulu. In FY 2012, the commission reviewed the department's budget for FY 2013 and also attended various departmental ceremonies.

The Administrative Services Bureau (ASB) provides administrative, personnel, logistic and maintenance support to the fire suppression force. The ASB provides executive assistance to the Fire Chief. The bureau includes the fire fiscal, fireboat, SCBA[1] Shop, Occupational Safety and Health Office (OSHO), storeroom, and mechanic shop.

The mechanic shop is responsible for the repair and maintenance of HFD's fleet and equipment. In FY 2012, HFD's fleet included 43 fire engines, 5 aerial ladders, 8 quints, 2 aerial towers, 2 rescue units, 2 hazmat units, 5 tankers, 1 fuel tender, 2 brush trucks, 2 command trucks, 14 relief apparatuses, 54 mobile equipment trailers, and approximately 78 auxiliary vehicles. The shop was also responsible for repairing and maintaining a 110-foot fire boat, 3 rescue boats, and 12 jet skis/watercraft.[2]

HFD Quint[3]

Source: Honolulu Fire Department

	Operating Expenditures[4]			
	Fire Commission	Administration ($ million)	Mechanic Shop ($ million)	Fireboat
FY 2008	$8,761	$2.5	$1.8	$1.9
FY 2009	$2,700	$2.7	$2.0	$1.6
FY 2010	$2,845	$3.0	$2.0	$1.5
FY 2011	$1,463	$2.8	$1.9	$1.3
FY 2012	$2,297	$3.1	$2.0	$1.3
Change over last 5 years	-74%	22%	9%	-34%

Source: Executive Operating Program and Budget (FY 2010-FY 2013) and Honolulu Fire Department

[1] Self Contained Breathing Apparatus.

[2] Two rescue boats and two jet skis were in service for FY 2012.

[3] A Quint is a fire service apparatus that serves the dual purpose of an engine and a ladder truck and refers to the five functions that a quint provides: pump, water tank, fire hose, aerial device, and ground ladders.

[4] Operating expenditure data unavailable for OSHO, SCBA Shop, Fire Fiscal, and storeroom.

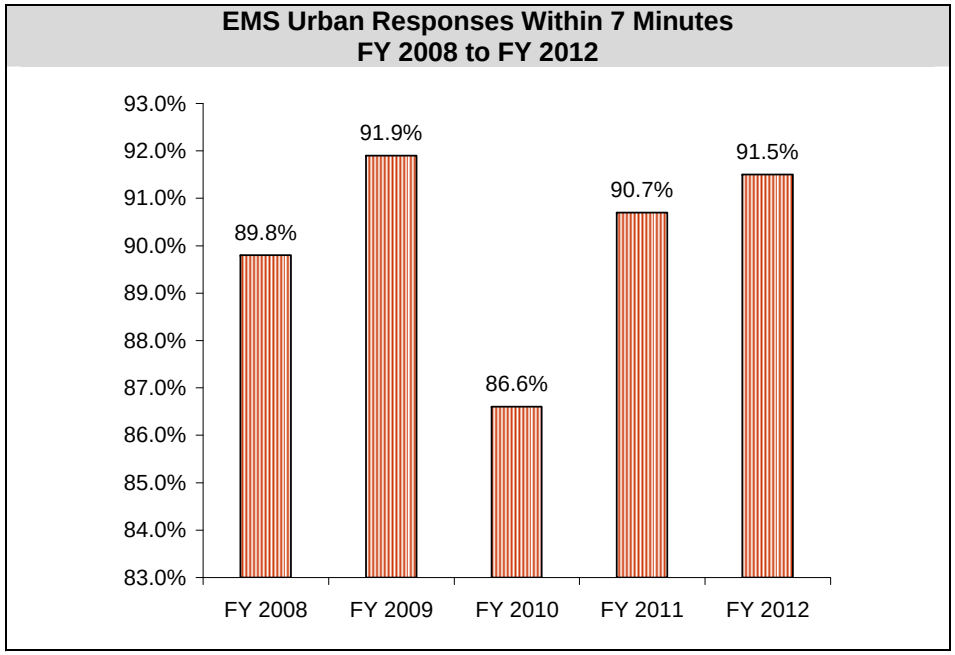
Emergency Medical Responses and Hazardous Materials

Fire Operations fulfills the department's mission and the city's public safety goals by providing emergency medical and hazardous materials responses island wide.

The department responded to 28,307 *emergency medical incidents* in FY 2012. Emergency medical and rescue responses represent the largest segment of all incidents responded to by the department[1]. Over the last five years, the number of emergency medical incidents increased by 19%. According to HFD, this trend is due to population growth and the increasing number of older residents.

In FY 2012, the department responded to 1,833 *hazardous materials* incidents.

HFD Hazardous Materials responders
Source: Honolulu Fire Department



Source: Honolulu Fire Department

		EMS Urban Responses		EMS Suburban Responses		EMS Rural Responses		Hazardous Materials		
	EMS Incidents	80% Fractile Time[2]	Within 7 Minutes[3]	80% Fractile Time	Within 7 Minutes	80% Fractile Time	Within 7 Minutes	Incidents	Facilities Permitted	Inspected
FY 2008	23,767	6:16	89.8%	7:28	93.0%	8:17	91.9%	1,846	382	141
FY 2009	24,932	6:16	91.9%	7:26	93.0%	8:12	92.7%	1,780	409	215
FY 2010	24,817	6:17	86.6%	7:28	93.0%	7:44	94.0%	1,680	402	122
FY 2011	27,962	5:58	90.7%	7:33	90.9%	7:51	95.0%	1,899	385	104
FY 2012	28,307	5:58	91.5%	7:36	91.4%	7:57	95.0%	1,833	271	122
Change over last 5 years	19%	-5%	2%	2%	-2%	-4%	3%	-1%	-29%	-13%

Source: Executive Operating Program and Budget (FY 2010-FY 2013) and Honolulu Fire Department
[1] HFD co-responds to incidents with EMS. HFD provides basic life support care while EMS provides advanced life support care.
[2-3] Total response time standard as stated in the Department's 2005 and 2010 Standard of Cover document prepared for the Commission on Fire Accreditation International. Fractile refers to the point below which a stated fraction of the values lie (e.g. 90% of EMS urban responses arrived in less than 5:58 minutes).

Fire Operations

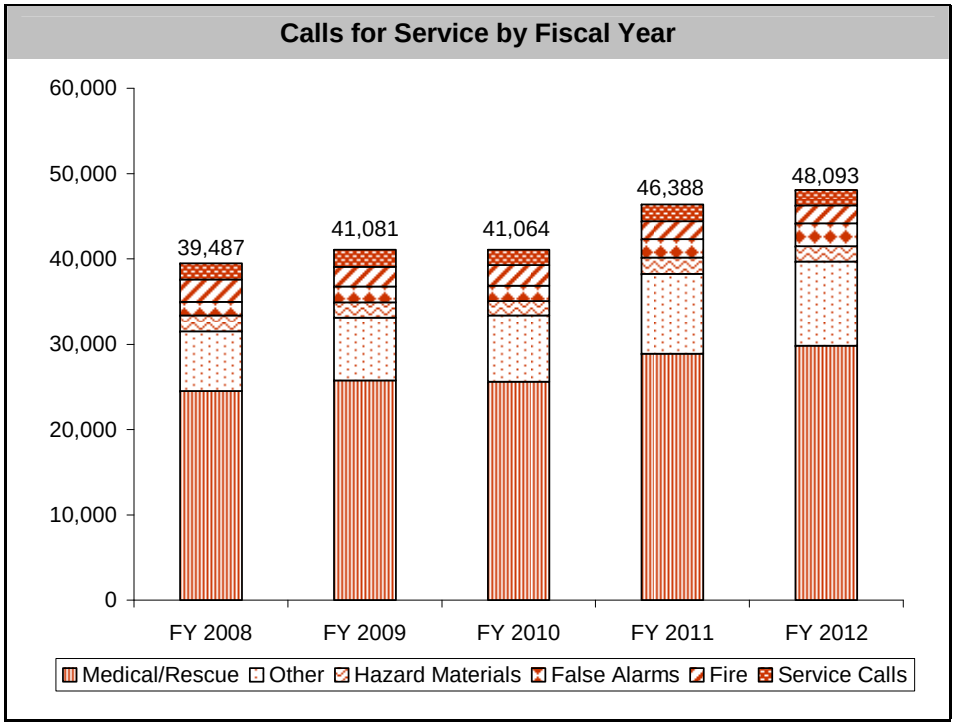
Fire operations provides fire suppression; and response to search and rescue, hazardous materials, and medical emergency incidents. The division also conducts dwelling and commercial building inspections; and provides commercial and industrial prefire planning. The island is divided into five battalions containing 44 fire stations.

Over the past 5 years, operating expenditures increased 16% from FY 2008 ($67.3 million) to FY 2012 ($78.0 million).

The total number of calls increased by 22% from FY 2008 to FY 2012. There were 2,142 fire incident calls in FY 2012. The number of fire calls decreased by 18%, medical and rescue calls increased by 21%. The chart at the right shows call growth for major call categories from FY 2008 to FY 2012.

In FY 2012, there were 19,223 significant fire-related incidents, an increase of 22% over the last five years. The number of building fires and wildfires HFD responded to decreased by 5% and 22%. The dollar losses[1] associated with the building fires increased 56% from FY 2008 ($2.3 million) to FY 2012 ($3.6 million). In the same period, the number of fire personnel and civilian fatalities remained the same. However, the number of fire personnel injuries increased by 108% and the number of civilian injuries decreased by 29%.

HFD aligns its operations with environmental sustainability by expanding its Compressed Air Foam System (CAFS) fire fighting efforts. The Department has 18 fire fighting apparatuses capable of pumping fire fighting foam (CAFS) to fight fires. This system improves firefighter safety by reducing extinguishment times and heat. CAFS advances the mayor's and HFD's technology priorities. HFD will continue to acquire this technology in its Apparatus Replacement Program.



Source: Honolulu Fire Department

HFD has begun a change-over to new NOMEX® fire resistive duty uniforms. Two battalions were outfitted in FY 2012. The expected completion date of change-over for all battalions is March 2013.

					Significant Incident Statistics							
									Fatalities		Injuries	
	Fire Operations Expenditures ($ million)	Residents Served Per Fire Station	Fireboat Rescue & Responses[2]	Aircraft Responses	Fire-Related Incidents	Building Fires	Wildfires	Dollar Loss ($ million)[1]	Fire Personnel	Civilian	Fire Personnel	Civilian
FY 2008	$67.3	21,519	18	438	15,728	42	554	$2.3	0	4	12	24
FY 2009	$71.4	21,713	24	512	16,149	37	431	$6.2	0	3	13	22
FY 2010	$73.9	21,934	23	573	16,254	33	525	$4.3	0	3	15	11
FY 2011	$76.8	21,722	32	566	18,436	42	399	$4.2	0	7	24	25
FY 2012	$78.0	21,900	34	641	19,223	40	434	$3.6	0	4	25	17
Change over last 5 years	16%	2%	89%	46%	22%	-5%	-22%	56%	0%	0%	108%	-29%

Source: Executive Operating Program and Budget (FY 2010-FY 2013), Department of Budget and Fiscal Services and Honolulu Fire Department. [1] Includes significant fires with over $500,000 in fire loss. [2] Fire Alarm Responses+Rescue and Emergency Responses.

Planning & Development

The Planning and Development (P&D) Division coordinates HFD's short and long term planning, operational and quality improvement processes. There are two sections in the division: the Fire Communication Center and the Radio Shop. Operating expenditures for P&D increased 96% from FY 2008 ($2.2 million) to FY 2012 ($4.3 million).

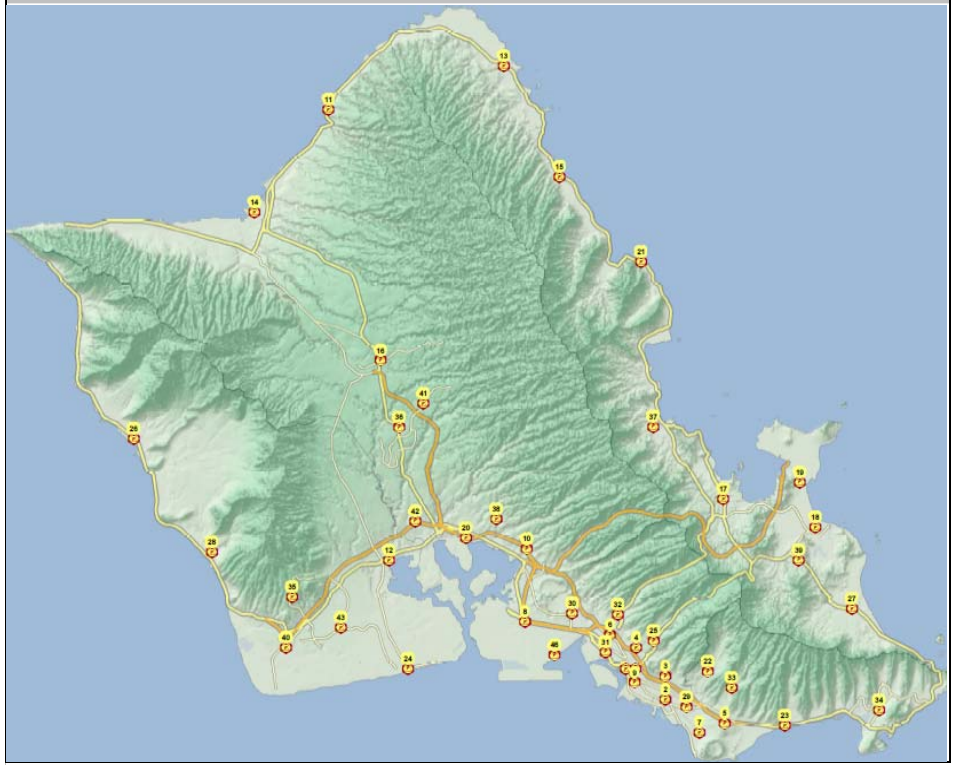
The Fire Communication Center provides centralized communications; receives and processes emergency response requests; and dispatches the appropriate type of services. The Radio Shop provides islandwide radio communications for dispatching and coordinating units responding to fire, medical, and rescue incidents.

The Radio Shop's increase in the number of services and repairs (377%) and planning and training (131%) is due to upgrading the HFD's radios.

Best practice standards, such as National Fire Prevention Association 1710 and Standards of Response Cover require fractile reporting. Urban Fire response time was 6 minutes 33 seconds for 80% of the responses, and 83% met the Standards of Cover for responding within 7 minutes. The HFD reports that responses over 12 minutes are frequently associated with isolated road networks or interstate highway responses.

Suburban Fire response time was 8 minutes and 52 seconds for 80% of the responses. 81.2% met the Standards of Cover for responding within 9 minutes. Rural Fire response time was 9 minutes and 54 seconds for 80% of the responses. 86% met the Standards of Cover for responding within 11 minutes.

Location of the City & County of Honolulu's Fire Stations



Source: Honolulu Fire Department

	Planning & Development Expenditures[1] ($ million)	Radio Shop		Urban Fire Responses		Suburban Fire		Rural Fire Responses	
		Services and Repairs	Planning and Training	80% Fractile Time[2]	Within 7 Minutes[3]	80% Fractile Time	Within 9 Minutes[4]	80% Fractile Time	Within 11 Minutes[5]
FY 2008	$2.2	483	64	6:53	82.3%	8:55	80.7%	9:51	86.2%
FY 2009	$2.7	507	71	6:22	85.6%	8:36	82.6%	9:41	87.7%
FY 2010	$2.5	784	60	6:34	84.0%	8:39	82.8%	9:34	87.7%
FY 2011	$3.2	1,931	164	6:18	86.5%	8:47	81.9%	9:34	87.1%
FY 2012	$4.3	2,306	148	6:33	83.0%	8:52	81.2%	9:54	86.0%
Change over last 5 years	96%	377%	131%	-5%	1%	-1%	1%	1%	<1%

Source: Honolulu Fire Department, Executive Operating Program and Budget (FY 2010-FY 2013) and Department of Budget and Fiscal Services

[1]Planning & Development expenditures include the Fire Communication Center, Grant Management, Radio Shop & city Radio System expenditures. In the Executive Operating Program & Budget, HFD reports P&D expenditures under the Administrative Services and Support Services divisions. [2] Fractile refers to the point below which a stated fraction of the values lie. [3-5] Total response time standards for first arriving company as stated in the Department's 2005 and 2010 Standards of Cover document prepared for the Commission on Fire Accreditation International (CFAI).

Support Services

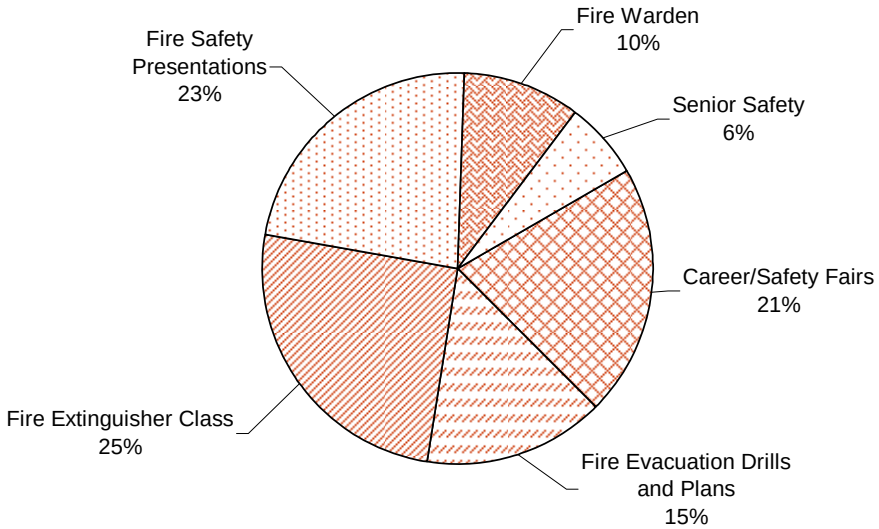
The Support Services Division consists of the Fire Prevention and Training and Research Bureaus. The Fire Prevention Bureau promotes fire and life safety programs that include inspections, reviewing building plans, investigating the origin and causes of fires, and providing fire and life safety education to the community. The Training and Research Bureau prepares, instructs and evaluates training programs and also researches appropriate types of apparatuses, education and equipment.

Fire inspections declined by 19% from FY 2008 to FY 2012. Fire department inspection numbers are comprised primarily of exterior residential inspections, which must be done at a frequency of at least once every five years. The lower number is due to higher inspection frequencies in previous years. During that same time period, the number of high value fire inspections increased every year.

Over the past five years, the number of fireworks permits decreased by 8% from 9,642 permits in FY 2008 to 8,840 permits in FY 2012.

Fire safety presentations declined by 30% from FY 2008 to FY 2012. HFD noted that fire safety presentations are only one of several types of public education programs that the department participates in. Others include fairs, senior safety, and fire extinguisher classes. There was increased production in attendance at fairs, smoke alarm installations, safety guides, website participation, and Keiki Safety Fire House events.

Public Educational Presentations FY 2012



Source: Honolulu Department and Agency Reports (FY 2012)

		Fire Prevention			Training and Research
	Support Services Expenditures ($ million)	Fireworks Permits[1]	Inspections[2]	Building Plans Reviewed	Fire Safety Presentations (Attendees)
FY 2008	$5.1	9,642	67,113	2,665	3,187
FY 2009	$5.1	7,343	65,520	2,744	3,761
FY 2010	$5.2	8,488	62,759	2,467	3,067
FY 2011	$5.3	11,202	64,670	2,354	2,237
FY 2012	$5.3	8,840	54,049	2,595	2,219
Change in the last 5 years	4%	-8%	-19%	-3%	-30%

Source: Honolulu Fire Department, Honolulu Department and Agency Reports (FY2008-FY 2012) and Department of Budget and Fiscal Services
[1] Fireworks Permits=Public Display permits+Satellite City Hall permits+Special permits.
[2] Inspection=Occupany Inspections (Initial) + Company Inspection Program Inspections.

Perceptions of Fire Safety

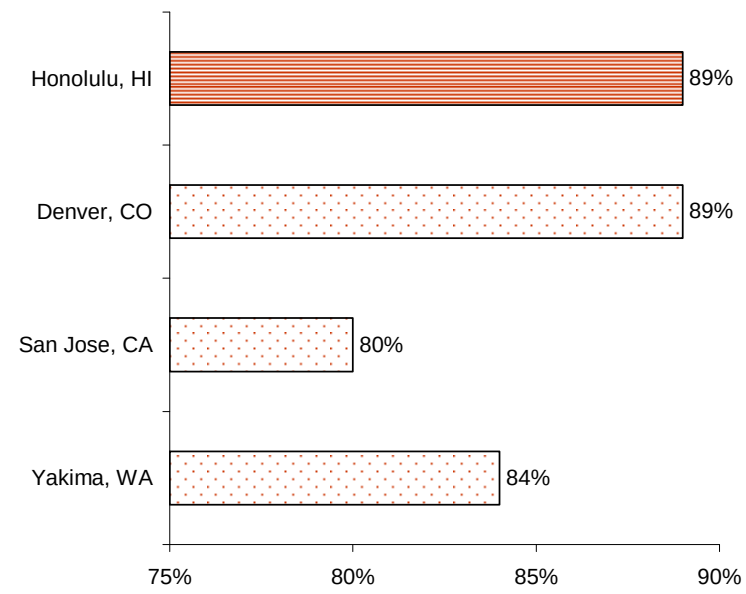
In local government, core services like fire protection top the list when residents are asked about the most important government services. In FY 2012, 89% of Honolulu residents rated fire services as excellent or good. This rating was below the national benchmarks and similar to benchmarks for jurisdictions with populations over 300,000.

In FY 2012, 56% of residents reported that they felt very or somewhat safe from environmental hazards, compared to 58% in FY 2010. This was much below the national benchmarks and benchmarks for jurisdictions with populations over 300,000.

In FY 2012, a majority of residents (72%) rated HFD's fire prevention and education services excellent or good, compared to 67% in FY 2010. While this was much below national benchmarks, it was similar to benchmarks for jurisdictions with populations over 300,000.

Approximately 11% of residents had contact with employees of the Honolulu Fire Department, compared to 12% in FY 2010. Of those who had contact, 96% rated their overall impression of HFD employees excellent or good, compared to 92% in FY 2010. This was similar to national benchmarks.

National Comparison: Citizens Rating Fire Services (% Excellent or Good)



Source: 2012 National Citizen Survey (Honolulu), 2011 National Citizen Survey (Denver), 2012 National Citizen Survey (San Jose), and 2012 National Citizen Survey (Yakima)

	Citizen Survey			
	(% Excellent or Good)			(% Very or Somewhat Safe)
	Fire Services	Fire Prevention and Education	Overall impression of most recent contact with HFD	Safety from environmental hazards
FY 2008	-	-	-	-
FY 2009	-	-	-	-
FY 2010	91%	67%	92%	58%
FY 2011	89%	70%	89%	57%
FY 2012	89%	72%	96%	56%
Change over last 3 years	-2%	5%	4%	-2%

Source: 2010-2012 National Citizen Survey (Honolulu)

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CHAPTER 13 - HUMAN RESOURCES

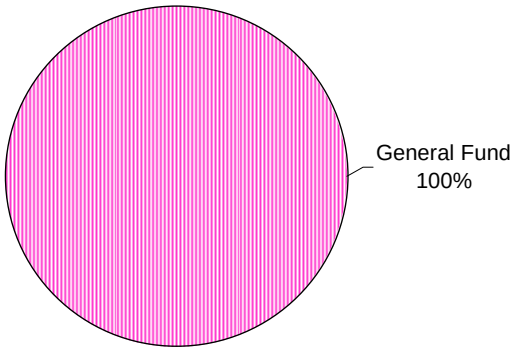
The Department of Human Resources (DHR) is the central personnel agency for the city. The mission of the department is to recruit, develop and retain an outstanding workforce dedicated to quality public service for the City and County of Honolulu. The city charter requires DHR to establish a comprehensive personnel management program based on merit principles and generally accepted methods governing the classification of positions and the employment, conduct, movement, and separation of public employees. To accomplish the Mayor's priorities for prudent fiscal management, government efficiency, and adoption of new technologies, the department entered into a collective bargaining agreement with UPW Bargaining Unit 1 that resulted in a 5% labor cost savings, reorganized its Health Services division to the Honolulu Emergency Services Department (HESD) to consolidate the city's medical and health services, and expanded its recruitment efforts on various recruitment websites and social media sites including Facebook.

The department has six major functional areas:

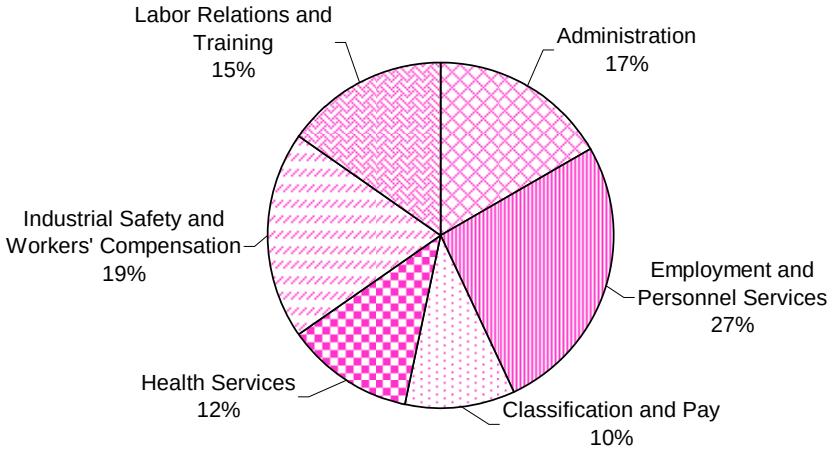
- Administration - includes the Equal Opportunity program, which is responsible for promoting and monitoring the city's compliance with federal, state and city laws on discrimination, equal employment, sexual harassment, ADA compliance and other discrimination issues. It also evaluates the handling of discrimination complaints in employment, services, programs and facilities of the city.
- Classification and Pay - plans, develops and administers classification and pay plans; prepares class specifications; and recommends pricing for newly established classes.
- Employment and Personnel Services - administers recruitment, examination, transactions and employee benefits programs; refers qualified candidates to department positions; oversees compliance with drug and alcohol testing; and administers the Fair Labor Standards Act and information privacy program.
- Labor Relations and Training - administers labor relations; personnel development and training programs; leads collective bargaining negotiations; conducts grievance hearings; and advocates arbitration cases.
- Industrial Safety and Workers' Compensation - administers a citywide safety and accident prevention program, and the city's pay-as-you-go, self-insured, workers' compensation program.
- Health Services[1] - conducts pre-employment and annual medical evaluations, administers the Employee Assistance Program; drug screening and random testing.

The activities of human resources are fully supported by the General Fund.

What Is the Source of Human Resources' Funds?
FY 2012



Where Does a Human Resources Dollar Go?
FY 2012



Source: Department of Budget and Fiscal Services

In FY 2012, recruitment efforts were developed beyond traditional methods to include expanding the city's internet presence on various recruitment websites and the use of social media sites including Facebook.

[1]Effective July 1, 2013, the Health Services Branch (11.5 FTE) is reorganized to HESD to consolidate the city's medical and health services.

Spending and Staffing

Human Resource's spending has decreased by 6% from $5.6 million to $5.3 million over the last 5 years.

In FY 2012, the ratio of DHR staff to city staff is approximately 1 to 136. Authorized staffing for the department was 81.0 FTE. Over the past year, the department's vacancy rate decreased 1% from FY 2008 (13%) to FY 2012 (12%).

Over the last five years, overtime expenditures decreased 15% from $33,579 to $28,424. According to the department, overtime expenditures decreased due to test administration costs associated with large recruitments for HPD and HFD. The department reports continually improving their recruitment processes to increase efficiencies and reduce costs.

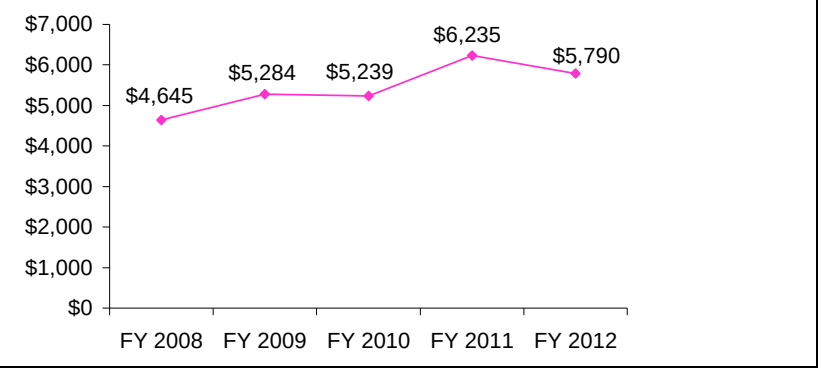
The number of new hires entering city service decreased from 778 in FY 2011 to 642 in FY 2012. Over the last five years, the number of new hires entering city service decreased 23%.

Over the past 5 years, hours of training decreased about 45%. The decrease in hours of training can be attributed to the reduced number of training sessions conducted by professional companies due to budget cuts. Training satisfaction ratings decreased slightly from 4.8 in FY 2011 to 4.7 out of a scale of 5 in FY 2012.

From FY 2008 to FY 2012, the number of injury claims filed by city employees declined by 7%. Although the number of injury claims decreased, total direct expenditures have increased 16%.

Over the past five years, the average cost per workers' compensation claim increased 25%, from $4,645 to $5,790. The increases were due primarily to a 21% increase in medical expenditures and a 33% increase in wage replacement benefits.

Average Cost of Workers' Compensation Claims[4]
FY 2008 to FY 2012



Source: Department of Human Resources

City employees sought more medical treatment and took longer to recover from their injuries before returning to work. Also during this period, the city's annual Special Compensation Fund assessment[1] (levied by the State Department of Labor) increased 75% from ($771,779 to $1,352,890).

Consistent with the mayor's prudent fiscal management priorities, the department's cost containment strategy includes formal early return to work programs for injured employees, in-house vocational rehabilitation, safety training programs, contracted medical bill auditing and payment services.

							Labor Relations and Training			Workers' Compensation		
	Operating Expenditures ($ million)	Total Authorized FTE	Percent Vacant FTEs	Cost per FTE[2]	Overtime Expenditures	New Hires Entering City Service	Hours of Training Provided[3]	Training Satisfaction Rating	Grievances Settled Before Arbitration[4]	Total Workers' Compensation Claims	Total Direct Expenditures ($ million)	Average Cost Per Claim[5]
FY 2008	$5.6	91.5	13%	$61,317	$33,579	838	14,561	4.6	85%	3,312	$15.4	$4,645
FY 2009	$5.9	91.5	13%	$64,489	$24,547	510	15,287	4.7	62%	3,196	$16.9	$5,284
FY 2010	$5.7	91.5	20%	$62,312	$22,128	373	10,532	4.7	78%	3,143	$16.5	$5,239
FY 2011	$5.0	91.5	17%	$55,073	$37,456	778	12,740	4.8	86%	2,932	$18.3	$6,235
FY 2012	$5.3	81.0	12%	$65,183	$28,424	642	7,971	4.7	92%	3,069	$17.8	$5,790
Change over last 5 years	-6%	-11%	-1%	6%	-15%	-23%	-45%	3%	7%	-7%	16%	25%

Source: Executive Operating Program and Budget (FY 2010-FY 2013), Department of Human Resources, Full time Equivalent (FTE) Department of Budget and Fiscal Services BRASS data (FY 2008-FY 2010), and Advantage Budget System (ABS) data (FY 2011-FY 2012). [1] Assessment paid to State to cover non-insured businesses that do not have workers' compensation. [2] Cost per FTE = Operating Expenditures/Total Authorized FTE. [3] In FY 2011 new training classes were developed and added. A total of 13 new classes were added covering topics on customer service, leadership, and health and wellness. [4] Effective FY 2011, % also includes cases resolved after Steps 2 and 3. [5]Average cost of workers' compensation claims is Total Workers' Compensation Expenditures ÷ Total Number of Workers' Compensation Claims.

CHAPTER 14 – INFORMATION TECHNOLOGY

The Department of Information Technology (DIT) plans, directs, and coordinates the city's information technology program. It sets and enforces city-wide technology and data security standards and policies. The department also maintains and manages the city computer network and data processing operations 24-hours per day, 7-days a week. Its mission is to provide information technology products, services, guidance, and direction to city agencies so that the public is served in a cost-effective and efficient manner; and to maintain and secure the city's communication's network. DIT provides leading technological solutions that support the mayor's priorities to adopt technology and make city government open and accessible.

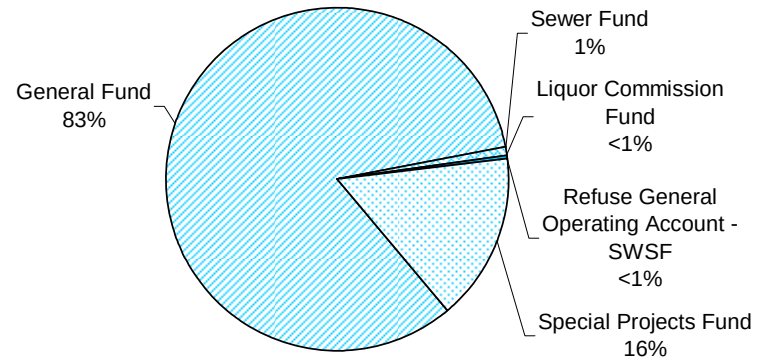
Total operating expenditures increased 5% from FY 2008 ($18.8 million) to FY 2012 ($19.8 million). According to DIT, the increase was due to salary reinstatements and increased maintenance contract costs. Revenues also increased 25% during the same time period due to increases in state withholdings for Real ID project and Commercial Drivers License/Motor Vehicle Registration work.

Over the last 5 years, non-holiday overtime pay decreased 29% from FY 2008 ($227,322) to FY 2012 ($160,619). DIT reported that it curtailed overtime by several means including assessing project deadlines and costs, using overtime sparingly, and prioritizing mission-critical projects.

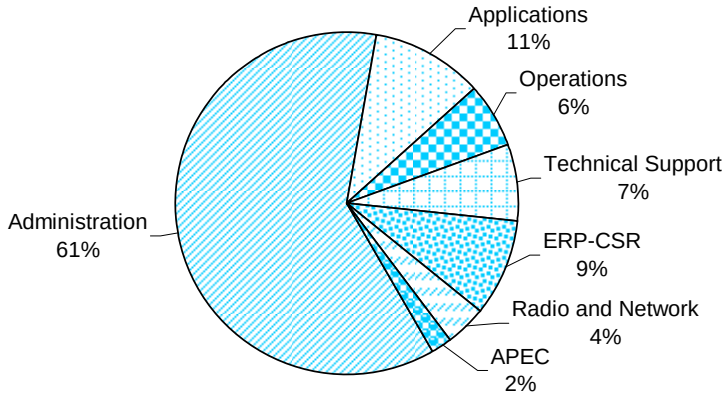
In FY 2012, DIT completed its Voice-Over-Internet-Protocol (VoIP) installations, continued upgrades to Enterprise Resource Planning (ERP) and web/smartphone applications. DIT advanced the mayor's transparency goals by launching *Data.Honolulu.gov* and expanding the web-based *Can-Do* system. However, the current collective bargaining agreement for supplemental time off days poses challenges for continuity of the city's information technology operations.

In November 2011, the department contributed to the APEC summit by providing support services at 24-hours operations centers. During the summit, DIT experienced zero network interruption and no successful cyber attacks, and also moved a portion of the Honolulu.gov website to the cloud.

What Are the Sources of Information Technology's Funds? FY 2012



Where Does an Information Technology Dollar Go? FY 2012



Source: Department of Budget and Fiscal Services
Note: ERP-CSR: Enterprise Resource Planning and Customer Service Representative.

	Total Operating Expenditures ($ million)	Administration ($ million)	Revenues ($ million)	Total Authorized FTE	Total Vacant FTE	Cost Per FTE[1]	Overtime: Total Overtime Expenditures	Overtime: Non-Holiday Overtime Expenditures[2]	APEC Costs
FY 2008	$18.8	$11.1	$2.6	150	23.5	$125,119	$252,983	$227,322	-
FY 2009	$20.1	$12.1	$3.7	153	25.0	$131,361	$254,577	$224,288	-
FY 2010	$18.4	$10.5	$3.0	153	25.5	$120,553	$209,575	$183,393	-
FY 2011	$18.2	$10.9	$2.9	152	27.5	$119,535	$206,176	$168,163	-
FY 2012	$19.8	$12.1	$3.2	152	30.5	$130,052	$184,132	$160,619	$373,100
Change over last 5 years	5%	9%	25%	1%	30%	4%	-27%	-29%	-

Source: Executive Operating Program and Budget (FY 2010-FY 2013), Department of Budget and Fiscal Services, Full Time Equivalent (FTE) Department of Budget and Fiscal Services BRASS data (FY 2008-FY 2010), and Advantage Budget System (ABS) data (FY 2011-FY 2012). [1]Cost per FTE = Operating Expenditures/Total Authorized FTE. [2]Overtime pay is established by bargaining unit agreement, as applicable.

Applications – Enterprise Resource Planning - Customer Service Representative (ERP-CSR)

The Applications Division performs computer systems development, including feasibility studies, systems analysis and design, electronic data management, and computer programming. It also provides consulting services to end users and city administrators with strategic planning information resources in overall city operations.

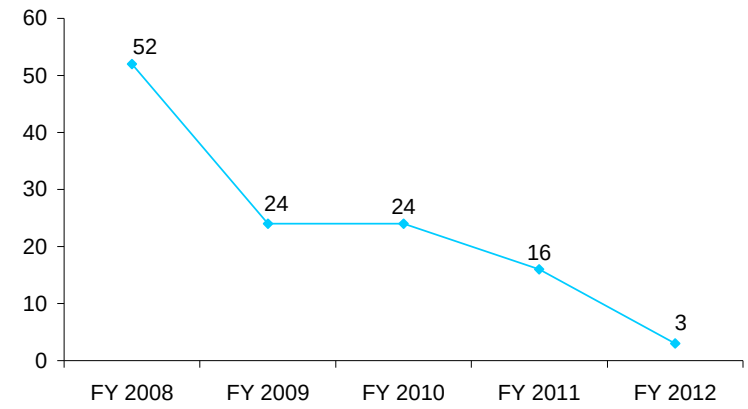
ERP-CSR provides technology support for the city's financial management system. It also implements the city's data processing plans for ERP financial, human resource/payroll, budgeting management, and other automated systems. In addition, ERP-CSR provides computer services representative support services for all city agencies.

Over the last 5 years, operating expenditures declined 48% from FY 2008 ($4 million) to FY 2012 ($2.1 million). DIT reports the reorganization split the Applications Division into Applications and ERP/CSR. Completed requests for services also declined by 46% during the same time period. The department explained that the decline in completed requests for service reflects efficiencies resulting from fewer, large scope requests rather than many requests for smaller systems.

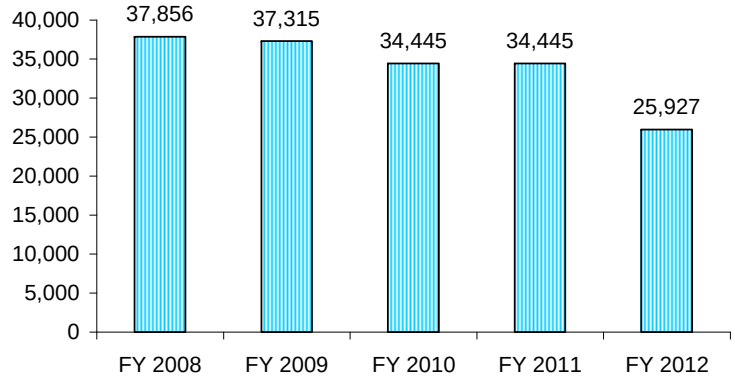
Under ERP-CSR, staff hours dedicated to maintenance and problem solving declined 32% from FY 2008 (37,856) to FY 2012 (25,927). DIT reports that the reduction in hours also reflects efficiencies resulting from the conversion from client-server to web-based platform. Also, more problem calls are directed to the Help Desk and technicians instead of analysts/CSRs. Applications and ERP-CSR implemented the mayor's priorities for adopting new technology and promoting efficiency in government operations.

Overhead staff hours also decreased 68% during the same time period. DIT noted that across the board, the number of work hours for FY 2012 was lower because there were several vacant positions that were frozen due to budget restrictions.

Total Requests Outstanding at End of Year
FY 2008 – FY 2012



Maintenance and Problem Solving Staff Hours
FY 2008 – FY 2012



Source: Department of Information Technology

	Applications				Enterprise Resource Planning - Customer Service Representative			
	Operating Expenditures ($ million)	Total New Requests For Service	Total Completed Requests for Service	Total Requests Outstanding at End of Year	Operating Expenditures ($ million)	Maintenance and Problem Solving (Staff Hours)	Analysis and Programming (Staff Hours)	Overhead (Staff Hours)
FY 2008	$4.0	120	153	52	-	37,856	10,816	5,408
FY 2009	$4.2	183	172	24	-	37,315	11,357	5,408
FY 2010	$4.2	183	172	24	-	34,445	10,483	4,992
FY 2011	$4.0	158	164	16	-	34,445	10,483	4,992
FY 2012	$2.1	96	83	3	$1.8	25,927	6,914	1,728
Change over last 5 years	-48%	-20%	-46%	-94%	-	-32%	-36%	-68%

Source: Executive Operating Program and Budget (FY 2010-FY 2013), Department of Budget and Fiscal Services and Department of Information Technology

Operations

The Operations Division plans, administers, coordinates, and executes central and remote computer system operations of the city's computer facilities islandwide. Operations also performs data entry services, assures data processing accuracy, maintains disaster recovery planning, manages the help desk call center, and controls and maintains city data center computer equipment and network.

Over the past 5 years, operating expenditures have decreased 31% from $1.7 million in FY 2008 to $1.2 million in FY 2012, DIT reports this was due to a reorganization that transferred the system's program to technical support.

In February 2012, the city launched *Honolulu 311*, a smartphone reporting system that allows citizens to report abandoned vehicles, broken street lights, illegal dumping, and a variety of other issues. The public can submit photographs and GPS coordinates of trouble spots to the city using their smartphone. DIT also launched three additional applications in FY 2012: *Adopt-a-Siren, Route View,* and *Art Finder. Honolulu 311* and other smartphone applications are consistent with the mayor's goal to make Honolulu a lean, clean, smart city through the use of technology.

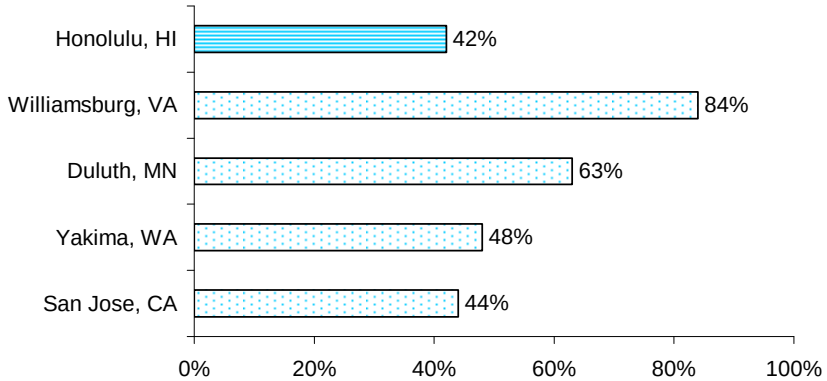
The most popular smartphone applications include:

- *DaBus*: 35,693 account users
- *Honolulu 311*: 14,647 account users
- *Tsunami Mobile*: 4,374 account users

In the 2012 Citizen Survey 67% of Honolulu residents reported visiting the City and County of Honolulu's website. This rating was much more than the national benchmark and for cities with a population of 300,000 or more. Public information services were rated excellent or good by 42% of residents. This rating was much below national benchmarks and below benchmarks for cities that exceed 300,000 residents.

The City and County of Honolulu features *Honolulu 311* and other smartphone applications to engage citizens and provide information

National Comparison: Public Information Services Percent Rating as Excellent or Good, FY 2012



Applications: *ev-Hawai'i; HNL City Walks, Honolulu 311, Adopt a Stream*, and *TheBus HEA*
Source: *Can-Do.Honolulu.gov* website, 2012 National Citizen Survey (Honolulu), and various city websites

	Operating Expenditures ($ million)	Production Online Systems (Regular Business Hours)	Production Online Systems (24 hours)	Changes Implemented[1]	% Help Desk Calls Resolved at First Level		Citizen Survey: Visited the City and County of Honolulu Website	Citizen Survey: Public Information Services (% Excellent or Good)
FY 2008	$1.7	99.9%	99.5%	891	73%	FY 2008	-	-
FY 2009	$1.8	99.9%	99.5%	761	92%	FY 2009	-	-
FY 2010	$1.7	99.9%	99.4%	691	86%	FY 2010	58%	41%
FY 2011	$1.2	99.9%	99.2%	875	89%	FY 2011	60%	47%
FY 2012	$1.2	99.9%	99.5%	1,093	78%	FY 2012	67%	42%
Change over last 5 years	-31%	0%	0%	23%	7%	Change over last 3 years	9%	1%

Source: Executive Operating Program and Budget (FY 2010-FY 2013), Department of Budget and Fiscal Services, Department of Information Technology, and 2012 National Citizen Survey (Honolulu)
[1] Changes Implemented is the process of documenting change approvals, user acceptance, or authorizations for hardware and software promotion. The 23% increase in changes implemented was due to ERP inclusion into the change management process.

Radio and Network Infrastructure & Technical Support

The Radio and Network Infrastructure (RNI) Division manages and supports city communications systems, including radio, microwave, fiber, wired, and 800 MHz systems and facilities. The division also manages tower, fiber, and wireless construction projects.

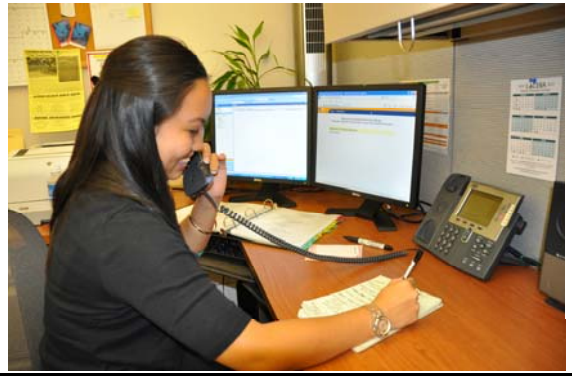
Due to DIT's reorganization, FY 2012 was the first year that the RNI reported a separate operating budget. In FY 2012, RNI supported 185 local area networks (LAN), a 6% increase from FY 2008. The department explained that the increase in LANs was necessary as additional sites were added to the city's network with fiber, microwave, DSL, cable modem, and wireless technologies.

The Technical Support (TS) Division plans, installs, administers, and maintains systems software for the mainframe and midrange computers. The division also supports and controls the servers, communications networks, and storage area networks. Responsibilities also include protection, security, and integrity of the city's information resources. Security-related functions include enforcing policies and procedures in the monitoring and preventing attacks on the city's information system. TS operating expenditures declined 27% from FY 2008 ($1.9 million) to FY 2012 ($1.4 million). DIT reports that the decline in operating expenditures was due to the reduction in telephone maintenance costs.

In FY 2012, RNI completed the city's migration to the Voice-Over-Internet-Protocol (VoIP) system. According to the department, the migration saves the city approximately $850,000 annually based on expenditures to maintain the PBX analog system. The current expense to maintain the VoIP system is approximately $350,000[1] annually, a 70% reduction. However, the city will not completely eliminate analog phones. Agencies such as Parks and Recreation that have remote sites are deemed not cost effective to install VoIP phones and will continue to utilize analog phones. The TS division supports the mayor's priorities to utilize technology and gain efficiencies in government operations.

Technical Support monitors and prevents attacks to the city's information system

The city completed its VoIP conversion program in FY 2012, which will save the city $350,000 annually



Source: Department of Information Technology and City and County of Honolulu Photo Bank

	Radio and Network[2]			Technical Support		
	Operating Expenditures	Total Local Area Networks	Total 800 MHz Zone Sites	Operating Expenditures ($ million)	Total Employees w/ Access IDs (Mainframe)	Total Employees w/User IDs (Servers)
FY 2008	-	175	12	$1.9	8,253	9,474
FY 2009	-	175	12	$2.0	8,253	9,474
FY 2010	-	175	12	$2.0	8,253	9,474
FY 2011	-	185	12	$2.0	8,098	8,327
FY 2012	$780,036	185	12	$1.4	8,054	9,944
Change over last 5 years	-	6%	0%	-27%	-2%	5%

Source: Executive Operating Program and Budget (FY 2010-FY 2013), Department of Budget and Fiscal Services and Department of Information Technology

[1] In FY 2005, the annual cost to maintain the analog system was $1.2 million. [2] FY 2012, is the first year that the Radio and Network Infrastructure Division reported its operating budget separate from the Technical Support Division.

CHAPTER 15 - LEGISLATIVE BRANCH

Pursuant to the city charter, the Legislative Branch is comprised of the Honolulu City Council, Office of the City Clerk, Office of Council Services and Office of the City Auditor.

The Honolulu City Council consists of nine elected officials and staff and, per the city charter, is empowered with legislative and investigative powers. This body's major duties include establishing city-wide policies via the passage of ordinances and resolutions, adopting the city's annual operating and capital improvement budgets, setting the annual real property tax rate and authorizing issuance of general obligation bonds. The city charter requires the council to adopt a balanced budget. The council also adopts the General Plan for long-range development, land use laws, zoning regulations, and policies for shoreline development.

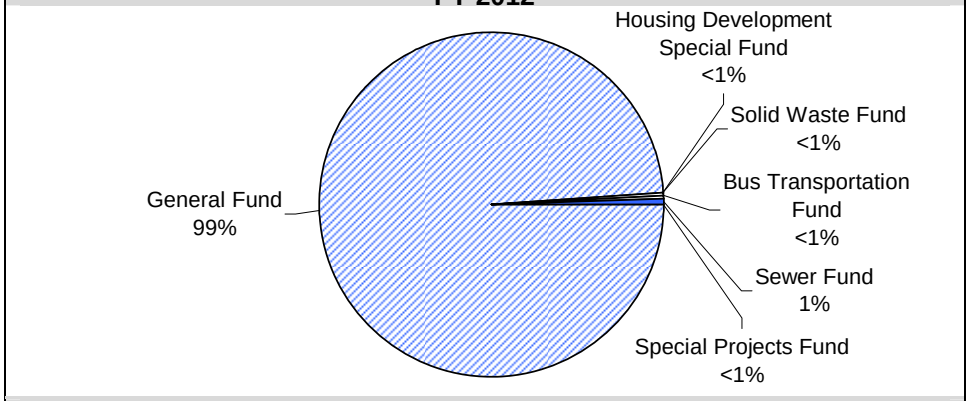
The Office of the City Clerk is custodian of ordinances, resolutions, rules and regulations of all city agencies, the city seal, books, papers and records. The clerk provides staff support to the council for all regular sessions, committee meetings and public hearings. It is responsible for voter registration and conducts all elections for the City and County of Honolulu. The clerk also authenticates all official papers and instruments requiring certification.

The Office of Council Services (OCS) provides comprehensive research and reference services for the council. It conducts research and drafting for the enactment or consideration of legislation, revises city ordinances, and serves in an advisory capacity to the council and its committees.

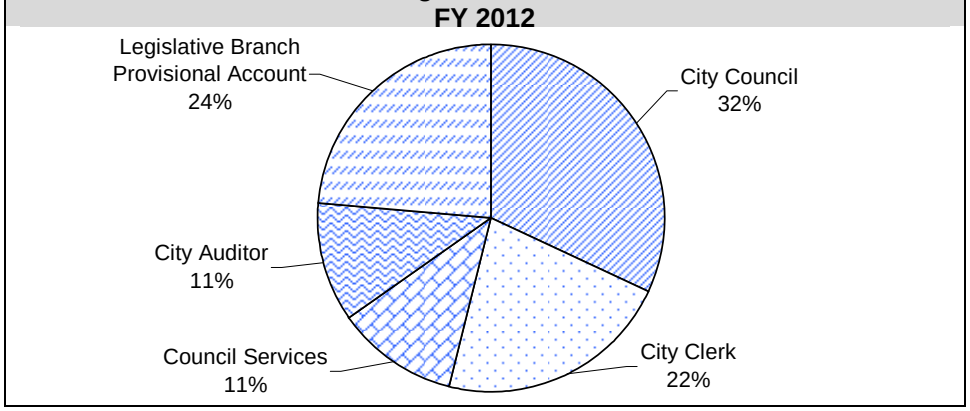
The Office of the City Auditor (OCA) is an independent audit agency created to strengthen the auditing function and ensure that city agencies and programs are held to the highest standard of public accountability. The city auditor is responsible for conducting 1) the annual financial audit; 2) performance audits of any agency or operation of the city; and 3) follow-up audits and monitoring of audit recommendations.

Overall the Legislative Branch's expenditures increased 5% from $10.7 million in FY 2008 to $11.3 million in FY 2012. Total revenues were $15,408 in FY 2012 compared with $54,055 in FY 2008, a 71% decrease. There were 126 total FTE and 3 vacant FTE in FY 2012. In FY 2012, overtime expenditures totaled $14,119, a 25% increase from $11,310 in FY 2008.

What Are the Sources of the Legislative Branch's Operating Funds? [1,2] FY 2012



Where Does a Legislative Branch Dollar Go? FY 2012



Source: Honolulu City Council, Office of the City Clerk, Office of Council Services, and Office of the City Auditor. [1] FY 2012 appropriated totals. [2] Percentages do not total to 100% due to rounding.

	Total Operating Expenditures ($ million)	Total Revenues	Total Authorized FTE	Total Vacant Authorized FTE	Cost Per Legislative FTE[3]	Total Overtime Expenditures	Non-Holiday Overtime Expenditures[4]
FY 2008	$10.7	$54,055	119	2.5	$90,182	$11,310	$11,310
FY 2009	$13.0	$52,277	122	5.5	$106,680	$67,267	$60,689
FY 2010	$12.4	$8,458	128	5.0	$96,714	$20,033	$20,033
FY 2011	$11.5	$31,576	127	2.0	$90,551	$60,099	$55,881
FY 2012	$11.3	$15,408	126	3.0	$89,550	$14,119	$14,119
Change over last 5 years	5%	-71%	6%	20%	-1%	25%	25%

Source: Department of Budget and Fiscal Services, Honolulu City Council, Office of the City Clerk, Office of Council Services, and Office of the City Auditor. [3] Cost per FTE = Operating Expenditures/Total Authorized FTE. [4] Overtime pay is established by bargaining unit agreement, as applicable.

Spending and Staffing

Honolulu City Council

The city council's expenditures decreased 4% from $3.8 million in FY 2008 to $3.6 million in FY 2012. The council's authorized staffing decreased 6% from 65 FTE in FY 2008 to 61 FTE in FY 2012. Recognizing that it is often difficult to attend hearings in Honolulu, the council initiated changes to the traditional council calendar to make it easier for O'ahu residents to participate in the legislative process. In FY 2012, Kapolei Hale, Pali Golf Course, Nanakuli and Kailua were the sites for 4 council and 2 committee meetings. In response to residents' concerns, the council appropriated additional funds totaling $100 million for road repair. The council enacted a "complete streets" ordinance that requires city roadways and transit projects provide access and mobility for all users. In FY 2012, the council enacted an ordinance to facilitate the Honolulu Affordable Housing Preservation Initiative, through which the city seeks to transition ownership and management of 12 city apartment complexes to private operators or managers of affordable housing.

Office of the City Clerk

The city clerk's expenditures increased 11%, from $2.2 million in FY 2008 to $2.5 million in FY 2012. Staffing in FY 2012 was 33 FTE, up from 29 FTE in FY 2008, a 14% increase. According to the city clerk, this increase was due to the need to hire additional staff to process absentee ballots and handle early voting for walk-in residents. In FY 2012, there were 25 council meetings and hearings, and 96 standing committee meetings. The city clerk received 4,323 communications, which included council and departmental communications, mayor's messages, and petitions, and there were 458,742 registered voters in Honolulu in FY 2012. In FY 2012, the Elections Division provided support to the 2011 Council Reapportionment Commission, which was tasked with the reassignment of O'ahu's entire voter registry into new council districts. The nine city council district lines were redrawn to accommodate a westward shift of the population.

Office of Council Services

Over the past five years, council services' expenditures decreased 6% from $1.4 million in FY 2008 to $1.3 million in FY 2012, and its authorized staffing was 20 FTE in FY 2012.

In FY 2012, council services prepared 883 written responses to requests for service. These responses included 218 bills; 424 resolutions; and 241 letters, legal memoranda, and statistical and research reports. Council services amended 56 sections of the Revised Ordinances of Honolulu, which totaled 420 pages. Additionally, it provided consultative assistance to 96 committee meetings, 13 council meetings, 13 public hearings, and 36 advisory and task force meetings. OCS reviewed 141 bills and 509 resolutions, which were introduced for council consideration. In March 2012, OCS released its 12th annual "Issue Profile, Status of the City's Finances" report, which provided the city council with a historical and comparative context to review budget and fiscal trends.

Office of the City Auditor

The city auditor's expenditures increased 25% from $1.0 million in FY 2008, to $1.3 million in FY 2012. According to the city auditor, this increase is due to increased costs for the city's financial audits as required by the city charter, increasing workload, and increasing productivity. The office's authorized staffing was 9 FTE in FY 2012, an increase of 1 FTE from the prior fiscal year. Over the past 5 years, the number of audits and audit reports increased 71% from 14 in FY 2008 to 24 in FY 2012. The city auditor attributes this increase to new projects, such as this Service Efforts and Accomplishments report, and other initiatives related to the city council's emphasis on greater transparency and accountability in governmental operations.

	Operating Expenditures ($ million)					City Clerk		Council Services		City Auditor
	City Council	City Clerk	Council Services	City Auditor	Provisional Account	Total Communications Received	Total Registered Voters	Total Number of Written Responses	Total Number of ROH Pages Amended	Total Number of Audits and Reports
FY 2008	$3.8	$2.2	$1.4	$1.0	$2.4	3,615	451,982	771	360	14
FY 2009	$4.1	$3.5	$1.5	$1.2	$2.8	3,541	447,965	766	237	20
FY 2010	$3.9	$3.3	$1.5	$1.2	$2.6	3,624	456,662	753	297	18
FY 2011	$3.7	$2.5	$1.3	$1.3	$2.7	3,546	448,508	820	303	23
FY 2012	$3.6	$2.5	$1.3	$1.3	$2.7	4,323	458,742	883	420	24
Change over last 5 years	-4%	11%	-6%	25%	13%	20%	1%	15%	17%	71%

Source: Honolulu City Council, Office of the City Clerk, Office of Council Services, and Office of the City Auditor

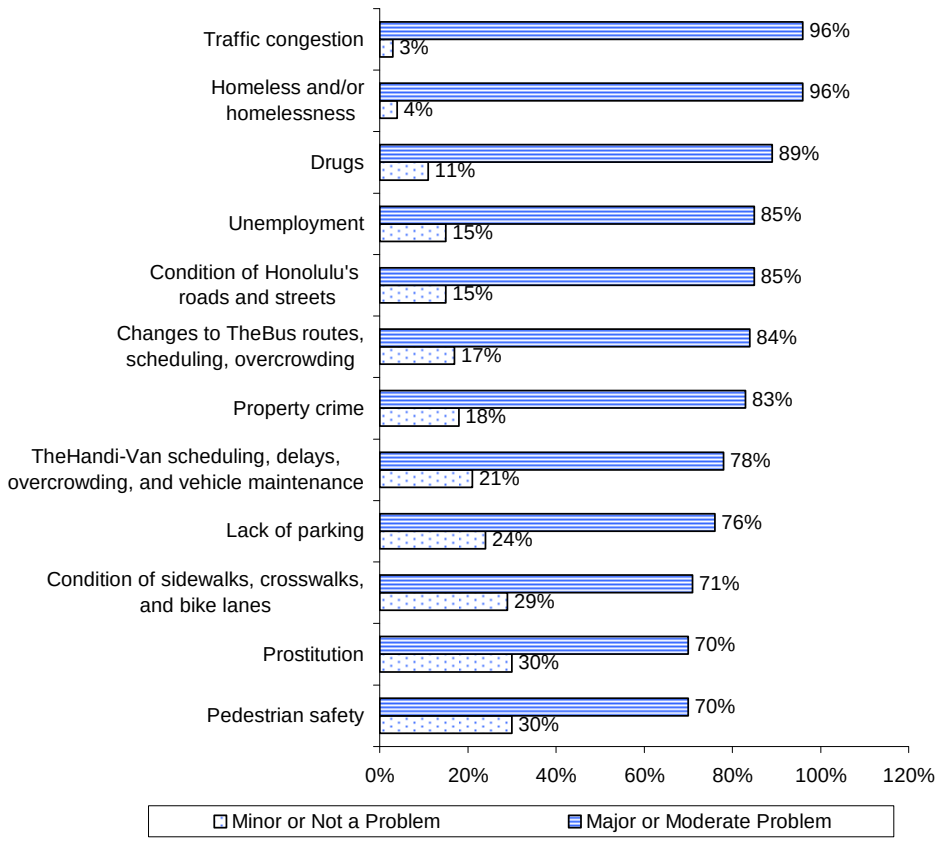
PUBLIC POLICY QUESTIONS

The United States entered into a recession in late 2007 with an accelerated downturn occurring in the fourth quarter of 2008. The State of Hawaii and the City and County of Honolulu were hit hard by the recession. Since then, a gradual recovery has been slow, but it has been fairly steady. Due to uncertainties in the global economy, rising energy, debt service and employee costs, the city's philosophy is to continue to make every effort to contain costs while maintaining the expected level of public services.

In FY 2012, city council's concerns included (1) neighborhood involvement by scheduling council and committee meetings in communities affected by agenda items; (2) funding the Honolulu Area Rapid Transit Authority (HART) and conditioning the use of city bond funds on obtaining a federal full funding agreement for the city's rail transit system; and (3) making streets safer for pedestrians and bicyclists by enacting a *Complete Streets* ordinance[1]. Infrastructure concerns included (4) providing additional funds to improve roads and committing the city to higher Pavement Control Index[2] standards for city roads; and (5) addressing options related to homelessness, affordable housing. Environmental sustainability concerns included (6) enacting a non-recyclable bag ban effective July 1, 2015; and (7) funding preservation of agricultural and undeveloped lands.[3]

The National Citizen Survey 2012 of (Honolulu) asked a series of questions related identifying problems in the city, support for issues by raising taxes, and addressing important issues in the next two years. Residents reported the following as major problems: traffic congestion (96%), homeless and/or homelessness (96%), drugs (89%), unemployment (85%), condition of city roads and streets (85%), changes to TheBus routes, scheduling, overcrowding (84%) and property crime (83%).

To what degree, if at all, are the following problems in the City and County of Honolulu?



Source: 2012 National Citizen Survey (Honolulu)

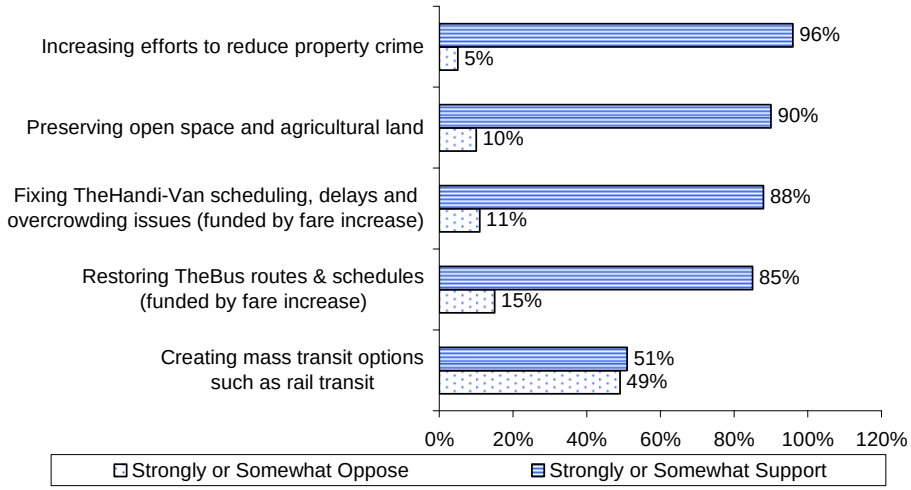
[1]Ordinance 12-15 Complete Streets policy. [2]Resolution 12-35 CD1 Pavement Control Index. [3]Ordinance 12-20 Senator Fong's Plantation Garden (107 acres), Galbraith Estate (1,207 acres), Kahuku Mauka (248 acres), and undeveloped Kalauao Valley (635 acres) and Maunawila Heiau (9 acres).

PUBLIC POLICY QUESTIONS

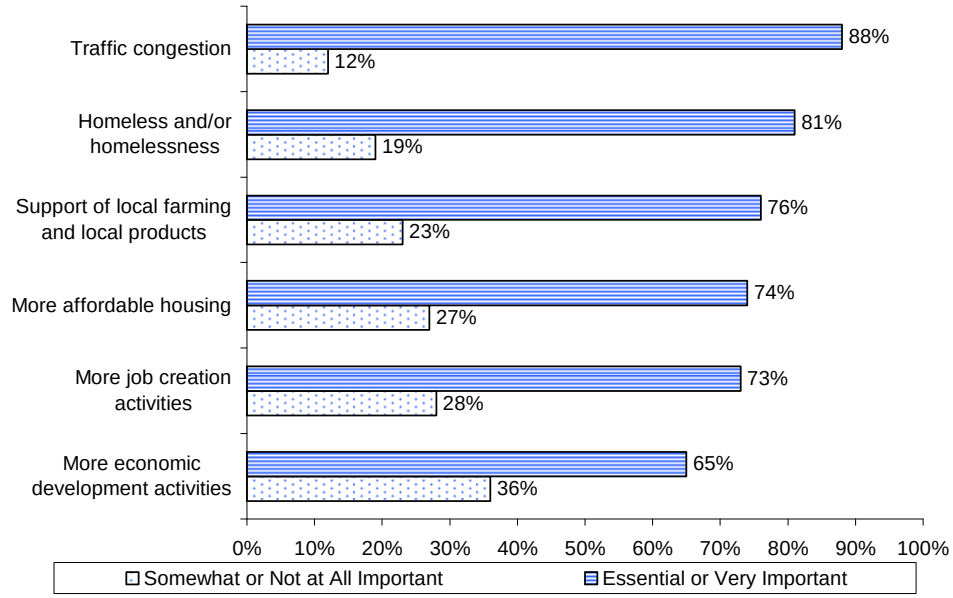
Residents supported raising taxes for increasing efforts to reduce property crime (96%) and preserving open space and agricultural land (90%). Residents also supported raising fares to fix TheHandi-Van scheduling, delays and overcrowding issues (88%) and to fix TheBus routes and schedules (85%). Just over half of residents support continuing to fund mass transit options, such as rail transit, even if it involves raising taxes (51%), compared to those opposed (49%).

The National Citizen Survey 2012 (Honolulu) also asked residents a series of questions related to important issues that residents want the city to address in the next two years. The issues with the highest ratings were traffic congestion (88%), homeless and/or homelessness (81%), support of local farming and local products (76%), more affordable housing (74%) and more job creation activities (73%).

To what degree, do you support or oppose, the City and County continuing to fund the following items even if it involves raising taxes?



How important, if at all, are the following issues for the city to address in the next two years?



Source: 2012 National Citizen Survey (Honolulu)

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 – Created in FY 2012, this office administers programs for affordable housing, senior housing, special needs housing, and homelessness.

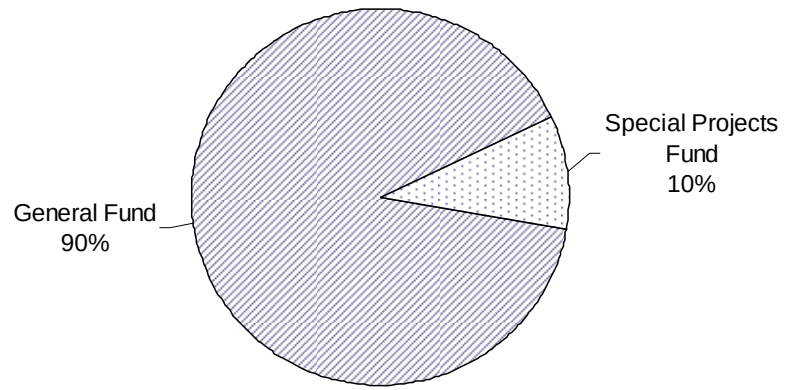
Mayor's Office of Culture and the Arts (MOCA) – Strives to ensure the availability of a wide range of artistic experiences, promotes the value of arts and culture throughout the communities of the city, and presents O'ahu as a cultural destination.

Office of Economic Development (OED) - Works in partnership with O'ahu's businesses, non-profits and communities to support economic growth and enhance the quality of life at the community level. It worked closely with the Asia-Pacific Economic Cooperation (APEC) host committee on business-related activities for the FY 2012 event.

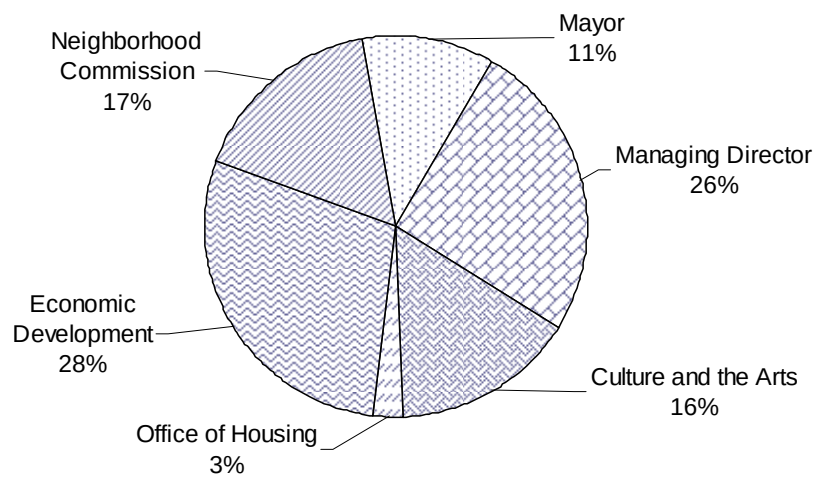
Neighborhood Commission Office (NCO) - Provides staff support to the 9-member Neighborhood Commission, 33 neighborhood boards and 439 neighborhood board members. Staff attend the monthly board meetings; take and transcribe meeting minutes; and provide proper notice of all meetings of the commission and the neighborhood boards. In FY 2012, NCO staff attended 346 meetings and prepared 390 sets of meeting minutes and agendas.

They mayor identified his goals in 2012 as being threefold: preparing Honolulu for the future, investing in infrastructure, and increasing citizen engagement in a way that ends the usual ineffectiveness of politics. Saving more and paying down debt, using expenditures prudently, and wisely investing in core infrastructure will all lead to a better future for Honolulu.

What Are the Sources of the Mayor-Managing Director's Funds? FY 2012



Where Does a Mayor-Managing Director Dollar Go?[1] FY 2012



Source: Department of Budget and Fiscal Services. [1]Percentages do not total to 100% due to rounding.

Note: The Royal Hawaiian Band is reported in a separate chapter.

MAYOR AND MANAGING DIRECTOR

The Mayor and Managing Director of the City and County of Honolulu oversee 10,850 authorized employees and over 20 departments in the 10th largest municipality in the United States.

The mayor established the following priorities for FY 2012: prudent fiscal management and fiscal responsibility; prudent investment in transportation and core infrastructure; transparent, accessible, accountable, efficient city government; alternative energy resources and sustainability; and use technology to save city money and meet higher demands for services.

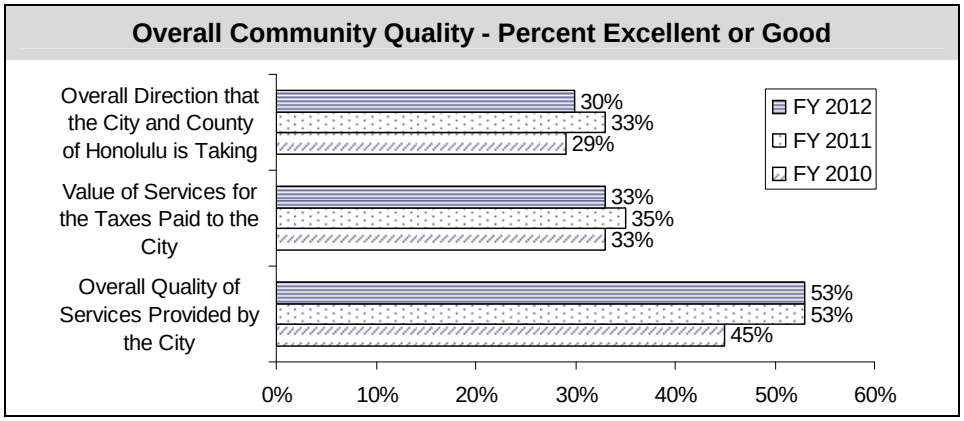
The Office of Housing was created during FY 2012 with the appointments of an Executive Director and a County Housing Coordinator. The Office of Housing establishes and administers programs for affordable housing, senior housing, special needs housing, and homelessness. Together with the Department of Community Services, the Honolulu Affordable Housing Preservation Initiative (HAHPI) approved the transition of ownership and management of 12 city apartment complexes to the private sector while keeping them affordable to lower-income residents.

Mayor's office expenditures were $454,797 in FY 2012, a decline of 41% from $770,673 in FY 2008. Total authorized staffing remained consistent at 6 FTE over the last 5 years. There was 1 vacant FTE in FY 2012.

Managing Director's office expenditures declined 41% to $1,059,470 in FY 2012, compared to $1,781,021 in FY 2008. The managing director's authorized staff increased by one employee to a total of 18 FTE in FY 2012. In FY 2012, there was only 1 vacant FTE, a 50% decrease from FY 2008. There were no overtime expenditures for the Mayor's and Managing Director's offices from FY 2008 to FY 2012.

Highlights of the city's FY 2012 accomplishments:

- First time in 17 years that the city has no lawsuits pending relating to its sewer treatment facilities.



Source: 2012 National Citizen Survey (Honolulu)

- The city hosted the 2011 Asia Pacific Economic Cooperation (APEC) summit with no event-related arrests or incidents and coming under budget by roughly $22 million.
- The Agricultural Liaison became the city's first point of contact regarding agricultural issues and is working with the Department of Planning and Permitting to protect the most valuable O'ahu agricultural lands for food and other agricultural products.

Residents were asked to rate the overall direction the city is taking. Approximately 30% rated the direction as excellent or good in FY 2012. About 33% of residents rated the value of services for the taxes paid to the city as excellent or good in FY 2012, which has been consistent over the last 3 years. When asked to rate the quality of services provided by the city, about 53% rated it as excellent or good. Ratings in FY 2012 were much below national benchmarks and below benchmarks for other cities with populations over 300,000, where Honolulu ranked 22 out of 23 cities, equivalent to the 5th percentile for the overall direction the city is taking.

	Operating Expenditures				Authorized Staffing			
	Mayor	Managing Director	Subtotal Combined Offices[1]	Total Mayor-MD Offices	Total Authorized FTE (Mayor)	Vacant Authorized FTE (Mayor)	Total Authorized FTE (Managing Director)	Vacant Authorized FTE (Managing Director)
FY 2008	$770,673	$1,781,021	$2,380,967	$4,932,661	6	0	17	2
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
Change over last 5 years	-41%	-41%	10%	-16%	0%	-	6%	-50%

	Citizen Survey (% Excellent or Good)		
	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 2008	-	-	-
FY 2009	-	-	-
FY 2010	29%	33%	45%
FY 2011	33%	35%	53%
FY 2012	30%	33%	53%
Change over last 3 years	1%	0%	8%

Source: Executive Operating Program and Budget (FY 2010-FY 2013), Honolulu Department and Agency Reports (FY 2008-FY 2012), Department of Budget and Fiscal Services, 2012 National Citizen Survey (Honolulu), Full Time Equivalent (FTE) Department of Budget and Fiscal Services BRASS data (FY 2008-FY 2010), and Advantage Budget System (ABS) data (FY 2011-FY2012)

[1] Combined offices include Office of Culture and the Arts, Office of Economic Development, Office of Housing, and the Neighborhood Commission.

CULTURE AND THE ARTS

The Mayor's Office of Culture and the Arts (MOCA) promotes the value of arts and culture throughout the communities in the city.

To accomplish the charter's mandate to serve and advance the general happiness and aspirations of city and county residents, the office's administration has established the following goals and objectives: to attain pre-eminence in culture and the arts; to perpetuate the artistic and cultural heritages of all its people; to promote a community environment; to provide equal and abundant opportunity for exposure to culture and the arts in all its forms; and to encourage and provide for the development of the cultural and artistic talents of the people of Honolulu.

MOCA's operating expenditures were $648,331 in FY 2012, a decline of 14% from $752,841 in FY 2008. Total authorized staffing has remained at 6 for the last 5 years with 2 vacant FTE in FY 2012.

In FY 2012, the Registrar completed the 2012 Annual Artwork Inventory, which recorded 977 objects in the city's collection. The current estimated value of the collection is $10.5 million. The Art in City Buildings programs also performed 104 conservation maintenance treatments.

MOCA administered 19 production grant awards to community arts organizations in FY 2012. The grants resulted in various outcomes such as new performing arts productions and new literary works.

Residents were asked to rate the opportunities to attend cultural activities. About 69% rated opportunities as excellent or good in FY 2012 compared to 71% in FY 2011. Approximately 67% of residents rated openness and acceptance of the community toward diverse backgrounds as excellent or good in FY 2012 compared to only 63% in FY 2011. Ratings in FY 2012 were similar to and above percentages reported nationwide and among cities with populations over 300,000. The percentage of residents that read a newsletter from any city agency decreased in FY 2012 from the prior years, and was much less than percentages reported nationwide.

Largest Turnouts for Cultural Arts Events FY 2012

Event	Attendees
Honolulu City Lights and Parade (30 days)	80,000
Children and Youth Day (2 days)	70,000
Fourth of July Parade	40,000
Kapolei City Lights and Parade	40,000
Hawai'i Book and Music Festival (2 days)	10,000
Ikebana Festival	1,700

Source: Mayor's Office of Culture and the Arts

		Authorized Staffing			Performance Measures			
	Operating Expenditures	Total Authorized FTE	Vacant Authorized FTE	Total Overtime Exepnditures	Number of Culture and the Arts Activities	Attendance at Culture and the Arts Activities[1]	Works of Art in the City's Public Art Collection	Total Distribution of Monthly Activity Calendars
FY 2008	$752,841	6	0	$2,722	209	291,221	878	56,400
FY 2009	$750,049	6	0	$0	162	415,168	923	62,400
FY 2010	$717,216	6	0	$893	167	378,205	947	62,400
FY 2011	$651,950	6	2	$1,387	142	208,648	962	30,000
FY 2012	$648,331	6	2	$141	200	447,000	977	48,200
Change over last 5 years	-14%	0%	-	-95%	-4%	53%	11%	-15%

	Citizen Survey (% Excellent or Good)		
	Opportunities to Attend Cultural Activities	Openness and Acceptance of Community to Diverse Backgrounds	Read a Newsletter from any City Agency
FY 2008	-	-	-
FY 2009	-	-	-
FY 2010	70%	62%	61%
FY 2011	71%	63%	62%
FY 2012	69%	67%	58%
Change over last 3 years	-1%	5%	-3%

Source: Executive Operating Program and Budget (FY 2010-FY 2013), Honolulu Department and Agency Reports (FY 2008-FY 2012), Department of Budget and Fiscal Services, 2012 National Citizen Survey (Honolulu), Full Time Equivalent (FTE) Department of Budget and Fiscal Services BRASS data (FY 2008-FY 2010), and Advantage Budget System (ABS) data (FY 2011-FY 2012).
[1] Cost per FTE=Operating Expenditures/Total Authorized FTE. [2]Attendance counts at Culture and the Arts activities are discrete and do not overlap attendance counts for Economic Development activities.

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.

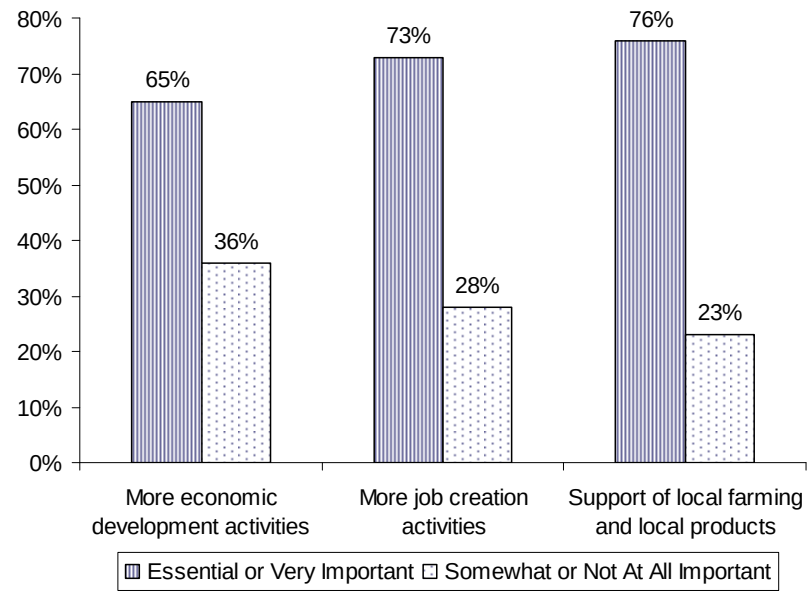
To accomplish the charter's mandate to serve and advance the general welfare and aspirations of city and county residents, the managing director established the following goals and objectives: to provide opportunities for interested parties to expand existing business, develop local and export markets, and create new businesses through the Office of Economic Development.

OED expenditures increased 52% to $1,177,769 in FY 2012, compared to $776,329 in FY 2008. In FY 2012 OED's authorized staff decreased by 40% to 6 FTE with only 1 vacant FTE. In FY 2012, OED awarded 37 Hawai'i Tourism Authority-County Product Enrichment Program (HTA-CPEP) grants, which is an increase of 48% from FY 2008.

OED assisted with the Asia Pacific Economic Cooperation (APEC) host committee through banner/signage displays, media tours and marketing initiatives, and by representing the Mayor on the APEC Host Committee in order to ensure that long-term benefits are maximized for the city by strengthening local business involvement before, during, and after APEC.

Citizens were asked to rate a number of community features related to economic opportunity and growth, and the ratings of economic development services grew for the third year in a row with a total increase of 6% since FY 2010.

National Citizen Survey Results:
How important are the following issues for the City to address in the next two years?[1]



Source: 2012 National Citizen Survey (Honolulu). [1]Totals will not equal 100% due to rounding.

		Authorized Staffing					
	Operating Expenditures	Total Authorized FTE	Vacant Authorized FTE	Cost per FTE[2]	Total Overtime Expenditures	Number of HTA-CPEP Grants Awarded	Number of Organizations Supported[3]
FY 2008	$776,329	10	3	$77,633	-	25	1,679
FY 2009	$600,040	10	3	$60,004	-	48	2,499
FY 2010	$585,729	10	6	$58,573	-	42	3,530
FY 2011	$879,163 [5]	10	6	$87,916	$1,000	40	3,655
FY 2012	$1,177,769	6	1	$196,295	$518	37	3,500
Change over last 5 years	52%	-40%	-67%	153%	-	48%	108%

	Citizen Survey (% Excellent or Good)	
	Economic Development Services	Employment Opportunities
FY 2008	-	-
FY 2009	-	-
FY 2010	24%	22%
FY 2011	27%	26%
FY 2012	30%	34%
Change over last 3 years	6%	12%

Source: Executive Operating Program and Budget (FY 2010-FY 2013), Honolulu Department and Agency Reports (FY 2008-FY 2012), Department of Budget and Fiscal Services, 2012 National Citizen Survey (Honolulu), Full Time Equivalent (FTE) Department of Budget and Fiscal Services BRASS data (FY 2008-FY 2010), and Advantage Budget System (ABS) data (FY 2011-FY 2012)
[2] Cost per FTE=Operating Expenditures/Total Authorized FTE. [3]OED estimates total organizations supported for FY 2012 is between 3,400-3,500.

NEIGHBORHOOD COMMISSION OFFICE

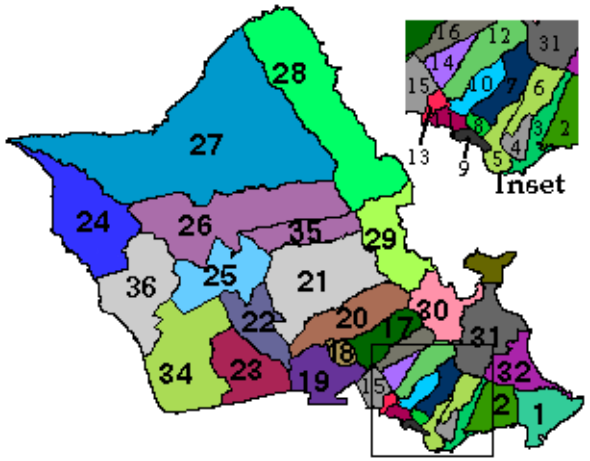
The Neighborhood Commission Office's (NCO) mission is to increase and ensure effective citizen participation in government decisions through the neighborhood board system. The Executive Secretary serves as administrator for the commission office.

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.

In FY 2012, board members addressed such issues as an Arts Center in Central O'ahu, automobile and pedestrian safety, and state legislation to support the Friends of Aina Haina Public Library. NCO staff supports the Mayor's Representative Program, where members of the mayor's cabinet attend board meetings to address community concerns.

NCO expenditures decreased 19% to $692,351 in FY 2012, compared to $851,797 in FY 2008. During the same period, NCO's authorized staff remained at 17 FTE. There were 2 vacant FTE in FY 2012.

Neighborhood Boards



Source: Neighborhood Commission Office

1. Hawai'i Kai
2. Kuli'ou'ou-Kalani Iki
3. Wai'alae-Kahala
4. Kaimuki
5. Diam.Head/Kapahulu/St.Louis
6. Palolo
7. Manoa
8. McCully-Mo'ili'ili
9. Waikiki
10. Makiki-Tantalus
11. Ala Moana-Kaka'ako
12. Nu'uanu-Punchbowl
13. Downtown
14. Liliha/'Alewa
15. Kalihi-Palama
16. Kalihi Valley
17. Moanalua*
18. Aliamanu-Salt Lake
19. Airport*
20. 'Aiea
21. Pearl City
22. Waipahu
23. 'Ewa
24. Wai'anae Coast
25. Mililani-Waipi'o
26. Wahiawa-Whitmore Village
27. North Shore
28. Ko'olauloa
29. Kahalu'u
30. Kane'ohe
31. Kailua
32. Waimanalo
33. Mokapu*
34. Makakilo/Kapolei
35. Mililani Mauka/Launani Valley
36. Nanakuli-Ma'ili

* Boards not formed

		Authorized Staffing								Citizen Survey (% Excellent or Good)		
	Operating Expenditures	Total Authorized FTE	Vacant Authorized FTE	Cost per FTE[1]	Board and Commission Meetings Attended	Total Sets of Agendas and Minutes Distributed	Number of Boards Videotaping Monthly Meetings	Citizens Attending Neighborhood Board Meetings[2]		Neighborhood Boards' Service Quality	Attended a Meeting of Local Elected Officials	Watched a Meeting of Local Elected Officials on TV, Internet
FY 2008	$851,797	17	2	$50,106	354	162,401	16	5,546	FY 2008	-	-	-
FY 2009	$950,333	17	2	$55,902	387	150,353	17	5,288	FY 2009	-	-	-
FY 2010	$784,540	17	2	$46,149	356	130,573	18	5,538	FY 2010	39%	25%	59%
FY 2011	$808,824	17	3	$47,578	340	136,162	18	4,996	FY 2011	52%	21%	47%
FY 2012	$692,351	17	2	$40,727	346	136,589	18	5,270	FY 2012	46%	24%	56%
Change over last 5 years	-19%	0%	0%	-19%	-2%	-16%	13%	-5%	Change over last 3 years	7%	-1%	-3%

Source: Executive Operating Program and Budget (FY 2010-FY 2013), Honolulu Department and Agency Reports (FY 2008-FY 2012), Department of Budget and Fiscal Services, 2012 National Citizen Survey (Honolulu), Full Time Equivalent (FTE) Department of Budget and Fiscal Services BRASS data (FY 2008-FY 2010), and Advantage Budget System (ABS) data (FY 2011-FY 2012).
[1]Cost per FTE=Operating Expenditures/Total Authorized FTE. [2]Citizen attendance excludes elected officials, government staff and consultants.

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CHAPTER 17 - MEDICAL EXAMINER

The Medical Examiner Department's (MED) mission is to serve the public through the investigation of sudden, unexpected, violent and suspicious deaths and to also provide accurate, dignified, compassionate, and professional death investigative services for the city. Accurate and timely medicolegal investigations and determination of causes and manners of death are essential to the community and public safety. The department supports the mayor's priority for prudent fiscal management by decreasing its operating expenditures by 5% over the last five years.

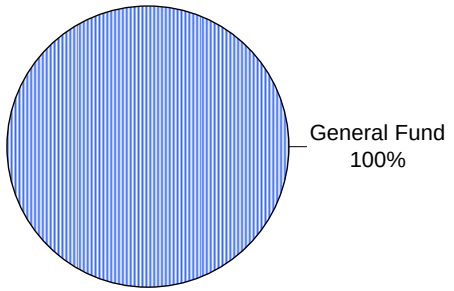
MED is staffed by physicians qualified for the practice of Forensic Pathology, medical examiner investigators, laboratory technicians, prosector assistants, and administrative personnel. Subsequent to the retirement of its Chief Medical Examiner, a Forensic Board-Certified Pathologist, the department reports that the quality of forensic services has been maintained at an accredited level due to the hiring of a full time Forensic Pathologist who is Forensic Board-Certified and the continued contracting of a forensic board-certified pathologist and an anatomic board-certified pathologist to perform autopsies in FY 2012.

MED reports that difficulties in filling the Chief Medical Examiner position include non-competitive salaries and Forensic Board-Certified Pathologist NAME accreditation requirements. However, the city is committed to the continuing recruitment of a qualified full-time Chief Medical Examiner.

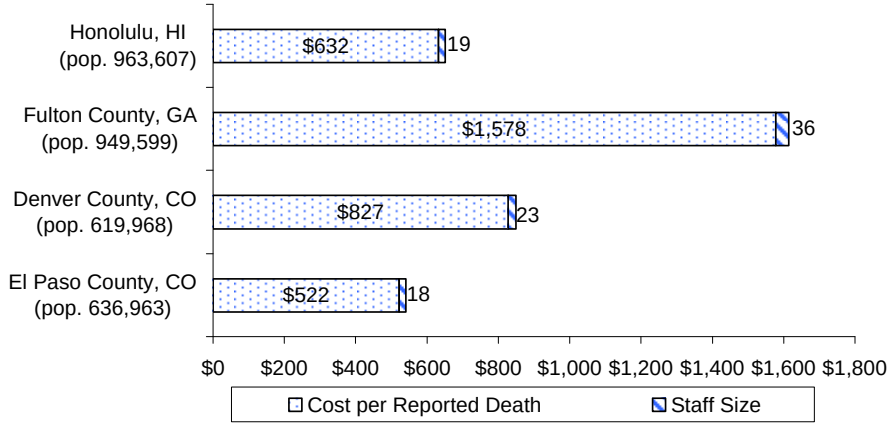
MED also has two vacant physician positions. Non-competitive salaries and the high cost of living in Honolulu are challenges when competing with other jurisdictions to recruit qualified applicants to work in a major municipality with a major physician caseload.

Over the last five years, overtime expenditures and non-holiday overtime expenditures increased by 16% and 37%. The department attributes the increase of overtime expenditures to increases in the number of deaths investigated over the last five years and an increase in investigator turnover.

What Is the Source of the Medical Examiner's Operating Funds? FY 2012



National Comparison: Cost per Reported Death & Staffing



Source: Department of Budget and Fiscal Services, Honolulu Department and Agency Reports (FY 2012) and various city and county websites

	Operating Expenditures ($millions)	Staffing (Total FTE)	Vacant FTE	Cost per FTE[1]	Overtime Expenditures[2]	Non-Holiday Overtime Expenditures[3]	Investigations[4]	Autopsies	Toxicology Screen (In-House)
FY2008	$1.4	19.0	0.0	$75,283	$38,789	$21,871	1,930	470	1,180
FY2009	$1.4	19.0	3.0	$75,732	$44,570	$25,789	1,924	438	1,157
FY2010	$1.4	19.0	3.0	$74,721	$37,584	$23,475	1,982	472	1,117
FY 2011	$1.2	19.0	5.0	$65,079	$48,922	$31,180	2,149	558	1,217
FY 2012	$1.4	19.0	2.0	$71,318	$44,852	$29,877	2,213	454	1,201
Change over last 5 years	-5%	0%	200%	-5%	16%	37%	15%	-3%	2%

Source: Executive Operating Program and Budget (FY 2010-FY 2013), Honolulu Department and Agency Reports (FY 2008-FY 2012), Department of Budget and Fiscal Services, and Medical Examiner Department. [1] Operating expenditures ÷ Total FTE = Cost per FTE. [2]Excludes APEC overtime expenditures [3]Overtime is established by bargaining unit agreement, as applicable. [4]Investigations help determine the cause and manner of death, and provide expert testimony in criminal or civil litigation.

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CHAPTER 18 - PARKS AND RECREATION

The mission of the Department of Parks and Recreation (DPR) is to provide parks and recreational services and programs that enhance the quality of life for the people in the City and County of Honolulu. The city had 288 parks that encompassed more than 5,000 acres in FY 2012.

In FY 2012, the department supported the mayor's priority to focus on technology for the future with the implementation of online camping permits through its camping permitting website and application.

DPR is divided into five divisions: Administration, Urban Forestry Program, Maintenance Support Services, Recreation Services, and Grounds Maintenance.

Over the last five years, operating expenditures decreased 4% from $61.7 million in FY 2008 to $59.1 million in FY 2012. The Grounds Maintenance Division accounted for 39% of the department's operating expenditures in FY 2012, followed by Recreation Services, which represented over 34% of the department's operating expenditures.

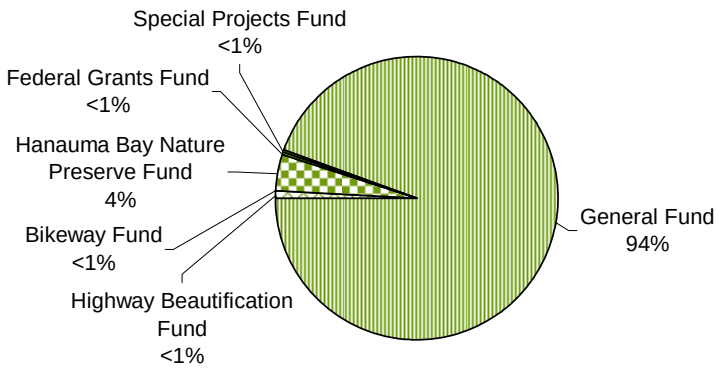
Total revenues increased 22% from $5.1 million in FY 2008 to $6.2 million in FY 2012. The majority of revenues were generated by charges for services, which comprised 89% or $5.5 million of total revenues.

Authorized staffing increased by 2% between FY 2008 to FY 2012 from 922.3 FTE to 941.3 FTE.

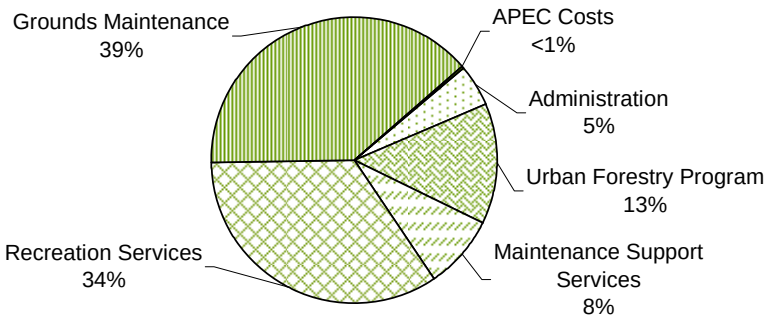
The department's non-holiday overtime expenditures decreased 35% from $1.1 million in FY 2008 to $0.7 million in FY 2012. DPR reports the reduction was due to lack of funding for overtime.

There was a 2% decrease in excellent or good ratings for City and County parks in the FY 2012 National Citizen Survey (from 54% in FY 2010 to 52% in FY 2012). This rating is much below the national comparison and benchmarks of jurisdictions with populations over 300,000.

What Are the Sources of Parks and Recreation's Funding?[1]
FY 2012



Where Does a Parks and Recreation Dollar Go?
FY 2012



Source: Department of Budget and Fiscal Services
[1] Percentages do not total to 100% due to rounding.

	Operating Expenditures ($ million)	Revenues ($ million)	Authorized FTE	Vacant Authorized FTE	Cost Per FTE[2]	Overtime Expenditures ($ million)[3]	Non-Holiday Overtime Expenditures ($ million)[4]
FY 2008	$61.7	$5.1	922.3	140.1	$66,879	$1.4	$1.1
FY 2009	$63.4	$4.4	930.3	146.1	$68,156	$1.0	$0.7
FY 2010	$59.8	$5.5	930.3	190.0	$64,230	$1.0	$0.6
FY 2011	$55.0	$5.6	930.3	214.9	$59,173	$0.9	$0.6
FY 2012	$59.1	$6.2	941.3	219.3	$62,802	$1.0	$0.7
Change over last 5 years	-4%	22%	2%	57%	-6%	-29%	-35%

Citizen Survey (% Excellent or Good)	
	City and County Parks
FY 2008	-
FY 2009	-
FY 2010	54%
FY 2011	60%
FY 2012	52%
Change over last 3 years	-2%

Source: Honolulu Department and Agency Reports (FY 2008-FY 2012), Executive Operating Program and Budget (FY 2010-FY 2013), Department of Budget and Fiscal Services, Full-Time Equivalent (FTE) Department of Budget and Fiscal Services BRASS data (FY 2008-FY 2010), Advantage Budget System (ABS) data (FY 2011-FY 2012), and 2012 National Citizen Survey (Honolulu). [2]Cost per FTE = Total Operating Expenditures/Total Authorized FTE. [3]Excludes APEC overtime expenditures. [4]Overtime pay is established by collective bargaining unit agreement, as applicable.

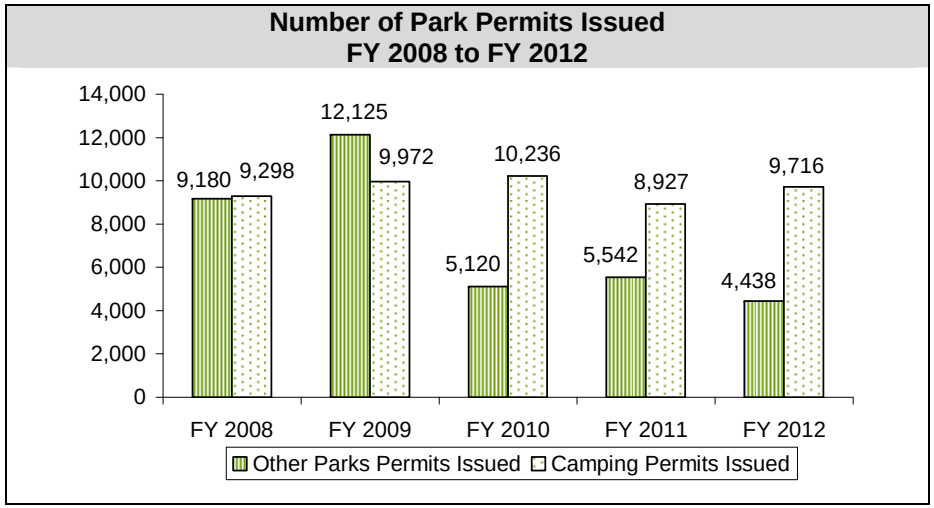
Administration

Administration directs the overall management, maintenance and operations of the city's park system and recreation services. It also coordinates with the Honolulu Police Department to enforce park rules and regulations in order to maintain public safety.

Over the past five years, Administration's expenditures increased 5% from $2.7 million in FY 2008 to $2.8 million in FY 2012. Administration oversees the issuance of permits for use of park and recreational facilities. Activities that require park permits include camping, large picnic groups, sports activities, recreational activities, meetings held by organizations or groups, non-recreational public service activities, certain musical performances, and commercial activities. The number of permits issued decreased 23% from 18,478 permits issued in FY 2008 to 14,154 permits issued in FY 2012.

The number of training hours provided for department staff increased by 32% from 12,245 in FY 2008 to 16,204 in FY 2012. According to the department, training hours increased due to changes in laws requiring increased frequency of mandatory trainings, required trainings for various specializations, changes and updates in equipment usage and safety, and turnover of staffing.

In March 2012, the department developed and implemented phase 1 of an online camping reservation system. Using this system, prospective campers may reserve campsites in city parks using the camping permits application and website, eliminating the need for campers to stand in line at the municipal building and Satellite City Halls. At the end of FY 2012, 9,716 camping permits were issued.



Camping Permits Application Icon

Source: Honolulu Department and Agency Reports (FY 2008-FY 2012), Office of the City Auditor, Department of Parks and Recreation, and Can-Do.honolulu.gov

	Administration Expenditures ($ million)	Park Permits Issued	Training Hours	Summer Hires
FY 2008	$2.7	18,478	12,245	744
FY 2009	$2.4	22,097	10,942	749
FY 2010	$2.2	15,356	10,183	671
FY 2011	$2.1	14,469	9,035	686
FY 2012	$2.8	14,154	16,204	702
Change over last 5 years	5%	-23%	32%	-6%

Source: Department of Budget and Fiscal Services, Department of Parks and Recreation, Executive Operating Program and Budget (FY 2010-FY 2013), and Honolulu Department and Agency Reports (FY 2008-FY 2012)

Maintenance Support Services and Grounds Maintenance

Maintenance Support Services provides minor maintenance and replacement services to park buildings, ground facilities and equipment. The division's services include carpentry repair, painting, plumbing and heavy equipment. In FY 2012, the division's operating expenditures were $5 million, a decrease from $6.7 million in FY 2008.

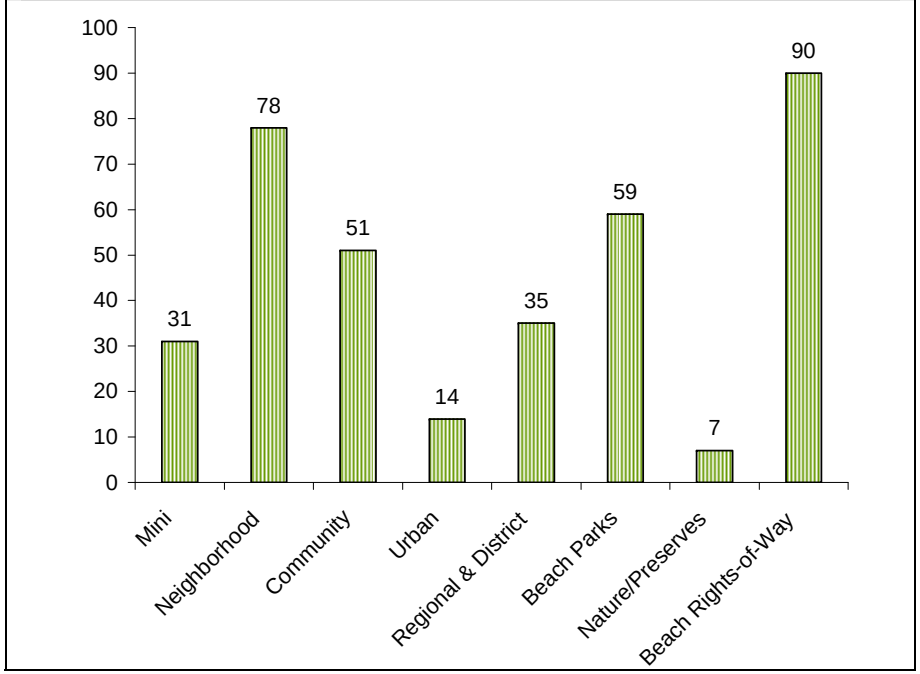
The number of plumbing repair and service work orders increased 39% over the last five years. While the number of carpentry, painting and heavy equipment repair and service work orders decreased by 51%, 45% and 13% respectively during the same period. The division attributes the decrease in work orders to a shortage of personnel in these specialties.

Grounds Maintenance maintains all parks and recreation facilities on O'ahu. It is responsible for grounds keeping, custodial and maintenance services. In FY 2012, there were 287 comfort stations, comprised of 1,152 toilets, 332 urinals and 1,071 sinks, cleaned seven days a week.

Total park acreage decreased by 2% from 5,216 in FY 2008 to 5,132 in FY 2012. According to DPR, the decrease in park acreage is due to the reclassification of undeveloped properties previously included, the transfer of three small mini parks from DPR to DFM, and the addition of two small mini parks.

Approximately 87% of Honolulu residents visited a neighborhood or city and county park. This percentage is lower than the percentage of residents from Denver (94%) and Jefferson County, CO (96%), but higher than Pasco County, FL (81%).

Park Areas Maintained by Category[1]
FY 2012



Source: Department of Parks and Recreation

	Maintenance Support Services Expenditures ($ million)	Grounds Maintenance Expenditures ($ million)	Maintenance Support Services: Carpentry Repair and Service	Maintenance Support Services: Painting Service	Maintenance Support Services: Plumbing Repair and Service	Maintenance Support Services: Heavy Equipment Service	Grounds Maintenance: Park Acreage	Citizen Survey	Citizen Survey: Percent who visited a neighborhood or City and County Park
FY 2008	$6.7	$22.9	805	379	1,036	243	5,216	FY 2008	-
FY 2009	$5.7	$25.0	658	425	1,252	298	5,247	FY 2009	-
FY 2010	$5.2	$23.9	202	315	1,140	140	5,147	FY 2010	87%
FY 2011	$4.7	$21.9	199	164	1,075	113	5,147	FY 2011	86%
FY 2012	$5.0	$23.0	395	207	1,437	211	5,132	FY 2012	87%
Change over last 5 years	-26%	1%	-51%	-45%	39%	-13%	-2%	Change over last 3 years	0%

Source: Department of Parks and Recreation, Executive Operating Program and Budget (FY 2010-FY 2013) and 2012 National Citizen Survey (Honolulu)
[1] Bar graph represents selected park areas; does not include all park areas.

Recreation Services

Recreation Services is responsible for planning, promoting and organizing recreational activities. The division conducts and provides these services through citywide, district and community programs. In FY 2012, total operating expenditures were $20.2 million, a decrease of 4% from $21.0 million in FY 2008.

The division provides recreational activities for tiny tots, children, teens, adults and seniors at 80 recreation sites.

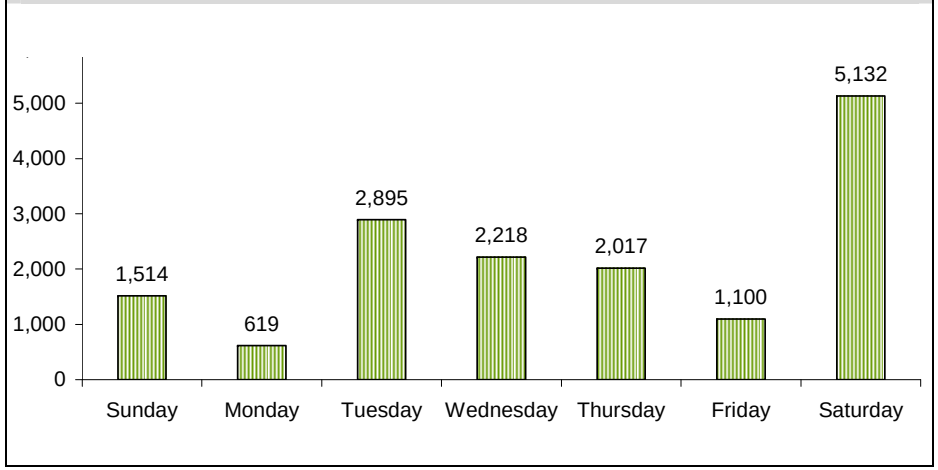
Tiny Tots and Senior registrants in Recreation Services/Activities increased by 10% and 19% respectively over the past five years. Children registrants decreased by 10% and teen registrants decreased by 26%. Adult registrants decreased by 17% over the past five years.

The division's support services section provides in-service training for the district recreation staff in specialized areas such as Culture and Arts, Children and Youth, People's Open Market, and special events.

Since 1973, the city's People's Open Market program supports diversified local agriculture and aquaculture by providing 25 open market sites across O'ahu. DPR reports that a total of 805,740 people shopped at the 25 open market sites in FY 2012. The city's People's Open Market schedule is found online at: http://www1.honolulu.gov/parks/programs/pom/schedules.htm.

In FY 2012, residents rating recreation services excellent or good were: recreational opportunities (73%), recreation programs or classes (56%), and recreation centers or facilities (50%). Ratings for Honolulu's recreational opportunities were much above the national comparison and benchmarks for jurisdictions with populations over 300,000.

People's Open Market Average Weekly Customer Count FY 2012



Source: Honolulu Department and Agency Reports (FY 2012)

Approximately 37% of Honolulu residents participated in a city and county recreation program or activity. This rating is much less than the national comparison and benchmarks of jurisdictions with populations over 300,000.

About 57% of Honolulu residents reported using the city's recreation centers in the last 12 months. Usage of the city's recreation centers is similar to the national comparison and benchmarks of jurisdictions with populations over 300,000.

	Recreation Services Expenditures ($ million)	Total Number of Recreation Centers	Registrants in Recreation Services/Activities				
			Tiny Tots	Children	Teens	Adults	Seniors
FY 2008	$21.0	63	1,484	24,504	6,909	10,988	12,820
FY 2009	$21.4	63	1,417	24,882	6,555	9,837	14,321
FY 2010	$20.2	63	1,916	20,865	5,493	8,488	13,471
FY 2011	$18.6	63	1,672	22,815	4,865	10,339	15,055
FY 2012	$20.2	63	1,637	22,043	5,136	9,148	15,310
Change over last 5 years	-4%	0%	10%	-10%	-26%	-17%	19%

	Citizen Survey (%)	
	Participated City and County Recreation Program or Activity	Used City and County Recreation Centers
FY 2008	-	-
FY 2009	-	-
FY 2010	40%	57%
FY 2011	35%	52%
FY 2012	37%	57%
Change over last 3 years	-3%	0%

Source: Department of Parks and Recreation, Honolulu Department and Agency Reports (FY 2012), Executive Operating Program and Budget (FY 2010-FY 2013), Department of Budget and Fiscal Services, and 2012 National Citizen Survey (Honolulu)

Urban Forestry

The Urban Forestry Program manages the horticulture and botanical garden programs. The Honolulu Botanical Gardens (HBG) is comprised of five botanical gardens. The horticulture program is responsible for maintaining plants along public roadways, parks and pedestrian malls.

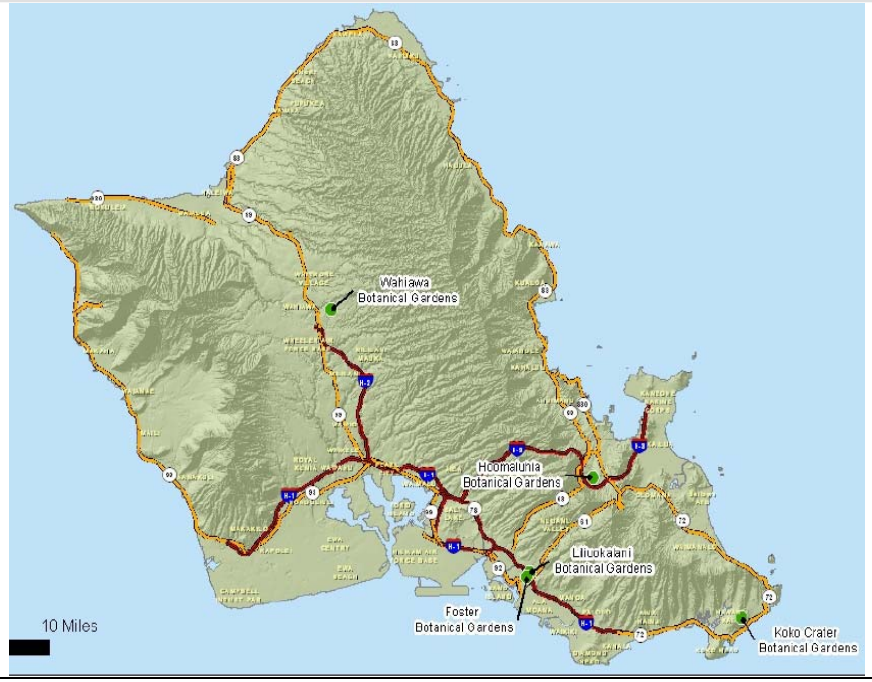
Professional certification is a high priority and demonstrates the division's commitment to meeting high standards of certifying entities including International Society of Arboriculture, American Society of Consulting Arborists, and State of Hawai'i. In FY 2012, Urban Forestry staff certifications included 26 Certified Arborists, 19 Certified Tree Workers; 5 Certified Tree Risk Assessors, 1 Registered Consulting Arborist; 1 Licensed Landscape Architect, and 2 Certified Landscape Technicians.

The division's expenditures decreased 5% from $8.4 million in FY 2008 to $8.0 million in FY 2012.

Urban Forestry had a total of 238,981 trees on inventory in FY 2012. The division planted 1,568 trees in FY 2012, a 37% decrease from 2,496 trees in FY 2008. According to the department, the decline reflects the decrease in the number of trees planted by subdivision developers. According to the department, in-house tree planting increased by 170% from FY 2008 to FY 2012.

The HBG's documented living collection has 10,498 plant accessions representing 4,122 different species and 197 families. As plant biodiversity declines in Hawai'i and in all tropical regions of the world, the living collections of the HBG are an increasingly valuable resource for conservation, botany, and education. HBG encourages gardening through its Community Recreation Gardening Program. The 11 community garden sites are: Ala Wai, Diamond Head, Dole, Foster, Hawai'i Kai, Kane'ohe, Makiki, Manoa, Mo'ili'ili, Mutual Lane and Wahiawa.

Map of City and County of Honolulu's Botanical Gardens



Source: Department of Parks and Recreation

Over the last five years, botanical gardens visitors increased by 50% from 176,740 in FY 2008 to 264,872 in FY 2012. DPR attributes the growth in visitors due to an overall increase in visitors to all garden sites and an increase in number of programs and participants in garden activities and events.

	Urban Forestry Program Expenditures ($ million)	Botanical Gardens Visitors	Foster Botanical Garden Revenue	Exceptional Tree Designations[1]	Trees on Inventory	Trees Planted	Trees Removed
FY 2008	$8.4	176,740	$119,421	792	232,653	2496	1,097
FY 2009	$8.9	202,925	$121,442	792	231,370	168	1,507
FY 2010	$8.2	204,998	$127,296	792	232,053	1,931	1,356
FY 2011	$7.8	221,686	$115,042	792	232,163	1,835	1,796
FY 2012	$8.0	264,872	$122,376	808	238,981	1,568	1,972
Change over last 5 years	-5%	50%	2%	2%	3%	-37%	80%

Source: Department of Parks and Recreation, Executive Operating Program and Budget (FY 2010-FY 2013), and Honolulu Department and Agency Reports (FY 2008-FY 2012). [1]An exceptional tree is an individual tree or stand or grove of trees with historic or cultural value, or which by reason of its age, rarity, location, size, esthetic quality, or endemic status has been designated by the county committee as worthy of preservation. Exceptional trees may be designated generally by biotaxy or individually by location or class.

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CHAPTER 19 - PLANNING AND PERMITTING

The Department of Planning and Permitting (DPP) is responsible for the city's long-range and community planning efforts. It also administers and enforces various permits required for development and land use, codes pertaining to building construction, and city standards and regulations related to infrastructure requirements. DPP initiatives support the mayor's technology use and government efficiency priorities.

DPP's mission is provide the public with efficient, timely service that is responsive and effective in guiding development to:

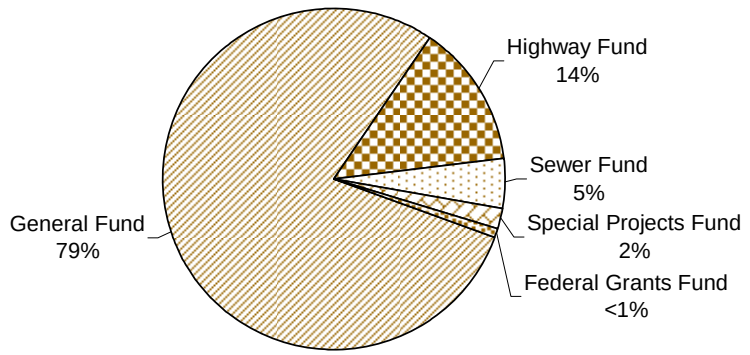
- Ensure the health and safety of its residents;
- Protect Honolulu's unique resources and environment;
- Provide visually pleasing and livable neighborhoods that are compatible with surrounding areas; and
- Provide a community that is responsive to the residents' social, economic, medical, cultural, and recreational needs.

To carry out its mission, the department operates six programs. They include Administration, Site Development, Land Use Permits, Planning, Customer Service Office, and Building.

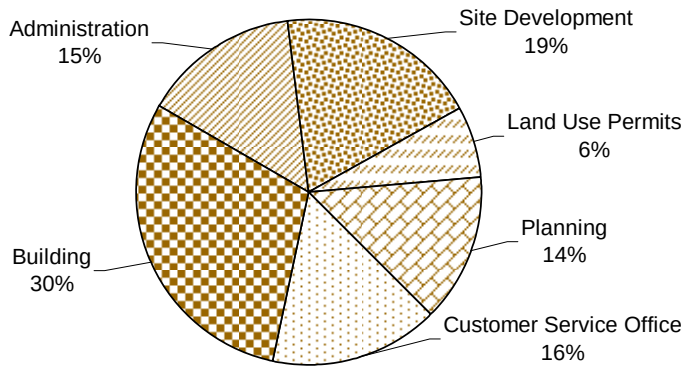
Operating expenditures declined 8% from FY 2008 ($18.1 million) to FY 2012 ($16.6 million). According to DPP, the decrease was due to budget cutbacks and budgetary ceiling. Overtime expenditures declined 77% over the last 5 years. The department explained that in addition to budget cutbacks and allocating overtime funds toward other priority expenditures, expansion of the on-line permitting system resulted in less overtime for the permit issuance center.

Staff vacancies increased 26% from 72 vacancies in FY 2008 to 91 vacancies in FY 2012. DPP noted that filling vacancies was impacted by funding lump sum vacation payouts to retirees and because recruitment is done by another department and subject to their priorities.

What Are the Sources of Planning and Permitting's Operating Funds?[1]
FY 2012



Where Does a Planning and Permitting Dollar Go?
FY 2012



Source: Department of Budget and Fiscal Services. [1] Percentages do not total to 100% due to rounding.

	Total Operating Expenditures ($ million)	Revenues ($ million)	Staffing: Total Authorized FTE	Staffing: Total Vacant FTE	Staffing: Cost Per FTE[2]	Overtime: Total Overtime Expenditures[3]		Citizen Survey (% Excellent or Good): Overall Appearance of Honolulu
FY 2008	$18.1	$16.2	342.0	72.0	$52,827	$425,846	FY 2008	-
FY 2009	$18.6	$14.0	337.5	66.5	$55,255	$158,963	FY 2009	-
FY 2010	$17.9	$13.7	336.0	79.0	$53,266	$54,002	FY 2010	52%
FY 2011	$15.9	$12.9	330.0	78.0	$48,140	$59,778	FY 2011	53%
FY 2012	$16.6	$13.8	333.0	91.0	$49,783	$97,815	FY 2012	54%
Change over last 5 years	-8%	-15%	-3%	26%	-6%	-77%	Change over last 3 years	2%

Source: Executive Operating Program and Budget (FY 2010-FY 2013), Department of Budget and Fiscal Services, Department of Planning and Permitting, and 2012 National Citizen Survey (Honolulu). [2]Cost per FTE=Operating Expenditures/Total Authorized FTE. [3]Overtime expenditures were comprised of non-holiday overtime only.

Administration

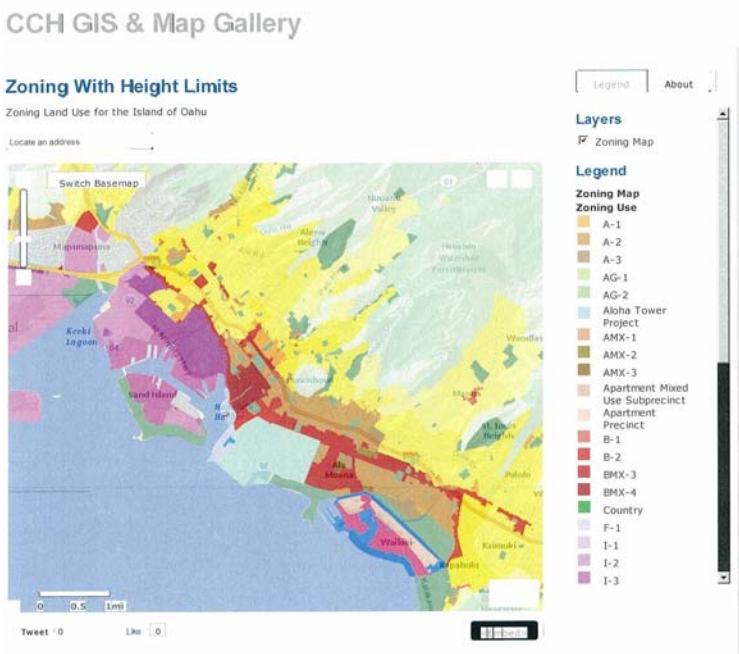
Administration plans, directs, and coordinates department activities. It provides personnel management, budget preparation, and fiscal management. Administration is also responsible for administering the Honolulu Land Information System (HoLIS) and the city's Geographic Information System (GIS). These programs relate to DPP's goals 1) to provide a comprehensive and integrated information source of geographic information systems and 2) to improve the city's operational services. Administration expenditures declined 12% from FY 2008 ($2.8 million) to FY 2012 ($2.4 million). According to DPP, the decrease was due to budget cutbacks and budgetary ceiling.

The HoLIS manages the GIS and oversees the operations that maintain, protect, store, and utilize geospatial data related to citywide programs and projects. HoLIS also maintains, edits, and updates the city's multipurpose cadastre[1] and land records base maps. DPP reports that the HoLIS budget declined 21% from FY 2008 ($1.8 million) to FY 2012 ($1.4 million) due to budget cuts to current expenses used for technical support services and system enhancements.

HonLINE, the city's web-based permitting program, which is also maintained by HoLIS, allows citizens to apply, pay, and print city building permits for single family solar, electrical, plumbing, air conditioning, photovoltaic, and fence work entirely online.

The number of GIS data maintenance jobs increased 301% from FY 2008 (416) to FY 2012 (1,667). DPP explained that increase was due to the increase in responsibilities of HoLIS to maintain data required for other city operations (e.g. addresses, building footprints, antenna, and others.) The number of HonLINE permits issued more than doubled from FY 2008 (2,824) to FY 2012 (6,419). The department noted that the increase was attributed to deployment of new permit types available through the system, which include photovoltaic, solar, and fencing.

DPP's HoLIS System Allows the Public to Access a Variety of Maps and Data, Including Zoning Height Limits



Source: Department of Planning and Permitting's HoLIS website

The department also reports that permits issued via HonLINE saved the equivalent of 601 working days in FY 2012. HonLINE's efficiencies directly support the department's and the mayor's priority to adopt technology for efficient city operations.

		Honolulu Land Information System (HoLIS)					
	Operating Expenditures ($ million)	Total GIS Work Orders Completed	Total GIS Data Maintenance Jobs	Total Maps and Exhibits Prepared	Total New POSSE2 Permit Jobs Created	Internet (HonLINE) Permits Issued	Total Visits to GIS Website (thousands)[2]
FY 2008	$2.8	303	416	350	78,138	2,824	-
FY 2009	$2.8	474	689	537	84,198	4,218	159.5
FY 2010	$2.3	371	333	553	79,420	3,209	238.6
FY 2011	$2.2	368	1,295	290	83,652	3,702	313.4
FY 2012	$2.4	365	1,667	394	102,815	6,419	362.5
Change over last 5 years	-12%	20%	301%	13%	32%	127%	127%

Source: Executive Operating Program and Budget (FY 2010-FY 2013), Department of Budget and Fiscal Services and Department of Planning and Permitting

[1] Cadastre is defined as an official register of the quantity, value, and ownership of real estate used in apportioning taxes.

[2] 127% change is over 4 years (FY 2009-FY 2012).

Building

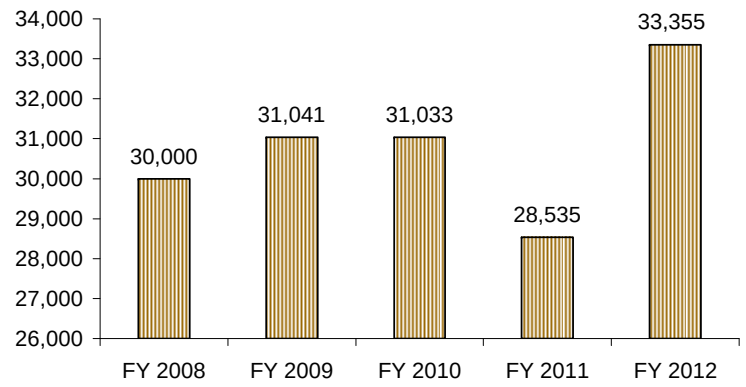
The Building Division is responsible for administering and enforcing building, electrical, plumbing, building energy efficiency, and housing codes. The division also reviews permit applications; plans; and specifications for building, relocation, and sign permits. Additionally, it inspects buildings, structures, sidewalks, and driveways under construction for compliance with approved plans and pertinent codes. Operating expenditures declined 4% over the last 5 years.

The number of building code complaints serviced increased 178% from FY 2008 (1,300) to FY 2012 (3,620). DPP explained that the department has received more inquiries over the years pertaining to permitted construction. The public is given more access to permit information, which increases inquiries related to code interpretation. During this same time period, the number of inspections conducted decreased 7% and the number of violation notices declined 40%. According to DPP, many of the code compliance referrals were investigated and did not merit issuance of code violations.

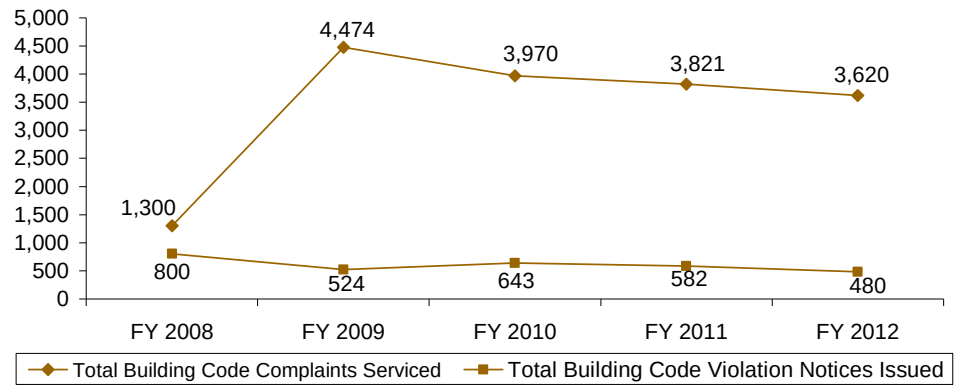
The division developed a final draft in FY 2012 to update building code standards by adopting the 2006 Uniform Plumbing Code, the 2011 National Electrical Code, and a draft ordinance to update the city's housing code. Revising the building code, streamlining plans review processes, and final building code inspections were top priorities for the mayor.

In the 2012 Citizen Survey, 19% of Honolulu residents rated code enforcement (weeds, abandoned buildings, etc.) as excellent or good. This rating, which represented a 3% decrease from FY 2010, is much below benchmarks both nationally and for cities with populations of 300,000 or more.

Total Electrical Code Inspections Conducted FY 2008 – FY 2012



Total Building Code Complaints Serviced vs. Total Building Code Violation Notices Issued (FY 2008 – FY 2012)



Source: Department of Planning and Permitting

	Operating Expenditures ($ million)	Total Building Code Complaints Serviced	Total Building Code Inspections Conducted	Total Building Code Violation Notices Issued	Total Electrical Code Inspections Conducted	Total Mechanical Code Inspections Conducted	Total Building/Sign Permit Applications Reviewed
FY 2008	$5.2	1,300	70,000	800	30,000	26,000	9,000
FY 2009	$5.5	4,474	76,166	524	31,041	30,267	5,917
FY 2010	$5.5	3,970	75,071	643	31,033	30,209	5,699
FY 2011	$4.8	3,821	66,788	582	28,535	30,209	5,343
FY 2012	$5.0	3,620	65,400	480	33,355	27,955	6,286
Change over last 5 years	-4%	178%	-7%	-40%	11%	8%	-30%

Citizen Survey (% Excellent or Good)	Code Enforcement (Weeds, Abandoned Buildings, etc.)
FY 2008	-
FY 2009	-
FY 2010	22%
FY 2011	28%
FY 2012	19%
Change over last 3 years	-3%

Source: Executive Operating Program and Budget (FY 2010-FY 2013), Department of Budget and Fiscal Services, Department of Planning and Permitting, and 2012 National Citizen Survey (Honolulu)

Customer Service Office

The Customer Service Office (CSO) operates the consolidated permit counter, which handles customer inquiries, processes minor permits, receives permit applications, and collects permit fees. CSO also maintains the department's various historical and current property and permit records. Additionally, it processes complaints and inspects existing buildings, structures, vacant lots, and sidewalks to address unsafe and substandard conditions. CSO operations carries out the department's mission to ensure the health and safety of Honolulu residents.

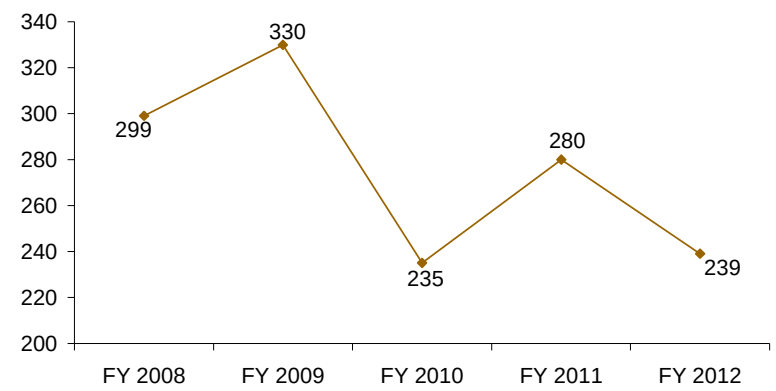
CSO expenditures decreased 14% from FY 2008 ($3 million) to FY 2012 ($2.6 million). According to DPP, the decline was due to budget cutbacks and budgetary ceiling.

The number of building permits issued increased 53% from FY 2008 (14,333) to FY 2012 (21,947). DPP noted that the popularity of installing photovoltaic systems was the primary reason for the increase in permits issued.

In FY 2012, 26% of Honolulu residents rated sidewalk maintenance as excellent or good. This rating was much below benchmarks both nationally and for cities with populations of 300,000 or more. DPP inspected 3,140 sidewalk areas in FY 2012, a 28% increase from FY 2008. The department explained that the increase was due to a change in the inspection process, which now requires an inspector to proactively find sidewalk problems rather than wait for a complaint generated by the public.

A total of 22% of Honolulu residents perceived run down buildings, weed lots, and junk vehicles as a *major* problem in FY 2012. This rating was a 4% improvement from FY 2010. In FY 2012, DPP inspected 151 vacant lots, a 13% increase from FY 2008.

Total Housing Units with Housing Code Deficiencies Found FY 2008 – FY 2012



Customer Service Office's Permit Issuance Branch issued 21,947 building permits in FY 2012 with a total construction value exceeding $1.9 billion. The branch also issued 3,166 permits authorizing solar product installation.

Source: Department of Planning and Permitting and City and County of Honolulu Photo Bank

	Operating Expenditures ($ million)	Total Sidewalks Inspected	Total Vacant Lots Inspected	Total Housing Units with Housing Code Deficiencies Found	Total Building Permits Issued
FY 2008	$3.0	2,448	134	299	14,333
FY 2009	$3.1	2,600	145	330	15,146
FY 2010	$3.1	2,600	145	235	14,248
FY 2011	$2.6	3,747	170	280	15,631
FY 2012	$2.6	3,140	151	239	21,947
Change over last 5 years	-14%	28%	13%	-20%	53%

	Citizen Survey	
	Sidewalk Maintenance (% Excellent or Good)	Run Down Buildings, Weed Lots, and Junk Vehicles (Perceived as Major Problem)
FY 2008	-	-
FY 2009	-	-
FY 2010	28%	26%
FY 2011	26%	25%
FY 2012	26%	22%
Change over last 3 years	-2%	-4%

Source: Executive Operating Program and Budget (FY 2010-FY 2013), Department of Budget and Fiscal Services, Department of Planning and Permitting, and 2012 National Citizen Survey (Honolulu)

Land Use Permits

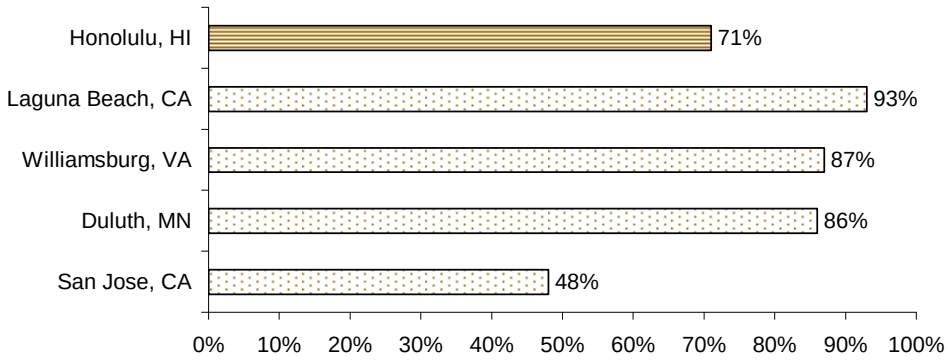
Land Use Permits administers the Land Use Ordinances (LUO) and all regulations pertaining to land use within the City and County of Honolulu. The division reviews and prepares amendments to the LUO and processes all LUO regulated land use permits. It also administers the Special Management Area and Shoreline Setback Ordinances and processes all required Special Management Area Permits, including setback variances and permits for minor shoreline structures. Operating expenditures declined 12% from FY 2008 ($1.2 million) to FY 2012 ($1.1 million). DPP reported that the decline was due to budget cutbacks and budgetary ceiling.

The number of zoning variances reviewed declined 36% from FY 2008 (55) to FY 2012 (35). DPP noted that the decrease was due to the downturn in the economy since 2008 and land use ordinances that address issues that previously required a zoning variance (e.g. Waikiki Special District restrictions). The total number of waivers granted also decreased 31% over the last 5 years. DPP explained that the economic downturn discouraged capital improvement projects. FY 2012 highlights include:

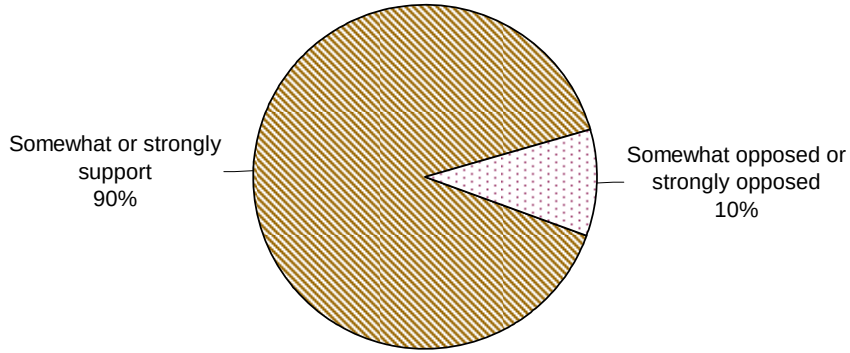
- Initiated a program to consider land use ordinance amendments that establish zoning regulations related to transit-oriented development;
- Amended rules related to shoreline setbacks and the shoreline management area related to contested case hearings, shoreline management area permits, shorelines setback variances, and minor shoreline structure permits.

In FY 2012, 71% of Honolulu residents rated the quality of overall natural environment as excellent or good. This rating was similar to national benchmarks, but much above benchmarks for cities with 300,000 or more residents. When asked about the preservation of natural areas, 39% of residents rated the city's efforts as excellent or good. This rating was much below national benchmarks and below benchmarks for cities that have 300,000 or more citizens.

National Comparison: Quality of Overall Natural Environment FY 2012



2012 Honolulu Citizen Survey: To what degree do you support or oppose the City & County of Honolulu continuing to fund preservation of open space and agricultural land even if it involves raising taxes?



Source: Department of Planning and Permitting and 2012 National Citizen Survey (Honolulu)

	Operating Expenditures ($ million)	Total Special Design District Applications Reviewed	Total Zoning Variances Reviewed	Total Environmental Assessments/ Impact Statements Revised	Number of Waivers Granted	Number of Conditional Use Permits (Minor/Major)
FY 2008	$1.2	100	55	25	80	120
FY 2009	$1.2	100	55	25	80	120
FY 2010	$1.3	98	36	25	75	101
FY 2011	$1.1	86	31	21	65	96
FY 2012	$1.1	85	35	20	55	102
Change over last 5 years	-12%	-15%	-36%	-20%	-31%	-15%

	Citizen Survey (% Excellent or Good)	
	Quality of Overall Natural Environment in Honolulu	Preservation of Natural Areas
FY 2008	-	-
FY 2009	-	-
FY 2010	67%	39%
FY 2011	67%	49%
FY 2012	71%	39%
Change over last 3 years	4%	0%

Source: Executive Operating Program and Budget (FY 2010-FY 2013), Department of Budget and Fiscal Services, Department of Planning and Permitting, and 2012 National Citizen Survey (Honolulu)

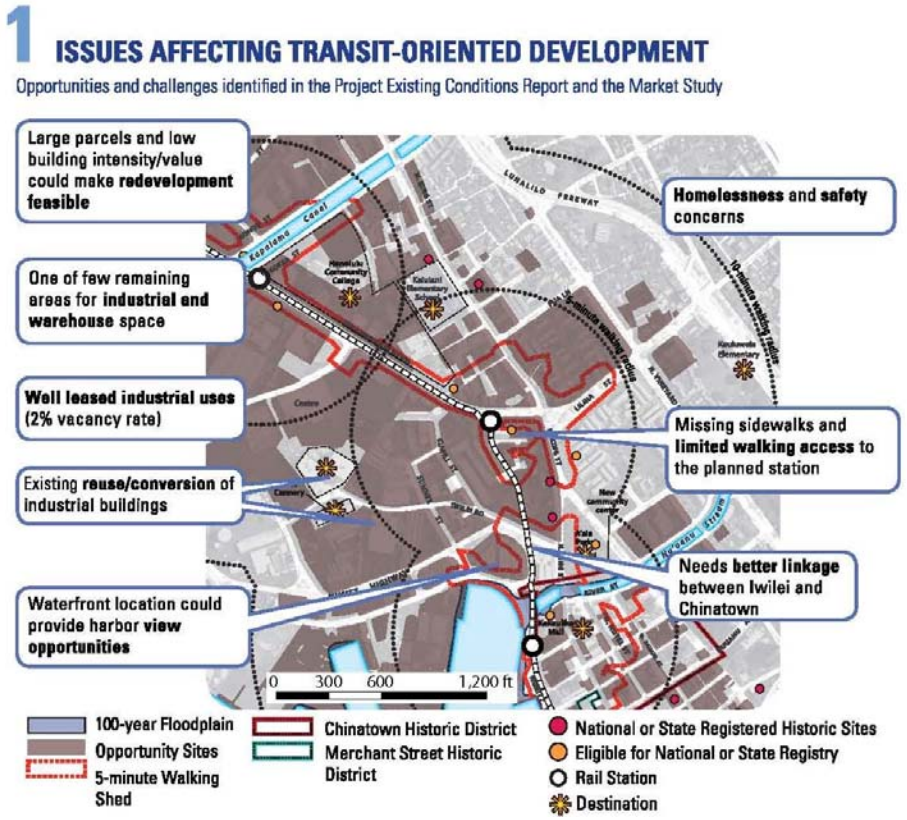
Planning

Planning is responsible for preparing, evaluating, and revising the O‘ahu General Plan and nine long-range regional development plans. The division is responsible for developing transit-oriented development plans, which support the DPP and the mayor’s transportation priorities. It also processes applications for public infrastructure map amendments, zone changes and state special use permits; and monitors compliance with unilateral agreement conditions associated with zone changes, including affordable housing requirements. Operating expenditures decreased 14% over the last 5 years. DPP explained that the decrease was due to budget cutbacks, budgetary ceiling, and loss of transit funding and associated staff.

The total number of zone change applications reviewed decreased 71% from FY 2008 (14) to FY 2012 (4).

FY 2012 highlights include:

- Received a $2.3 million grant from the U.S. Department of Housing and Urban Development to develop an affordable housing strategy for the transit-oriented corridor and increase transit-oriented corridor interest among non-profits and philanthropic organizations;
- Conducted a community survey for the O‘ahu General Plan Update. A total of 2,413 citizens responded to the survey. The top 3 issues that citizens felt the general plan update should address: traffic congestion, protecting agricultural land and increasing agricultural production, and environmental protection; and
- Five-year reviews continue for the Sustainable Communities Plan for: East Honolulu, Central O‘ahu, Ko’olauloa, Wai’anae, and Ko’olau Poko.



Source: Department of Planning and Permitting website www.honoluludpp.org/planning/neighborhoodTODPlans.aspx

	Operating Expenditures ($ million)	Total Zone Change Applications Reviewed	Total Environmental Assessments/ Impact Statements Reviewed	Total Unilateral Agreement Permit Reviewed
FY 2008	$2.7	14	40	228
FY 2009	$2.5	10	32	200
FY 2010	$2.4	8	41	251
FY 2011	$2.3	6	21	268
FY 2012	$2.3	4	25	278
Change over last 5 years	-14%	-71%	-38%	22%

	Citizen Survey (% Excellent or Good)	
	Quality of New Development in Honolulu	Land Use, Planning, and Zoning
FY 2008	-	-
FY 2009	-	-
FY 2010	39%	21%
FY 2011	39%	29%
FY 2012	40%	24%
Change over last 3 years	1%	3%

Source: Executive Operating Program and Budget (FY 2010-FY 2013), Department of Budget and Fiscal Services, Department of Planning and Permitting, and 2012 National Citizen Survey (Honolulu)

Site Development

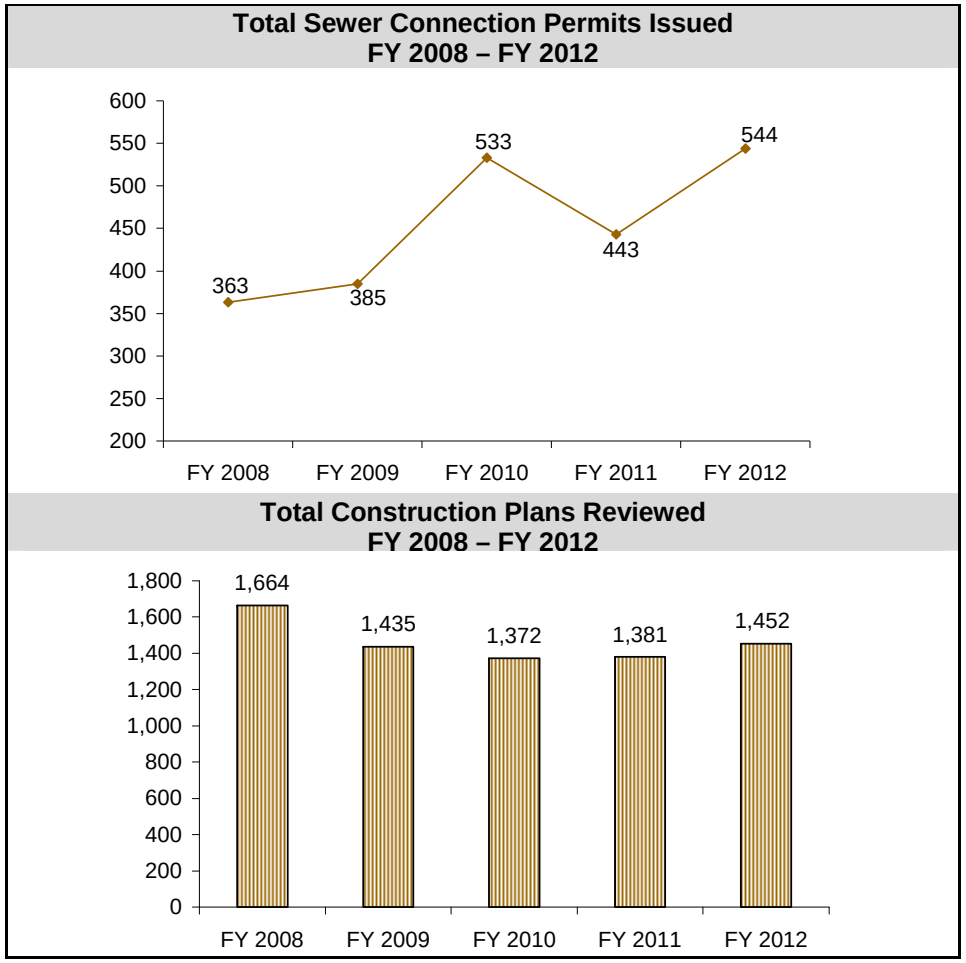
Site Development administers and enforces subdivision and grading ordinances, drainage regulations, and the National Flood Insurance Program on O'ahu. The division sets standards and regulates the infrastructure required for site development. Additionally, the division processes subdivision applications, reviews subdivision construction plans, and conducts site inspections to ensure compliance with city guidelines. Site development operating expenditures increased less than 1% from FY 2008 to FY 2012.

The number of sewer connection permits issued increased 50% from FY 2008 (363) to FY 2012 (544). DPP explained that the low number of sewer connections in FY 2008 was the result of cancellations/slowdowns in development due to poor economic conditions; housing development has since picked up.

Total flood determinations processed declined by 89% from FY 2008 (19) to FY 2012 (2). DPP noted that in FY 2011 the Federal Emergency Management Agency (FEMA) published new floodmaps, which reduced the need for flood determinations.

FY 2012 highlights include:

- All plan reviewers and inspectors completed the required annual training sessions for National Pollutant Discharge Elimination Systems (NPDES).
- Hired a temporary staff planner dedicated to floodplain management and coordination of the city's participation in the National Flood Insurance Program (NFIP). The additional staff was necessary to meet increased public inquiries regarding revised flood insurance maps issued in 2011 and other tasks related to the NFIP.
- Staff training to use the hydraulic wastewater flow model. The new system, based on actual sewer flow, will replace the standards-based model currently used by city staff in several departments. The new system will also automate procedures and digitize existing microfiche records.



Source: Department of Planning and Permitting

	Operating Expenditures ($ million)	Total Construction Plans Reviewed	Total Sewer Adequacy Studies Completed	Total Sewer Connection Permits Issued	Total Grading Permits Issued	Total Grading Permit Inspections Conducted	Total Trench Excavation Permits Issued	Total Flood Determinations Processed
FY 2008	$3.2	1,664	787	363	885	18,392	1,087	19
FY 2009	$3.5	1,435	792	385	777	24,860	1,064	16
FY 2010	$3.4	1,372	533	533	697	19,439	1,262	15
FY 2011	$3.0	1,381	741	443	687	19,468	1,183	7
FY 2012	$3.2	1,452	780	544	664	21,234	1,272	2
Change over last 5 years	0%	-13%	-1%	50%	-25%	15%	17%	-89%

Source: Executive Operating Program and Budget (FY 2010-FY 2013), Department of Budget and Fiscal Services and Department of Planning and Permitting

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CHAPTER 20 – HONOLULU POLICE DEPARTMENT

The Honolulu Police Department's (HPD) mission is to serve as the primary law enforcement agency for the City and County of Honolulu, which includes the entire island of O'ahu[1]. HPD is responsible for preserving public peace; preventing crime; and detecting and apprehending law offenders. It also protects the rights of persons and property; and enforces federal and state laws, and city ordinances and regulations.

The department's mission is to provide excellent service through partnerships that build trust, reduce crime, create a safe environment, and enhance the quality of life. In FY 2012, the department accomplished the mayor's priorities of transparency and focusing on technology for the future through the implementation of the CrimeMapping web and mobile application that is available on the Citizens Analyzing Numbers Discover Opportunities site at http://can-do.Honolulu.gov.

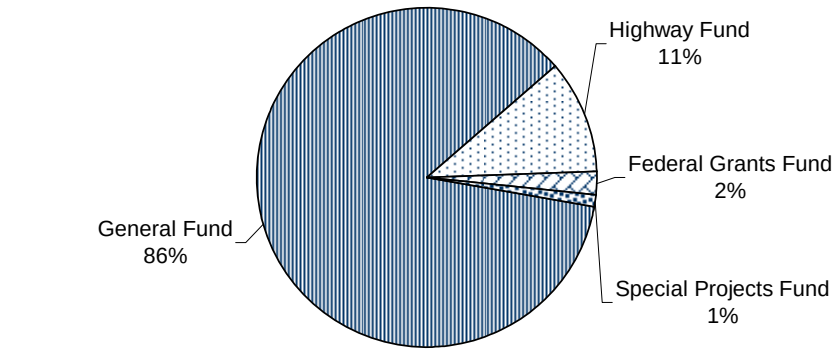
The Honolulu Police Commission appoints and may remove the Chief of Police. The Chief of Police provides overall administration of the department. The department has several bureaus and divisions including Patrol, Traffic, Central Receiving, and Criminal Investigation. Other divisions are Community Affairs, Narcotics and Vice, and Specialized Services.[2]

The department is also accredited by the Commission on Accreditation for Law Enforcement Agencies, Inc. In May 2012, the Scientific Investigation Section's Trace Evidence Analysis and Questioned Document Examination units were accredited as meeting International Organization for Standardization standards.

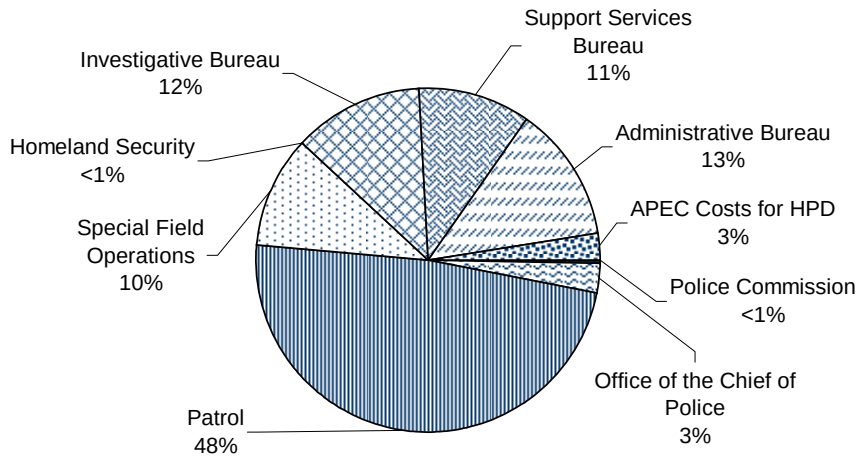
HPD reports it created a Crime Analysis Unit within its Criminal Investigation Division. This specialized unit uses intelligence-led policing strategies to address property crime on O'ahu. Information on crime trends and patterns is passed on to the patrol districts to increase the probability of effecting arrests.

During FY 2012, HPD maintained its commitment to improving neighborhood and communities. Projects such as Chief Louis Kealoha's Community Lokahi to Enrich our Aina Now (CLEAN) project gathered volunteers from the community, department, and city workers to eradicate graffiti, remove rubbish and derelict vehicles and address chronic issues.[3]

What Are the Sources of the Police Department's Funding? FY 2012



Where Does a Police Department Dollar Go?[4] FY 2012



Source: Department of Budget and Fiscal Services. [4] Percentages do not total to 100% due to rounding.

Source: Honolulu Department and Agency Reports (FY 2012) and Honolulu Police Department

[1] The island has a circumference of 137 miles and an area of nearly 600 square miles. The population totals approximately 963,607 including military personnel. [2] Juvenile Services is no longer a division. [3] FY 2012 locations: Fred Wright District Park (Wahiawa) and Ala Moana Beach Park (Honolulu).

Police Staffing and Budget

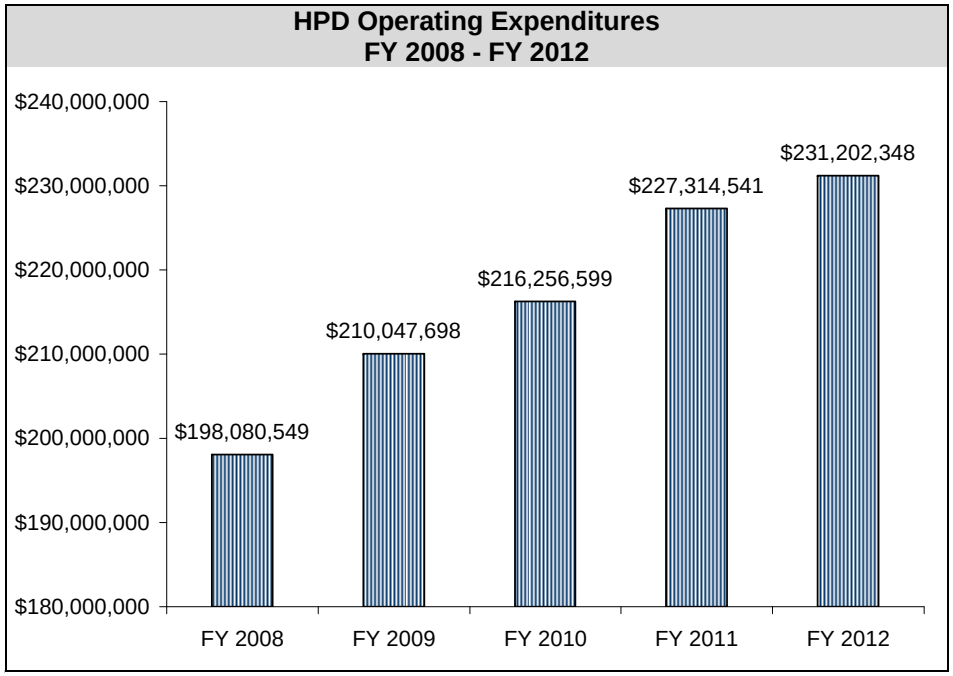
In FY 2012, the department's total expenditures were $231.2 million, an increase of 17% from FY 2008. The department incurred $6.1 million in APEC expenditures for FY 2012.

Revenues for FY 2012 totaled $15.4 million. The revenues included intergovernmental revenue, licenses and permits, service charges, and fines and forfeitures.

Over the last five years, overtime expenditures decreased 16% from $22.1 million to $18.6 million. According to the department, overtime expenditures decreased due to budget reductions. Operating budgets for each element within the HPD are continuously evaluated and adjustments are made to reduce spending while increasing efficiencies so that public service and safety are not compromised.

Authorized departmental staffing consists of uniformed and civilian personnel (2,730 FTE). The staff is augmented by reserve personnel who serve as sworn police officers on a voluntary, non-salaried basis.[1] Reserve officers provide much needed police services in light of budget restrictions. They complete the police reserve recruit training and are commissioned as police officers. Reserve officers are required to work a minimum of five hours per week in order to keep their reserve officer status.

The department's staffing level remained relatively steady over the past five years. Actual staffing fluctuates throughout the year due to retirements and resignations. The number of vacant positions increased from 299 in FY 2011 to 317 FY 2012. The department attributes the change to an increase in separations, particularly retirements, from the department.



Source: Department of Budget and Fiscal Services

	Operating Expenditures ($ million)												Staffing (FTE)[2]				
	Total Expenditures	Special Field Operations	Investigative Bureau	Support Services Bureau	Administrative Bureau	Police Commission	Office of Chief of Police	Patrol	Homeland Security	APEC Expenses	Overtime Expenditures[3] ($ million)	Non-Holiday Overtime Expenditures[4] ($ million)	Total Authorized FTE	Total Filled (FTE)[1]	Staffing Level	Vacant (FTE)	Cost Per FTE[5]
FY 2008	$198.1	$20.9	$25.4	$24.2	$23.3	$0.5	$6.8	$97.0	-	-	$22.1	$17.9	2,730	2,423	88.8%	307	$72,557
FY 2009	$210.0	$21.8	$26.3	$25.8	$25.0	$0.5	$6.9	$103.8	-	-	$21.4	$16.0	2,730	2,474	90.6%	256	$76,941
FY 2010	$216.3	$23.4	$26.7	$25.0	$22.0	$0.5	$7.5	$111.1	-	-	$17.5	$12.4	2,730	2,488	91.1%	242	$79,215
FY 2011	$227.3	$23.8	$27.8	$25.0	$21.2	$0.5	$6.8	$117.5	$0.4	$4.4	$19.2	$13.5	2,730	2,431	89.0%	299	$83,265
FY 2012	$231.2	$24.2	$27.9	$24.8	$28.9	$0.4	$6.9	$111.4	$0.5	$6.1	$18.6	$13.6	2,730	2,413	88.4%	317	$84,690
Change over last 5 years	17%	16%	10%	3%	24%	-8%	2%	15%	-	-	-16%	-24%	0%	<1%	<1%	3%	17%

Source: Executive Operating Program and Budget (FY 2010-FY 2013), Department of Budget and Fiscal Services BRASS data (FY 2008-FY 2010), Advantage Budget System (ABS) data (FY 2011-FY 2012), and Honolulu Police Department

[1] Does not include reserve officers in the total authorized staffing, as one reserve officer is equivalent to one-eighth of a FTE.
[2] Authorized staffing is determined by budget while actual staffing varies based on service separations and hiring.
[3] Excludes APEC overtime expenditures.
[4] Overtime pay is established by bargaining unit agreement, as applicable.
[5] Cost per FTE = Total Operating Expenditures/Total Authorized FTE.

Calls For Service

HPD reports the Communications Division is the primary public safety answering point (PSAP) for Honolulu, receiving all 911 calls for police, fire and emergency medical services. In FY 2012, there were 981,418 calls for service.

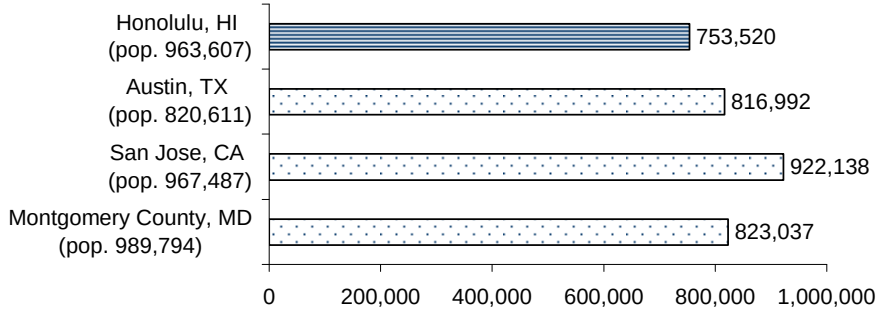
In FY 2012, the department received 753,520 calls for 911 services.[1] Officers are dispatched to a wide range of police services. These services include, but are not limited to: burglaries, traffic hazards, parking violations, medical emergencies, fires, arguments, alarms, protective orders, and motor vehicle accidents.

The division also serves as both the O'ahu Warning Point and the Alternate Hawai'i State Warning Point for civil defense emergencies, which include natural and man-made disasters, such as tsunamis, tropical cyclones, flash floods, and enemy or terrorist attacks.

Over the past five years, the average response time for Priority 1 calls improved 0.95 minutes: from 8.09 minutes to 7.14 minutes. Priority 1 calls include emergencies and in progress cases. The average response time for Priority 2 calls improved 1.82 minutes from 13.78 to 11.96 minutes. Priority 2 calls include forgery, fraud, vandalism, weapons, prostitution, drugs, gambling, driving while intoxicated, etc. HPD reports its improved response times are due to frequent in-service training and reinforcement with personnel.

Map of Police Districts and Police Stations on O'ahu

National Comparison: Calls for Service



Source: Honolulu Police Department, 2012 National Citizen Survey (Honolulu) and various city and county websites

	HPD Calls for Service[1]	Calls Resulting in Dispatch	Priority 1 Calls	Priority 2 Calls	False Alarms	Priority 1 Average Response (minutes)[2]	Priority 2 Average Response (minutes)[2]
FY 2008	745,144	583,517	197,197	386,320	24,127	8.09	13.78
FY 2009	711,880	561,685	190,055	371,630	25,787	7.65	13.21
FY 2010	684,595	546,870	184,281	362,589	26,710	7.13	11.96
FY 2011	682,696	543,018	188,205	354,813	27,338	7.14	12.05
FY 2012	753,520	537,882	192,198	345,684	28,625	7.14	11.96
Change over last 5 years	1%	-8%	-3%	-11%	19%	-12%	-13%

	National Citizen Survey (% Major or Moderate Problem)	
	Drugs	Prostitution
FY 2008	-	-
FY 2009	-	-
FY 2010	-	-
FY 2011	87%	68%
FY 2012	89%	70%
Change over last year	2%	2%

Source: Honolulu Police Department and 2012 National Citizen Survey (Honolulu). [1] Calls for service includes emergency and non-emergency calls. [2]Response time is measured from receipt of the 911 call to arrival at the scene.

Crime

Police data for reporting Part 1 and Part 2 offenses are usually collected by calendar year with the FBI Uniform Crime Reporting (FBI-UCR) guidelines.[1] For FY 2012, the department provided Actual Offenses and Arrests data reported from July 2011 to December 2011. According to the department, data from January 2012 to June 2012 is unavailable because there is a backlog of data in the records division. The FY 2012 data for Actual Offenses and Arrests in the data table were estimated based on the six months of data that the department provided.

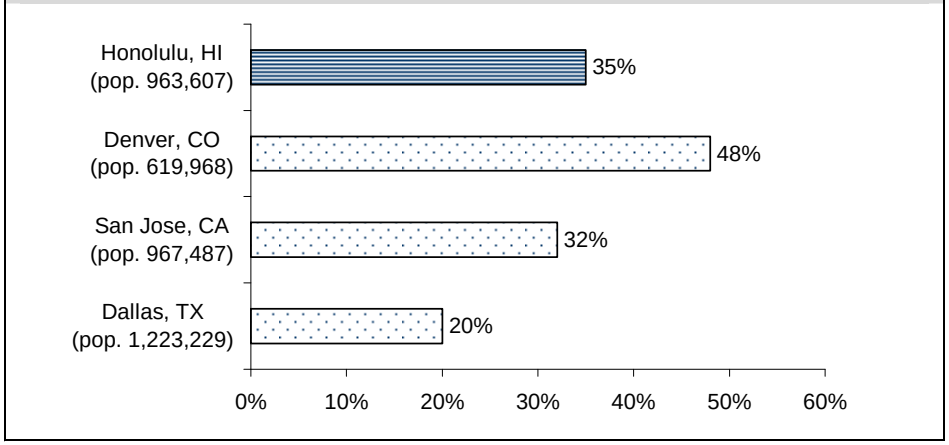
In FY 2012, the Criminal Investigation Division worked with a U.S. Secret Service agent and identified a suspect of a Nigerian scam and a freeze was placed on the suspect's accounts and over $200,000 of the victim's money was recovered. A warrants sweep of 109 outstanding warrants by the Strategic Enforcement Task Force resulted in the arrests of 72 felony suspects. The task force also received a $75,000 Project Safe Neighborhood grant that will go toward anti-gang efforts.

CrimeStoppers received 672 tips that assisted in the closure of 260 cases and 90 arrests. As a result $910 of property was recovered and $3,350 in drugs were seized.

In August 2011, the city unveiled its *Crime Mapping* application to provide Honolulu residents with valuable information about recent crime activity in their neighborhood.

In FY 2012, approximately 55% of Honolulu residents reported that they are very or somewhat safe from violent crime (rape, assault, robbery) and 35% of Honolulu residents reported that they are very or somewhat safe from property crime (burglary, theft). Most ratings are much below the national comparison and benchmark for jurisdictions with populations over 300,000. The department reports that it has adopted several strategies to address the concern of property crime including the creation of a crime analysis unit and use of new technology.

National Comparison: Percent Very or Somewhat Safe from Property Crime



Source: 2012 National Citizen Survey (Honolulu), 2011 National Citizen Survey (San Jose, CA), 2011 Denver Citizen Survey, and 2011 Dallas Citizen Survey

Crime Mapping Application Icon

	Actual Offenses[2]			Arrests[2]			Clearance Rates for Part 1 Offenses				Citizen Survey (% Very or Somewhat)	
	Part 1 Offenses	Part 2 Offenses	Total Offenses	Adult Arrests	Juvenile Arrests	Total Arrests	Homicide	Rape	Robbery	Larceny Theft		Safety from Violent Crime
FY 2008	35,462	64,780	100,242	30,971	8,753	39,724	80.0%	56.3%	23.9%	13.0%	FY 2008	-
FY 2009	35,712	62,002	97,714	28,997	8,852	37,849	80.0%	55.9%	25.9%	12.7%	FY 2009	-
FY 2010	36,168	61,760	97,928	32,074	8,247	40,321	93.3%	55.3%	25.8%	14.9%	FY 2010	55%
FY 2011	33,216	58,228	91,444	29,840	6,822	36,662	88.2%	49.1%	26.3%	15.5%	FY 2011	52%
FY 2012	34,076	56,956	91,032	29,032	5,792	34,824	100.0%	61.4%	30.7%	15.4%	FY 2012	55%
Change over last 5 years	-4%	-12%	-9%	-6%	-34%	-12%	20%	5%	7%	2%	Change over last 3 years	0%

Source: Honolulu Police Department, 2012 National Citizen Survey (Honolulu), and Can-Do.Honolulu.gov. [1]The department complies with FBI Uniform Crime Reporting guidelines in reporting Part 1 and Part 2 offenses. Part 1 includes murder, forcible rape, robbery, aggravated assault, burglary, larceny-theft, motor vehicle theft and arson. Part 2 includes all other offenses, such as other assaults, forgery, fraud, vandalism, weapons, prostitution, other sex offenses, drug crimes, gambling, family offenses, liquor laws, driving while intoxicated and disorderly conduct. [2] Estimated annual statistic = 6 months of data x 2. Department could only provide data reported from July 1, 2011 to December 31, 2011.

Traffic Services

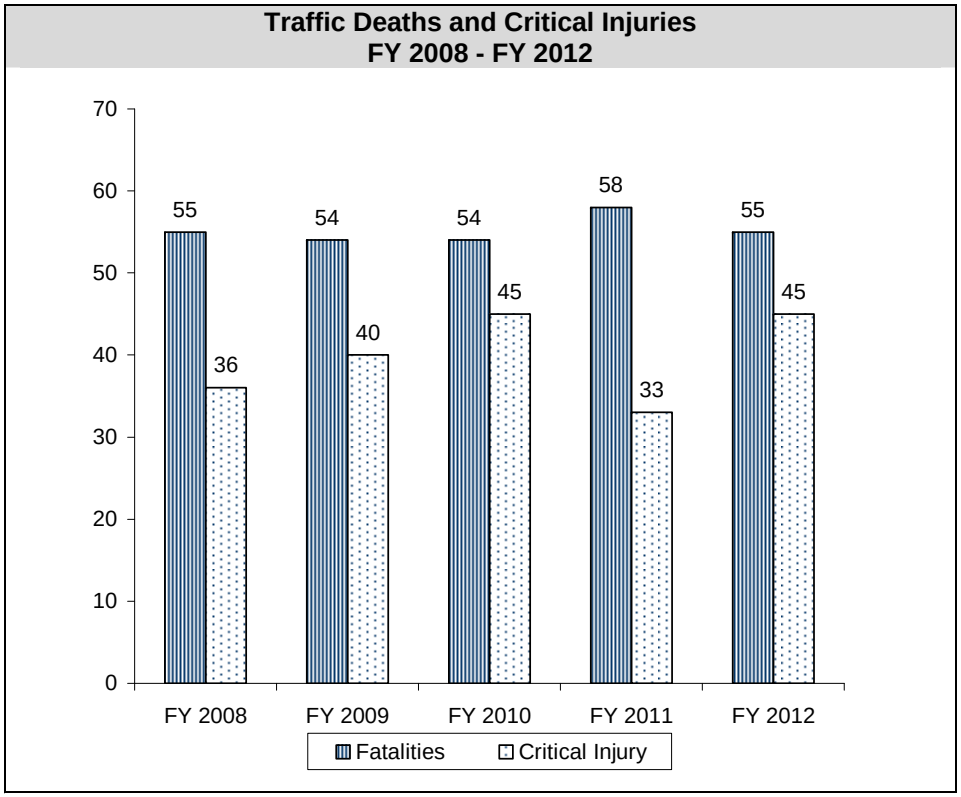
Traffic services is responsible for promoting the safe and efficient movement of traffic on the public roadways through educational programs; traffic management; enforcement of traffic laws; and investigating death and critical injury collisions and felony traffic crimes.

Traffic fatalities have remained the same over the past five years. Deaths among pedestrians and motorcyclists (included in the total number of fatalities) continue to be a significant focus of enforcement and education efforts. Community support and education programs play an important role to help reduce collisions. The department's *Night Occupant Protection Enforcement* operations and *Saving Pedestrians and Motorists* project helped support enforcement efforts. These efforts include special programs that educate all drivers and pedestrians.

All categories of motor vehicle collisions decreased over the past five years. The department attributes the decreases to HPD's efforts regarding traffic enforcement and education.

On July 1, 2009, the Mobile Electronic Devices Law (Section 15-24.23, ROH) took effect. This law prohibits the use of mobile electronic devices while operating a motor vehicle in order to ensure the safety of the drivers, pedestrians, bicyclists, motorcyclists and passengers on O'ahu's roadways. In FY 2012, there were 15,165 citations for violation of this law, a 99% increase since enforcement efforts began.

During FY 2012, the department continued its emphasis on safety education and fulfilled over 50 speaker requests and participated in more than 50 sign-waiving for traffic awareness activities.



Source: Honolulu Police Department (FY 2008-FY 2012)

	Death and Serious Injury			Motor Vehicle Collisions				Enforcement		
	Fatalities	Critical Injury	Failure to Render Aid[1]	Major[2]	Minor	Non-Traffic	Total	OVUII Arrests[3]	Moving Citations	Hands-Free Law Violations[4]
FY 2008	55	36	6	6,118	17,486	8,078	31,682	4,248	133,419	-
FY 2009	54	40	10	5,045	16,186	7,481	28,712	4,148	111,988	-
FY 2010	54	45	24	5,005	16,579	7,320	28,904	4,056	114,807	7,612
FY 2011	58	33	25	5,320	16,576	7,663	29,559	4,193	121,976	11,198
FY 2012	55	45	9	5,152	16,842	7,979	29,973	4,407	116,251	15,165
Change over last 5 years	0%	25%	50%	-16%	-4%	-1%	-5%	4%	-13%	99%

Citizen Survey (% Major or Moderate Problem)	
	Pedestrian Safety
FY 2008	-
FY 2009	-
FY 2010	-
FY 2011	69%
FY 2012	70%
Change over last year	1%

Source: Honolulu Police Department and 2012 National Citizen Survey (Honolulu)
[1] Failure to Render Aid is a felony involving serious injury to the victim.
[2] A major motor vehicle collision involves injury or damage of $3,000 or more.
[3] "OVUII" refers to the offense of Operating a Vehicle Under the Influence of Intoxicants.
[4] Mobile electronic hand-held device law took effect July 1, 2009, percentage change calculated over the last three years.

Public Safety

Safety from crimes creates the cornerstone of an attractive community. Many residents gave positive ratings for safety in the city. The daytime sense of safety was better than nighttime safety. About 92% of those responding said they felt "very" or "somewhat" safe in their neighborhood during the day. About 68% of those responding said they felt "very" or "somewhat" safe in their neighborhood after dark. Residents reported they felt safer in their neighborhood than in Honolulu's downtown. Compared to other jurisdictions, most ratings were below national benchmarks.

Approximately 64% of the respondents rated police services as "excellent" or "good". About 67% reported having "excellent" or "good" contact with the HPD, an increase of 7% over the last three years. The department reports that it is continually looking at ways to improve service to the public. 42% of respondents rated crime prevention services as "excellent" or "good".

Ten percent of the respondents reported someone in their household had been a victim of one or more crimes in the past year and 82% reported the crime to police. Compared to jurisdictions with populations over 300,000, a lower percentage of Honolulu residents have been victims of crime in the last 12 months and a higher percentage of those victims of crime reported the crime to the police.

The department's Administrative and Support Services Bureaus include the finance, human resources, training, communications, information technology, and records and identification divisions. The telecommunications systems and vehicle maintenance sections are a part of support services.

The Central Receiving Division (CRD) is responsible for the safe and secure processing and detention of arrestees who are unable to post bail or are under investigation for felony offenses. During the fiscal year, the division administered alcohol breath tests to over 3,400 arrestees and personnel processed over 16,000 adult and juvenile arrestees.

The Community Affairs Division is responsible for the department's community relations, special awards, and projects. These responsibilities include the Drug Abuse Resistance Education (DARE) program, management of the department's museum, and facilitating the assignment of speakers requested by various organizations.

The Investigative Bureau includes the criminal investigation, narcotics/vice, and traffic divisions. The bureau also includes the scientific investigation section. The criminal investigation division assigned 14,250 cases for investigation. Of these 3,434 were conferred or charged outright for prosecution and 5,275 were closed.

The Legislative Liaison Office (LLO) is responsible for coordinating all legislative matters that affect departmental operations, and for tracking bills and resolutions that were presented to the City Council.

The Major Events Division was created in February 2012 and is responsible for all major events that exceed the capabilities and resources of patrol divisions. It is also responsible for civil defense and homeland security operations.

The Patrol Bureau directs and coordinates all uniformed police field units through eight districts that cover the entire island. Each district consists of patrol officers, plain clothed officers, specialized details, and support staff.

The Specialized Services Division (SSD) provides special weapons and tactical (SWAT) intervention to resolve high-risk situations in support of other departmental elements in the HPD.

	Citizen Survey							
	(% Very or Somewhat Safe)				(% Excellent or Good)			
	Safety in your neighborhood during the day	Safety in your neighborhood after dark	Safety in Honolulu's downtown area during the day	Safety in Honolulu's downtown area after dark	Police Services	Contact with HPD	Crime Prevention	Was the crime reported to the police?
FY 2008	-	-	-	-	-			-
FY 2009	-	-	-	-	-			-
FY 2010	89%	69%	71%	17%	64%	60%	44%	94%
FY 2011	87%	67%	66%	19%	63%	53%	42%	79%
FY 2012	92%	68%	68%	18%	64%	67%	42%	82%
Change over last 3 years	3%	-1%	-3%	1%	0%	7%	-2%	-12%

Source: 2012 National Citizen Survey (Honolulu), Honolulu Department and Agency Reports (2012) and Honolulu Police Department

CHAPTER 21 - PROSECUTING ATTORNEY

The Department of the Prosecuting Attorney's mission is to investigate and prosecute violations of all statutes, ordinances and regulations for which there are criminal sanctions occurring within the City and County of Honolulu.

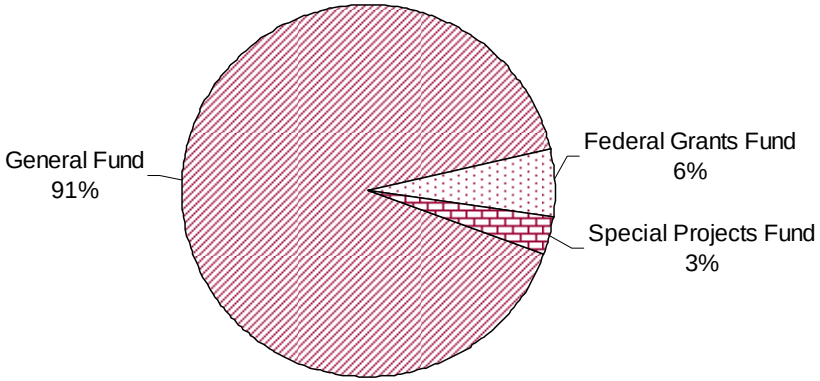
To accomplish the charter's mandate to serve and advance the general welfare and safety of city and county residents, the department's administration has established the following goal and objective: promote and ensure public safety and order through effective, efficient and just prosecution.

The department consists of eleven divisions:

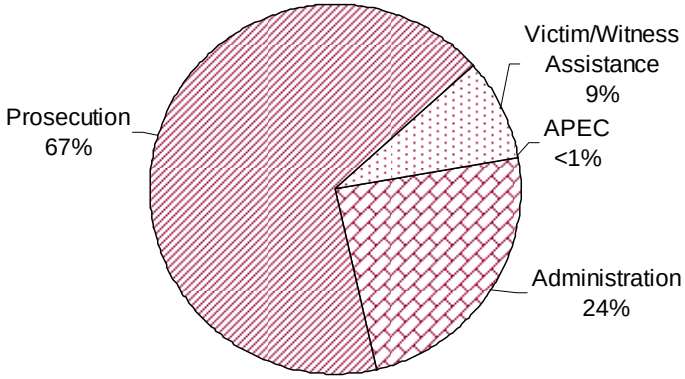
- Appellate – Represents the State of Hawai'i in all matters filed in state appellate courts, and provides research and reference assistance.
- Career Criminal – Prosecutes defendants who commit crimes while on probation or parole.
- Domestic Violence (Misdemeanor) – Handles abuse complaints and restraining order violations.
- Domestic Violence (Felony) - Handles sex assault and spousal abuse cases.
- Screening and Intake – Confers with police to determine appropriate charges in criminal cases.
- Elder Abuse Justice Unit – Prosecutes all felony crimes targeting senior citizens, and handles cases from initial charging all the way to trial.
- Trials – Prosecutes all trial cases that the First Circuit Court has jurisdiction over, such as murder, robbery, and identity theft cases.
- Juvenile – Handles cases involving offenders under the age of 18.
- Misdemeanor and Traffic – Prosecutes motor vehicle and traffic violations, such as driving under the influence.
- Investigative Services – Provides security and conducts investigations.
- Victim/Witness Kokua Services – Assists and supports crime victims.

In FY 2012, the department had 287.5 total FTE, of which 120.5 were attorney FTE. Of the 57.5 total vacant FTE in FY 2012, 24.5 were vacant attorney FTE. In FY 2012, PAT's cost per FTE was $59,136, which is lower than the FY 2012 budgeted cost per FTE for Denver, CO ($106,335), San Diego, CA ($151,840), and San Francisco, CA ($131,349).

What Are the Sources of the Prosecuting Attorney's Funds? FY 2012



Where Does a Prosecuting Attorney Dollar Go? [1, 2] FY 2012



Source: Department of Budget and Fiscal Services. [1] According to the Executive Program and Budget FY 2013, the Department of the Prosecuting Attorney's expenditures are not categorized by its eleven divisions. [2] Percentages do not total to 100% due to rounding.

Overtime expenditures decreased 77% from $48,952 in FY 2008 to $11,053 in FY 2012. The department noted that it has been vigilant in trying to keep overtime to a minimum.

	Operating Expenditures	Total Authorized FTE	Vacant Authorized FTE	Cost Per FTE[3]	Total Overtime Expenditures	Non-Holiday Overtime Expenditures[4]
FY 2008	$17,830,021	287.0	36.0	$62,126	$48,952	$48,828
FY 2009	$19,052,112	287.0	38.0	$66,384	$54,895	$54,332
FY 2010	$21,198,529	287.5	49.5	$73,734	$8,873	$8,743
FY 2011	$17,818,777	287.5	57.0	$61,978	$10,620	$10,360
FY 2012	$17,001,562	287.5	57.5	$59,136	$11,053	$11,053
Change over last 5 years	-5%	0.2%	60%	-5%	-77%	-77%

Source: Executive Operating Program and Budget (FY 2010-FY 2013), Honolulu Department and Agency Reports (FY 2012), Department of Budget and Fiscal Services, Department of the Prosecuting Attorney, Full Time Equivalent (FTE) Department of Budget and Fiscal Services BRASS data (FY 2008-FY 2010), and Advantage Budget System (ABS) data (FY 2011-FY 2012). [3] Cost per FTE = Operating Expenditures/Total Authorized FTE. [4] Overtime pay is established by bargaining unit agreement, as applicable.

Cases and Initiatives

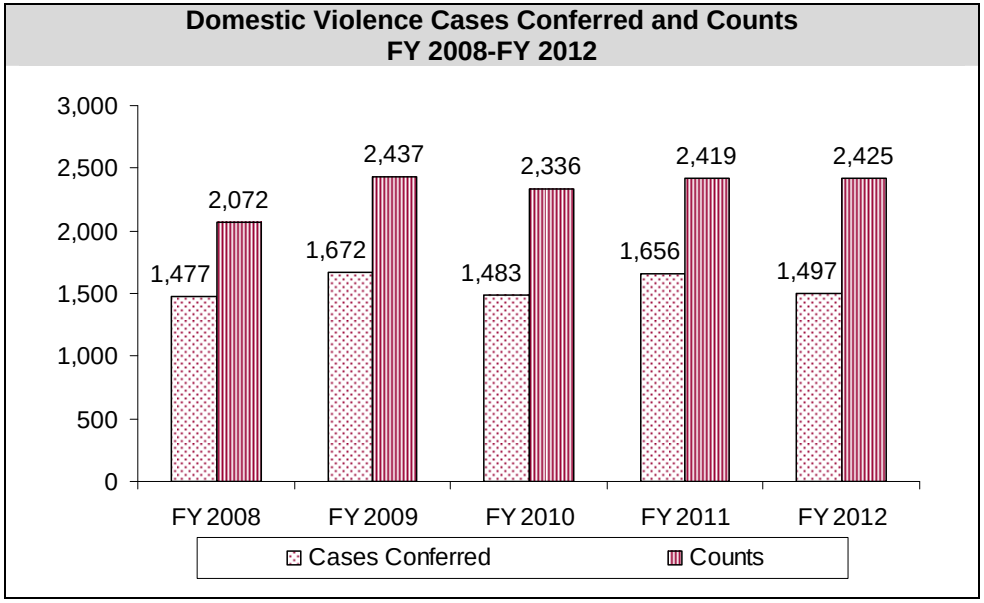
The department continued to fulfill the charter's mandate and its goal of ensuring public safety and order through effective, efficient and just prosecution in FY 2012 with 6 convictions, 2 acquittals and 1 mistrial for 9 murder cases that went to trial. In FY 2012, two of the department's priorities were domestic violence and elder abuse.

In FY 2012, 1,497 domestic violence cases were conferred compared with 1,656 cases in FY 2011. Of the 2,425 counts in FY 2012, 1,143 or 47% were categorized under abuse of a family or household member.

The department added a fourth deputy prosecutor and a paralegal to the Elder Abuse Justice Unit in FY 2012. In FY 2012, the unit charged 179 cases of elder abuse, compared with 127 cases in FY 2011, a 41% increase. There were 124 elder abuse convictions, 3 acquittals and 6 cases that were dismissed in FY 2012. Members of the unit attended senior expos and health fairs, delivered presentations to community and business groups, and had face-to-face meetings with bank employees to educate residents in recognizing and avoiding financial scams and being vigilant in protecting personal information.

Total cases accepted and resolved in FY 2012 were 7,465 and 1,968 cases, respectively, resulting in a case resolution rate of 26%. In FY 2012, there were 57 jury trial convictions and 109 non-convictions, compared to 66 convictions and 122 non-convictions in FY 2011, a decrease of 14% and 11%, respectively.

The Honolulu Family Justice Center, a department initiative, launched a pilot program to apprise the community of its services and named its director in FY 2012. A site for the center has been determined, but a specific date to start operations has not been determined due to ongoing negotiations. The center will provide domestic violence victims access to an array of assistance in one location. Unique to Hawai'i, the center will provide transitional housing for up to 2 years.



Source: Department of the Prosecuting Attorney

The Hawai'i International Drug Trafficking Summit, organized by the Prosecuting Attorney, invited top drug prosecutors from 8 countries, district attorneys from 10 mainland jurisdictions, and Hawai'i law enforcement officials. The 2 day summit in October 2011 focused on establishing partnerships to target the distribution of the precursor of crystal methamphetamine.

Hawai'i International Drug Trafficking Summit

	Total Cases[1]				Jury Trials[1]	
	Accepted	Resolved	Resolution Rate[2]	Elder Abuse Cases[3]	Total Convictions	Total Non-Convictions[4]
FY 2008	7,796	2,267	29%	20	108	149
FY 2009	7,601	2,160	28%	62	95	170
FY 2010	7,586	2,039	27%	84	86	182
FY 2011	7,727	2,187	28%	127	66	122
FY 2012	7,465	1,968	26%	179	57	109
Change over last 5 years	-4%	-13%	-3%	795%	-47%	-27%

Source: The Department of the Prosecuting Attorney. [1] Figures above include felony cases only, no misdemeanors and traffic cases. [2] Case Resolution Rate = Cases Resolved/Total Cases Accepted. [3] Since the Elder Abuse Justice Unit was created in CY 2008, FY 2008 only represents elder abuse cases from January 1, 2008 – June 30, 2008. [4] Total jury trial non-convictions include dismissed cases, acquittals and trials where the defendant was found not guilty.

CHAPTER 22 - HONOLULU AUTHORITY FOR RAPID TRANSPORTATION

The Honolulu Authority for Rapid Transportation's (HART) mission is to plan, design, construct, operate and maintain Honolulu's high-capacity, fixed guideway rapid transit system. The Honolulu Rail Transit Project (HRTP) is a 20.1 mile rail transit system in Honolulu extending from East Kapolei in the west to Ala Moana Center in the east via the Honolulu International Airport. The HRTP will be fully integrated with fixed bus route services (TheBus). Full revenue service is projected to begin in FY 2019.

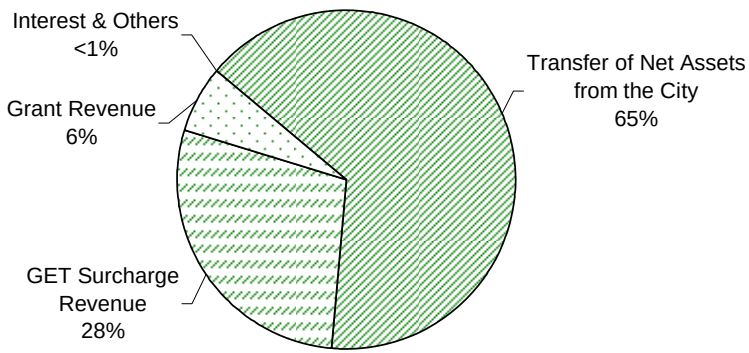
Implementation of Honolulu's rail transit project directly supports HART's and the mayor's transportation priority. HART's board adopted a transparency policy and the Executive Director/CEO established transparency and a culture of openness as top goals consistent with the mayor's priority for transparency in city government.

HART's operating expenditures were $15.9 million in FY 2012. Its staffing was comprised of 136 FTE and had 49 vacant FTE. HART's total overtime expenditures, consisting of non-holiday overtime only, were $40,617 in FY 2012.

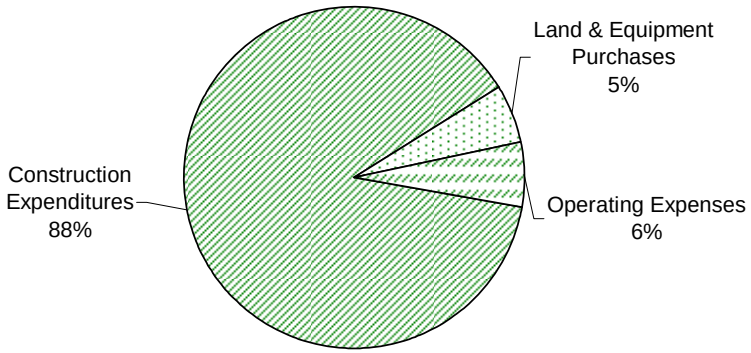
On July 1, 2011, HART became a semi-autonomous agency of the City and County of Honolulu. It assumed the staff, records, property and equipment, duties and responsibilities of the Rapid Transit Division from the Department of Transportation Services, and the obligations and liabilities of the fixed guideway system.

Presently HART is engaged in completing the design and construction of the rail project. The design work of the guideway structure on the first segment, from Kapolei to Waipahu, is 95% completed and the second segment from Waipahu to Pearlridge is 90% completed. Construction began on the guideway columns in the West O'ahu/Farrington Highway section. HART is assisting with Transit-Oriented Development (TOD) activities.[1]

What Are the Sources of HART's Funding?
FY 2012



Where Does a HART Dollar Go?[2]
FY 2012



Source: Honolulu Authority for Rapid Transportation

	Operating Expenditures ($ million)	Total Authorized FTE	Total Vacant FTE	Cost Per FTE[3]	Overtime Expenditures	Capital Expenditures ($ million)	Non-Operating Revenues[2] ($ million): Intergovernmental Revenues[4]	Federal Grants	Interest Income and Other	Total Non-Operating Revenues
FY 2008	-	-	-	-	-	-	-	-	-	-
FY 2009	-	-	-	-	-	-	-	-	-	-
FY 2010	-	-	-	-	-	-	-	-	-	-
FY 2011	-	-	-	-	-	-	-	-	-	-
FY 2012	$15.9	136.0	49.0	$116,944	$40,617	$245.2	$631.8	$42.7	$0.5	$674.9
Change over last 5 years	-	-	-	-	-	-	-	-	-	-

Source: Honolulu Authority for Rapid Transportation. [1] For the city, DPP is responsible for developing TOD neighborhood plans and zoning regulations for station TOD areas. HART planning staff provides support to DPP. [2] Operating revenues of HART will be realized when rail system operations commence. Percentages do not total 100% due to rounding. [3] Cost per FTE=Operating Expenditures/Total Authorized FTE. [4]Intergovernmental revenues consist of $447,284,489 of net assets of the city's Transit Fund as of June 20, 2011, less $6,189,065 of certain other city liabilities and $190,664,993 from the GET county surcharge.

Organization

A 10-member HART Board of Directors (BOD) is responsible for establishing policies for the development, operation and maintenance of the public transit system. It is also responsible for appointing the HART Executive Director/CEO.

Executive Management is responsible for providing leadership, direction and supervising HART's day-to-day activities. HART is comprised of the following divisions:

- Administration and Controls provides overall project and administrative oversight.
- Engineering and Construction is responsible for planning, designing and building construction activities.
- Planning, Utilities/Permits and Right of Way coordinates environmental, planning and land acquisition efforts.
- Operations and Maintenance plans for the revenue service years of the project pertaining to customers, operations and maintenance.
- Budget and Finance oversees all of HART's financial and fiscal functions.
- Civil Rights administers various civil rights and related programs to ensure compliance with applicable laws.
- Government Relations formulates and recommends strategy to guide HART's local legislative and regulatory initiatives and acts as the liaison and representative of HART for the city, state and federal government.
- Public Information is responsible for media, educational communications, online and social media services.
- Quality Assurance develops and ensures implementation of the Quality Management Plan for HART and its contractors.
- System Safety & Security establishes and implements policies and procedures for systemwide safety and security.

The agency did not provide operating expenditures by division for this report.

Source: Honolulu Authority for Rapid Transportation

Rail Route Map

Construction of Columns in West O'ahu

Source: Honolulu Authority for Rapid Transportation

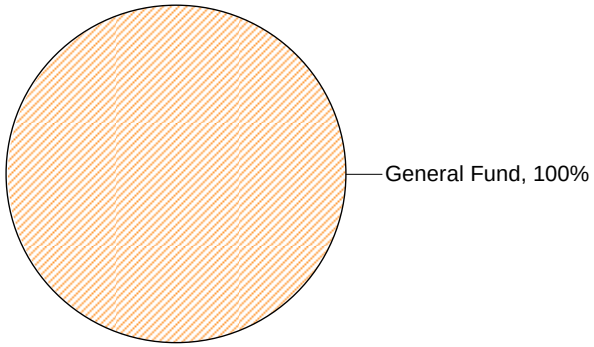
CHAPTER 23 - ROYAL HAWAIIAN BAND

The Royal Hawaiian Band's mission is to serve as the official band representing the mayor and the City and County of Honolulu at private functions and public events to create goodwill and promote Honolulu and the State of Hawai'i through its music. The band performs at community and educational concerts, official ceremonies, cultural events, special programs and parades. This historic organization is the only full-time municipal band in the United States, and the only band in the country established by a royal kingdom, founded by King Kamehameha III in 1836.

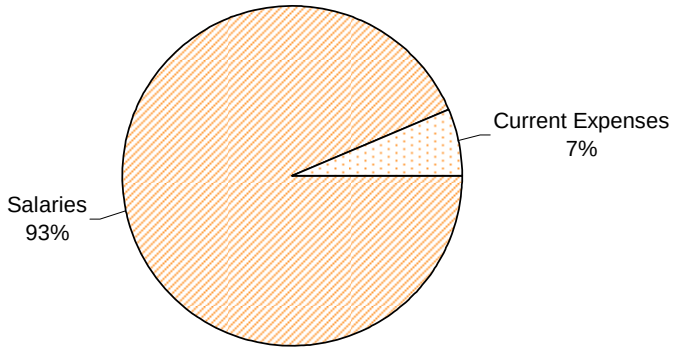
To accomplish the charter's mandate to serve and advance the general happiness and aspirations of city and county residents, the band's administration has established four goals and objectives: (1) maintain a high level of musical performance excellence and efficiently manage the resources of the band; (2) provide musical services to various segments of the community through a variety of programs and performances; (3) promote the City and County of Honolulu through the production of recordings, concerts, parades and tours that feature the music of Hawai'i; and (4) promote and perpetuate the history and culture of Hawai'i through the performance of traditional and contemporary Hawaiian music and dance.

The Royal Hawaiian Band's expenditures were $1.8 million in FY 2012, a reduction of 12% from $2.0 million in FY 2008. Total authorized staffing remained consistent at 40 FTE over the last 5 years. There were 10 vacant FTE in FY 2012, compared with 7 in the previous fiscal year. According to the band, due to 2 retirements and a death, vacant FTE increased by 3 in FY 2012. Overtime expenditures decreased 3% from $44,258 in FY 2011 to $42,957 in FY 2012, while performance totals increased 13% to 354 in FY 2012 from 312 performances in FY 2011. The band noted that the utilization of a new equipment truck improved its efficiency and eliminated the need for multiple drivers to transport equipment to performances, thus decreasing driver overtime expenditures. The band was able to increase its number of performances despite an increase in vacant FTE due to its members temporarily assuming additional responsibilities, which made funds available to hire extra part-time performers.

What Are the Sources of the Royal Hawaiian Band's Funds?
FY 2012



Where Does a Royal Hawaiian Band Dollar Go?
FY 2012



Source: Executive Operating Program and Budget (FY 2013) and Department of Budget and Fiscal Services

	Operating Expenditures	Revenue	Authorized Staffing: Total Authorized FTE	Authorized Staffing: Vacant Authorized FTE	Authorized Staffing: Cost Per FTE[1]	Total Overtime Expenditures[2,3]	Total Number of Performances	Citizen Survey (% Excellent or Good)	Citizen Survey: Opportunities to Attend Cultural Activities
FY 2008	$2,040,698	$3,750	40	5	$51,017	$37,372	325	FY 2008	-
FY 2009	$2,103,074	$4,200	40	4	$52,577	$36,801	311	FY 2009	-
FY 2010	$2,072,927	$8,400	40	5	$51,823	$41,646	302	FY 2010	70%
FY 2011	$1,845,606	$2,350	40	7	$46,140	$44,258	312	FY 2011	71%
FY 2012	$1,794,592	$2,676	40	10	$44,865	$42,957	354	FY 2012	69%
Change over last 5 years	-12%	-29%	0%	100%	-12%	15%	9%	Change over last 3 years	-1%

Source: Executive Operating Program and Budget (FY 2010-FY 2013), Honolulu Department and Agency Reports (FY 2012), Department of Budget and Fiscal Services, 2012 National Citizen Survey (Honolulu), Royal Hawaiian Band, Full-Time Equivalent (FTE) Department of Budget and Fiscal Services BRASS data (FY 2008-FY 2010), and Advantage Budget System (ABS) data (FY 2011-FY 2012).
[1] Cost per FTE = Operating Expenditures/Total Authorized FTE. [2] Overtime pay is established by bargaining unit agreement, as applicable. [3] Total overtime consists of non-holiday overtime only.

Performances

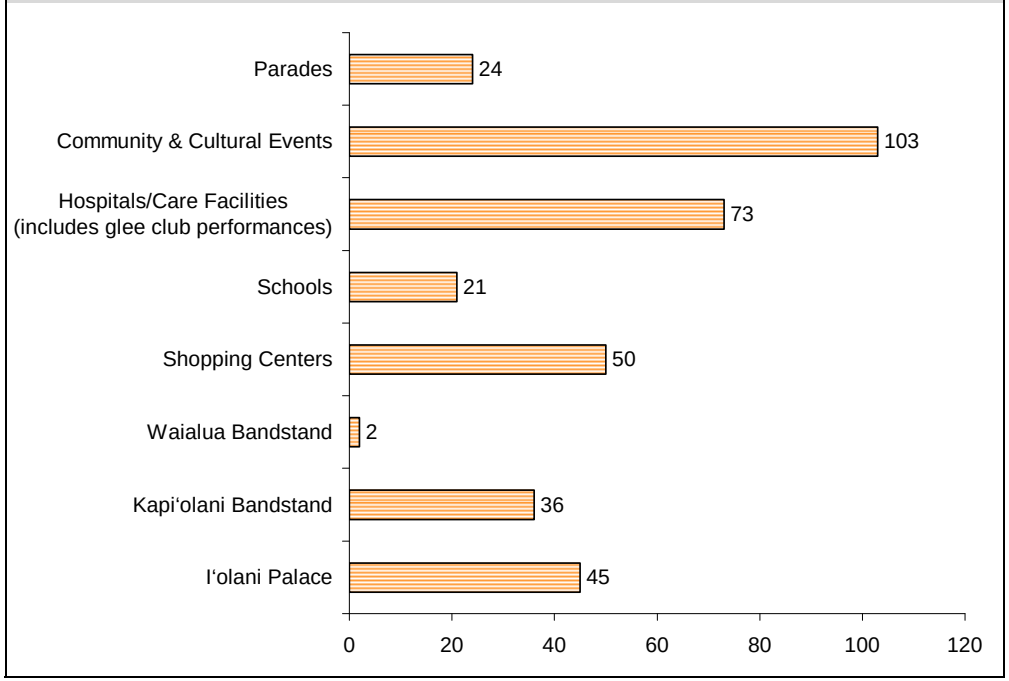
The band fulfills the charter's mandate and its goal of providing musical services to various segments of O'ahu's community through a variety of programs and performances to diverse audiences throughout O'ahu each year. In FY 2012, the band had 354 performances, 42 more than the previous fiscal year.[1] Of these performances, 103 were for community and cultural events, which included the Honolulu City Lights parade and Filipino Fiesta. FY 2012 performances also included 2 private function events that were assessed fees, which were paid into the General Fund, as required by city ordinance.[2]

In FY 2012, the band became only the 4th organization in the state to receive the Industry Award from the Hawai'i Academy of Recording Arts (HARA). The HARA Special Industry Award is presented to organizations for their contributions to the promotion, perpetuation and evolution of Hawaiian music. Upon receiving the award, the band was honored with a certificate of recognition from the Honolulu City Council at an award ceremony.

The band celebrated its 175th anniversary with a concert featuring several Hawai'i recording artists entitled *Our Legacy Lives On*. With 750 in attendance, this celebration showcased the band's vital role in Hawai'i's history as it looks toward the future.

Residents were asked to rate the opportunities to attend cultural activities. About 69% rated opportunities as excellent or good, which is a slight decrease from the prior year, but much above percentages reported nationwide and among cities with populations over 300,000. Among large cities, Honolulu ranked 3rd out of 18 cities, equivalent to the 88th percentile for opportunities to attend cultural activities.

Where did the Royal Hawaiian Band Perform? FY 2012



Source: Royal Hawaiian Band

Honolulu City Council presents a certificate of recognition to the band.

Royal Hawaiian Band's 175th Anniversary Concert

Source: Honolulu City Council, Royal Hawaiian Band and 2012 National Citizen Survey (Honolulu). [1] Other than regularly scheduled performances at I'olani Palace and Kapi'olani Bandstand, all performances require the mayor's approval. Anyone may request the services of the band through the mayor's office. Once approved, the band coordinates the schedule and logistics with the event's sponsor. [2] Revised Ordinances of Honolulu (ROH) Section 2-15.2 – Private function - $1,200.00 for the first hour, and thereafter, $150.00 for each 15 minutes or fraction thereof; Public or semi-public function – no fee.

CHAPTER 24 - TRANSPORTATION SERVICES

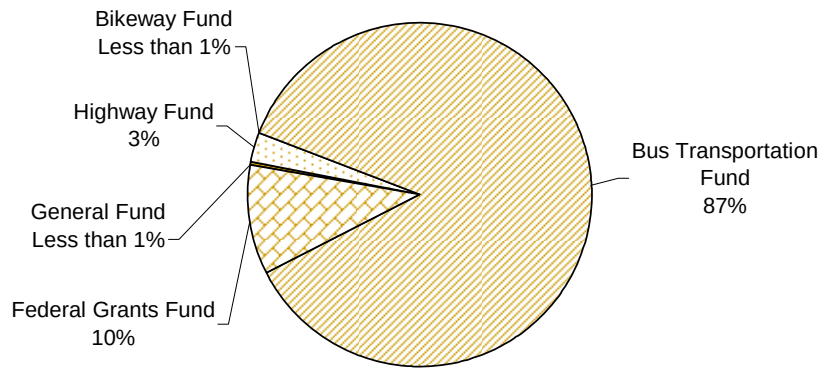
The Department of Transportation Services' (DTS) mission is to provide a safe and efficient transportation system for the City and County of Honolulu. It accomplishes this mission through effective management of department and other resources to plan, design, implement, operate, and maintain city transportation facilities. DTS' responsibilities include city streets, highways, and transit systems. It also has jurisdiction over the efficient movement of vehicles, pedestrians, bicycles, and other modes of transportation through the city's transportation infrastructure. Over the past 5 years, operating expenditures increased 18% from FY 2008 ($190.2 million) to FY 2012 ($223.9 million). According to DTS, the expenditure increase was attributed to O'ahu Transit Services' collective bargaining increases.

The department consists of the following divisions:

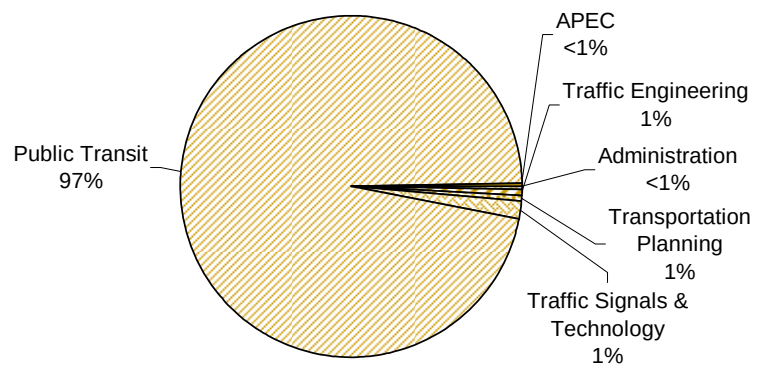
- Administration plans, directs and coordinates the operational activities of the divisions, and serves as the liaison with the Transportation Commission.
- Public Transit is responsible for the city's fixed-route bus transit system (TheBus) and the paratransit system (TheHandi-Van). It oversees O'ahu Transit Services (OTS), the contractor that manages and operates the public transit system for the city.
- Transportation Planning plans and manages the city's transportation capital improvement program and project budgets.
- Traffic Engineering conducts studies and analysis to promote the safe, efficient, and effective operation of the city's streets, roadways, and related facilities.
- Traffic Signals and Technology designs, implements, operates and maintains over 797 state and city traffic signals on O'ahu. It also operates the Traffic Management Center.

The most significant change for DTS in FY 2012 was the transfer of the city's rail project to the Honolulu Authority for Rapid Transportation (HART)[1]. DTS reports that the transfer of 159 FTE caused its staffing levels to decline by 23% from FY 2008 to FY 2012.

What Are the Sources of Transportation Services' Operating Funds? FY 2012



Where Does a Transportation Services Dollar Go? FY 2012



Source: Department of Budget and Fiscal Services

	Operating Expenditures ($ million)	Revenues ($ million)	Total Authorized Staffing (Total FTE)	Vacant Authorized FTE	Cost per FTE[2] ($ million)	Total Overtime Expenditures[3]	APEC Costs
FY 2008	$190.2	$67.5	150	59	$1.3	$236,280	-
FY 2009	$200.8	$67.5	194	103	$1.0	$271,873	-
FY 2010	$205.2	$94.0	225	136	$0.9	$250,826	-
FY 2011	$217.0	$89.4	274	187	$0.8	$257,997	-
FY 2012	$223.9	$79.3	115	38	$1.9	$243,840	$375,228
Change over last 5 years	18%	18%	-23%	-36%	54%	3%	-

Source: Executive Operating Program and Budget (FY 2010-FY 2013), Department of Budget and Fiscal Services and Department of Transportation Services

[1] Effective 7-1-2011, 159 FTE from the Rapid Transit Division were transferred to HART. [2] Cost per FTE = Operating Expenditures/Total Authorized FTE. [3] DTS total overtime expenditures is comprised of non-holiday overtime only. Overtime pay is established by bargaining unit agreement, as applicable.

Administration and Transportation Planning

Administration plans, directs and coordinates the department's activities in accordance with the city charter and direction from the mayor and managing director. It provides personnel management, budget preparation, and fiscal management. Over the last 5 years administration's expenditures declined 14% from FY 2008 ($542,133) to FY 2012 ($463,964). According to DTS, the decline was attributed to salary reductions and vacancy cutbacks.

Although the number of complaints received by administration that were referred to the mayor/managing director declined 5% over the last 5 years, the number of complaints referred to the Customer Services Department (CSD) increased 34% from FY 2008 (717) to FY 2012 (960). DTS reported that the increase in complaints referred to CSD was due to service issues with TheBus.

Transportation Planning (TP) provides city-wide transportation planning and project programming work required under federal, state and city regulations. This includes the administration, management and tracking of transportation planning functions, capital improvement and project budgets. TP also performs planning, environmental, and traffic impact, traffic congestion, mobility, and future travel demand studies. It also applies for and administers highway and transit programs and projects that are funded by the Federal Highway Administration and Federal Transit Administration. TP's expenditures declined 74% from FY 2008 ($4.4 million) to FY 2012 ($1.1 million). DTS explained that the decline was due to a reduction in consultant services, transfer of rail to HART, expiration of TheBoat project, and termination of the Drive Akamai program.

In April 2012, DTS launched three mobile and web applications (*Da Bus*, *Allb.us*, and *TheBusHEA*) for riders of TheBus. *Da Bus* application, for example, provides the estimated arrival time for the next bus, tracks the current location of a bus, and options for alternative bus routes.

***Da Bus* Smartphone Applications**

Source: Can-Do Honolulu website (*Can-Do.honolulu.gov*)

	Administration Operating Expenditures	Transportation Planning Operating Expenditures ($ million)	Complaints Referred to DTS Administration		Transportation Planning		
			Mayor's/MD's DART[1] and RISRs[2]	Customer Service Department Referrals	Federal Grants Programmed ($ million)[3]	Active Grants Managed	Transportation Improvement Program Projects
FY 2008	$542,133	$4.4	632	717	$48.0	18	19
FY 2009	$528,867	$1.1	781	1,098	$93.0	25	35
FY 2010	$532,534	$1.4	648	1,048	$65.0	25	25
FY 2011	$538,112	$0.8	469	830	$23.0	25	25
FY 2012	$463,964	$1.1	601	960	$83.0	27	27
Change over last 5 years	-14%	-74%	-5%	34%	73%	50%	42%

Source: Executive Operating Program and Budget (FY 2010-FY 2013), Department of Budget and Fiscal Services and Department of Transportation Services

[1] DART – Mayor's Document and Record Tracking Program. [2] RISR – Managing Director's Request for Investigation and Services Report. [3] FY 2008 and FY 2009 figures include American Recovery and Reinvestment Act (ARRA), State of Good Repair (SGR), and Transit Investment for Greenhouse Gas and Energy Reduction (TIGGER) funds; omits HART funding.

Public Transit Division

The Public Transit Division (PTD) plans and directs the city's fixed-route bus transit system (TheBus) and the paratransit system (TheHandi-Van) which serves persons with disabilities who are unable to independently use TheBus. PTD carries out the department's goal of safe and efficient public transit. It administers the city's contract and operations of O'ahu Transit Services, Inc. (OTS). The contractor is responsible for managing and operating the city's public transit system. The PTD comprises 97% of the department's operating budget. Over the last 5 years, public transit's expenditures increased 21% from FY 2008 ($179.1 million) to FY 2012 ($217 million). According to DTS, the expenditure increase was due to OTS collective bargaining cost increase, implementation of TheHandi-Van Eligibility Center and Human Services Coordination Program, and increased security services at transit centers.

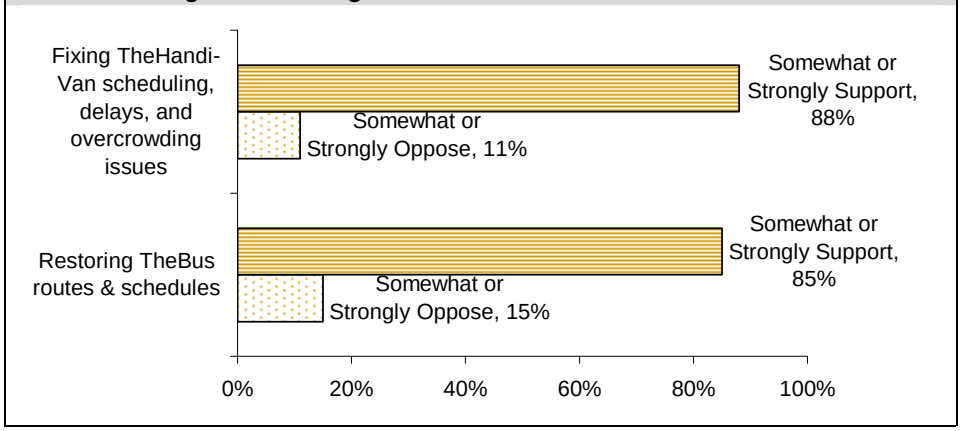
Bus fare revenues increased 30% from $42.0 million in FY 2008 to almost $54.8 million in FY 2012. DTS explained that the revenue increase was due to fare increases in FY 2010 and FY 2011[1]. The city's General Fund subsidy for the bus program declined 8% over the last 5 years. Reducing the General Fund subsidy supports the mayor's fiscal responsibility priority.

In response to increased transit costs, in June 2012, DTS amended frequencies, consolidated, or reconfigured 13 bus schedules and routes; and discontinued one route. In FY 2013, another 11 bus schedules and routes would be similarly affected. The system changes reduced the overall number of available bus seats on weekdays by about 3,400. Saturday bus seat inventory declined by about 10,700 seats and Sunday's inventory decreased by approximately 9,500 seats. DTS forecast a $7 million savings due to the restructuring. Bus operating costs increased by 15% over the last 5 years.

In the 2012 Citizen Survey, 84% of Honolulu residents considered changes to TheBus routes, scheduling, and overcrowding as a major or moderate problem and 78% rated TheHandi-Van scheduling, delays, overcrowding, and vehicle maintenance as a major or moderate problem. DTS commented that it is actively working to identify problems and will work collaboratively with OTS to resolve issues on an expedited basis.

In addition, 85% of Honolulu residents strongly or somewhat support restoring TheBus routes and schedules, and 88% strongly or somewhat support fixing TheHandi-Van scheduling, delays, and overcrowding issues, even if they involve fare increases. DTS indicated it would support increased revenues to upgrade fare media technology and resolve on-going service level issues with TheBus, and to alleviate TheHandi-Van maintenance issues.

To what degree would you support or oppose the City & County of Honolulu funding the following items even if it involved a fare increase?



Source: 2012 National Citizen Survey (Honolulu)
Note: Percentages do not total 100% due to rounding.

	Public Transit				Bus Subsidy ($ million)			Citizen Survey (% Excellent or Good)	
	Operating Expenditures ($ million)	Bus Fare ($ million)	Bus Operating Cost ($ million)	Fare Box Recovery %[2]	General Fund	Highway Fund	Total Subsidy		Bus or transit services
FY 2008	$179.1	$42.0	$154.3	27%	$69.5	$36.4	$105.9	FY 2008	-
FY 2009	$191.8	$42.5	$165.1	26%	$85.4	$41.9	$127.3	FY 2009	-
FY 2010	$194.3	$45.9	$162.9	28%	$96.3	$28.0	$124.3	FY 2010	67%
FY 2011	$205.1	$51.7	$171.3	30%	$70.5	$64.3	$134.8	FY 2011	68%
FY 2012	$217.0	$54.8	$178.0	31%	$63.8	$63.3	$127.1	FY 2012	58%
Change over last 5 years	21%	30%	15%	4%	-8%	74%	20%	Change over last 3 years	-9%

Source: Executive Operating Program and Budget (FY 2010-FY FY 2013), Department of Budget and Fiscal Services, Department of Transportation Services, and Honolulu Star-Advertiser

[1] As of February 2013, the one-way fares are: Adult ($2.50), Youth ($1.25), and Senior ($1.00). More bus fare information can be found at www.thebus.org/fare.

[2] Farebox recovery set by Resolution 00-29, CD1 at 27-33% bus fare revenues to operating costs.

Public Transit – The Bus and TheHandi-Van

TheBus (Fixed Route)

In FY 2012, the total bus hours declined by 14,000 hours, or approximately 1%, compared to FY 2008. Cost per hour increased 4% from FY 2008 ($112.20) to FY 2012 ($117.24). DTS explained that the increase in cost per bus hour was due to increased fuel costs and collective bargaining expenses.

Passenger boarding increased 9% from 69.8 million in FY 2008 to 76.3 million in FY 2012. Similarly, average weekday ridership increased 8% from FY 2008 (212,000) to FY 2012 (229,115). According to DTS, the increase in passenger boarding and average weekday ridership was due, in part, to increased reliance on public transit over private vehicles during a down economy.

TheHandi-Van (Demand Response)

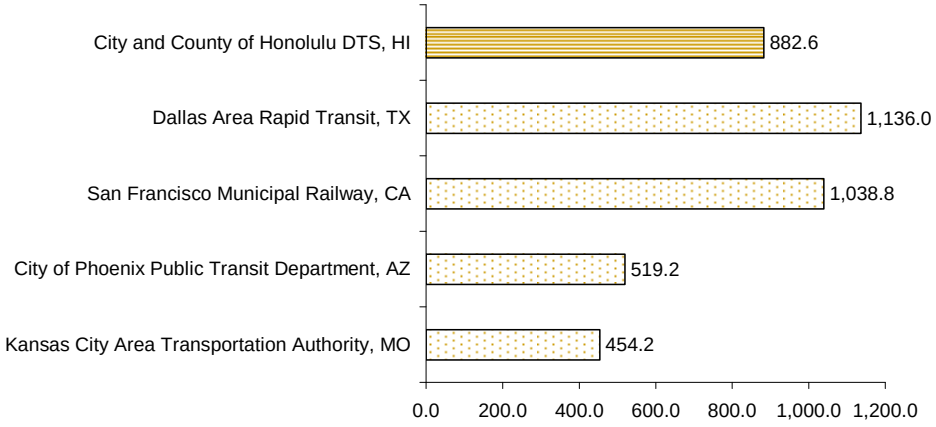
Over the last 5 years, total service hours decreased by 1% and ridership increased by 1%. In FY 2012, the cost per hour to operate TheHandi-Van system was $67.07, a 6% increase from FY 2008 ($63.05). DTS explained that the increase in per hour cost was due to increased fuel costs, collective bargaining expenses, and increased demand for services as O'ahu's population ages and more persons with disabilities that live in community-based housing.

In FY 2012, TheHandi-Van program faced operational challenges. In February 2011, after fire damaged one van because of an electrical problem, TheHandi-Van grounded 38 vehicles, or one-quarter of its fleet. This problem was resolved and all vans were returned to service that same month.

In the 2012 Citizen Survey 48% of Honolulu residents reported riding TheBus or TheHandi-Van over the last year. This rating, though a 2% decline over the past three years, is higher than benchmarks nationally and for communities with populations over 300,000.

TheHandi-Van Service is Generally Available Daily From 4 a.m. to 1 a.m.

National Comparison: Number of Passenger Trips by Demand Response Agencies (FY 2010)



Source: Department of Transportation Services and 2012 Public Transportation Fact Book

	Fixed Route (TheBus)				Demand Response (TheHandi-Van)			Citizen Survey (Frequency of Use)	
	Total Bus Hours (million)	Passenger Boardings (million)	Average Weekday Ridership	Cost Per Bus Hour[1]	Total Service Hours	Ridership	Paratransit: Total Cost Per Hour[1]		Ridden TheBus or TheHandi-Van within Honolulu
FY 2008	1.5	69.8	212,000	$112.20	420,919	833,835	$63.05	FY 2008	-
FY 2009	1.5	77.3	237,512	$118.01	436,150	840,763	$70.07	FY 2009	-
FY 2010	1.5	73.2	230,787	$117.22	397,625	790,357	$75.95	FY 2010	50%
FY 2011	1.5	73.8	228,158	$110.82	400,424	825,680	$96.10	FY 2011	46%
FY 2012	1.5	76.3	229,515	$117.24	415,727	845,903	$67.07	FY 2012	48%
Change over last 5 years	-1%	9%	8%	4%	-1%	1%	6%	Change over last 3 years	-2%

Source: Executive Operating Program and Budget (FY 2010-FY 2014), Department of Transportation Services, *Tools to Measure Performance* (Final Draft) January 2012, and 2012 National Citizen Survey (Honolulu). [1] The change over 4 years for bus cost per hour is 11%; for demand response cost per hour is 52%

Traffic Engineering

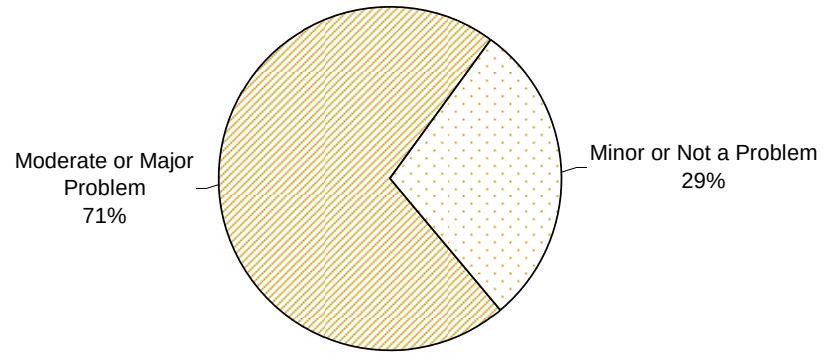
Traffic Engineering's mission is the safe and efficient operations for all city roads and streets for the vehicular, pedestrian and bicycle movement of people and goods. The division administers and implements various traffic improvement, safety, and bikeway programs through the CIP program. This includes maintaining and evaluating new signage and striping; and reviewing and updating the city's traffic code and pedestrian safety education programs. Operating expenses declined 6% over the last five years. DTS reports the decline was due to negotiated pay reductions and vacancy cutbacks.

The number of minor traffic and bikeway projects increased 91% from FY 2008 (11) to FY 2012 (21). DTS explained that in FY 2011 it started using federal grants funds for bicycle projects, which allowed it to undertake large-scale improvements that were previously cost-prohibitive. In FY 2012, the division was finalizing an update to the 1999 Honolulu Bicycle Master Plan. The updated plan, which will cover the entire island of O'ahu, identifies priorities: connecting existing bikeways; good connections to high-volume destinations (e.g. transit stations); and a cross-town route for bicycles. On-going projects and expenditures to-date include:

- Date Street Bike Path Rehabilitation ($405,000)
- Kalakaua Avenue Bike Lane/Lei of Parks Route 1 ($460,000)
- Kalaheo Avenue Shoulder Improvements ($790,000)
- Civic Center Bike Path Widening ($783,000)
- Kealaolu Avenue Shoulder Improvements ($1,338,000)

In the 2012 Citizen Survey 39% of residents rated ease of bus travel in Honolulu as excellent or good. This rating is similar to benchmarks both nationally and for communities with over 300,000 residents, but it is a 16% decline from 55% in FY 2010. DTS acknowledges that service level adjustments implemented in FY 2012 negatively impacted ridership.

Degree the condition of sidewalks, crosswalks and bike lanes are a problem in the City and County of Honolulu 2012



Ala Wai Bike Path

Source: City and County of Honolulu Photo Bank and 2012 National Citizen Survey (Honolulu)

	Operating Expenses ($ million)	Traffic Engineering Studies	Special Studies	Minor Traffic & Bikeway Projects	Safety Campaigns	Traffic Fatalities: Pedestrian	Traffic Fatalities: Bicycle
FY 2008	$1.8	1,283	7	11	4	14	2
FY 2009	$2.3	1,283	7	11	4	11	3
FY 2010	$1.8	1,283	7	11	4	20	3
FY 2011	$2.3	1,283	3	15	5	16	1
FY 2012	$1.7	1,462	7	21	6	17	1
Change over last 5 years	-6%	14%	0%	91%	50%	21%	-50%

	Citizen Survey (% Excellent or Good): Ease of Car Travel in Honolulu	Ease of Bus Travel in Honolulu	Ease of Walking in Honolulu	Ease of Bicycle Travel in Honolulu
FY 2008	-	-	-	-
FY 2009	-	-	-	-
FY 2010	25%	55%	47%	22%
FY 2011	23%	51%	51%	21%
FY 2012	20%	39%	52%	21%
Change over last 3 years	-5%	-16%	5%	-1%

Source: Executive Operating Program and Budget (FY 2010-FY 2013), Department of Budget and Fiscal Services, Department of Transportation Services, and 2012 National Citizen Survey (Honolulu)

Traffic Signal and Technology

Traffic Signal and Technology (TST) designs, implements, operates and maintains the safe and efficient operation of nearly 800 city and state traffic signals on O'ahu. TST is responsible for the Honolulu Traffic Management Center and implementation of the Intelligent Transportation System, a program that improves the efficiency of existing highway traffic through technology. It is also responsible for operating and maintaining the emergency vehicle pre-emption systems. Improvements to these transportation systems are essential to meeting the department's goal of providing safe and efficient transportation. TST's operating expenditures declined by 9% over the last 5 years. According to DTS, the decline was caused by negotiated pay reductions and vacancy cutbacks.

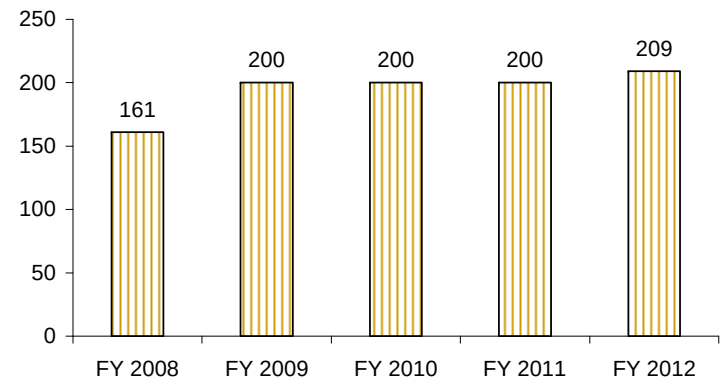
The number of traffic signals inspected increased 41% from FY 2008 (421) to FY 2012 (592). DTS noted that the increase was due to ARRA construction funds and increased road resurfacing projects. Both impacted traffic signals and required inspection.

Traffic signal maintenance work orders increased 28% from 5,752 in FY 2008 to 7,378 in FY 2012. The department attributed the increase to new signal installation, aging existing signals that require ongoing maintenance, and damaged traffic signals.

In FY 2012, the final environmental assessment was completed for the proposed Joint Traffic Management Center. The center, which is expected to open in 2016, will provide a secure and collaborative environment for transportation, public safety, and emergency management personnel to improve their collective performance in meeting core functions.

In the 2012 Citizen Survey 30% of Honolulu residents rated traffic signal timing as excellent or good. This rating represents a 7% decline from FY 2010 when 37% of Honolulu residents rating traffic signal timing as excellent or good. DTS notes that it has upgraded traffic signal technology and attributes the rating decline to increased traffic congestion.

Total Traffic Cameras on O'ahu
FY 2008 – FY 2012



Honolulu Traffic Management Center

Source: Department of Transportation Services and City and County of Honolulu Photo Bank

	Operating Expenditures ($ million)	Traffic Signals Inspected	Total Traffic Cameras	Traffic Signal Maintenance Work Orders	Responses to Complaints	Street Use Permits	Special Events	Responses to Legal Issues
FY 2008	$3.6	421	161	5,752	623	6,281	168	72
FY 2009	$3.5	555	200	6,100	690	6,555	172	60
FY 2010	$3.4	421	200	5,752	623	6,281	168	72
FY 2011	$3.4	421	200	5,752	623	7,185	179	72
FY 2012	$3.3	592	209	7,378	592	6,903	176	42
Change over last 5 years	-9%	41%	30%	28%	-5%	10%	5%	-42%

	Citizen Survey (% Excellent or Good)	
	Traffic Signal Timing	Traffic Flow on Major Streets
FY 2008	-	-
FY 2009	-	-
FY 2010	37%	10%
FY 2011	35%	12%
FY 2012	30%	11%
Change over last 3 years	-7%	1%

Source: Executive Operating Program and Budget (FY 2010-FY 2013), Department of Budget and Fiscal Services, Department of Transportation Services, and 2012 National Citizen Survey (Honolulu)

CHAPTER 25 – HONOLULU BOARD OF WATER SUPPLY

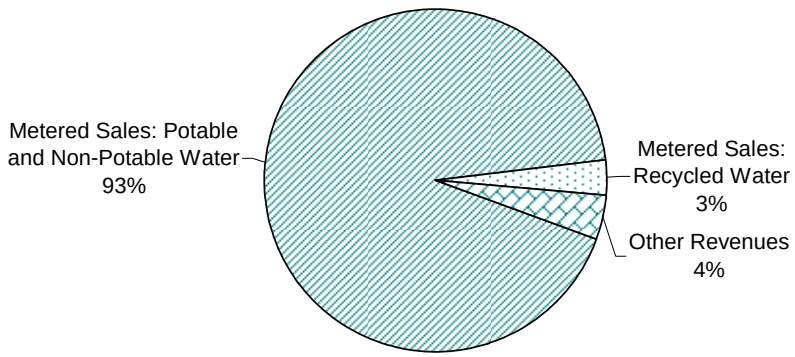
The Honolulu Board of Water Supply's (BWS) mission is to manage O'ahu's municipal water supply and distribution system. Its mission is consistent with the Revised Charter of Honolulu, which gives the board full and complete authority to manage, control, and operate all city water systems on O'ahu. This semi-autonomous board has sole discretion to set water charges, whereas the city council sets charges and fees for all other city services. The BWS supplies approximately 150 million gallons of water a day to roughly one million customers through an intricate system of 94 active potable water sources, 170 reservoirs, and over 2,100 miles of pipeline islandwide. Over the last 5 years, total operating expenditures increased 2% and revenues increased 16%. Revenue increased because of planned water rate increases.

One of the mayor's FY 2012 priorities was to reduce future debt service costs. In FY 2012, BWS completed an $85.2 million bond issue on its Water Revenue Refunding Bonds. BWS noted that due to low interest rates and BWS' credit ratings[1], the bond issue will yield net savings of approximately $430,000 per year, or $7.15 million over the life of the bonds. Debt service declined 1% from FY 2008 ($20.9 million) to FY 2012 ($20.7 million).

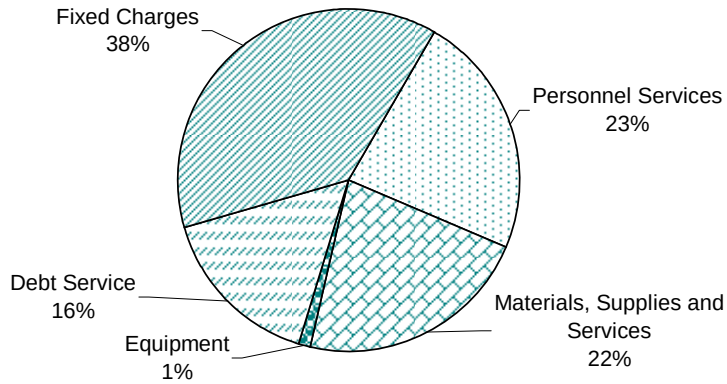
In FY 2012, the value of construction contacts increased 50% to $21.5 million, compared to $14.3 million in FY 2008. According to BWS, a higher proportion of FY 2008 construction contracts used bond funds versus operating funds. In FY 2012, almost all construction contracts were financed with operating funds due to the depletion of bond fund monies.

Honolulu's typical monthly residential water bill of $46.18 in FY 2012 is a 47% increase from the $31.46 average bill in FY 2008. In January 2012, BWS approved a water rate increase of 9.65% annually, over the next four fiscal years, to fund the operation, maintenance, and replacement of O'ahu's aging water infrastructure (see revised water rate schedule on the next page).

What Are the Sources of the Board of Water Supply's Operating Funds? FY 2012



Where Does a Board of Water Supply Dollar Go? FY 2012



Source: Honolulu Board of Water Supply

	Total Operating Expenditures ($ million)	Revenues ($ million)	Debt Service ($ million)	Total Authorized FTE	Total Vacant FTE	Cost Per FTE[2]	Total Overtime Expenditures ($ million)	Construction Contracts ($ million)	Professional Services Contracts ($ million)	Typical Monthly Water Bill[3]
FY 2008	$129.0	$138.0	$20.9	714	198	$180,671	$1.9	$14.3	$1.4	$31.46
FY 2009	$122.9	$143.1	$20.9	711	182	$172,787	$1.7	$18.4	$1.0	$35.78
FY 2010	$120.8	$156.2	$20.9	714	227	$169,127	$2.0	$9.1	$2.5	$38.11
FY 2011	$124.6	$155.1	$20.9	714	204	$174,454	$1.8	$26.3	$4.3	$39.55
FY 2012	$131.0	$158.6	$20.7	714	164	$183,455	$2.0	$21.5	$3.0	$46.18
Change over last 5 years	2%	15%	-1%	0%	-17%	2%	8%	50%	114%	47%

Source: Honolulu Board of Water Supply

[1] In FY 2012 Moody Investor Services issued BWS a rating of Aa2 and Fitch Ratings issued a rating of AA+. [2]Cost per FTE= Operating Expenditures / Total Authorized FTE. [3]Typical monthly residential water bill: Billing Charge ($6.40) + Monthly Charge ($39.78) = $46.18.

Water Consumption

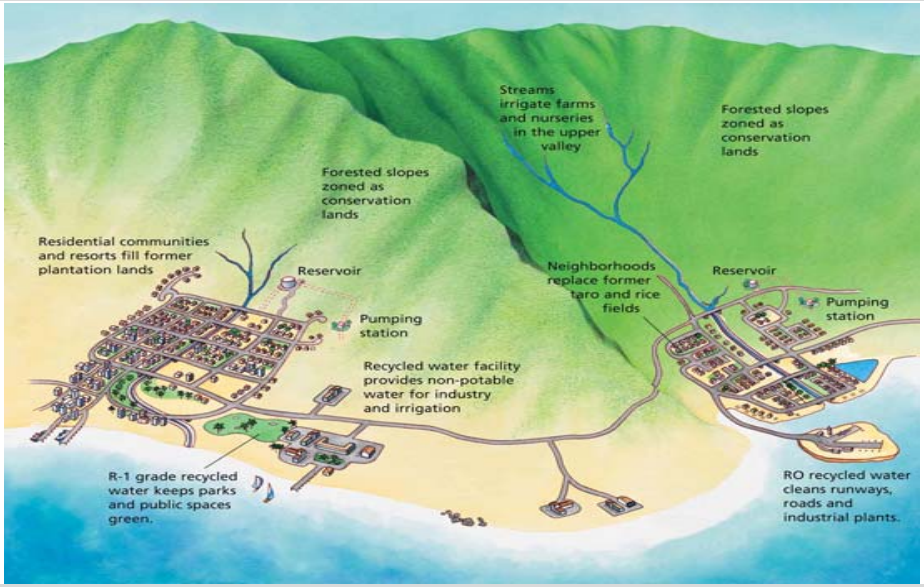
The board's strategic objective for resource sustainability is to ensure that natural groundwater supplies are protected and managed efficiently. BWS' comprehensive water conservation program fosters effective water management policies, consists of practices that reduce per capita use of potable water, and encourages sustainable behavior and practices by residential, commercial, and industrial users across the island of O'ahu.

In FY 2012, residential water consumption declined 10% from FY 2008 (31 billion gallons) to FY 2012 (28 billion gallons). Commercial water consumption also declined 14% during the same time period. According to BWS, conversion to low-flow plumbing fixtures and economic incentives from higher sewer and water rates reduced consumption.

Over the last 5 years, water consumption by the North Shore development plan area increased 31% from FY 2008 (2.292 mgd) to FY 2012 (2.997 mgd). According to BWS, water use for mixed use residential/commercial in Waialua has increased. The mayor's agricultural liaison noted that diversified agriculture on the North Shore lacked sufficient quantities of quality, agricultural-grade water to reach its full potential. The city is completing upgrades to the Wahiawa wastewater treatment plant to produce high-quality R-1 tertiary recycled water, which will allow for unrestricted use of water on North Shore crops and conserve potable water use.

In FY 2012, the City and County of Honolulu participated in the National Mayor's Challenge for Water Conservation. The program, sponsored by the Wyland Foundation, challenged residents across the country to reduce water and energy use at home from March 30 – April 30, 2012. In the West region, four O'ahu communities were recognized for their conservation efforts: Waimanalo, Haleiwa, Kaneohe, and Honolulu.

BWS Drinking and Recycled Water Systems and O'ahu's Natural Water Resources



Water Rate Schedule for a Single Family Residence (Monthly Per Unit) Charge Per 1,000 Gallons

	January 1, 2012	July 1, 2012	July 1, 2013	July 1, 2014	July 1, 2015
Monthly Billing Charge	$6.40	$7.02	$7.70	$8.44	$9.26
Quantity Charge (Gallons)					
First 13,000	$3.06	$3.35	$3.68	$4.03	$4.42
13,001 - 30,000	$3.68	$4.04	$4.43	$4.86	$5.33
Over 30,000	$5.49	$6.02	$6.61	$7.24	$7.94

Source: Honolulu Board of Water Supply website: http://www.hbws.org/cssweb/display.cfm?sid=1175

	Total Water Consumption		Average Day Metered Consumption (mgd) by Development Plan Area								
	Residential (billion-gallons)	Commercial (billion-gallons)	East Honolulu	Ewa	Waianae	Central O'ahu	Koolaupoko	Koolauloa	North Shore	Primary Urban Core	New Connections
FY 2008	31.0	22.2	8.773	15.358	7.932	17.419	14.947	1.415	2.292	64.704	1,370
FY 2009	28.9	20.3	8.207	15.043	8.501	16.948	14.159	1.337	2.616	63.162	1,262
FY 2010	29.5	21.3	8.417	15.020	8.544	16.110	14.983	1.383	2.532	62.521	1,075
FY 2011	29.0	20.8	7.429	14.276	7.850	14.216	14.480	1.262	2.954	60.413	962
FY 2012	28.0	19.0	8.268	15.561	8.457	15.95	14.429	1.309	2.997	62.002	1,069
Change over last 5 years	-10%	-14%	-6%	1%	7%	-8%	-3%	-7%	31%	-4%	-22%

Source: Board of Water Supply. mgd = million gallons per day

Water Quality and Infrastructure

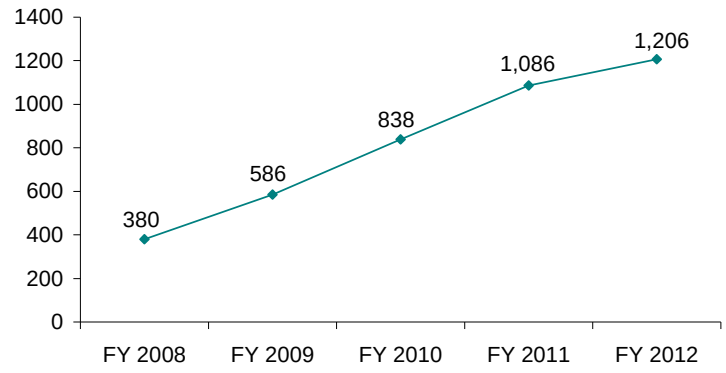
On O'ahu, drinking water begins as rain falling over the Ko`olau and Wai`anae mountain ranges. Much of this rain is naturally filtered through porous volcanic rock on its way to large underground aquifers. All water served by BWS is monitored and tested by the state Department of Health pursuant to federal primary drinking water regulations. BWS also performs salt water intrusion monitoring, treatment plant operations, and distribution system testing.

In FY 2012, BWS reported 15 breaks per 100 miles of pipeline, compared to 14 breaks in FY 2008. According to the American Water Works Association, water utilities nationwide should strive for no more than 25-30 breaks per 100 miles of pipeline. Honolulu's rate was below the national benchmark. BWS noted that it has taken several proactive steps over the years to reduce the amount of breaks. For example, BWS' Quality Infrastructure Conservation Initiative (QUINCI) looks at ways to control preventable water loss within the system, includes leak analysis and corrosion control systems for metallic pipelines. Field crews gather data at the main repair site to determine why different pipelines failed and develop solutions to improve pipeline design, installation and/or maintenance practices.

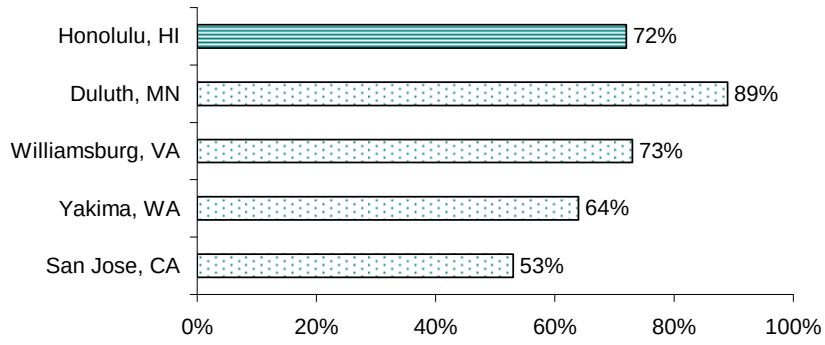
The QUINCI program also features a team dedicated to detecting leaks within the system. When leaks are detected, BWS crews can execute a planned repair job on the main, thereby fixing the leak before it turns into an emergency break. As a result, the number of total leaks recovered increased 222% from FY 2008 (65) to FY 2012 (209). Annual water savings due to leak recovery also increased 217% over the last 5 years. BWS noted that by increasing staff on the leak detection team from 2 to 4, it conducted more surveys in FY 2012, and repair leaks quicker, further reducing water loss.

In the 2012 Citizen Survey, 72% of Honolulu residents rated drinking water quality as excellent or good. Although the rating slipped 3% compared to FY 2010, the FY 2012 rating was still above the national benchmark for drinking water quality and much above the benchmark for communities with more than 300,000 residents.

Annual Water Savings – Leak Recovery (MG/Year)
FY 2008 – FY 2012



National Comparison: Drinking Water Quality (% Excellent or Good)
FY 2012



Source: Board of Water Supply, 2012 National Citizen Survey (Honolulu) and various city websites

	Potable Water						Non-Potable Water		Citizen Survey (% Good or Excellent)	
	Miles of Water Mains	Pipeline Replaced (Miles)	Total Water Main Breaks	Total Breaks Per 100 Miles of Pipeline	Total Leaks Recovered	Annual Water Savings - Leak Recovery (MG/Year)[1]	Total Recycled Water Pipeline-Miles	Total Recycled Water Pipeline Added (Miles)		Drinking Water Quality
FY 2008	2,067	2	285	14	65	380	29	0.0	FY 2008	-
FY 2009	2,077	5	325	16	115	586	32	2.6	FY 2009	-
FY 2010	2,079	1	399	19	665	838	35	3.7	FY 2010	75%
FY 2011	2,095	1	333	16	174	1,086	36	0.9	FY 2011	74%
FY 2012	2,101	5	312	15	209	1,206	38	1.5	FY 2012	72%
Change over last 5 years	2%	150%	9%	7%	222%	217%	31%	-	Change over last 3 years	-3%

Source: Honolulu Board of Water Supply and 2012 National Citizen Survey (Honolulu). [1] MG/Year (millions of gallons per year).

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ATTACHMENT 1

The National Citizen Survey™

City and County of Honolulu, HI
2012

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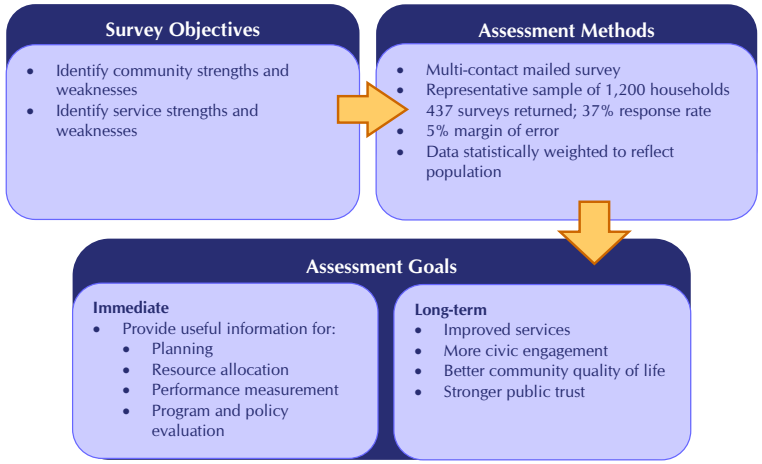
The National Citizen Survey™ by National Research Center, Inc.

Survey Background

About The National Citizen Survey™

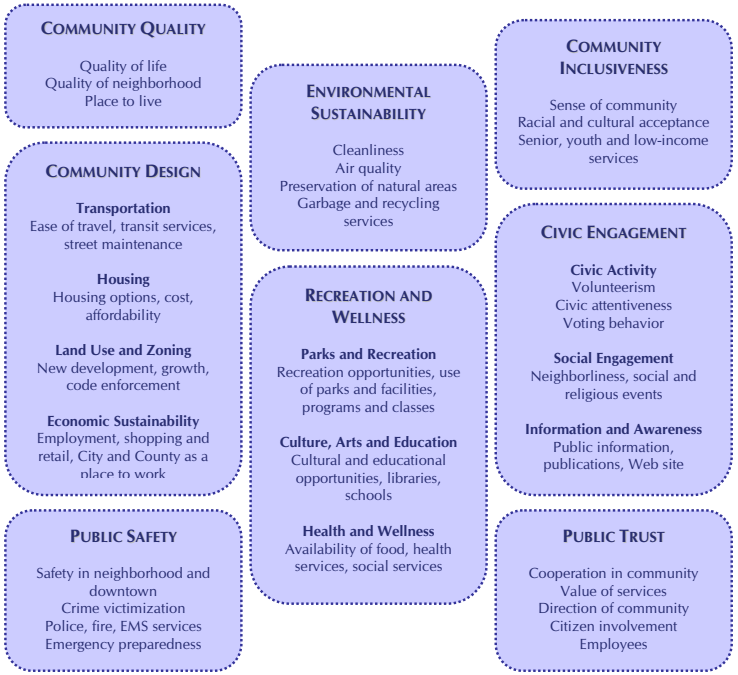
The National Citizen Survey™ (The NCS) is a collaborative effort between National Research Center, Inc. (NRC) and the International City/County Management Association (ICMA). The NCS was developed by NRC to provide a statistically valid survey of resident opinions about community and services provided by local government. The survey results may be used by staff, elected officials and other stakeholders for community planning and resource allocation, program improvement and policy making.

Figure 1: The National Citizen Survey™ Methods and Goals



The NCS focuses on a series of community characteristics and local government services, as well as issues of public trust. Resident behaviors related to civic engagement in the community also were measured in the survey.

Figure 2: The National Citizen Survey™ Focus Areas



The survey and its administration are standardized to assure high quality research methods and directly comparable results across The National Citizen Survey™ jurisdictions. Participating households are selected at random and the household member who responds is selected without bias. Multiple mailings give each household more than one chance to participate with self-addressed and postage-paid envelopes. Results are statistically weighted to reflect the proper demographic composition of the entire community. A total of 437 completed surveys were obtained, providing an overall response rate of 37%. Typically, response rates obtained on citizen surveys range from 25% to 40%.

The National Citizen Survey™ customized for the City and County of Honolulu was developed in close cooperation with local jurisdiction staff. Honolulu staff selected items from a menu of questions about services and community issues and provided the appropriate letterhead and signatures for mailings. City and County of Honolulu staff also augmented The National Citizen Survey™ basic service through a variety of options including a Web version of the survey, a custom set of benchmark comparisons, and several custom questions.

Understanding the Results

As shown in Figure 2, this report is based around respondents' opinions about eight larger categories: community quality, community design, public safety, environmental sustainability, recreation and wellness, community inclusiveness, civic engagement and public trust. Each report section begins with residents' ratings of community characteristics and is followed by residents' ratings of service quality. For all evaluative questions, the percent of residents rating the service or community feature as "excellent" or "good" is presented. To see the full set of responses for each question on the survey, please see Appendix A: Complete Survey Frequencies.

Margin of Error

The margin of error around results for the City and County of Honolulu Survey (437 completed surveys) is plus or minus five percentage points. This is a measure of the precision of your results; a larger number of completed surveys gives a smaller (more precise) margin of error, while a smaller number of surveys yields a larger margin of error. With your margin of error, you may conclude that when 60% of survey respondents report that a particular service is "excellent" or "good," somewhere between 55-65% of all residents are likely to feel that way.

Comparing Survey Results

Certain kinds of services tend to be thought better of by residents in many communities across the country. For example, public safety services tend to be received better than transportation services by residents of most American communities. Where possible, the better comparison is not from one service to another in the City and County of Honolulu, but from City and County of Honolulu services to services like them provided by other jurisdictions.

Interpreting Comparisons to Previous Years

This report contains comparisons with prior years' results. In this report, we are comparing this year's data with existing data in the graphs. Differences between years 2011 and 2012 can be considered "statistically significant" if they are greater than seven percentage points. Trend data for your jurisdiction represent important comparison data and should be examined for improvements or declines. Deviations from stable trends over time, especially represent opportunities for understanding how local policies, programs or public information may have affected residents' opinions.

In Honolulu, citizen survey data were collected by phone in 2006. In 2010, data collection switched from phone to mail. As a consequence, we expected and see a decline in virtually all ratings. NRC has taken this into consideration and made statistical adjustments to the 2006 data to account for the more positive ratings received from phone surveys. This way the reported results for 2010, 2011 and 2012 are not influenced by the decline that is attributable to the change in data collection mode from phone to mail.

While the adjusted 2006 findings control for the expected change from phone to mail data collection, there remains some uncertainty in the precision of the findings due to sampling error associated not only with this administration but also with the adjustments made to the 2006 data. Because of this uncertainty, NRC recommends that the change in ratings or reported behaviors be viewed with caution, understanding that when data collection method changes, there will be more instability in the comparisons of years where data were collected by one mode (telephone) to the most recent year when the data collection mode changed (to mail). Consequently, we suggest that differences between the 2010, 2011 and 2012 results and those of 2006 of 10 percentage points or

less, be considered no real change. Only when findings exceed 10 points should you explore what real events, policies or programs may be responsible for the shift. When comparing the differences between the 2011 and 2012 data, a margin of error of plus or minus seven points is applicable.

Benchmark Comparisons

NRC's database of comparative resident opinion is comprised of resident perspectives gathered in citizen surveys from approximately 500 jurisdictions whose residents evaluated local government services and gave their opinion about the quality of community life. The comparison evaluations are from the most recent survey completed in each jurisdiction; most communities conduct surveys every year or in alternating years. NRC adds the latest results quickly upon survey completion, keeping the benchmark data fresh and relevant.

The City and County of Honolulu chose to have comparisons made to the entire database and a subset of similar jurisdictions from the database (jurisdictions with populations over 300,000). A benchmark comparison (the average rating from all the comparison jurisdictions where a similar question was asked) has been provided when a similar question on the City and County of Honolulu survey was included in NRC's database and there were at least five jurisdictions in which the question was asked. For most questions compared to the entire dataset, there were more than 100 jurisdictions included in the benchmark comparison.

Where comparisons for quality ratings were available, the City and County of Honolulu results were generally noted as being "above" the benchmark, "below" the benchmark or "similar" to the benchmark. For some questions – those related to resident behavior, circumstance or to a local problem – the comparison to the benchmark is designated as "more," "similar" or "less" (for example, the percent of crime victims, residents visiting a park or residents identifying code enforcement as a problem). In instances where ratings are considerably higher or lower than the benchmark, these ratings have been further demarcated by the attribute of "much," (for example, "much less" or "much above"). These labels come from a statistical comparison of the City and County of Honolulu's rating to the benchmark.

"Don't Know" Responses and Rounding

On many of the questions in the survey respondents may answer "don't know." The proportion of respondents giving this reply is shown in the full set of responses included in Appendix A. However, these responses have been removed from the analyses presented in the body of the report. In other words, the tables and graphs display the responses from respondents who had an opinion about a specific item.

For some questions, respondents were permitted to select more than one answer. When the total exceeds 100% in a table for a multiple response question, it is because some respondents did select more than one response. When a table for a question that only permitted a single response does not total to exactly 100%, it is due to the customary practice of percentages being rounded to the nearest whole number.

For more information on understanding The NCS report, please see Appendix B: Survey Methodology.

Executive Summary

This report of the City and County of Honolulu survey provides the opinions of a representative sample of residents about community quality of life, service delivery, civic participation and unique issues of local interest. A periodic sounding of resident opinion offers staff, elected officials and other stakeholders an opportunity to identify challenges and to plan for and evaluate improvements and to sustain services and amenities for long-term success.

Most residents experienced a good quality of life in the City and County of Honolulu and believed the City and County was a good place to live. The overall quality of life in the City and County of Honolulu was rated as "excellent" or "good" by 74% of respondents. A majority reported they plan on staying in the City and County of Honolulu for the next five years.

A variety of characteristics of the community were evaluated by those participating in the study. Among the characteristics receiving the most favorable ratings were opportunities to volunteer, shopping opportunities, and recreational opportunities. Among the characteristics receiving the least positive ratings were the availability of affordable quality housing, traffic flow on major streets, and the amount of public parking.

Ratings of community characteristics were compared to the benchmark database. Of the 31 characteristics for which comparisons were available, five were above the national benchmark comparison, seven were similar to the national benchmark comparison and 19 were below.

Residents in the City and County of Honolulu were civically engaged. While only 24% had attended a meeting of local elected public officials or other local public meeting in the previous 12 months, 92% had provided help to a friend or neighbor. A majority had volunteered their time to some group or activity in the City and County of Honolulu, which was much higher than the benchmark.

In general, survey respondents demonstrated mild trust in local government. Less than half rated the overall direction being taken by the City and County of Honolulu as "good" or "excellent." This was lower than the benchmark. Those residents who had interacted with an employee of the City and County of Honolulu in the previous 12 months gave high marks to those employees. A majority rated their overall impression of employees as "excellent" or "good."

City and County services rated were able to be compared to the benchmark database. Of the 31 services for which comparisons were available, two were above the benchmark comparison, one was similar to the benchmark comparison and 28 were below.

A Key Driver Analysis was conducted for the City and County of Honolulu which examined the relationships between ratings of each service and ratings of the City and County of Honolulu's services overall. Those key driver services that correlated most strongly with residents' perceptions about overall City and County service quality have been identified. By targeting improvements in key services, the City and County of Honolulu can focus on the services that have the greatest likelihood of influencing residents' opinions about overall service quality. Services found to be influential in ratings of overall service quality from the Key Driver Analysis were:

- Animal control
- Police services
- Public information services
- Sewer services
- Traffic enforcement

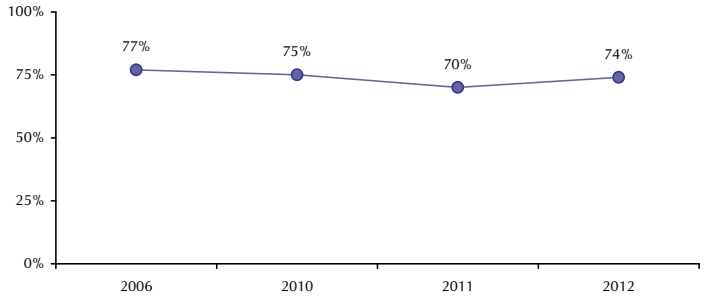
Community Ratings

Overall Community Quality

Overall quality of community life may be the single best indicator of success in providing the natural ambience, services and amenities that make for an attractive community. The National Citizen Survey™ contained many questions related to quality of community life in the City and County of Honolulu – not only direct questions about quality of life overall and in neighborhoods, but questions to measure residents' commitment to the City and County of Honolulu. Residents were asked whether they planned to move soon or if they would recommend the City and County of Honolulu to others. Intentions to stay and willingness to make recommendations provide evidence that the City and County of Honolulu offers services and amenities that work.

Most of the City and County of Honolulu's residents gave favorable ratings to their neighborhoods and the community as a place to live. Further, most reported they would recommend the community to others and plan to stay for the next five years. Trends were generally stable over time.

Figure 3: Ratings of Overall Quality of Life by Year



Percent rating overall quality of life as "excellent" or "good"

Figure 4: Ratings of Overall Community Quality by Year

	2012	2011	2010	2006
The overall quality of life in Honolulu	74%	70%	75%	77%
Your neighborhood as a place to live	76%	70%	78%	82%
Honolulu as a place to live	81%	80%	84%	77%

Percent "excellent" or "good"

Figure 5: Likelihood of Remaining in Community and Recommending Community by Year

	2012	2011	2010	2006
Recommend living in Honolulu to someone who asks	77%	73%	81%	NA
Remain in Honolulu for the next five years	85%	80%	88%	NA

Percent "somewhat" or "very" likely

Figure 6: Overall Community Quality Benchmarks

	National comparison	Populations over 300,000 comparison
Overall quality of life in Honolulu	Below	Similar
Your neighborhood as place to live	Below	Similar
Honolulu as a place to live	Below	Similar
Recommend living in Honolulu to someone who asks	Much below	Below
Remain in Honolulu for the next five years	Similar	Similar

Community Design

Transportation

The ability to move easily throughout a community can greatly affect the quality of life of residents by diminishing time wasted in traffic congestion and by providing opportunities to travel quickly and safely by modes other than the automobile. High quality options for resident mobility not only require local government to remove barriers to flow but they require government programs and policies that create quality opportunities for all modes of travel.

Residents responding to the survey were given a list of six aspects of mobility to rate on a scale of "excellent," "good," "fair" and "poor." Ease of walking in Honolulu was given the most positive rating. Ratings for ease of bus travel declined from 2011 to 2012.

Figure 7: Ratings of Transportation in Community by Year

	2012	2011	2010	2006
Ease of car travel in Honolulu	20%	23%	25%	NA
Ease of bus travel in Honolulu	39%	51%	55%	NA
Ease of bicycle travel in Honolulu	21%	21%	22%	NA
Ease of walking in Honolulu	52%	51%	47%	NA
Availability of paths and walking trails	36%	37%	31%	NA
Traffic flow on major streets	11%	12%	10%	NA

Percent "excellent" or "good"

Figure 8: Community Transportation Benchmarks

	National comparison	Populations over 300,000 comparison
Ease of car travel in Honolulu	Much below	Much below
Ease of bus travel in Honolulu	Similar	Similar
Ease of bicycle travel in Honolulu	Much below	Much below
Ease of walking in Honolulu	Much below	Above
Availability of paths and walking trails	Much below	Below
Traffic flow on major streets	Much below	Much below

Seven transportation services were rated in Honolulu. Bus or transit services was above the benchmarks while the rest of the transportations services were below the benchmark comparisons.

Figure 9: Ratings of Transportation and Parking Services by Year

	2012	2011	2010	2006
Street repair	17%	13%	13%	27%
Street cleaning	27%	30%	27%	76%
Street lighting	40%	46%	41%	NA
Sidewalk maintenance	26%	26%	28%	53%
Traffic signal timing	30%	35%	37%	46%
Bus or transit services	58%	68%	67%	77%
Amount of public parking	11%	12%	9%	23%

Percent "excellent" or "good"

Figure 10: Transportation and Parking Services Benchmarks

	National comparison	Populations over 300,000 comparison
Street repair	Much below	Much below
Street cleaning	Much below	Much below
Street lighting	Much below	Much below
Sidewalk maintenance	Much below	Much below
Traffic signal timing	Much below	Much below
Bus or transit services	Above	Much above
Amount of public parking	Much below	Much below

By measuring choice of travel mode over time, communities can monitor their success in providing attractive alternatives to the traditional mode of travel, the single-occupied automobile. When asked how they typically traveled to work, single-occupancy (SOV) travel was the overwhelming mode of use. However, 7% of work commute trips were made by transit, 1% by bicycle and 7% by foot.

FIGURE 11: FREQUENCY OF BUS USE IN LAST 12 MONTHS BY YEAR

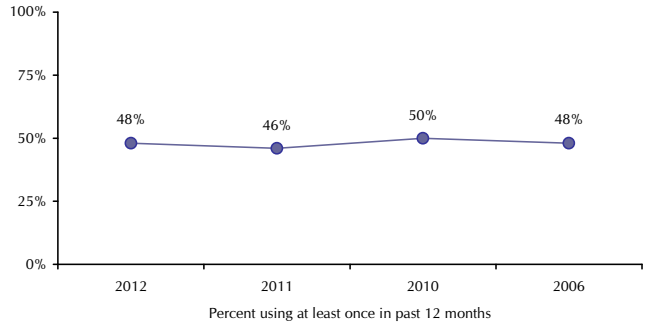


FIGURE 12: FREQUENCY OF BUS USE BENCHMARKS

	National comparison	Populations over 300,000 comparison
Ridden TheBus or Handi-Van within Honolulu	Much more	Much more

FIGURE 13: MODE OF TRAVEL USED FOR WORK COMMUTE BY YEAR

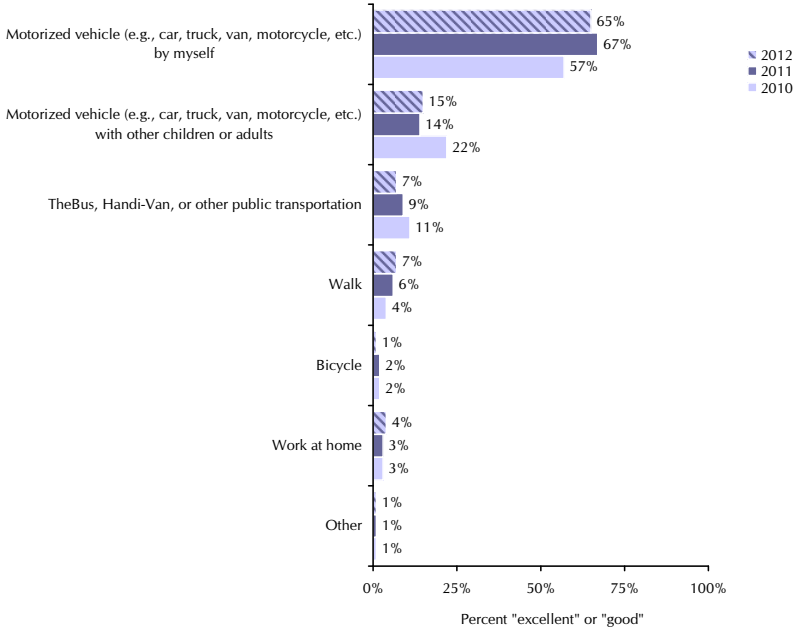


FIGURE 14: DRIVE ALONE BENCHMARKS

	National comparison	Populations over 300,000 comparison
Average percent of work commute trips made by driving alone	Much less	Much less

Housing

Housing variety and affordability are not luxuries for any community. When there are too few options for housing style and affordability, the characteristics of a community tilt toward a single group, often of well-off residents. While this may seem attractive to a community, the absence of affordable townhomes, condominiums, mobile homes, single family detached homes and apartments means that in addition to losing the vibrancy of diverse thoughts and lifestyles, the community loses the service workers that sustain all communities – police officers, school teachers, house painters and electricians. These workers must live elsewhere and commute in at great personal cost and to the detriment of traffic flow and air quality. Furthermore lower income residents pay so much of their income to rent or mortgage that little remains to bolster their own quality of life or local business.

The survey of the City and County of Honolulu residents asked respondents to reflect on the availability of affordable housing as well as the variety of housing options. The availability of affordable housing was rated as "excellent" or "good" by 9% of respondents, while the variety of housing options was rated as "excellent" or "good" by 24% of respondents. The rating of perceived affordable housing availability was much worse in the City and County of Honolulu than the ratings, on average, in comparison jurisdictions. Ratings were stable over time.

Figure 15: Ratings of Housing in Community by Year

	2012	2011	2010	2006
Availability of affordable quality housing	9%	9%	6%	NA
Variety of housing options	24%	25%	24%	NA

Percent "excellent" or "good"

Figure 16: Housing Characteristics Benchmarks

	National comparison	Populations over 300,000 comparison
Availability of affordable quality housing	Much below	Much below
Variety of housing options	Much below	Much below

To augment the perceptions of affordable housing in Honolulu, the cost of housing as reported in the survey was compared to residents' reported monthly income to create a rough estimate of the proportion of residents of the City and County of Honolulu experiencing housing cost stress. A majority of survey participants were found to pay housing costs of more than 30% of their monthly household income.

Figure 17: Proportion of Respondents Experiencing Housing Cost Stress by Year

	2012	2011	2010	2006
Housing costs 30% or more of income	59%	61%	54%	NA

Percent of respondents

Figure 18: Housing Costs Benchmarks

	National comparison	Populations over 300,000 comparison
Experiencing housing costs stress (housing costs 30% or MORE of income)	Much more	Much more

Land Use and Zoning

Community development contributes to a feeling among residents and even visitors of the attention given to the speed of growth, the location of residences and businesses, the kind of housing that is appropriate for the community and the ease of access to commerce, green space and residences. Even the community's overall appearance often is attributed to the planning and enforcement functions of the local jurisdiction. Residents will appreciate an attractive, well-planned community. The NCS questionnaire asked residents to evaluate the quality of new development, the appearance of the City and County of Honolulu and the speed of population growth. Problems with the appearance of property were rated, and the quality of land use planning, zoning and code enforcement services were evaluated.

The overall quality of new development in the City and County of Honolulu was rated as "excellent" by 6% of respondents and as "good" by an additional 35%. The overall appearance of Honolulu was rated as "excellent" or "good" by 54% of respondents and was lower than the benchmarks. When rating to what extent run down buildings, weed lots or junk vehicles were a problem in the City and County of Honolulu, 22% thought they were a "major" problem.

FIGURE 19: RATINGS OF THE COMMUNITY'S "BUILT ENVIRONMENT" BY YEAR

	2012	2011	2010	2006
Overall quality of new development in Honolulu	40%	39%	39%	NA
Overall appearance of Honolulu	54%	53%	52%	NA

Percent "excellent" or "good"

FIGURE 20: BUILT ENVIRONMENT BENCHMARKS

	National comparison	Populations over 300,000 comparison
Quality of new development in Honolulu	Much below	Much below
Overall appearance of Honolulu	Much below	Below

FIGURE 21: RATINGS OF POPULATION GROWTH BY YEAR

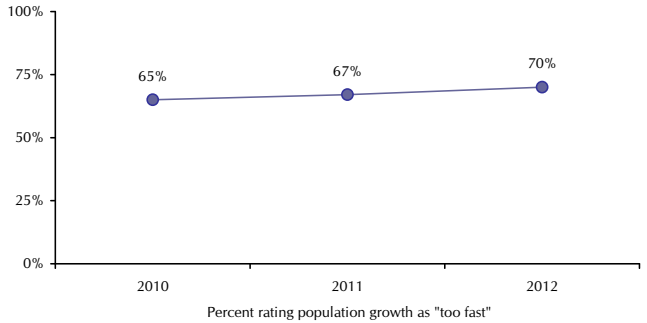


FIGURE 22: POPULATION GROWTH BENCHMARKS

	National comparison	Populations over 300,000 comparison
Population growth seen as too fast	Much more	Much more

FIGURE 23: RATINGS OF NUISANCE PROBLEMS BY YEAR

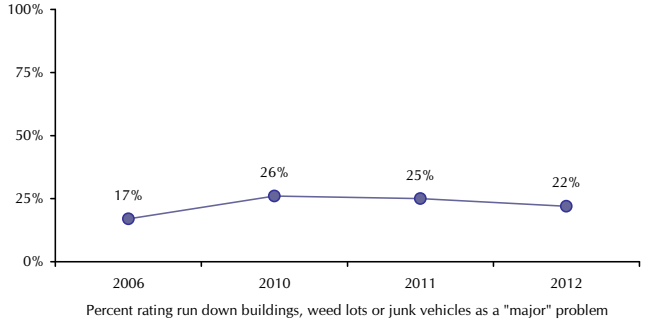


FIGURE 24: NUISANCE PROBLEMS BENCHMARKS

	National comparison	Populations over 300,000 comparison
Run down buildings, weed lots and junk vehicles seen as a "major" problem	Much more	Much more

FIGURE 25: RATINGS OF PLANNING AND COMMUNITY CODE ENFORCEMENT SERVICES BY YEAR

	2012	2011	2010	2006
Land use, planning and zoning	24%	29%	21%	36%
Code enforcement (weeds, abandoned buildings, etc.)	19%	28%	22%	49%
Animal control	39%	37%	40%	NA

Percent "excellent" or "good"

FIGURE 26: PLANNING AND COMMUNITY CODE ENFORCEMENT SERVICES BENCHMARKS

	National comparison	Populations over 300,000 comparison
Land use, planning and zoning	Much below	Much below
Code enforcement (weeds, abandoned buildings, etc.)	Much below	Much below
Animal control	Much below	Much below

ECONOMIC SUSTAINABILITY

The United States has been in recession since late 2007 with an accelerated downturn occurring in the fourth quarter of 2008. Officially we emerged from recession in the third quarter of 2009, but high unemployment lingers, keeping a lid on a strong recovery. Many readers worry that the ill health of the economy will color how residents perceive their environment and the services that local government delivers. NRC researchers have found that the economic downturn has chastened Americans' view of their own economic futures but has not colored their perspectives about community services or quality of life.

Survey respondents were asked to rate a number of community features related to economic opportunity and growth. The most positively rated feature was shopping opportunities. Ratings for employment opportunities increased over time.

FIGURE 27: RATINGS OF ECONOMIC SUSTAINABILITY AND OPPORTUNITIES BY YEAR

	2012	2011	2010	2006
Employment opportunities	34%	26%	22%	NA
Shopping opportunities	74%	72%	70%	NA
Honolulu as a place to work	57%	53%	53%	NA
Overall quality of business and service establishments in Honolulu	57%	51%	43%	NA

Percent "excellent" or "good"

FIGURE 28: ECONOMIC SUSTAINABILITY AND OPPORTUNITIES BENCHMARKS

	National comparison	Populations over 300,000 comparison
Employment opportunities	Similar	Similar
Shopping opportunities	Much above	Above
Honolulu as a place to work	Similar	Similar
Overall quality of business and service establishments in Honolulu	Below	Similar

Residents were asked to evaluate the speed of jobs growth and retail growth on a scale from "much too slow" to "much too fast." When asked about the rate of jobs growth in Honolulu, 72% responded that it was "too slow," while 18% reported retail growth as "too slow." Fewer residents in Honolulu compared to other jurisdictions believed that retail growth was too slow and fewer residents believed that jobs growth was too slow.

FIGURE 29: RATINGS OF RETAIL AND JOBS GROWTH BY YEAR

	2012	2011	2010	2006
Retail growth seen as too slow	18%	16%	18%	NA
Jobs growth seen as too slow	72%	82%	86%	NA

Percent of respondents

Figure 30: Retail and Job Growth Benchmarks

	National comparison	Populations over 300,000 comparison
Retail growth seen as too slow	Much less	Much less
Jobs growth seen as too slow	Less	Much less

FIGURE 31: RATINGS OF ECONOMIC DEVELOPMENT SERVICES BY YEAR

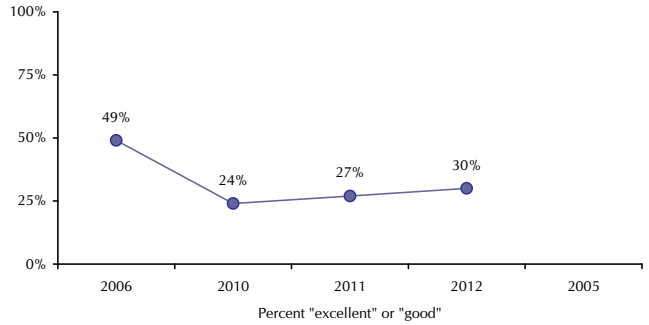


FIGURE 32: ECONOMIC DEVELOPMENT SERVICES BENCHMARKS

	National comparison	Populations over 300,000 comparison
Economic development	Much below	Below

Residents were asked to reflect on their economic prospects in the near term. Twenty percent of the City and County of Honolulu residents expected that the coming six months would have a "somewhat" or "very" positive impact on their family. The percent of residents with an optimistic outlook on their household income was similar to the national benchmark and higher than jurisdictions with populations over 300,000.

FIGURE 33: RATINGS OF PERSONAL ECONOMIC FUTURE BY YEAR

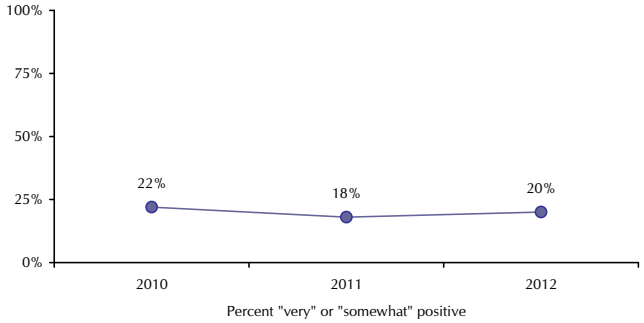


FIGURE 34: PERSONAL ECONOMIC FUTURE BENCHMARKS

	National comparison	Populations over 300,000 comparison
Positive impact of economy on household income	Similar	Above

Public Safety

Safety from violent or property crimes creates the cornerstone of an attractive community. No one wants to live in fear of crime, fire or natural hazards, and communities in which residents feel protected or unthreatened are communities that are more likely to show growth in population, commerce and property value.

Residents were asked to rate their feelings of safety from violent crimes, property crimes, fire and environmental dangers and to evaluate the local agencies whose main charge is to provide protection from these dangers. Many gave positive ratings of safety in the City and County of Honolulu. About 55% of those completing the questionnaire said they felt "very" or "somewhat" safe from violent crimes and 56% felt "very" or "somewhat" safe from environmental hazards. Daytime sense of safety was better than nighttime safety and neighborhoods felt safer than downtown.

Figure 35: Ratings of Community and Personal Public Safety by Year

	2012	2011	2010	2006
Safety in your neighborhood during the day	92%	87%	89%	NA
Safety in your neighborhood after dark	68%	67%	69%	NA
Safety in Honolulu's downtown area during the day	68%	66%	71%	NA
Safety in Honolulu's downtown area after dark	18%	19%	17%	NA
Safety from violent crime (e.g., rape, assault, robbery)	55%	52%	55%	NA
Safety from property crimes (e.g., burglary, theft)	35%	35%	33%	NA
Safety from environmental hazards	56%	57%	58%	NA

Percent "very" or "somewhat" safe

Figure 36: Community and Personal Public Safety Benchmarks

	National comparison	Populations over 300,000 comparison
In your neighborhood during the day	Below	Above
In your neighborhood after dark	Much below	Similar
In Honolulu's downtown area during the day	Much below	Much below
In Honolulu's downtown area after dark	Much below	Much below
Violent crime (e.g., rape, assault, robbery)	Much below	Much below
Property crimes (e.g., burglary, theft)	Much below	Much below
Environmental hazards, including toxic waste	Much below	Much below

As assessed by the survey, 10% of respondents reported that someone in the household had been the victim of one or more crimes in the past year. Of those who had been the victim of a crime, 82% had reported it to police. Compared to other jurisdictions with populations over 300,000 far fewer Honolulu residents had been victims of crime in the 12 months preceding the survey and many more Honolulu residents had reported their most recent crime victimization to the police.

Figure 37: Crime Victimization and Reporting by Year

	2012	2011	2010	2006
During the past 12 months, were you or anyone in your household the victim of any crime?	10%	16%	12%	NA
If yes, was this crime (these crimes) reported to the police?	82%	79%	94%	NA

Percent "yes"

Figure 38: Crime Victimization and Reporting Benchmarks

	National comparison	Populations over 300,000 comparison
Victim of crime	Similar	Much less
Reported crimes	Similar	Much more

Residents rated seven City and County public safety services; of these, one was rated above the custom benchmark comparison, three were rated similar to the benchmark comparison and three were rated below the custom benchmark comparison. Fire services and ambulance or emergency medical services received the highest ratings while traffic enforcement and crime prevention received the lowest ratings.

FIGURE 39: RATINGS OF PUBLIC SAFETY SERVICES BY YEAR

	2012	2011	2010	2006
Police services	64%	63%	64%	74%
Fire services	89%	89%	91%	92%
Ambulance or emergency medical services	86%	86%	90%	84%
Crime prevention	42%	42%	44%	50%
Fire prevention and education	72%	70%	67%	74%
Traffic enforcement	35%	42%	40%	52%
Emergency preparedness (services that prepare the community for natural disasters or other emergency situations)	60%	67%	57%	NA

Percent "excellent" or "good"

FIGURE 40: PUBLIC SAFETY SERVICES BENCHMARKS

	National comparison	Populations over 300,000 comparison
Police services	Much below	Below
Fire services	Below	Similar
Ambulance or emergency medical services	Below	Similar
Crime prevention	Much below	Below
Fire prevention and education	Much below	Similar
Traffic enforcement	Much below	Much below
Emergency preparedness (services that prepare the community for natural disasters or other emergency situations)	Similar	Above

FIGURE 41: CONTACT WITH POLICE AND FIRE DEPARTMENTS BY YEAR

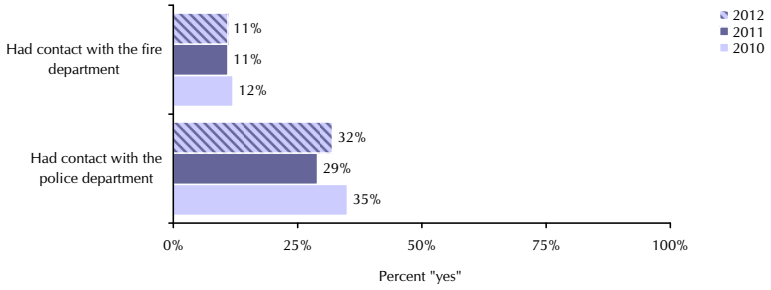


FIGURE 42: RATINGS OF POLICE AND FIRE EMPLOYEES BY YEAR

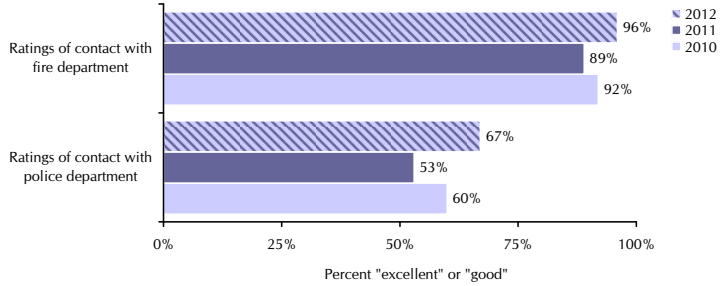


FIGURE 43: CONTACT WITH POLICE AND FIRE DEPARTMENTS BENCHMARKS

	National comparison	Populations over 300,000 comparison
Had contact with the City and County of Honolulu Police Department	Less	Not available
Overall impression of most recent contact with the City and County of Honolulu Police Department	Much below	Similar
Had contact with the City and County of Honolulu Fire Department	Less	Not available
Overall impression of most recent contact with the City and County of Honolulu Fire Department	Similar	Not available

Environmental Sustainability

Residents value the aesthetic qualities of their hometowns and appreciate features such as overall cleanliness and landscaping. In addition, the appearance and smell or taste of the air and water do not go unnoticed. These days, increasing attention is paid to proper treatment of the environment. At the same time that they are attending to community appearance and cleanliness, cities, counties, states and the nation are going "Green". These strengthening environmental concerns extend to trash haul, recycling, sewer services, the delivery of power and water and preservation of open spaces. Treatment of the environment affects air and water quality and, generally, how habitable and inviting a place appears.

Residents of the City and County of Honolulu were asked to evaluate their local environment and the services provided to ensure its quality. The overall quality of the natural environment was rated as "excellent" or "good" by 71% of survey respondents. Air received the highest rating, and it was above the benchmarks.

Figure 44: Ratings of the Community's Natural Environment by Year

	2012	2011	2010	2006
Cleanliness of Honolulu	40%	41%	40%	NA
Quality of overall natural environment in Honolulu	71%	67%	67%	NA
Preservation of natural areas such as open space, farmlands and greenbelts	39%	49%	39%	NA
Air quality	72%	70%	75%	NA

Percent "excellent" or "good"

Figure 45: Community Environment Benchmarks

	National comparison	Populations over 300,000 comparison
Cleanliness of Honolulu	Much below	Much below
Quality of overall natural environment in Honolulu	Similar	Much above
Preservation of natural areas such as open space, farmlands and greenbelts	Much below	Below
Air quality	Above	Much above

Resident recycling was much higher than recycling reported in comparison communities. The rate of recycling remained stable over time.

Figure 46: Frequency of Recycling in Last 12 Months by Year

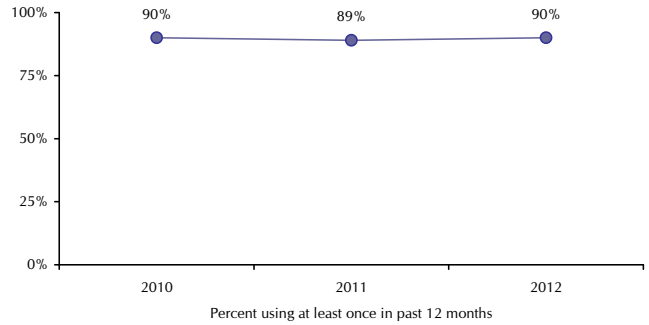


Figure 47: Frequency of Recycling Benchmarks

	National comparison	Populations over 300,000 comparison
Recycled used paper, cans or bottles from your home	Much more	Much more

Of the six utility services rated by those completing the questionnaire, one was higher than the custom benchmark comparison, one was similar and four were below the custom benchmark comparison.

FIGURE 48: RATINGS OF UTILITY SERVICES BY YEAR

	2012	2011	2010	2006
Sewer services	59%	59%	57%	48%
Drinking water	72%	74%	75%	84%
Storm drainage	47%	50%	51%	46%
Yard waste pick-up	64%	65%	64%	67%
Recycling	63%	63%	70%	NA
Garbage collection	73%	76%	73%	83%

Percent "excellent" or "good"

FIGURE 49: UTILITY SERVICES BENCHMARKS

	National comparison	Populations over 300,000 comparison
Sewer services	Much below	Below
Drinking water	Above	Much above
Storm drainage	Much below	Similar
Yard waste pick-up	Much below	Below
Recycling	Much below	Below
Garbage collection	Much below	Below

RECREATION AND WELLNESS

Parks and Recreation

Quality parks and recreation opportunities help to define a community as more than the grind of its business, traffic and hard work. Leisure activities vastly can improve the quality of life of residents, serving both to entertain and mobilize good health. The survey contained questions seeking residents' perspectives about opportunities and services related to the community's parks and recreation services.

Recreation opportunities in the City and County of Honolulu were rated positively.

Resident use of Honolulu parks and recreation facilities tells its own story about the attractiveness and accessibility of those services. The percent of residents that used Honolulu recreation centers was similar to the percent of users in comparison jurisdictions. However, recreation program use in Honolulu was lower than use in comparison jurisdictions.

FIGURE 50: RATINGS OF COMMUNITY RECREATIONAL OPPORTUNITIES BY YEAR

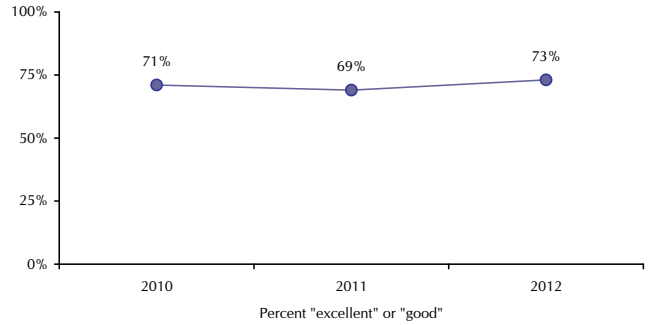


FIGURE 51: COMMUNITY RECREATIONAL OPPORTUNITIES BENCHMARKS

	National comparison	Populations over 300,000 comparison
Recreation opportunities	Much above	Much above

FIGURE 52: PARTICIPATION IN PARKS AND RECREATION OPPORTUNITIES BY YEAR

	2012	2011	2010	2006
Used City and County of Honolulu recreation centers	57%	52%	57%	NA
Participated in a City and County recreation program or activity	37%	35%	40%	51%
Visited a neighborhood park or City and County park	87%	86%	87%	NA

Percent using at least once in last 12 months

FIGURE 53: PARTICIPATION IN PARKS AND RECREATION OPPORTUNITIES BENCHMARKS

	National comparison	Populations over 300,000 comparison
Used City and County of Honolulu recreation centers	Similar	Similar
Participated in a City and County recreation program or activity	Much less	Much less
Visited a neighborhood park or City and County park	Similar	Similar

FIGURE 54: RATINGS OF PARKS AND RECREATION SERVICES BY YEAR

	2012	2011	2010	2006
City and County parks	52%	60%	54%	70%
Recreation programs or classes	56%	56%	54%	70%
Recreation centers or facilities	50%	52%	45%	NA

Percent "excellent" or "good"

FIGURE 55: PARKS AND RECREATION SERVICES BENCHMARKS

	National comparison	Populations over 300,000 comparison
City and County parks	Much below	Much below
Recreation programs or classes	Much below	Below
Recreation centers or facilities	Much below	Much below

Culture, Arts and Education

A full service community does not address only the life and safety of its residents. Like individuals who simply go to the office and return home, a community that pays attention only to the life sustaining basics becomes insular, dreary and uninspiring. In the case of communities without thriving culture, arts and education opportunities, the magnet that attracts those who might consider relocating there is vastly weakened. Cultural, artistic, social and educational services elevate the opportunities for personal growth among residents. In the survey, residents were asked about the quality of opportunities to participate in cultural and educational activities.

Opportunities to attend cultural activities were rated as “excellent” or “good” by 69% of respondents. Educational opportunities were rated as “excellent” or “good” by 43% of respondents. Compared to the benchmark data, educational opportunities were much below the average of comparison jurisdictions. Cultural activity opportunities were much above the benchmark comparisons.

FIGURE 56: RATINGS OF CULTURAL AND EDUCATIONAL OPPORTUNITIES BY YEAR

	2012	2011	2010	2006
Opportunities to attend cultural activities	69%	71%	70%	NA
Educational opportunities	43%	45%	38%	NA

Percent "excellent" or "good"

FIGURE 57: CULTURAL AND EDUCATIONAL OPPORTUNITIES BENCHMARKS

	National comparison	Populations over 300,000 comparison
Opportunities to attend cultural activities	Much above	Much above
Educational opportunities	Much below	Much below

FIGURE 58: PARTICIPATION IN CULTURAL AND EDUCATIONAL OPPORTUNITIES BY YEAR

	2012	2011	2010	2006
Participated in religious or spiritual activities in Honolulu	44%	53%	49%	NA

Percent using at least once in last 12 months

FIGURE 59: PARTICIPATION IN CULTURAL AND EDUCATIONAL OPPORTUNITIES BENCHMARKS

	National comparison	Populations over 300,000 comparison
Participated in religious or spiritual activities in Honolulu	Much less	Much less

Health and Wellness

Healthy residents have the wherewithal to contribute to the economy as volunteers or employees and they do not present a burden in cost and time to others. Although residents bear the primary responsibility for their good health, local government provides services that can foster that well being and that provide care when residents are ill.

Residents of the City and County of Honolulu were asked to rate the community's health services as well as the availability of health care, high quality affordable food and preventive health care services. The availability of preventive health services were rated most positively for the City and County of Honolulu, while the availability of affordable quality health care was rated less favorably by residents.

FIGURE 60: RATINGS OF COMMUNITY HEALTH AND WELLNESS ACCESS AND OPPORTUNITIES BY YEAR

	2012	2011	2010	2006
Availability of affordable quality health care	37%	34%	33%	NA
Availability of affordable quality food	43%	40%	48%	NA
Availability of preventive health services	47%	41%	40%	NA

Percent "excellent" or "good"

FIGURE 61: COMMUNITY HEALTH AND WELLNESS ACCESS AND OPPORTUNITIES BENCHMARKS

	National comparison	Populations over 300,000 comparison
Availability of affordable quality health care	Much below	Below
Availability of affordable quality food	Much below	Much below
Availability of preventive health services	Much below	Similar

COMMUNITY INCLUSIVENESS

Diverse communities that include among their residents a mix of races, ages, wealth, ideas and beliefs have the raw material for the most vibrant and creative society. However, the presence of these features alone does not ensure a high quality or desirable space. Surveyed residents were asked about the success of the mix: the sense of community, the openness of residents to people of diverse backgrounds and the attractiveness of the City and County of Honolulu as a place to raise children or to retire. They were also questioned about the quality of services delivered to various population subgroups, including older adults, youth and residents with few resources. A community that succeeds in creating an inclusive environment for a variety of residents is a community that offers more to many.

A majority of residents rated the City and County of Honolulu as an "excellent" or "good" place to raise kids and a majority rated it as an excellent or good place to retire. Most residents felt that the local sense of community was "excellent" or "good." About 67% of survey respondents felt the City and County of Honolulu was open and accepting towards people of diverse backgrounds. The availability of affordable quality child care was rated the lowest by residents and was much below the benchmarks. Ratings for sense of community improved over time.

FIGURE 62: RATINGS OF COMMUNITY QUALITY AND INCLUSIVENESS BY YEAR

	2012	2011	2010	2006
Sense of community	61%	50%	54%	NA
Openness and acceptance of the community toward people of diverse backgrounds	67%	63%	62%	NA
Availability of affordable quality child care	14%	15%	14%	NA
Honolulu as a place to raise children	63%	60%	66%	71%
Honolulu as a place to retire	63%	53%	63%	68%

Percent "excellent" or "good"

FIGURE 63: COMMUNITY QUALITY AND INCLUSIVENESS BENCHMARKS

	National comparison	Populations over 300,000 comparison
Sense of community	Similar	Much above
Openness and acceptance of the community toward people of diverse backgrounds	Above	Much above
Availability of affordable quality child care	Much below	Much below
Honolulu as a place to raise kids	Much below	Below
Honolulu as a place to retire	Similar	Above

Services to more vulnerable populations (e.g., seniors, youth or low-income residents) ranged from 40% to 50% with ratings of "excellent" or "good." These ratings were below the national benchmark and were similar to ratings among jurisdictions with populations over 300,000.

FIGURE 64: RATINGS OF QUALITY OF SERVICES PROVIDED FOR POPULATION SUBGROUPS BY YEAR

	2012	2011	2010	2006
Services to seniors	50%	49%	44%	68%
Services to youth	43%	45%	36%	58%
Services to low-income people	40%	46%	32%	46%

Percent "excellent" or "good"

FIGURE 65: SERVICES PROVIDED FOR POPULATION SUBGROUPS BENCHMARKS

	National comparison	Populations over 300,000 comparison
Services to seniors	Much below	Similar
Services to youth	Much below	Similar
Services to low income people	Below	Similar

CIVIC ENGAGEMENT

Community leaders cannot run a jurisdiction alone and a jurisdiction cannot run effectively if residents remain strangers with little to connect them. Elected officials and staff require the assistance of local residents whether that assistance comes in tacit approval or eager help; and commonality of purpose among the electorate facilitates policies and programs that appeal to most and causes discord among few. Furthermore, when neighbors help neighbors, the cost to the community to provide services to residents in need declines. When residents are civically engaged, they have taken the opportunity to participate in making the community more livable for all. The extent to which local government provides opportunities to become informed and engaged and the extent to which residents take those opportunities is an indicator of the connection between government and populace. By understanding your residents' level of connection to, knowledge of and participation in local government, the City and County can find better opportunities to communicate and educate citizens about its mission, services, accomplishments and plans. This survey information is essential for public communication and for helping local government staff to conceive strategies for reaching reluctant voters whose confidence in government may need boosting prior to important referenda.

Civic Activity

Respondents were asked about the perceived community volunteering opportunities and their participation as citizens of the City and County of Honolulu. Survey participants rated the volunteer opportunities in the City and County of Honolulu favorably. Opportunities to attend or participate in community matters were rated less favorably.

Ratings of civic engagement opportunities were higher than ratings in other communities with large populations. Ratings remained stable over time.

FIGURE 66: RATINGS OF CIVIC ENGAGEMENT OPPORTUNITIES BY YEAR

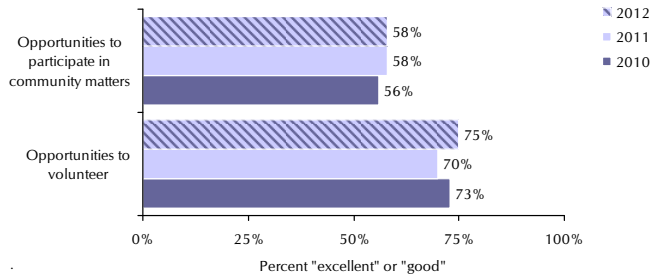


FIGURE 67: CIVIC ENGAGEMENT OPPORTUNITIES BENCHMARKS

	National comparison	Populations over 300,000 comparison
Opportunities to participate in community matters	Below	Above
Opportunities to volunteer	Similar	Above

Most of the participants in this survey had not attended a public meeting or participated in a club in the 12 months prior to the survey, but the vast majority had helped a friend. The participation rates of these civic behaviors were compared to the rates in other jurisdictions. More residents in Honolulu reported watching a meeting and volunteering than in comparison communities.

FIGURE 68: PARTICIPATION IN CIVIC ENGAGEMENT OPPORTUNITIES BY YEAR

	2012	2011	2010	2006
Attended a meeting of local elected officials or other local public meeting	24%	21%	25%	NA
Watched a meeting of local elected officials or other City and County-sponsored public meeting on cable television, the Internet or other media	56%	47%	59%	NA
Volunteered your time to some group or activity in Honolulu	53%	50%	48%	NA
Participated in a club or civic group in Honolulu	30%	36%	32%	NA
Provided help to a friend or neighbor	92%	93%	91%	NA

Percent participating at least once in the last 12 months

FIGURE 69: PARTICIPATION IN CIVIC ENGAGEMENT OPPORTUNITIES BENCHMARKS

	National comparison	Populations over 300,000 comparison
Attended a meeting of local elected officials or other local public meeting	Similar	Similar
Watched a meeting of local elected officials or other City and County-sponsored public meeting on cable television, the Internet or other media	Much more	Much more
Volunteered your time to some group or activity in Honolulu	Much more	Much more
Participated in a club or civic group in Honolulu	Similar	Similar
Provided help to a friend or neighbor	Similar	Similar

Seventy-five percent reported they were registered to vote and 71% indicated they had voted in the last general election. This rate of self-reported voting was lower than that of comparison communities.

FIGURE 70: REPORTED VOTING BEHAVIOR BY YEAR[1]

	2012	2011	2010	2006
Registered to vote	75%	74%	71%	NA
Voted in the last general election	71%	64%	66%	NA

Percent "yes"

FIGURE 71: VOTING BEHAVIOR BENCHMARKS

	National comparison	Populations over 300,000 comparison
Registered to vote	Much less	Much less
Voted in last general election	Less	Less

[1] Note: In addition to the removal of "don't know" responses, those who said "ineligible to vote" also have been omitted from this calculation. The full frequencies appear in Appendix A.

Information and Awareness

Those completing the survey were asked about their use and perceptions of various information sources and local government media services. When asked whether they had visited the City and County of Honolulu Web site in the previous 12 months, 67% reported they had done so at least once. Public information services were rated unfavorably compared to benchmark data.

FIGURE 72: USE OF INFORMATION SOURCES BY YEAR

	2012	2011	2010	2006
Read a newsletter from any City and County agency	58%	62%	61%	NA
Visited the City and County of Honolulu Web site (at www.honolulu.gov)	67%	60%	58%	NA

Percent using at least once in last 12 months

FIGURE 73: USE OF INFORMATION SOURCES BENCHMARKS

	National comparison	Populations over 300,000 comparison
Read a newsletter from any City and County agency	Much less	Similar
Visited the City and County of Honolulu Web site (at www.honolulu.gov)	Much more	Much more

FIGURE 74: RATINGS OF LOCAL GOVERNMENT MEDIA SERVICES AND INFORMATION DISSEMINATION BY YEAR

	2012	2011	2010	2006
Public information services	42%	47%	41%	62%

Percent "excellent" or "good"

FIGURE 75: LOCAL GOVERNMENT MEDIA SERVICES AND INFORMATION DISSEMINATION BENCHMARKS

	National comparison	Populations over 300,000 comparison
Public information services	Much below	Below

Social Engagement

Opportunities to participate in social events and activities were rated as “excellent” or “good” by 65% of respondents, while a similar proportion rated opportunities to participate in religious or spiritual events and activities as “excellent” or “good.”

FIGURE 76: RATINGS OF SOCIAL ENGAGEMENT OPPORTUNITIES BY YEAR

	2012	2011	2010	2006
Opportunities to participate in social events and activities	65%	60%	59%	NA
Opportunities to participate in religious or spiritual events and activities	67%	68%	71%	NA

Percent "excellent" or "good"

FIGURE 77: SOCIAL ENGAGEMENT OPPORTUNITIES BENCHMARKS

	National comparison	Populations over 300,000 comparison
Opportunities to participate in social events and activities	Similar	Much above
Opportunities to participate in religious or spiritual events and activities	Much below	Similar

Residents in Honolulu reported a fair amount of neighborliness. About half indicated talking or visiting with their neighbors at least several times a week. This amount of contact with neighbors was similar to the amount of contact reported in other communities.

FIGURE 78: CONTACT WITH IMMEDIATE NEIGHBORS BY YEAR

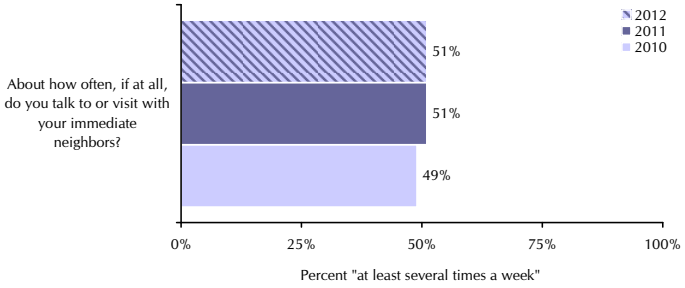


FIGURE 79: CONTACT WITH IMMEDIATE NEIGHBORS BENCHMARKS

	National comparison	Populations over 300,000 comparison
Has contact with neighbors at least several times per week	Similar	Similar

PUBLIC TRUST

When local government leaders are trusted, an environment of cooperation is more likely to surround all decisions they make. Cooperation leads to easier communication between leaders and residents and increases the likelihood that high value policies and programs will be implemented to improve the quality of life of the entire community. Trust can be measured in residents' opinions about the overall direction the City and County of Honolulu is taking, their perspectives about the service value their taxes purchase and the openness of government to citizen participation. In addition, resident opinion about services provided by the City and County of Honolulu could be compared to their opinion about services provided by the state and federal governments. If residents find nothing to admire in the services delivered by any level of government, their opinions about the City and County of Honolulu may be colored by their dislike of what all levels of government provide.

About one-third of respondents felt that the value of services for taxes paid was "excellent" or "good." When asked to rate the job the City and County of Honolulu does at welcoming citizen involvement, 35% rated it as "excellent" or "good."

FIGURE 80: PUBLIC TRUST RATINGS BY YEAR

	2012	2011	2010	2006
The value of services for the taxes paid to Honolulu	33%	35%	33%	68%
The overall direction that Honolulu is taking	30%	32%	29%	76%
The job Honolulu government does at welcoming citizen involvement	35%	37%	33%	81%
Overall image or reputation of Honolulu	65%	66%	65%	NA

Percent "excellent" or "good"

FIGURE 81: PUBLIC TRUST BENCHMARKS

	National comparison	Populations over 300,000 comparison
Value of services for the taxes paid to Honolulu	Much below	Much below
The overall direction that Honolulu is taking	Much below	Much below
Job Honolulu government does at welcoming citizen involvement	Much below	Similar
Overall image or reputation of Honolulu	Similar	Above

On average, residents of the City and County of Honolulu gave the highest evaluations to their own local government and the Federal Government and the lowest average rating to the State Government. The overall quality of services delivered by the City and County of Honolulu was rated as "excellent" or "good" by 53% of survey participants. The City and County of Honolulu's rating was below the benchmark when compared to other communities. Ratings of overall City and County services increased since 2010.

FIGURE 82: RATING OVERALL QUALITY OF SERVICES PROVIDED BY THE CITY AND COUNTY OF HONOLULU BY YEAR

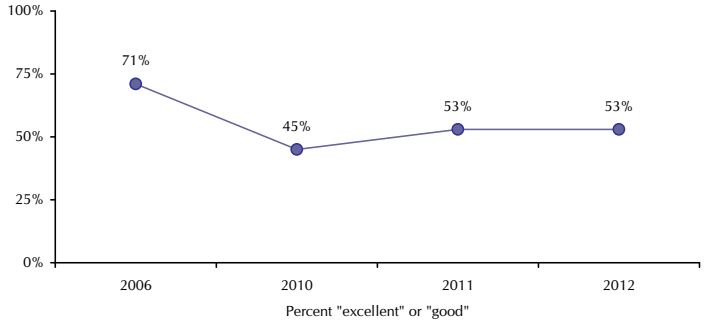


FIGURE 83: RATINGS OF SERVICES PROVIDED BY LOCAL, STATE AND FEDERAL GOVERNMENTS BY YEAR

	2012	2011	2010	2006
Services provided by City and County of Honolulu	53%	53%	45%	71%
Services provided by the Federal Government	54%	48%	48%	NA
Services provided by the State Government	46%	42%	40%	NA

Percent "excellent" or "good"

FIGURE 84: SERVICES PROVIDED BY LOCAL, STATE AND FEDERAL GOVERNMENTS BENCHMARKS

	National comparison	Populations over 300,000 comparison
Services provided by the City and County of Honolulu	Much below	Below
Services provided by the Federal Government	Much above	Much above
Services provided by the State Government	Above	Above

City and County of Honolulu Employees

The employees of the City and County of Honolulu who interact with the public create the first impression that most residents have of the City and County of Honolulu. Front line staff who provide information, assist with bill paying, collect trash, create service schedules, fight fires and crime and even give traffic tickets are the collective face of the City and County of Honolulu. As such, it is important to know about residents' experience talking with that "face." When employees appear to be knowledgeable, responsive and courteous, residents are more likely to feel that any needs or problems may be solved through positive and productive interactions with the City and County of Honolulu staff.

Those completing the survey were asked if they had been in contact with a City and County employee either in-person, over the phone or via email in the last 12 months; the 45% who reported that they had been in contact (a percent that is lower than the benchmark comparisons) were then asked to indicate overall how satisfied they were with the employee in their most recent contact. City and County employees were rated favorably; 63% of respondents rated their overall impression as "excellent" or "good." Employees ratings were lower than the benchmarks and generally stable over time.

FIGURE 85: PROPORTION OF RESPONDENTS WHO HAD CONTACT WITH CITY AND COUNTY EMPLOYEES IN PREVIOUS 12 MONTHS BY YEAR

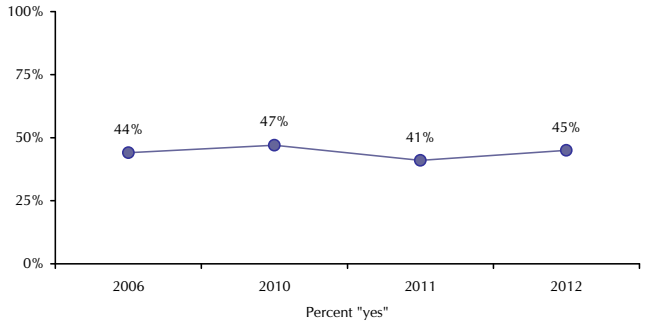


FIGURE 86: CONTACT WITH CITY AND COUNTY EMPLOYEES BENCHMARKS

	National comparison	Populations over 300,000 comparison
Had contact with City and County employee(s) in last 12 months	Much less	Less

FIGURE 87: RATINGS OF CITY AND COUNTY EMPLOYEES (AMONG THOSE WHO HAD CONTACT) BY YEAR

	2012	2011	2010	2006
Knowledge	68%	66%	70%	73%
Responsiveness	66%	58%	63%	72%
Courtesy	67%	63%	66%	74%
Overall impression	63%	60%	65%	67%

Percent "excellent" or "good"

FIGURE 88: RATINGS OF CITY AND COUNTY EMPLOYEES (AMONG THOSE WHO HAD CONTACT) BENCHMARKS

	National comparison	Populations over 300,000 comparison
Knowledge	Much below	Much below
Responsiveness	Much below	Below
Courteousness	Much below	Much below
Overall impression	Much below	Much below

FROM DATA TO ACTION

RESIDENT PRIORITIES

Knowing where to focus limited resources to improve residents' opinions of local government requires information that targets the services that are most important to residents. However, when residents are asked what services are most important, they rarely stray beyond core services – those directed to save lives and improve safety.

In market research, identifying the most important characteristics of a transaction or product is called Key Driver Analysis (KDA). The key drivers that are identified from that analysis do not come from asking customers to self-report which service or product characteristic most influenced their decision to buy or return, but rather from statistical analyses of the predictors of their behavior. When customers are asked to name the most important characteristics of a good or service, responses often are expected or misleading – just as they can be in the context of a citizen survey. For example, air travelers often claim that safety is the primary consideration in their choice of an airline, yet key driver analysis reveals that frequent flier perks or in-flight entertainment predicts their buying decisions.

In local government core services – like fire protection – invariably land at the top of the list created when residents are asked about the most important local government services. And core services are important. But by using KDA, our approach digs deeper to identify the less obvious, but more influential services that are most related to residents' ratings of overall quality of local government services. Because services focused directly on life and safety remain essential to quality government, it is suggested that core services should remain the focus of continuous monitoring and improvement where necessary – but monitoring core services or asking residents to identify important services is not enough.

A KDA was conducted for the City and County of Honolulu by examining the relationships between ratings of each service and ratings of the City and County of Honolulu's overall services. Those Key Driver services that correlated most highly with residents' perceptions about overall City and County service quality have been identified. By targeting improvements in key services, the City and County of Honolulu can focus on the services that have the greatest likelihood of influencing residents' opinions about overall service quality. Because a strong correlation is not the same as a cause, there is no guarantee that improving ratings on key drivers necessarily will improve ratings. What is certain from these analyses is that key drivers are good predictors of overall resident opinion and that the key drivers presented may be useful focus areas to consider for enhancement of overall service ratings.

Services found to be most strongly correlated with ratings of overall service quality from the Honolulu Key Driver Analysis were:

- Animal control
- Police services
- Public information services
- Sewer services
- Traffic enforcement

City and County of Honolulu Action Chart™

The 2012 City and County of Honolulu Action Chart™ on the following page combines three dimensions of performance:

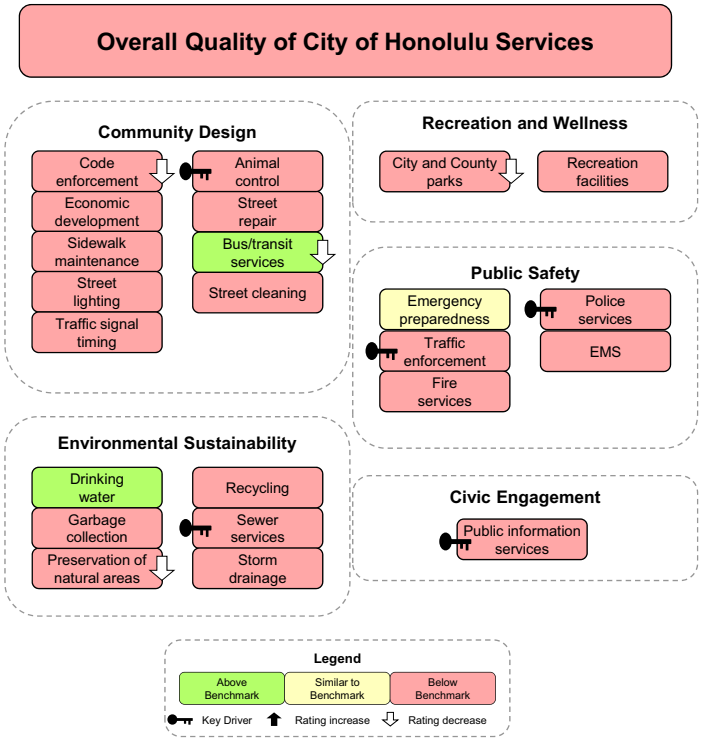
- Comparison to resident evaluations from other communities. When a comparison is available, the background color of each service box indicates whether the service is above the national benchmark (green), similar to the benchmark (yellow) or below the benchmark (red).
- Identification of key services. A black key icon (🔑) next to a service box indicates it as a key driver for the City and County.
- Trendline icons (up and down arrows), indicating whether the current ratings are higher or lower than the previous survey.

Twenty-three services were included in the KDA for the City and County of Honolulu. Of these, two were above the benchmark, 20 were below the benchmark and one was similar to the benchmark.

Considering all performance data included in the Action Chart, a jurisdiction typically will want to consider improvements to any key driver services that are trending down or that are not at least similar to the benchmark. Therefore, Honolulu may wish to seek improvements to all of the key driver services, as they were all below the benchmark comparison. More detail about interpreting results can be found in the next section.

Services with a high percent of respondents answering "don't know" were excluded from the analysis and were considered services that would be less influential. See Appendix A: Complete Survey Frequencies, Frequencies Including "Don't Know" Responses for the percent "don't know" for each service.

Figure 89: City and County of Honolulu Action Chart™



Using Your Action Chart™

The key drivers derived for the City and County of Honolulu provide a list of those services that are uniquely related to overall service quality. Those key drivers are marked with the symbol of a key in the action chart. Because key driver results are based on a relatively small number of responses, the relationships or correlations that define the key drivers are subject to more variability than is seen when key drivers are derived from a large national dataset of resident responses. To benefit the City and County of Honolulu, NRC lists the key drivers derived from tens of thousands of resident responses from across the country. This national list is updated periodically so that you can compare your key drivers to the key drivers from the entire NRC dataset. Where your locally derived key drivers overlap national key drivers, it makes sense to focus even more strongly on your keys. Similarly, when your local key drivers overlap your core services, there is stronger argument to make for attending to your key drivers that overlap with core services.

As staff review key drivers, not all drivers may resonate as likely links to residents' perspectives about overall service quality. For example, in Honolulu, planning and zoning and police services may be obvious links to overall service delivery (and each is a key driver from our national database), since it could be easy for staff to see how residents' view of overall service delivery could be colored by how well they perceive police and land use planning to be delivered. But animal control could be a surprise. Before rejecting a key driver that does not pass the first test of conventional wisdom, consider whether residents' opinions about overall service quality could reasonably be influenced by this unexpected driver. For example, in the case of animal control, was there a visible case of violation prior to the survey data collection? Do Honolulu residents have different expectations for animal control than what current policy provides? Are the rare instances of violation serious enough to cause a word of mouth campaign about service delivery?

If, after deeper review, the "suspect" driver still does not square with your understanding of the services that could influence residents' perspectives about overall service quality (and if that driver is not a core service or a key driver from NRC's national research), put action in that area on hold and wait to see if it appears as a key driver the next time the survey is conducted.

In the following table, we have listed your key drivers, core services and the national key drivers and we have indicated (in **bold** typeface and with the symbol "•"), the City and County of Honolulu key drivers that overlap core services or the nationally derived keys. In general, key drivers below the benchmark may be targeted for improvement. Additionally, we have indicated (with the symbol "°") those services that neither are local nor national key drivers nor are they core services. It is these services that could be considered first for resource reductions.

FIGURE 90: KEY DRIVERS COMPARED

Service	City and County of Honolulu Key Drivers	National Key Drivers	Core Services
• Police services	✓	✓	✓
Fire services			✓
Ambulance and emergency medical services			✓
Traffic enforcement	✓		
Street repair			✓
° Street cleaning			
° Street lighting			
° Sidewalk maintenance			
° Traffic signal timing			
° Bus or transit services			
Garbage collection			✓
° Recycling			
Storm drainage			✓
Drinking water			✓
• Sewer services	✓		✓
° City and County parks			
° Recreation centers or facilities			
Code enforcement			✓
Animal control	✓		
Economic development		✓	
• Public information services	✓	✓	
° Emergency preparedness			
° Preservation of natural areas			

• Key driver overlaps with national and or core services
° Service may be targeted for reductions it is not a key driver or core service

Custom Questions

"Don't know" responses have been removed from the following questions.

Custom Question 1					
Please indicate to what degree you would support or oppose the City and County funding each of the following items even if it involves raising taxes:	Strongly support	Somewhat support	Somewhat oppose	Strongly oppose	Total
Increasing efforts to reduce property crime	59%	37%	3%	2%	100%
Preserving open space and agricultural land	44%	46%	7%	3%	100%
Fixing Handi-Van scheduling, delays and overcrowding issues (funded by a fare increase)	38%	50%	8%	3%	100%
Restoring TheBus routes & schedules (funded by a fare increase)	39%	46%	9%	6%	100%
Creating mass transit options such as rail transit	27%	24%	14%	35%	100%

Custom Question 2					
To what degree, if at all, are the following problems in the City and County of Honolulu?	Not a problem	Minor problem	Moderate problem	Major problem	Total
Traffic congestion	1%	2%	19%	77%	100%
Homeless and/or homelessness	1%	3%	16%	80%	100%
Drugs	0%	11%	26%	63%	100%
Unemployment	3%	12%	36%	49%	100%
Condition of Honolulu's roads and streets	2%	13%	29%	56%	100%
Changes to TheBus routes, scheduling, overcrowding	4%	13%	43%	41%	100%
Property crime	1%	17%	46%	37%	100%
Handi-Van scheduling, delays, overcrowding, and vehicle maintenance	3%	18%	44%	34%	100%
Lack of parking	3%	21%	37%	39%	100%
Condition of sidewalks, crosswalks and bike lanes	4%	25%	38%	33%	100%
Pedestrian safety	4%	26%	32%	38%	100%
Prostitution	6%	24%	32%	38%	100%

Custom Question 3					
How important, if at all, are the following issues for the City to address in the next two years?	Essential	Very important	Somewhat important	Not at all important	Total
Traffic congestion	47%	41%	11%	1%	100%
Homeless and/or homelessness	43%	38%	18%	1%	100%
Support of local farming and local products	35%	41%	21%	2%	100%
More affordable housing	35%	39%	24%	3%	100%
More job creation activities	32%	41%	25%	3%	100%
More economic development activities	28%	37%	31%	5%	100%

Appendix A: Complete Survey Frequencies

Frequencies Excluding "Don't Know" Responses

Question 1: Quality of Life					
Please rate each of the following aspects of quality of life in Honolulu:	Excellent	Good	Fair	Poor	Total
Honolulu as a place to live	25%	56%	17%	2%	100%
Your neighborhood as a place to live	27%	49%	21%	3%	100%
Honolulu as a place to raise children	18%	46%	26%	11%	100%
Honolulu as a place to work	17%	40%	32%	11%	100%
Honolulu as a place to retire	25%	38%	27%	11%	100%
The overall quality of life in Honolulu	18%	57%	23%	3%	100%

Question 2: Community Characteristics					
Please rate each of the following characteristics as they relate to Honolulu as a whole:	Excellent	Good	Fair	Poor	Total
Sense of community	13%	48%	32%	7%	100%
Openness and acceptance of the community toward people of diverse backgrounds	19%	48%	26%	7%	100%
Overall appearance of Honolulu	7%	47%	38%	8%	100%
Cleanliness of Honolulu	5%	36%	47%	13%	100%
Overall quality of new development in Honolulu	6%	35%	43%	16%	100%
Variety of housing options	3%	21%	40%	35%	100%
Overall quality of business and service establishments in Honolulu	6%	50%	38%	5%	100%
Shopping opportunities	21%	52%	22%	4%	100%
Opportunities to attend cultural activities	25%	44%	27%	4%	100%
Recreational opportunities	26%	47%	23%	4%	100%
Employment opportunities	5%	29%	44%	22%	100%
Educational opportunities	7%	36%	38%	19%	100%
Opportunities to participate in social events and activities	14%	52%	31%	4%	100%
Opportunities to participate in religious or spiritual events and activities	17%	50%	31%	2%	100%
Opportunities to volunteer	21%	54%	22%	2%	100%
Opportunities to participate in community matters	11%	47%	34%	8%	100%
Ease of car travel in Honolulu	3%	17%	35%	45%	100%
Ease of bus travel in Honolulu	13%	26%	42%	20%	100%
Ease of bicycle travel in Honolulu	2%	19%	39%	40%	100%
Ease of walking in Honolulu	10%	43%	36%	12%	100%
Availability of paths and walking trails	8%	28%	44%	20%	100%
Traffic flow on major streets	1%	10%	31%	58%	100%

Question 2: Community Characteristics					
Please rate each of the following characteristics as they relate to Honolulu as a whole:	Excellent	Good	Fair	Poor	Total
Amount of public parking	2%	10%	36%	53%	100%
Availability of affordable quality housing	2%	7%	37%	54%	100%
Availability of affordable quality child care	3%	11%	46%	40%	100%
Availability of affordable quality health care	5%	32%	39%	23%	100%
Availability of affordable quality food	9%	34%	37%	19%	100%
Availability of preventive health services	7%	40%	40%	13%	100%
Air quality	24%	47%	24%	4%	100%
Quality of overall natural environment in Honolulu	20%	51%	25%	4%	100%
Overall image or reputation of Honolulu	12%	53%	32%	3%	100%

Question 3: Growth						
Please rate the speed of growth in the following categories in Honolulu over the past 2 years:	Much too slow	Somewhat too slow	Right amount	Somewhat too fast	Much too fast	Total
Population growth	0%	2%	28%	43%	26%	100%
Retail growth (stores, restaurants, etc.)	1%	17%	52%	22%	8%	100%
Jobs growth	20%	52%	24%	3%	1%	100%

Question 4: Code Enforcement	
To what degree, if at all, are run down buildings, weed lots or junk vehicles a problem in Honolulu?	Percent of respondents
Not a problem	2%
Minor problem	24%
Moderate problem	52%
Major problem	22%
Total	100%

Question 5: Community Safety						
Please rate how safe or unsafe you feel from the following in Honolulu:	Very safe	Somewhat safe	Neither safe nor unsafe	Somewhat unsafe	Very unsafe	Total
Violent crime (e.g., rape, assault, robbery)	12%	43%	20%	18%	8%	100%
Property crimes (e.g., burglary, theft)	5%	30%	21%	31%	13%	100%
Environmental hazards, including toxic waste	15%	40%	25%	12%	8%	100%

Question 6: Personal Safety						
Please rate how safe or unsafe you feel:	Very safe	Somewhat safe	Neither safe nor unsafe	Somewhat unsafe	Very unsafe	Total
In your neighborhood during the day	48%	44%	4%	3%	0%	100%
In your neighborhood after dark	20%	48%	16%	13%	3%	100%
In Honolulu's downtown area during the day	22%	46%	15%	12%	4%	100%
In Honolulu's downtown area after dark	0%	17%	18%	34%	30%	100%

Question 7: Contact with Police Department			
Have you had any in-person or phone contact with an employee of the City and County of Honolulu Police Department within the last 12 months?	No	Yes	Total
Have you had any in-person or phone contact with an employee of the City and County of Honolulu Police Department within the last 12 months?	68%	32%	100%

Question 8: Ratings of Contact with Police Department					
What was your overall impression of your most recent contact with the City and County of Honolulu Police Department?	Excellent	Good	Fair	Poor	Total
What was your overall impression of your most recent contact with the City and County of Honolulu Police Department?	26%	41%	19%	14%	100%

Question 9: Crime Victim	
During the past 12 months, were you or anyone in your household the victim of any crime?	Percent of respondents
No	90%
Yes	10%
Total	100%

Question 10: Crime Reporting	
If yes, was this crime (these crimes) reported to the police?	Percent of respondents
No	18%
Yes	82%
Total	100%

Question 11: Resident Behaviors						
In the last 12 months, about how many times, if ever, have you or other household members participated in the following activities in Honolulu?	Never	Once or twice	3 to 12 times	13 to 26 times	More than 26 times	Total
Used City and County of Honolulu recreation centers	43%	25%	20%	4%	8%	100%
Participated in a City and County recreation program or activity	63%	23%	8%	3%	3%	100%
Visited a neighborhood park or City and County park	13%	22%	33%	16%	16%	100%
Ridden TheBus or Handi-Van within Honolulu	52%	16%	12%	5%	16%	100%
Attended a meeting of local elected officials or other local public meeting	76%	18%	4%	2%	0%	100%
Watched a meeting of local elected officials or other City and County-sponsored public meeting on cable television, the Internet or other media	44%	32%	18%	4%	2%	100%
Read a newsletter from any City and County agency	42%	35%	17%	5%	1%	100%
Visited the City and County of Honolulu Web site (at www.honolulu.gov)	33%	30%	26%	8%	4%	100%
Recycled used paper, cans or bottles from your home	10%	8%	18%	17%	47%	100%
Volunteered your time to some group or activity in Honolulu	47%	26%	14%	4%	8%	100%
Participated in religious or spiritual activities in Honolulu	56%	19%	8%	4%	13%	100%
Participated in a club or civic group in Honolulu	70%	14%	7%	4%	5%	100%
Provided help to a friend or neighbor	8%	23%	41%	14%	15%	100%

Question 12: Neighborliness	
About how often, if at all, do you talk to or visit with your immediate neighbors (people who live in the 10 or 20 households that are closest to you)?	Percent of respondents
Just about everyday	18%
Several times a week	33%
Several times a month	20%
Less than several times a month	29%
Total	100%

Question 13: Service Quality					
Please rate the quality of each of the following services in Honolulu:	Excellent	Good	Fair	Poor	Total
Police services	13%	50%	26%	11%	100%
Fire services	31%	58%	10%	1%	100%
Ambulance or emergency medical services	26%	60%	14%	0%	100%
Crime prevention	4%	38%	45%	13%	100%
Fire prevention and education	12%	60%	26%	2%	100%
Traffic enforcement	5%	30%	40%	25%	100%
Street repair	1%	15%	25%	58%	100%
Street cleaning	4%	23%	46%	27%	100%
Street lighting	4%	36%	42%	18%	100%
Sidewalk maintenance	3%	23%	43%	31%	100%
Traffic signal timing	4%	26%	40%	30%	100%
Bus or transit services	14%	43%	32%	11%	100%
Garbage collection	19%	54%	22%	5%	100%
Recycling	15%	48%	26%	11%	100%
Yard waste pick-up	16%	48%	29%	7%	100%
Storm drainage	7%	40%	40%	13%	100%
Drinking water	24%	49%	24%	3%	100%
Sewer services	11%	48%	32%	9%	100%
City and County parks	9%	43%	39%	9%	100%
Recreation programs or classes	7%	49%	40%	4%	100%
Recreation centers or facilities	5%	46%	42%	8%	100%
Land use, planning and zoning	2%	22%	49%	27%	100%
Code enforcement (weeds, abandoned buildings, etc.)	1%	17%	48%	33%	100%
Animal control	4%	35%	44%	17%	100%
Economic development	2%	29%	49%	21%	100%
Services to seniors	8%	42%	39%	12%	100%
Services to youth	8%	35%	47%	9%	100%
Services to low-income people	8%	32%	42%	18%	100%
Public information services	7%	35%	45%	13%	100%
Emergency preparedness (services that prepare the community for natural disasters or other emergency situations)	14%	47%	34%	6%	100%
Preservation of natural areas such as open space, farmlands and greenbelts	4%	35%	44%	17%	100%
Satellite City Halls	9%	45%	36%	11%	100%
Neighborhood Boards	4%	42%	43%	11%	100%
City special events (City Lights, Lei Contest, etc.)	13%	52%	31%	4%	100%

Question 14: Government Services Overall					
Overall, how would you rate the quality of the services provided by each of the following?	Excellent	Good	Fair	Poor	Total
The City and County of Honolulu	4%	49%	40%	7%	100%
The Federal Government	6%	47%	39%	8%	100%
The State Government	4%	42%	41%	12%	100%

Question 15: Recommendation and Longevity					
Please indicate how likely or unlikely you are to do each of the following:	Very likely	Somewhat likely	Somewhat unlikely	Very unlikely	Total
Recommend living in Honolulu to someone who asks	26%	51%	14%	9%	100%
Remain in Honolulu for the next five years	55%	30%	8%	7%	100%

Question 16: Impact of the Economy	
What impact, if any, do you think the economy will have on your family income in the next 6 months? Do you think the impact will be:	Percent of respondents
Very positive	2%
Somewhat positive	17%
Neutral	53%
Somewhat negative	21%
Very negative	6%
Total	100%

Question 17: Contact with Fire Department			
Have you had any in-person or phone contact with an employee of the City and County of Honolulu Fire Department within the last 12 months?	No	Yes	Total
Have you had any in-person or phone contact with an employee of the City and County of Honolulu Fire Department within the last 12 months?	89%	11%	100%

Question 18: Ratings of Contact with Fire Department					
What was your overall impression of your most recent contact with the City and County of Honolulu Fire Department?	Excellent	Good	Fair	Poor	Total
What was your overall impression of your most recent contact with the City and County of Honolulu Fire Department?	58%	38%	2%	1%	100%

Question 19: Contact with City and County Employees	
Have you had any in-person, phone or email contact with an employee of the City and County of Honolulu within the last 12 months (including police, receptionists, planners or any others)?	Percent of respondents
No	55%
Yes	45%
Total	100%

Question 20: City and County Employees					
What was your impression of the employee(s) of the City and County of Honolulu in your most recent contact?	Excellent	Good	Fair	Poor	Total
Knowledge	17%	51%	23%	9%	100%
Responsiveness	20%	46%	21%	13%	100%
Courtesy	28%	39%	17%	17%	100%
Overall impression	16%	48%	20%	16%	100%

Question 21: Government Performance					
Please rate the following categories of Honolulu government performance:	Excellent	Good	Fair	Poor	Total
The value of services for the taxes paid to the City and County of Honolulu	2%	31%	44%	23%	100%
The overall direction that the City and County of Honolulu is taking	3%	27%	45%	24%	100%
The job the City and County of Honolulu government does at welcoming citizen involvement	3%	32%	48%	17%	100%

Question 22a: Custom Question 1					
Please indicate to what degree you would support or oppose the City and County funding each of the following items even if it involves raising taxes:	Strongly support	Somewhat support	Somewhat oppose	Strongly oppose	Total
Preserving open space and agricultural land	44%	46%	7%	3%	100%
Creating mass transit options such as rail transit	27%	24%	14%	35%	100%
Restoring TheBus routes & schedules (funded by a fare increase)	39%	46%	9%	6%	100%
Fixing Handi-Van scheduling, delays and overcrowding issues (funded by a fare increase)	38%	50%	8%	3%	100%
Increasing efforts to reduce property crime	59%	37%	3%	2%	100%

Question 22b: Custom Question 2					
To what degree, if at all, are the following problems in the City and County of Honolulu?	Not a problem	Minor problem	Moderate problem	Major problem	Total
Lack of parking	3%	21%	37%	39%	100%
Pedestrian safety	4%	26%	32%	38%	100%
Unemployment	3%	12%	36%	49%	100%
Homeless and/or homelessness	1%	3%	16%	80%	100%
Traffic congestion	1%	2%	19%	77%	100%
Changes to TheBus routes, scheduling, overcrowding	4%	13%	43%	41%	100%
Handi-Van scheduling, delays, overcrowding, and vehicle maintenance	3%	18%	44%	34%	100%
Property crime	1%	17%	46%	37%	100%
Drugs	0%	11%	26%	63%	100%
Prostitution	6%	24%	32%	38%	100%
Condition of sidewalks, crosswalks and bike lanes	4%	25%	38%	33%	100%
Condition of Honolulu's roads and streets	2%	13%	29%	56%	100%

Question 22c: Custom Question 3					
How important, if at all, are the following issues for the City to address in the next two years?	Essential	Very important	Somewhat important	Not at all important	Total
More economic development activities	28%	37%	31%	5%	100%
More job creation activities	32%	41%	25%	3%	100%
Traffic congestion	47%	41%	11%	1%	100%
Support of local farming and local products	35%	41%	21%	2%	100%
More affordable housing	35%	39%	24%	3%	100%
Homeless and/or homelessness	43%	38%	18%	1%	100%

Question D1: Employment Status	
Are you currently employed for pay?	Percent of respondents
No	26%
Yes, full-time	60%
Yes, part-time	13%
Total	100%

Question D2: Mode of Transportation Used for Commute	
During a typical week, how many days do you commute to work (for the longest distance of your commute) in each of the ways listed below?	Percent of days mode used
Motorized vehicle (e.g., car, truck, van, motorcycle, etc.) by myself	65%
Motorized vehicle (e.g., car, truck, van, motorcycle, etc.) with other children or adults	15%
TheBus, Handi-Van, or other public transportation	7%
Walk	7%
Bicycle	1%
Work at home	4%
Other	1%

Question D3: Length of Residency	
How many years have you lived in Honolulu?	Percent of respondents
Less than 2 years	9%
2 to 5 years	9%
6 to 10 years	9%
11 to 20 years	12%
More than 20 years	61%
Total	100%

Question D4: Housing Unit Type	
Which best describes the building you live in?	Percent of respondents
One family house detached from any other houses	48%
House attached to one or more houses (e.g., a duplex or townhome)	10%
Building with two or more apartments or condominiums	39%
Other	3%
Total	100%

Question D5: Housing Tenure (Rent/Own)	
Is this house or apartment	Percent of respondents
Rented for cash or occupied without cash payment	43%
Owned by you or someone in this house with a mortgage or free and clear	57%
Total	100%

Question D6: Monthly Housing Cost	
About how much is the monthly housing cost for the place you live (including rent, mortgage payment, property tax, property insurance and homeowners" association (HOA) fees)?	Percent of respondents
Less than $300 per month	3%
$300 to $599 per month	8%
$600 to $999 per month	14%
$1,000 to $1,499 per month	23%
$1,500 to $2,499 per month	31%
$2,500 or more per month	22%
Total	100%

Question D7: Presence of Children in Household	
Do any children 17 or under live in your household?	Percent of respondents
No	72%
Yes	28%
Total	100%

Question D8: Presence of Older Adults in Household	
Are you or any other members of your household aged 65 or older?	Percent of respondents
No	69%
Yes	31%
Total	100%

Question D9: Household Income	
How much do you anticipate your household's total income before taxes will be for the current year? (Please include in your total income money from all sources for all persons living in your household.)	Percent of respondents
Less than $24,999	13%
$25,000 to $49,999	25%
$50,000 to $99,999	40%
$100,000 to $149,999	16%
$150,000 or more	6%
Total	100%

Question D10: Ethnicity	
Are you Spanish, Hispanic or Latino?	Percent of respondents
No, not Spanish, Hispanic or Latino	92%
Yes, I consider myself to be Spanish, Hispanic or Latino	8%
Total	100%

Question D11: Race	
What is your race? (Mark one or more races to indicate what race(s) you consider yourself to be.)	Percent of respondents
American Indian or Alaskan Native	2%
Black or African American	2%
White	36%
Other	9%
Native Hawaiian or other Pacific Islander	15%
Asian	56%
Total may exceed 100% as respondents could select more than one option	

Question D12: Age	
In which category is your age?	Percent of respondents
18 to 24 years	7%
25 to 34 years	24%
35 to 44 years	13%
45 to 54 years	20%
55 to 64 years	16%
65 to 74 years	9%
75 years or older	11%
Total	100%

Question D13: Gender	
What is your sex?	Percent of respondents
Female	51%
Male	49%
Total	100%

Question D14: Registered to Vote	
Are you registered to vote in your jurisdiction?	Percent of respondents
No	24%
Yes	73%
Ineligible to vote	3%
Total	100%

Question D15: Voted in Last General Election	
Many people don't have time to vote in elections. Did you vote in the last general election?	Percent of respondents
No	28%
Yes	69%
Ineligible to vote	4%
Total	100%

Question D16: Has Cell Phone	
Do you have a cell phone?	Percent of respondents
No	7%
Yes	93%
Total	100%

Question D17: Has Land Line	
Do you have a land line at home?	Percent of respondents
No	46%
Yes	54%
Total	100%

Question D18: Primary Phone	
If you have both a cell phone and a land line, which do you consider your primary telephone number?	Percent of respondents
Cell	45%
Land line	40%
Both	16%
Total	100%

Frequencies Including "Don't Know" Responses

These tables contain the percentage of respondents for each response category as well as the "n" or total number of respondents for each category, next to the percentage.

Question 1: Quality of Life												
Please rate each of the following aspects of quality of life in Honolulu:	Excellent		Good		Fair		Poor		Don't know		Total	
Honolulu as a place to live	25%	110	55%	240	17%	73	2%	8	0%	2	100%	433
Your neighborhood as a place to live	27%	116	49%	212	21%	91	3%	13	0%	0	100%	432
Honolulu as a place to raise children	17%	75	45%	192	25%	109	11%	45	2%	10	100%	431
Honolulu as a place to work	17%	73	39%	169	31%	134	11%	47	2%	9	100%	431
Honolulu as a place to retire	24%	104	37%	158	26%	111	10%	44	3%	15	100%	431
The overall quality of life in Honolulu	18%	76	56%	243	23%	99	3%	12	0%	2	100%	431

Question 2: Community Characteristics												
Please rate each of the following characteristics as they relate to Honolulu as a whole:	Excellent		Good		Fair		Poor		Don't know		Total	
Sense of community	13%	54	46%	194	31%	131	6%	26	3%	13	100%	418
Openness and acceptance of the community toward people of diverse backgrounds	19%	82	48%	205	26%	111	7%	28	1%	3	100%	429
Overall appearance of Honolulu	7%	31	47%	202	38%	162	8%	34	1%	2	100%	431
Cleanliness of Honolulu	5%	21	36%	153	47%	201	13%	56	0%	1	100%	430
Overall quality of new development in Honolulu	6%	24	33%	143	42%	178	16%	68	4%	16	100%	428
Variety of housing options	3%	13	20%	84	38%	161	33%	140	6%	25	100%	425
Overall quality of business and service establishments in Honolulu	6%	26	49%	209	37%	160	5%	21	2%	10	100%	426
Shopping opportunities	21%	91	52%	223	22%	95	4%	17	1%	3	100%	429
Opportunities to attend cultural activities	24%	104	43%	185	26%	112	4%	17	2%	7	100%	426
Recreational opportunities	26%	111	46%	195	22%	95	4%	18	2%	7	100%	427
Employment opportunities	5%	21	27%	114	40%	172	20%	87	8%	33	100%	427

Question 2: Community Characteristics												
Please rate each of the following characteristics as they relate to Honolulu as a whole:	Excellent		Good		Fair		Poor		Don't know		Total	
Educational opportunities	7%	28	34%	146	37%	155	18%	76	4%	19	100%	424
Opportunities to participate in social events and activities	13%	55	50%	211	30%	125	4%	16	4%	16	100%	423
Opportunities to participate in religious or spiritual events and activities	14%	61	42%	178	26%	111	2%	8	16%	66	100%	424
Opportunities to volunteer	19%	81	49%	208	20%	85	2%	9	9%	39	100%	423
Opportunities to participate in community matters	10%	41	43%	180	30%	128	7%	31	10%	41	100%	421
Ease of car travel in Honolulu	3%	13	17%	71	34%	144	45%	190	2%	7	100%	425
Ease of bus travel in Honolulu	10%	44	22%	93	35%	148	16%	69	17%	71	100%	426
Ease of bicycle travel in Honolulu	2%	8	16%	68	33%	140	34%	146	15%	63	100%	426
Ease of walking in Honolulu	9%	39	41%	174	34%	145	12%	49	4%	16	100%	422
Availability of paths and walking trails	7%	30	25%	108	40%	169	18%	77	10%	42	100%	427
Traffic flow on major streets	1%	3	10%	42	31%	129	57%	241	2%	7	100%	422
Amount of public parking	2%	7	9%	40	35%	149	51%	217	3%	12	100%	425
Availability of affordable quality housing	2%	7	6%	27	35%	147	50%	213	7%	31	100%	425
Availability of affordable quality child care	2%	9	7%	31	32%	134	28%	118	30%	126	100%	418
Availability of affordable quality health care	5%	19	28%	119	35%	147	21%	87	12%	51	100%	423
Availability of affordable quality food	9%	38	33%	139	36%	152	19%	79	4%	17	100%	425
Availability of preventive health services	6%	25	34%	144	34%	141	11%	47	15%	64	100%	422
Air quality	24%	104	47%	201	24%	101	4%	19	0%	2	100%	427
Quality of overall natural environment in Honolulu	20%	84	51%	216	25%	107	4%	16	1%	5	100%	427
Overall image or reputation of Honolulu	12%	51	53%	225	31%	134	3%	13	1%	4	100%	427

Question 3: Growth														
Please rate the speed of growth in the following categories in Honolulu over the past 2 years:	Much too slow		Somewhat too slow		Right amount		Somewhat too fast		Much too fast		Don't know		Total	
Population growth	0%	0	2%	9	23%	96	36%	151	22%	92	18%	77	100%	425
Retail growth (stores, restaurants, etc.)	1%	4	15%	65	46%	196	19%	81	7%	30	12%	49	100%	424
Jobs growth	16%	69	43%	182	20%	85	2%	9	1%	4	18%	76	100%	426

Question 4: Code Enforcement		
To what degree, if at all, are run down buildings, weed lots or junk vehicles a problem in Honolulu?	Percent of respondents	Count
Not a problem	2%	8
Minor problem	23%	96
Moderate problem	49%	209
Major problem	21%	90
Don't know	6%	25
Total	100%	427

Question 5: Community Safety														
Please rate how safe or unsafe you feel from the following in Honolulu:	Very safe		Somewhat safe		Neither safe nor unsafe		Somewhat unsafe		Very unsafe		Don't know		Total	
Violent crime (e.g., rape, assault, robbery)	12%	50	42%	182	19%	84	17%	75	8%	33	2%	7	100%	431
Property crimes (e.g., burglary, theft)	5%	20	30%	129	21%	91	31%	132	12%	53	1%	6	100%	430
Environmental hazards, including toxic waste	14%	61	37%	159	23%	98	11%	47	7%	30	8%	33	100%	427

Question 6: Personal Safety														
Please rate how safe or unsafe you feel:	Very safe		Somewhat safe		Neither safe nor unsafe		Somewhat unsafe		Very unsafe		Don't know		Total	
In your neighborhood during the day	48%	207	44%	188	4%	19	3%	13	0%	1	0%	2	100%	431
In your neighborhood after dark	19%	84	48%	206	15%	67	13%	57	3%	13	1%	3	100%	430
In Honolulu's downtown area during the day	21%	91	44%	190	15%	63	12%	52	4%	18	4%	16	100%	430
In Honolulu's downtown area after dark	0%	2	16%	69	17%	71	32%	137	28%	120	7%	31	100%	430

Question 7: Contact with Police Department								
Have you had any in-person or phone contact with an employee of the City and County of Honolulu Police Department within the last 12 months?	No		Yes		Don't know		Total	
Have you had any in-person or phone contact with an employee of the City and County of Honolulu Police Department within the last 12 months?	68%	290	32%	135	1%	2	100%	427

Question 8: Ratings of Contact with Police Department												
What was your overall impression of your most recent contact with the City and County of Honolulu Police Department?	Excellent		Good		Fair		Poor		Don't know		Total	
What was your overall impression of your most recent contact with the City and County of Honolulu Police Department?	26%	35	41%	54	19%	26	14%	19	0%	0	100%	134

Question 9: Crime Victim		
During the past 12 months, were you or anyone in your household the victim of any crime?	Percent of respondents	Count
No	89%	373
Yes	10%	42
Don't know	1%	5
Total	100%	419

Question 10: Crime Reporting		
If yes, was this crime (these crimes) reported to the police?	Percent of respondents	Count
No	18%	7
Yes	82%	34
Don't know	0%	0
Total	100%	42

Question 11: Resident Behaviors												
In the last 12 months, about how many times, if ever, have you or other household members participated in the following activities in Honolulu?	Never		Once or twice		3 to 12 times		13 to 26 times		More than 26 times		Total	
Used City and County of Honolulu recreation centers	43%	186	25%	108	20%	84	4%	17	8%	33	100%	427
Participated in a City and County recreation program or activity	63%	269	23%	97	8%	35	3%	11	3%	13	100%	425
Visited a neighborhood park or City and County park	13%	56	22%	95	33%	140	16%	70	16%	67	100%	428
Ridden TheBus or Handi-Van within Honolulu	52%	220	16%	67	12%	49	5%	21	16%	68	100%	425
Attended a meeting of local elected officials or other local public meeting	76%	322	18%	77	4%	16	2%	8	0%	2	100%	424
Watched a meeting of local elected officials or other City and County-sponsored public meeting on cable television, the Internet or other media	44%	187	32%	136	18%	78	4%	16	2%	8	100%	425
Read a newsletter from any City and County agency	42%	176	35%	148	17%	72	5%	19	1%	6	100%	422
Visited the City and County of Honolulu Web site (at www.honolulu.gov)	33%	134	30%	122	26%	108	8%	32	4%	15	100%	411
Recycled used paper, cans or bottles from your home	10%	43	8%	35	18%	77	17%	70	47%	197	100%	422
Volunteered your time to some group or activity in Honolulu	47%	199	26%	109	14%	59	4%	19	8%	35	100%	421
Participated in religious or spiritual activities in Honolulu	56%	238	19%	80	8%	34	4%	17	13%	56	100%	424
Participated in a club or civic group in Honolulu	70%	295	14%	60	7%	31	4%	17	5%	22	100%	424
Provided help to a friend or neighbor	8%	33	23%	96	41%	173	14%	60	15%	65	100%	427

Question 12: Neighborliness		
About how often, if at all, do you talk to or visit with your immediate neighbors (people who live in the 10 or 20 households that are closest to you)?	Percent of respondents	Count
Just about everyday	18%	76
Several times a week	33%	142
Several times a month	20%	86
Less than several times a month	29%	125
Total	100%	428

Question 13: Service Quality												
Please rate the quality of each of the following services in Honolulu:	Excellent		Good		Fair		Poor		Don't know		Total	
Police services	13%	54	48%	203	25%	104	10%	43	5%	20	100%	424
Fire services	27%	113	49%	209	8%	36	1%	4	15%	63	100%	424
Ambulance or emergency medical services	21%	90	50%	211	11%	48	0%	1	18%	75	100%	425
Crime prevention	3%	13	31%	131	37%	158	11%	46	17%	73	100%	421
Fire prevention and education	9%	37	46%	192	20%	84	2%	7	23%	95	100%	415
Traffic enforcement	5%	20	28%	119	38%	158	24%	100	5%	22	100%	420
Street repair	1%	6	15%	63	24%	103	57%	241	2%	9	100%	423
Street cleaning	4%	16	23%	95	45%	188	26%	109	3%	13	100%	422
Street lighting	4%	18	36%	150	42%	175	18%	74	1%	4	100%	421
Sidewalk maintenance	3%	14	22%	94	42%	178	31%	130	1%	6	100%	420
Traffic signal timing	4%	18	25%	107	40%	168	29%	123	1%	6	100%	422
Bus or transit services	12%	49	35%	148	26%	108	9%	36	19%	79	100%	420
Garbage collection	19%	79	52%	218	21%	88	5%	20	4%	17	100%	421
Recycling	14%	61	46%	193	25%	107	10%	43	4%	18	100%	422
Yard waste pick-up	13%	53	39%	162	23%	97	5%	23	20%	84	100%	420
Storm drainage	6%	27	34%	143	35%	146	11%	45	14%	57	100%	417

Question 13: Service Quality												
Please rate the quality of each of the following services in Honolulu:	Excellent		Good		Fair		Poor		Don't know		Total	
Drinking water	23%	96	48%	201	24%	100	3%	13	3%	11	100%	421
Sewer services	9%	40	43%	181	28%	118	8%	35	11%	45	100%	418
City and County parks	9%	37	41%	171	38%	158	9%	36	4%	16	100%	418
Recreation programs or classes	4%	18	32%	135	26%	110	3%	12	34%	143	100%	417
Recreation centers or facilities	4%	15	35%	144	32%	133	6%	25	24%	100	100%	416
Land use, planning and zoning	1%	6	15%	64	35%	144	19%	78	30%	125	100%	417
Code enforcement (weeds, abandoned buildings, etc.)	1%	4	13%	55	36%	150	25%	105	24%	101	100%	416
Animal control	3%	12	29%	120	36%	152	14%	60	18%	75	100%	419
Economic development	1%	5	23%	94	39%	161	17%	70	21%	86	100%	416
Services to seniors	6%	23	29%	123	27%	113	8%	34	30%	125	100%	418
Services to youth	6%	24	24%	101	32%	135	6%	27	31%	131	100%	417
Services to low-income people	6%	24	22%	92	29%	123	13%	52	30%	126	100%	417
Public information services	6%	25	29%	120	38%	157	11%	44	16%	66	100%	412
Emergency preparedness (services that prepare the community for natural disasters or other emergency situations)	13%	53	44%	185	32%	134	6%	24	5%	21	100%	417
Preservation of natural areas such as open space, farmlands and greenbelts	4%	16	29%	122	37%	153	15%	60	15%	63	100%	415
Satellite City Halls	8%	33	42%	174	33%	137	10%	41	7%	31	100%	417
Neighborhood Boards	3%	11	27%	110	28%	114	7%	28	36%	150	100%	413
City special events (City Lights, Lei Contest, etc.)	11%	46	45%	188	27%	113	3%	13	14%	57	100%	416

Question 14: Government Services Overall												
Overall, how would you rate the quality of the services provided by each of the following?	Excellent		Good		Fair		Poor		Don't know		Total	
The City and County of Honolulu	4%	17	47%	197	38%	161	6%	27	4%	19	100%	421
The Federal Government	6%	25	43%	179	35%	147	7%	30	9%	36	100%	418
The State Government	4%	15	39%	161	38%	158	11%	47	9%	36	100%	417

Question 15: Recommendation and Longevity												
Please indicate how likely or unlikely you are to do each of the following:	Very likely		Somewhat likely		Somewhat unlikely		Very unlikely		Don't know		Total	
Recommend living in Honolulu to someone who asks	25%	106	51%	214	14%	59	9%	36	2%	7	100%	422
Remain in Honolulu for the next five years	54%	226	29%	123	8%	35	7%	29	2%	8	100%	420

Question 16: Impact of the Economy		
What impact, if any, do you think the economy will have on your family income in the next 6 months? Do you think the impact will be:	Percent of respondents	Count
Very positive	2%	9
Somewhat positive	17%	70
Neutral	53%	223
Somewhat negative	21%	89
Very negative	6%	26
Total	100%	418

Question 17: Contact with Fire Department								
Have you had any in-person or phone contact with an employee of the City and County of Honolulu Fire Department within the last 12 months?	No		Yes		Don't know		Total	
Have you had any in-person or phone contact with an employee of the City and County of Honolulu Fire Department within the last 12 months?	88%	369	11%	46	1%	4	100%	419

Question 18: Ratings of Contact with Fire Department												
What was your overall impression of your most recent contact with the City and County of Honolulu Fire Department?	Excellent		Good		Fair		Poor		Don't know		Total	
What was your overall impression of your most recent contact with the City and County of Honolulu Fire Department?	58%	27	38%	18	2%	1	1%	1	0%	0	100%	46

Question 19: Contact with City and County Employees		
Have you had any in-person, phone or email contact with an employee of the City and County of Honolulu within the last 12 months (including police, receptionists, planners or any others)?	Percent of respondents	Count
No	55%	235
Yes	44%	189
Don't know	1%	4
Total	100%	428

Question 20: City and County Employees												
What was your impression of the employee(s) of the City and County of Honolulu in your most recent contact?	Excellent		Good		Fair		Poor		Don't know		Total	
Knowledge	17%	33	50%	95	23%	43	9%	17	0%	0	100%	188
Responsiveness	20%	37	46%	87	21%	40	13%	24	0%	0	100%	188
Courtesy	28%	51	39%	73	17%	31	17%	31	0%	0	100%	186
Overall impression	16%	29	48%	90	20%	38	16%	30	0%	0	100%	187

Question 21: Government Performance												
Please rate the following categories of Honolulu government performance:	Excellent		Good		Fair		Poor		Don't know		Total	
The value of services for the taxes paid to the City and County of Honolulu	2%	7	28%	119	40%	171	21%	90	9%	40	100%	428
The overall direction that the City and County of Honolulu is taking	2%	11	24%	101	39%	166	21%	90	14%	58	100%	426
The job the City and County of Honolulu government does at welcoming citizen involvement	2%	9	25%	105	37%	158	13%	56	23%	96	100%	424

Question 22a: Custom Question 1												
Please indicate to what degree you would support or oppose the City and County funding each of the following items even if involves raising taxes.	Strongly support		Somewhat support		Somewhat oppose		Strongly oppose		Don't know		Total	
Preserving open space and agricultural land	41%	176	42%	182	7%	29	3%	13	7%	30	100%	429
Creating mass transit options such as rail transit	26%	110	23%	99	14%	59	33%	142	5%	20	100%	430
Restoring TheBus routes & schedules (funded by a fare increase)	36%	153	43%	181	8%	33	6%	23	7%	31	100%	423
Fixing Handi-Van scheduling, delays and overcrowding issues (funded by a fare increase)	32%	138	42%	180	7%	30	3%	13	15%	66	100%	427
Increasing efforts to reduce property crime	57%	242	36%	153	3%	11	2%	7	3%	14	100%	427

Question 22b: Custom Question 2												
To what degree, if at all, are the following problems in the City and County of Honolulu?	Not a problem		Minor problem		Moderate problem		Major problem		Don't know		Total	
Lack of parking	3%	12	20%	86	36%	151	38%	160	4%	16	100%	424
Pedestrian safety	4%	18	26%	110	32%	135	37%	160	1%	6	100%	430
Unemployment	3%	12	11%	49	33%	140	45%	192	8%	35	100%	427
Homeless and/or homelessness	1%	3	3%	15	16%	69	78%	338	2%	7	100%	431
Traffic congestion	1%	6	2%	11	19%	83	76%	326	1%	6	100%	431
Changes to TheBus routes, scheduling, overcrowding	3%	14	11%	45	35%	149	34%	142	18%	74	100%	423
Handi-Van scheduling, delays, overcrowding, and vehicle maintenance	2%	9	11%	46	26%	111	20%	86	40%	169	100%	421
Property crime	1%	3	15%	64	42%	178	33%	143	9%	39	100%	427
Drugs	0%	2	10%	43	23%	98	56%	240	11%	47	100%	429
Prostitution	5%	19	19%	80	25%	108	30%	129	21%	89	100%	425
Condition of sidewalks, crosswalks and bike lanes	4%	18	24%	105	37%	159	32%	137	3%	12	100%	432
Condition of Honolulu's roads and streets	2%	8	13%	54	29%	125	56%	242	1%	3	100%	432

Question 22c: Custom Question 3												
How important, if at all, are the following issues for the City to address in the next two years?	Essential		Very important		Somewhat important		Not at all important		Don't know		Total	
More economic development activities	26%	112	34%	145	28%	121	4%	18	7%	31	100%	427
More job creation activities	31%	133	39%	170	24%	104	3%	11	3%	13	100%	430
Traffic congestion	46%	201	41%	178	11%	49	1%	4	0%	1	100%	432
Support of local farming and local products	34%	146	41%	173	21%	90	2%	9	2%	8	100%	425
More affordable housing	34%	143	37%	160	23%	99	3%	12	3%	12	100%	426
Homeless and/or homelessness	42%	183	37%	161	18%	78	1%	4	2%	7	100%	433

Question D1: Employment Status		
Are you currently employed for pay?	Percent of respondents	Count
No	26%	115
Yes, full-time	60%	260
Yes, part-time	13%	58
Total	100%	432

Question D2: Mode of Transportation Used for Commute	
During a typical week, how many days do you commute to work (for the longest distance of your commute) in each of the ways listed below?	Percent of days mode used
Motorized vehicle (e.g., car, truck, van, motorcycle, etc.) by myself	65%
Motorized vehicle (e.g., car, truck, van, motorcycle, etc.) with other children or adults	15%
TheBus, Handi-Van, or other public transportation	7%
Walk	7%
Bicycle	1%
Work at home	4%
Other	1%

Question D3: Length of Residency		
How many years have you lived in Honolulu?	Percent of respondents	Count
Less than 2 years	9%	38
2 to 5 years	9%	40
6 to 10 years	9%	40
11 to 20 years	12%	51
More than 20 years	61%	265
Total	100%	433

Question D4: Housing Unit Type		
Which best describes the building you live in?	Percent of respondents	Count
One family house detached from any other houses	48%	207
House attached to one or more houses (e.g., a duplex or townhome)	10%	44
Building with two or more apartments or condominiums	39%	169
Other	3%	14
Total	100%	434

Question D5: Housing Tenure (Rent/Own)		
Is this house or apartment	Percent of respondents	Count
Rented for cash or occupied without cash payment	43%	182
Owned by you or someone in this house with a mortgage or free and clear	57%	239
Total	100%	422

Question D6: Monthly Housing Cost		
About how much is the monthly housing cost for the place you live (including rent, mortgage payment, property tax, property insurance and homeowners" association (HOA) fees)?	Percent of respondents	Count
Less than $300 per month	3%	12
$300 to $599 per month	8%	34
$600 to $999 per month	14%	57
$1,000 to $1,499 per month	23%	96
$1,500 to $2,499 per month	31%	131
$2,500 or more per month	22%	90
Total	100%	420

Question D7: Presence of Children in Household		
Do any children 17 or under live in your household?	Percent of respondents	Count
No	72%	306
Yes	28%	121
Total	100%	427

Question D8: Presence of Older Adults in Household		
Are you or any other members of your household aged 65 or older?	Percent of respondents	Count
No	69%	300
Yes	31%	133
Total	100%	433

Question D9: Household Income		
How much do you anticipate your household's total income before taxes will be for the current year? (Please include in your total income money from all sources for all persons living in your household.)	Percent of respondents	Count
Less than $24,999	13%	55
$25,000 to $49,999	25%	102
$50,000 to $99,999	40%	167
$100,000 to $149,999	16%	65
$150,000 or more	6%	26
Total	100%	415

Question D10: Ethnicity		
Are you Spanish, Hispanic or Latino?	Percent of respondents	Count
No, not Spanish, Hispanic or Latino	92%	386
Yes, I consider myself to be Spanish, Hispanic or Latino	8%	35
Total	100%	421

Question D11: Race		
What is your race? (Mark one or more races to indicate what race(s) you consider yourself to be.)	Percent of respondents	Count
American Indian or Alaskan Native	2%	8
Black or African American	2%	7
White	36%	153
Other	9%	37
Native Hawaiian or other Pacific Islander	15%	63
Asian	56%	239
Total may exceed 100% as respondents could select more than one option		

Question D12: Age		
In which category is your age?	Percent of respondents	Count
18 to 24 years	7%	28
25 to 34 years	24%	104
35 to 44 years	13%	57
45 to 54 years	20%	84
55 to 64 years	16%	71
65 to 74 years	9%	40
75 years or older	11%	47
Total	100%	432

Question D13: Gender		
What is your sex?	Percent of respondents	Count
Female	51%	223
Male	49%	212
Total	100%	435

Question D14: Registered to Vote		
Are you registered to vote in your jurisdiction?	Percent of respondents	Count
No	24%	104
Yes	71%	309
Ineligible to vote	3%	13
Don't know	2%	7
Total	100%	432

Question D15: Voted in Last General Election		
Many people don't have time to vote in elections. Did you vote in the last general election?	Percent of respondents	Count
No	28%	120
Yes	68%	296
Ineligible to vote	4%	15
Don't know	0%	2
Total	100%	433

Question D16: Has Cell Phone		
Do you have a cell phone?	Percent of respondents	Count
No	7%	31
Yes	93%	404
Total	100%	435

Question D17: Has Land Line		
Do you have a land line at home?	Percent of respondents	Count
No	46%	199
Yes	54%	235
Total	100%	434

Question D18: Primary Phone		
If you have both a cell phone and a land line, which do you consider your primary telephone number?	Percent of respondents	Count
Cell	45%	92
Land line	40%	82
Both	16%	33
Total	100%	207

Appendix B: Survey Methodology

The National Citizen Survey™ (The NCS) was developed to provide local jurisdictions an accurate, affordable and easy way to assess and interpret resident opinion about important community issues. While standardization of question wording and survey methods provide the rigor to assure valid results, each jurisdiction has enough flexibility to construct a customized version of The NCS that asks residents about key local services and important local issues.

Results offer insight into residents' perspectives about local government performance and as such provide important benchmarks for jurisdictions working on performance measurement. The NCS is designed to help with budget, land use and strategic planning as well as to communicate with local residents. The NCS permits questions to test support for local policies and answers to its questions also speak to community trust and involvement in community-building activities as well as to resident demographic characteristics.

Survey Validity

The question of survey validity has two parts: 1) how can a jurisdiction be confident that the results from those who completed the questionnaire are representative of the results that would have been obtained had the survey been administered to the entire population? and 2) how closely do the perspectives recorded on the survey reflect what residents really believe or do?

To answer the first question, the best survey research practices were used for the resources spent to ensure that the results from the survey respondents reflect the opinions of residents in the entire jurisdiction. These practices include:

- Using a mail-out/mail-back methodology, which typically gets a higher response rate than phone for the same dollars spent. A higher response rate lessens the worry that those who did not respond are different than those who did respond.
- Selecting households at random within the jurisdiction to receive the survey. A random selection ensures that the households selected to receive the survey are similar to the entire population. A non-random sample may only include households from one geographic area, or from households of only one type.
- Over-sampling multi-family housing units to improve response from hard-to-reach, lower income, or younger apartment dwellers.
- Selecting the respondent within the household using an unbiased sampling procedure; in this case, the "birthday method." The cover letter included an instruction requesting that the respondent in the household be the adult (18 years old or older) who most recently had a birthday, irrespective of year of birth.
- Contacting potential respondents three times to encourage response from people who may have different opinions or habits than those who would respond with only a single prompt.
- Soliciting response on jurisdiction letterhead signed by the highest ranking elected official or staff member, thus appealing to the recipients' sense of civic responsibility.
- Providing a self-addressed, postage-paid return envelope.
- Offering the survey in Spanish when appropriate and requested by City and County officials.
- Using the most recent available information about the characteristics of jurisdiction residents to weight the data to reflect the demographics of the population.

The answer to the second question about how closely the perspectives recorded on the survey reflect what residents really believe or do is more complex. Resident responses to surveys are influenced by a variety of factors. For questions about service quality, residents' expectations for

service quality play a role as well as the "objective" quality of the service provided, the way the resident perceives the entire community (that is, the context in which the service is provided), the scale on which the resident is asked to record his or her opinion and, of course, the opinion, itself, that a resident holds about the service. Similarly a resident's report of certain behaviors is colored by what he or she believes is the socially desirable response (e.g., reporting tolerant behaviors toward "oppressed groups," likelihood of voting a tax increase for services to poor people, use of alternative modes of travel to work besides the single occupancy vehicle), his or her memory of the actual behavior (if it is not a question speculating about future actions, like a vote), his or her confidence that he or she can be honest without suffering any negative consequences (thus the need for anonymity) as well as the actual behavior itself.

How closely survey results come to recording the way a person really feels or behaves often is measured by the coincidence of reported behavior with observed current behavior (e.g., driving habits), reported intentions to behave with observed future behavior (e.g., voting choices) or reported opinions about current community quality with objective characteristics of the community (e.g., feelings of safety correlated with rates of crime). There is a body of scientific literature that has investigated the relationship between reported behaviors and actual behaviors. Well-conducted surveys, by and large, do capture true respondent behaviors or intentions to act with great accuracy. Predictions of voting outcomes tend to be quite accurate using survey research, as do reported behaviors that are not about highly sensitive issues (e.g., family abuse or other illegal or morally sanctioned activities). For self-reports about highly sensitive issues, statistical adjustments can be made to correct for the respondents' tendency to report what they think the "correct" response should be.

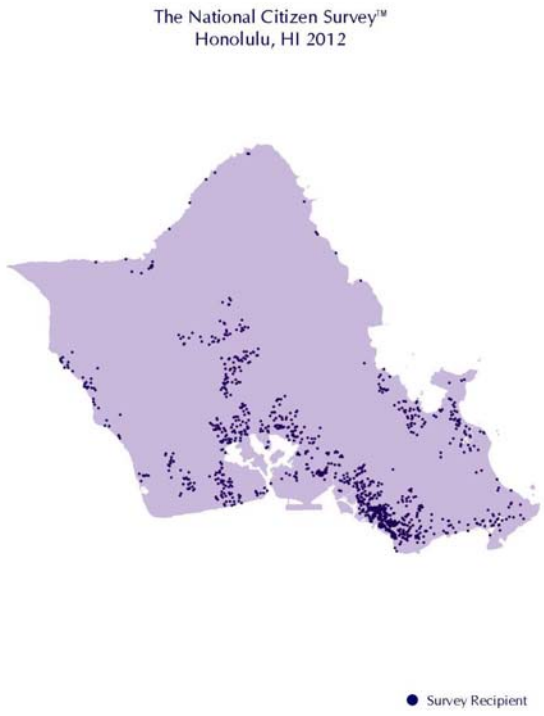
Research on the correlation of resident opinion about service quality and "objective" ratings of service quality tend to be ambiguous, some showing stronger relationships than others. NRC's own research has demonstrated that residents who report the lowest ratings of street repair live in communities with objectively worse street conditions than those who report high ratings of street repair (based on road quality, delay in street repair, number of road repair employees). Similarly, the lowest rated fire services appear to be "objectively" worse than the highest rated fire services (expenditures per capita, response time, "professional" status of firefighters, breadth of services and training provided). Whether or not some research confirms the relationship between what residents think about a community and what can be seen "objectively" in a community, NRC has argued that resident opinion is a perspective that cannot be ignored by government administrators. NRC principals have written, "If you collect trash three times a day but residents think that your trash haul is lousy, you still have a problem."

Survey Sampling

"Sampling" refers to the method by which survey recipients were chosen. All households within the City and County of Honolulu were eligible to participate in the survey; 1,200 were selected to receive the survey. These 1,200 households were randomly selected from a comprehensive list of all housing units within the City and County of Honolulu boundaries. The basis of the list of all housing units was a United States Postal Service listing of housing units within zip codes. Since some of the zip codes that serve the City and County of Honolulu households may also serve addresses that lie outside of the jurisdiction, the exact geographic location of each housing unit was compared to jurisdiction boundaries, using the most current municipal boundary file (updated on a quarterly basis), and addresses located outside of the City and County of Honolulu boundaries were removed from consideration.

To choose the 1,200 survey recipients, a systematic sampling method was applied to the list of households known to be within the City and County of Honolulu. Systematic sampling is a procedure whereby a complete list of all possible items is culled, selecting every Nth one until the appropriate amount of items is selected. Multi-family housing units were over sampled as residents of this type of housing typically respond at lower rates to surveys than do those in single-family housing units.

FIGURE 91: LOCATION OF SURVEY RECIPIENTS

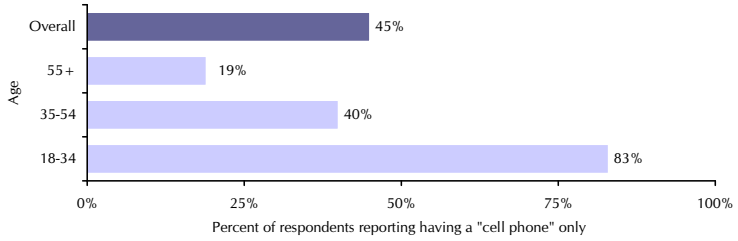


An individual within each household was selected using the birthday method. The birthday method selects a person within the household by asking the "person whose birthday has most recently passed" to complete the questionnaire. The underlying assumption in this method is that day of

birth has no relationship to the way people respond to surveys. This instruction was contained in the cover letter accompanying the questionnaire.

In response to the growing number of the cell-phone population (so-called "cord cutters"), which includes a large proportion of young adults, questions about cell phones and land lines are included on The NCS™ questionnaire. As of the middle of 2010 (the most recent estimates available as of the end of 2010), 26.6% of U.S. households had a cell phone but no landline.[2] Among younger adults (age 18-34), 53.7% of households were "cell-only." Based on survey results, Honolulu has a "cord cutter" population greater than the nationwide 2010 estimates.

FIGURE 92: PREVALENCE OF CELL-PHONE ONLY RESPONDENTS IN HONOLULU



SURVEY ADMINISTRATION

Selected households received three mailings, one week apart, beginning October 22, 2012. The first mailing was a prenotification postcard announcing the upcoming survey. The next mailing contained a letter from the City Auditor inviting the household to participate, a questionnaire and a postage-paid return envelope. The final mailing contained a reminder letter, another survey and a postage-paid return envelope. The second cover letter asked those who had not completed the survey to do so and those who have already done so to refrain from turning in another survey. Completed surveys were collected over the following seven weeks.

Survey recipients had the option to complete the survey online.

SURVEY RESPONSE RATE AND CONFIDENCE INTERVALS

It is customary to describe the precision of estimates made from surveys by a "level of confidence" and accompanying "confidence interval" (or margin of error). A traditional level of confidence, and the one used here, is 95%. The 95% confidence interval can be any size and quantifies the sampling error or imprecision of the survey results because some residents' opinions are relied on to estimate all residents' opinions. The confidence interval for the City and County of Honolulu survey is no greater than plus or minus five percentage points around any given percent reported for the entire sample (437 completed surveys).

A 95% confidence interval indicates that for every 100 random samples of this many residents, 95 of the confidence intervals created will include the "true" population response. This theory is applied in practice to mean that the "true" perspective of the target population lies within the confidence interval created for a single survey. For example, if 75% of residents rate a service as

[2] http://www.cdc.gov/nchs/data/nhis/earlyrelease/wireless201012.pdf

"excellent" or "good," then the 4% margin of error (for the 95% confidence interval) indicates that the range of likely responses for the entire jurisdiction is between 71% and 79%. This source of error is called sampling error. In addition to sampling error, other sources of error may affect any survey, including the non-response of residents with opinions different from survey responders. Though standardized on The NCS, on other surveys, differences in question wording, order, translation and data entry, as examples, can lead to somewhat varying results.

For subgroups of responses, the margin of error increases because the sample size for the subgroup is smaller. For subgroups of approximately 100 respondents, the margin of error is plus or minus 10 percentage points

Survey Processing (Data Entry)

Completed surveys received by NRC were assigned a unique identification number. Additionally, each survey was reviewed and "cleaned" as necessary. For example, a question may have asked a respondent to pick two items out of a list of five, but the respondent checked three; NRC staff would choose randomly two of the three selected items to be coded in the dataset.

Once all surveys were assigned a unique identification number, they were entered into an electronic dataset. This dataset was subject to a data entry protocol of "key and verify," in which survey data were entered twice into an electronic dataset and then compared. Discrepancies were evaluated against the original survey form and corrected. Range checks as well as other forms of quality control were also performed.

Survey Data Weighting

The demographic characteristics of the survey sample were compared to those found in the 2010 Census estimates and 2005-2009 American Community Survey estimates for adults in the City and County of Honolulu. Sample results were weighted using the population norms to reflect the appropriate percent of those residents. Other discrepancies between the whole population and the sample were also aided by the weighting due to the intercorrelation of many socioeconomic characteristics.

The variables used for weighting were housing tenure, housing unit type, race and ethnicity and gender and age. This decision was based on:

- The disparity between the survey respondent characteristics and the population norms for these variables
- The saliency of these variables in detecting differences of opinion among subgroups
- The importance to the community of correct ethnic representation
- The historical use of the variables and the desirability of consistently representing different groups over the years

The primary objective of weighting survey data is to make the survey sample reflective of the larger population of the community. This is done by: 1) reviewing the sample demographics and comparing them to the population norms from the most recent Census or other sources and 2) comparing the responses to different questions for demographic subgroups. The demographic characteristics that are least similar to the Census and yield the most different results are the best candidates for data weighting. A third criterion sometimes used is the importance that the community places on a specific variable. For example, if a jurisdiction feels that accurate race representation is key to staff and public acceptance of the study results, additional consideration will be given in the weighting process to adjusting the race variable.

A special software program using mathematical algorithms is used to calculate the appropriate weights. Data weighting can adjust up to 5 demographic variables. Several different weighting "schemes" may be tested to ensure the best fit for the data.

The process actually begins at the point of sampling. Knowing that residents in single family dwellings are more likely to respond to a mail survey, NRC oversamples residents of multi-family dwellings to ensure their proper representation in the sample data. Rather than giving all residents an equal chance of receiving the survey, this is systematic, stratified sampling, which gives each resident of the jurisdiction a known chance of receiving the survey (and apartment dwellers, for example, a greater chance than single family home dwellers). As a consequence, results must be weighted to recapture the proper representation of apartment dwellers.

The results of the weighting scheme are presented in the table on the following page.

Honolulu Citizen Survey Weighting Table			
Characteristic	Population Norm[3]	Unweighted Data	Weighted Data
Housing			
Rent home	44%	30%	43%
Own home	56%	70%	57%
Detached unit	48%	49%	48%
Attached unit	52%	51%	52%
Race and Ethnicity			
Asian	48%	56%	48%
Native Hawaiian or other PI	8%	9%	8%
Not Asian/PI	44%	36%	44%
White	23%	22%	26%
Not white	77%	78%	74%
Not Hispanic	93%	93%	92%
Hispanic	7%	7%	8%
White alone, not Hispanic	21%	20%	25%
Hispanic and/or other race	79%	80%	75%
Sex and Age			
Female	50%	60%	51%
Male	50%	40%	49%
18-34 years of age	31%	13%	31%
35-54 years of age	35%	29%	33%
55+ years of age	34%	58%	37%
Females 18-34	15%	10%	15%
Females 35-54	17%	18%	17%
Females 55+	18%	32%	20%
Males 18-34	17%	4%	16%
Males 35-54	17%	11%	16%
Males 55+	16%	26%	17%

[3] Source 2010 Census/2005-2009 ACS

Survey Data Analysis and Reporting

The survey dataset was analyzed using the Statistical Package for the Social Sciences (SPSS). Frequency distributions were presented in the body of the report.

Use of the "Excellent, Good, Fair, Poor" Response Scale

The scale on which respondents are asked to record their opinions about service and community quality is "excellent," "good," "fair" or "poor" (EGFP). This scale has important advantages over other scale possibilities (very good to very bad; very satisfied to very dissatisfied; strongly agree to strongly disagree, as examples). EGFP is used by the plurality of jurisdictions conducting citizen surveys across the U.S. The advantage of familiarity was one that NRC did not want to dismiss when crafting The National Citizen Survey™ questionnaire, because elected officials, staff and residents already are acquainted with opinion surveys measured this way. EGFP also has the advantage of offering three positive options, rather than only two, over which a resident can offer an opinion. While symmetrical scales often are the right choice in other measurement tasks, NRC has found that ratings of almost every local government service in almost every jurisdiction tend, on average, to be positive (that is, above the scale midpoint). Therefore, to permit finer distinctions among positively rated services, EGFP offers three options across which to spread those ratings. EGFP is more neutral because it requires no positive statement of service quality to judge (as agree-disagree scales require) and, finally, EGFP intends to measure absolute quality of service delivery or community quality (unlike satisfaction scales which ignore residents' perceptions of quality in favor of their report on the acceptability of the level of service offered).

"Don't Know" Responses

On many of the questions in the survey respondents may answer "don't know." The proportion of respondents giving this reply is shown in the full set of responses included in Appendix A. However, these responses have been removed from the analyses presented in the body of the report. In other words, the tables and graphs display the responses from respondents who had an opinion about a specific item.

Benchmark Comparisons

NRC has been leading the strategic use of surveys for local governments since 1991, when the principals of the company wrote the first edition of what became the classic text on citizen surveying. In *Citizen Surveys: how to do them, how to use them, what they mean*, published by ICMA, not only were the principles for quality survey methods articulated, but both the idea of benchmark data for citizen opinion and the method for gathering benchmark data were pioneered. The argument for benchmarks was called "In Search of Standards." "What has been missing from a local government's analysis of its survey results is the context that school administrators can supply when they tell parents how an 80 percent score on the social studies test compares to test results from other school systems..."

NRC's database of comparative resident opinion is comprised of resident perspectives gathered in citizen surveys from approximately 500 jurisdictions whose residents evaluated local government services. Conducted with typically no fewer than 400 residents in each jurisdiction, opinions are intended to represent over 30 million Americans. NRC has innovated a method for quantitatively integrating the results of surveys that are conducted by NRC with those that others have conducted. The integration methods have been thoroughly described not only in the Citizen Surveys book, but

also in *Public Administration Review*, *Journal of Policy Analysis* and *Management*. Scholars who specialize in the analysis of citizen surveys regularly have relied on this work (e.g., Kelly, J. & Swindell, D. (2002). Service quality variation across urban space: First steps towards a model of citizen satisfaction. *Journal of Urban Affairs*, 24, 271-288.; Van Ryzin, G., Muzzio, D., Immerwahr, S., Gulick, L. & Martinez, E. (2004). Drivers and consequences of citizen satisfaction: An application of the American Customer Satisfaction Index Model to New York City, *Public Administration Review*, 64, 331- 341). The method described in those publications is refined regularly and statistically tested on a growing number of citizen surveys in NRC's proprietary databases. NRC's work on calculating national benchmarks for resident opinions about service delivery and quality of life won the Samuel C. May award for research excellence from the Western Governmental Research Association.

The comparison evaluations are from the most recent survey completed in each jurisdiction; most communities conduct surveys every year or in alternating years. NRC adds the latest results quickly upon survey completion, keeping the benchmark data fresh and relevant.

The Role of Comparisons

Benchmark comparisons are used for performance measurement. Jurisdictions use the comparative information to help interpret their own citizen survey results, to create or revise community plans, to evaluate the success of policy or budget decisions and to measure local government performance. Taking the pulse of the community has little meaning without knowing what pulse rate is too high and what is too low. When surveys of service satisfaction turn up "good" citizen evaluations, jurisdictions need to know how others rate their services to understand if "good" is good enough. Furthermore, in the absence of national or peer community comparisons, a jurisdiction is left with comparing its fire protection rating to its street maintenance rating. That comparison is unfair. Streets always lose to fire. More important and harder questions need to be asked; for example, how do residents' ratings of fire service compare to opinions about fire service in other communities?

A police department that provides the fastest and most efficient service – one that closes most of its cases, solves most of its crimes and keeps the crime rate low – still has a problem to fix if the residents in the community it intends to protect believe services are not very good compared to ratings given by residents to their own objectively "worse" departments. The benchmark data can help that police department – or any department – to understand how well citizens think it is doing. Without the comparative data, it would be like bowling in a tournament without knowing what the other teams are scoring. NRC recommends that citizen opinion be used in conjunction with other sources of data about budget, personnel and politics to help managers know how to respond to comparative results.

Jurisdictions in the benchmark database are distributed geographically across the country and range from small to large in population size. Most commonly, comparisons are made to the entire database. Comparisons may also be made to subsets of jurisdictions (for example, within a given region or population category). Despite the differences in jurisdiction characteristics, all are in the business of providing local government services to residents. Though individual jurisdiction circumstances, resources and practices vary, the objective in every community is to provide services that are so timely, tailored and effective that residents conclude the services are of the highest quality. High ratings in any jurisdiction, like SAT scores in any teen household, bring pride and a sense of accomplishment.

Comparison of Honolulu to the Benchmark Database

The City and County of Honolulu chose to have comparisons made to the entire database and a subset of similar jurisdictions from the database (jurisdictions with populations over 300,000). A benchmark comparison (the average rating from all the comparison jurisdictions where a similar question was asked) has been provided when a similar question on the City and County of Honolulu Survey was included in NRC's database and there were at least five jurisdictions in which the question was asked. For most questions compared to the entire dataset, there were more than 100 jurisdictions included in the benchmark comparison.

Where comparisons for quality ratings were available, the City and County of Honolulu results were generally noted as being "above" the benchmark, "below" the benchmark or "similar" to the benchmark. For some questions – those related to resident behavior, circumstance or to a local problem – the comparison to the benchmark is designated as "more," "similar" or "less" (for example, the percent of crime victims, residents visiting a park or residents identifying code enforcement as a problem). In instances where ratings are considerably higher or lower than the benchmark, these ratings have been further demarcated by the attribute of "much," (for example, "much less" or "much above"). These labels come from a statistical comparison of the City and County of Honolulu's rating to the benchmark where a rating is considered "similar" if it is within the margin of error; "above," "below," "more" or "less" if the difference between your jurisdiction's rating and the benchmark is greater the margin of error; and "much above," "much below," "much more" or "much less" if the difference between your jurisdiction's rating and the benchmark is more than twice the margin of error.

Appendix C: Survey Materials

The following pages contain copies of the survey materials sent to randomly selected households within the City and County of Honolulu.

Dear Honolulu Resident,

Your household has been selected at random to participate in an anonymous citizen survey about the City and County of Honolulu. You will receive a copy of the survey next week in the mail with instructions for completing and returning it. Thank you in advance for helping us with this important project!

Sincerely,

Edwin S. W. Young
City Auditor

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Your household has been selected at random to participate in an anonymous citizen survey about the City and County of Honolulu. You will receive a copy of the survey next week in the mail with instructions for completing and returning it. Thank you in advance for helping us with this important project!

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City Auditor

ATTACHMENT 1

OFFICE OF THE CITY AUDITOR
CITY AND COUNTY OF HONOLULU
1001 KAMOKILA BOULEVARD, SUITE 216
KAPOLEI, HAWAII 96707

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OFFICE OF THE CITY AUDITOR
CITY AND COUNTY OF HONOLULU
1001 KAMOKILA BOULEVARD, SUITE 216, KAPOLEI, HAWAII 96707/ PHONE: (808) 768-3134 / FAX: (808) 768-3135

EDWIN S.W. YOUNG
CITY AUDITOR

November 2012

Dear City and County of Honolulu Resident:

The City and County of Honolulu wants to know what you think about our community and municipal government. You have been randomly selected to participate in Honolulu's 2012 Citizen Survey. **Please note that when we refer to "Honolulu" in this questionnaire, this means the entire City and County of Honolulu on the island of Oahu.**

Please take a few minutes to fill out the enclosed Citizen Survey. Your feedback will help the City and County set benchmarks for tracking the quality of services provided to residents. Your answers will help the City and County make decisions that affect our community. You should find the questions interesting and we will definitely find your answers useful. Please participate!

To get a representative sample of Honolulu residents, the adult (anyone 18 years or older) in your household who most recently had a birthday should complete this survey. Year of birth of the adult does not matter.

Please have the appropriate member of the household spend a few minutes to answer all the questions and return the survey in the enclosed postage-paid envelope. **Your responses will remain completely anonymous.**

You may complete the survey online if you would prefer, at:

http://www.n-r-c.com/survey/honolulu.htm

Your participation in this survey is very important – especially since your household is one of only a small number of households being surveyed. If you have any questions about the Citizen Survey please call (808) 768-3134.

Please help us shape the future of Honolulu. Thank you for your time and participation.

Sincerely,

Edwin S. W. Young
City Auditor

OFFICE OF THE CITY AUDITOR
CITY AND COUNTY OF HONOLULU
1001 KAMOKILA BOULEVARD, SUITE 216, KAPOLEI, HAWAII 96707/ PHONE: (808) 768-3134 / FAX: (808) 768-3135

EDWIN S.W. YOUNG
CITY AUDITOR

November 2012

Dear City and County of Honolulu Resident:

About one week ago, you should have received a copy of the enclosed survey. **If you completed it and sent it back, we thank you for your time and ask you to discard this survey. Please do not respond twice.** If you have not had a chance to complete the survey, we would appreciate your response. The City and County of Honolulu wants to know what you think about our community and municipal government. You have been randomly selected to participate in the City and County of Honolulu's 2012 Citizen Survey. **Please note that when we refer to "Honolulu" in this questionnaire, this means the entire City and County of Honolulu on the island of Oahu.**

Please take a few minutes to fill out the enclosed Citizen Survey. Your feedback will help the City and County set benchmarks for tracking the quality of services provided to residents. Your answers will help the City and County make decisions that affect our community. You should find the questions interesting and we will definitely find your answers useful. Please participate!

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Please help us shape the future of Honolulu. Thank you for your time and participation.

Sincerely,

Edwin S. W. Young
City Auditor

The City and County of Honolulu 2012 Citizen Survey

Please complete this questionnaire if you are the adult (age 18 or older) in the household who most recently had a birthday. The adult's year of birth does not matter. Please select the response (by circling the number or checking the box) that most closely represents your opinion for each question. Your responses are anonymous and will be reported in group form only.

1. Please rate each of the following aspects of quality of life in Honolulu:

	Excellent	*Good*	*Fair*	*Poor*	*Don't know*
Honolulu as a place to live	1	2	3	4	5
Your neighborhood as a place to live	1	2	3	4	5
Honolulu as a place to raise children	1	2	3	4	5
Honolulu as a place to work	1	2	3	4	5
Honolulu as a place to retire	1	2	3	4	5
The overall quality of life in Honolulu	1	2	3	4	5

2. Please rate each of the following characteristics as they relate to the City and County of Honolulu as a whole:

	Excellent	*Good*	*Fair*	*Poor*	*Don't know*
Sense of community	1	2	3	4	5
Openness and acceptance of the community toward people of diverse backgrounds	1	2	3	4	5
Overall appearance of Honolulu	1	2	3	4	5
Cleanliness of Honolulu	1	2	3	4	5
Overall quality of new development in Honolulu	1	2	3	4	5
Variety of housing options	1	2	3	4	5
Overall quality of business and service establishments in Honolulu	1	2	3	4	5
Shopping opportunities	1	2	3	4	5
Opportunities to attend cultural activities	1	2	3	4	5
Recreational opportunities	1	2	3	4	5
Employment opportunities	1	2	3	4	5
Educational opportunities	1	2	3	4	5
Opportunities to participate in social events and activities	1	2	3	4	5
Opportunities to participate in religious or spiritual events and activities	1	2	3	4	5
Opportunities to volunteer	1	2	3	4	5
Opportunities to participate in community matters	1	2	3	4	5
Ease of car travel in Honolulu	1	2	3	4	5
Ease of bus travel in Honolulu	1	2	3	4	5
Ease of bicycle travel in Honolulu	1	2	3	4	5
Ease of walking in Honolulu	1	2	3	4	5
Availability of paths and walking trails	1	2	3	4	5
Traffic flow on major streets	1	2	3	4	5
Amount of public parking	1	2	3	4	5
Availability of affordable quality housing	1	2	3	4	5
Availability of affordable quality child care	1	2	3	4	5
Availability of affordable quality health care	1	2	3	4	5
Availability of affordable quality food	1	2	3	4	5
Availability of preventative health services	1	2	3	4	5
Air quality	1	2	3	4	5
Quality of overall natural environment in Honolulu	1	2	3	4	5
Overall image or reputation of Honolulu	1	2	3	4	5

3. Please rate the speed of growth in the following categories in Honolulu over the past 2 years:

	Much too slow	*Somewhat too slow*	*Right amount*	*Somewhat too fast*	*Much too fast*	*Don't know*
Population growth	1	2	3	4	5	6
Retail growth (stores, restaurants, etc.)	1	2	3	4	5	6
Jobs growth	1	2	3	4	5	6

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4. To what degree, if at all, are run down buildings, weed lots or junk vehicles a problem in Honolulu?
❍ Not a problem ❍ Minor problem ❍ Moderate problem ❍ Major problem ❍ Don't know

5. Please rate how safe or unsafe you feel from the following in Honolulu:

	Very safe	*Somewhat safe*	*Neither safe nor unsafe*	*Somewhat unsafe*	*Very unsafe*	*Don't know*
Violent crime (e.g., rape, assault, robbery)	1	2	3	4	5	6
Property crimes (e.g., burglary, theft)	1	2	3	4	5	6
Environmental hazards, including toxic waste	1	2	3	4	5	6

6. Please rate how safe or unsafe you feel:

	Very safe	*Somewhat safe*	*Neither safe nor unsafe*	*Somewhat unsafe*	*Very unsafe*	*Don't know*
In your neighborhood during the day	1	2	3	4	5	6
In your neighborhood after dark	1	2	3	4	5	6
In Honolulu's downtown area during the day	1	2	3	4	5	6
In Honolulu's downtown area after dark	1	2	3	4	5	6

7. Have you had any in-person or phone contact with an employee of the Honolulu Police Department within the last 12 months?
❍ No ➔ Go to Question 9 ❍ Yes ➔ Go to Question 8 ❍ Don't know ➔ Go to Question 9

8. What was your overall impression of your most recent contact with the Honolulu Police Department?
❍ Excellent ❍ Good ❍ Fair ❍ Poor ❍ Don't know

9. During the past 12 months, were you or anyone in your household the victim of any crime?
❍ No ➔ Go to Question 11 ❍ Yes ➔ Go to Question 10 ❍ Don't know ➔ Go to Question 11

10. If yes, was this crime (these crimes) reported to the police?
❍ No ❍ Yes ❍ Don't know

11. In the last 12 months, about how many times, if ever, have you or other household members participated in the following activities in Honolulu?

	Never	*Once or twice*	*3 to 12 times*	*13 to 26 times*	*More than 26 times*
Used City and County of Honolulu recreation centers	1	2	3	4	5
Participated in a City and County recreation program or activity	1	2	3	4	5
Visited a neighborhood park or City and County park	1	2	3	4	5
Ridden TheBus or Handi-Van within Honolulu	1	2	3	4	5
Attended a meeting of local elected officials or other local public meeting	1	2	3	4	5
Watched a meeting of local elected officials or other City and County-sponsored public meeting on cable television, the Internet or other media	1	2	3	4	5
Read a newsletter from any City and County agency	1	2	3	4	5
Visited the City and County of Honolulu Web site (at www.honolulu.gov)	1	2	3	4	5
Recycled used paper, cans or bottles from your home	1	2	3	4	5
Volunteered your time to some group or activity in Honolulu	1	2	3	4	5
Participated in religious or spiritual activities in Honolulu	1	2	3	4	5
Participated in a club or civic group in Honolulu	1	2	3	4	5
Provided help to a friend or neighbor	1	2	3	4	5

12. About how often, if at all, do you talk to or visit with your immediate neighbors (people who live in the 10 or 20 households that are closest to you)?
❍ Just about every day
❍ Several times a week
❍ Several times a month
❍ Less than several times a month

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The City and County of Honolulu 2012 Citizen Survey

13. Please rate the quality of each of the following services in Honolulu:

	Excellent	*Good*	*Fair*	*Poor*	*Don't know*
Police services	1	2	3	4	5
Fire services	1	2	3	4	5
Ambulance or emergency medical services	1	2	3	4	5
Crime prevention	1	2	3	4	5
Fire prevention and education	1	2	3	4	5
Traffic enforcement	1	2	3	4	5
Street repair	1	2	3	4	5
Street cleaning	1	2	3	4	5
Street lighting	1	2	3	4	5
Sidewalk maintenance	1	2	3	4	5
Traffic signal timing	1	2	3	4	5
Bus or transit services	1	2	3	4	5
Garbage collection	1	2	3	4	5
Recycling	1	2	3	4	5
Yard waste pick-up	1	2	3	4	5
Storm drainage	1	2	3	4	5
Drinking water	1	2	3	4	5
Sewer services	1	2	3	4	5
City and County parks	1	2	3	4	5
Recreation programs or classes	1	2	3	4	5
Recreation centers or facilities	1	2	3	4	5
Land use, planning and zoning	1	2	3	4	5
Code enforcement (weeds, abandoned buildings, etc.)	1	2	3	4	5
Animal control	1	2	3	4	5
Economic development	1	2	3	4	5
Services to seniors	1	2	3	4	5
Services to youth	1	2	3	4	5
Services to low-income people	1	2	3	4	5
Public information services	1	2	3	4	5
Emergency preparedness (services that prepare the community for natural disasters or other emergency situations)	1	2	3	4	5
Preservation of natural areas such as open space, agricultural lands and greenbelts	1	2	3	4	5
Satellite City Halls	1	2	3	4	5
Neighborhood Boards	1	2	3	4	5
City special events (City Lights, Lei Contest, etc.)	1	2	3	4	5

14. Overall, how would you rate the quality of the services provided by each of the following?

	Excellent	*Good*	*Fair*	*Poor*	*Don't know*
The City and County of Honolulu	1	2	3	4	5
The Federal Government	1	2	3	4	5
The State Government	1	2	3	4	5

15. Please indicate how likely or unlikely you are to do each of the following:

	Very likely	*Somewhat likely*	*Somewhat unlikely*	*Very unlikely*	*Don't know*
Recommend living in Honolulu to someone who asks	1	2	3	4	5
Remain in Honolulu for the next five years	1	2	3	4	5

16 What impact, if any, do you think the economy will have on your family income in the next 6 months? Do you think the impact will be:
❍ Very positive ❍ Somewhat positive ❍ Neutral ❍ Somewhat negative ❍ Very negative

17. Have you had any in-person or phone contact with an employee of the Honolulu Fire Department within the last 12 months?
❍ No ➔ Go to Question 19 ❍ Yes ➔ Go to Question 18 ❍ Don't know ➔ Go to Question 19

18. What was your overall impression of your most recent contact with the Honolulu Fire Department?
❍ Excellent ❍ Good ❍ Fair ❍ Poor ❍ Don't know

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19. Have you had any in-person or phone contact with an employee of the City and County of Honolulu within the last 12 months (including police, receptionists, planners or any others)?
❍ No ➔ Go to Question 21 ❍ Yes ➔ Go to Question 20 ❍ Don't know ➔ Go to Question 21

20. What was your overall impression of the employee(s) of the City and County of Honolulu in your most recent contact (Rate each characteristic below.)?

	Excellent	*Good*	*Fair*	*Poor*	*Don't know*
Knowledge	1	2	3	4	5
Responsiveness	1	2	3	4	5
Courtesy	1	2	3	4	5
Overall impression	1	2	3	4	5

21. Please rate the following categories of the City and County of Honolulu government performance:

	Excellent	*Good*	*Fair*	*Poor*	*Don't know*
The value of services for the taxes paid to the City and County of Honolulu	1	2	3	4	5
The overall direction that the City and County of Honolulu is taking	1	2	3	4	5
The job the City and County of Honolulu government does at welcoming citizen involvement	1	2	3	4	5

22. a. Please indicate to what degree you would support or oppose the City and County funding each of the following items even if it involves raising taxes:

	Strongly support	*Somewhat support*	*Somewhat oppose*	*Strongly oppose*	*Don't know*
Preserving open space and agricultural land	1	2	3	4	5
Creating mass transit options such as rail transit	1	2	3	4	5
Restoring TheBus routes & schedules (funded by a fare increase)	1	2	3	4	5
Fixing Handi-Van scheduling, delays and overcrowding issues (funded by a fare increase)	1	2	3	4	5
Increasing efforts to reduce property crime	1	2	3	4	5

b. To what degree, if at all, are the following problems in the City and County of Honolulu?

	Not a problem	*Minor problem*	*Moderate problem*	*Major problem*	*Don't know*
Lack of parking	1	2	3	4	5
Pedestrian safety	1	2	3	4	5
Unemployment	1	2	3	4	5
Homeless and/or homelessness	1	2	3	4	5
Traffic congestion	1	2	3	4	5
Changes to TheBus routes, scheduling, overcrowding	1	2	3	4	5
Handi-Van scheduling, delays, overcrowding, and vehicle maintenance	1	2	3	4	5
Property crime	1	2	3	4	5
Drugs	1	2	3	4	5
Prostitution	1	2	3	4	5
Condition of sidewalks, crosswalks and bike lanes	1	2	3	4	5
Condition of Honolulu's roads and streets	1	2	3	4	5

c. How important, if at all, are the following issues for the City to address in the next two years?

	Essential	*Very important*	*Somewhat important*	*Not at all important*	*Don't know*
More economic development activities	1	2	3	4	5
More job creation activities	1	2	3	4	5
Traffic congestion	1	2	3	4	5
Support of local farming and local products	1	2	3	4	5
More affordable housing	1	2	3	4	5
Homeless and/or homelessness	1	2	3	4	5

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The City and County of Honolulu 2012 Citizen Survey

Our last questions are about you and your household. Again, all of your responses to this survey are completely anonymous and will be reported in group form only.

D1. Are you currently employed for pay?
❍ No ➔ Go to Question D3
❍ Yes, full time ➔ Go to Question D2
❍ Yes, part time ➔ Go to Question D2

D2. During a typical week, how many days do you commute to work (for the longest distance of your commute) in each of the ways listed below? (Enter the total number of days, using whole numbers.)
Motorized vehicle (e.g., car, truck, van, motorcycle, etc…) by myself ..... _____ days
Motorized vehicle (e.g., car, truck, van, motorcycle, etc…) with other adults or children ..... _____ days
TheBus, Handi-Van, or other public transportation ..... _____ days
Walk ..... _____ days
Bicycle ..... _____ days
Work at home ..... _____ days
Other ..... _____ days

D3. How many years have you lived in Honolulu?
❍ Less than 2 years ❍ 11-20 years
❍ 2-5 years ❍ More than 20 years
❍ 6-10 years

D4. Which best describes the building you live in?
❍ One family house detached from any other houses
❍ House attached to one or more houses (e.g., a duplex or townhome)
❍ Building with two or more apartments or condominiums
❍ Other

D5. Is this house or apartment...
❍ Rented for cash or occupied without cash payment?
❍ Owned by you or someone in this house with a mortgage or free and clear?

D6. About how much is your monthly housing cost for the place you live (including rent, mortgage payment, property tax, property insurance and homeowners' association (HOA) fees)?
❍ Less than $300 per month
❍ $300 to $599 per month
❍ $600 to $999 per month
❍ $1,000 to $1,499 per month
❍ $1,500 to $2,499 per month
❍ $2,500 or more per month

D7. Do any children 17 or under live in your household?
❍ No ❍ Yes

D8. Are you or any other members of your household aged 65 or older?
❍ No ❍ Yes

D9. How much do you anticipate your household's total income before taxes will be for the current year? (Please include in your total income money from all sources for all persons living in your household.)
❍ Less than $24,999
❍ $25,000 to $49,999
❍ $50,000 to $99,999
❍ $100,000 to $149,999
❍ $150,000 or more

Please respond to both questions D10 and D11:

D10. Are you Spanish, Hispanic or Latino?
❍ No, not Spanish, Hispanic or Latino
❍ Yes, I consider myself to be Spanish, Hispanic or Latino

D11. What is your race? (Mark one or more races to indicate what race you consider yourself to be)
❍ American Indian or Alaskan Native
❍ Native Hawaiian or other Pacific Islander
❍ Asian
❍ Black or African American
❍ White
❍ Other

D12. In which category is your age?
❍ 18-24 years ❍ 55-64 years
❍ 25-34 years ❍ 65-74 years
❍ 35-44 years ❍ 75 years or older
❍ 45-54 years

D13. What is your sex?
❍ Female ❍ Male

D14. Are you registered to vote in your jurisdiction?
❍ No ❍ Ineligible to vote
❍ Yes ❍ Don't know

D15. Many people don't have time to vote in elections. Did you vote in the last general election?
❍ No ❍ Ineligible to vote
❍ Yes ❍ Don't know

D16. Do you have a cell phone?
❍ No ❍ Yes

D17. Do you have a land line at home?
❍ No ❍ Yes

D18. If you have both a cell phone and a land line, which do you consider your primary telephone number?
❍ Cell ❍ Land line ❍ Both

Thank you for completing this survey. Please return the completed survey in the postage paid envelope to: National Research Center, Inc., PO Box 549, Belle Mead, NJ 08502

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CITY AND COUNTY OF HONOLULU
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City and County of Honolulu, HI
2012

Benchmark Report

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Understanding the Benchmark Comparisons

Comparison Data

NRC's database of comparative resident opinion is comprised of resident perspectives gathered in citizen surveys from approximately 500 jurisdictions whose residents evaluated local government services and gave their opinion about the quality of community life. The comparison evaluations are from the most recent survey completed in each jurisdiction; most communities conduct surveys every year or in alternating years. NRC adds the latest results quickly upon survey completion, keeping the benchmark data fresh and relevant.

The City and County of Honolulu chose to have comparisons made to the entire database and a subset of similar jurisdictions from the database (jurisdictions with populations over 300,000). A benchmark comparison (the average rating from all the comparison jurisdictions where a similar question was asked) has been provided when a similar question on the City and County of Honolulu Survey was included in NRC's database and there were at least five jurisdictions in which the question was asked. For most questions compared to the entire dataset, there were more than 100 jurisdictions included in the benchmark comparison.

The jurisdictions in the database represent a wide geographic and population range as shown in the table below.

Jurisdiction Characteristic	Percent of Jurisdictions
Region	
West Coast[1]	17%
West[2]	20%
North Central West[3]	11%
North Central East[4]	13%
South Central[5]	7%
South[6]	26%
Northeast West[7]	2%
Northeast East[8]	4%
Population	
Less than 40,000	46%
40,000 to 74,999	19%
75,000 to 149,000	17%
150,000 or more	18%

[1] Alaska, Washington, Oregon, California, Hawaii
[2] Montana, Idaho, Wyoming, Colorado, Utah, Nevada, Arizona, New Mexico
[3] North Dakota, South Dakota, Nebraska, Kansas, Iowa, Missouri, Minnesota
[4] Illinois, Indiana, Ohio, Michigan, Wisconsin
[5] Oklahoma, Texas, Louisiana, Arkansas
[6] West Virginia, Virginia, Kentucky, Tennessee, Mississippi, Alabama, Georgia, Florida, South Carolina, North Carolina, Maryland, Delaware, Washington DC
[7] New York, Pennsylvania, New Jersey
[8] Connecticut, Rhode Island, Massachusetts, New Hampshire, Vermont, Maine

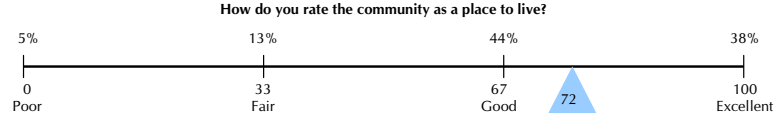
Putting Evaluations onto the 100-point Scale

Although responses to many of the evaluative questions were made on a four point scale with 1 representing the best rating and 4 the worst, the benchmarks are reported on a common scale where 0 is the worst possible rating and 100 is the best possible rating. The 95 percent confidence interval around an average score on the 100-point scale is no greater than plus or minus three points based on all respondents.

The 100-point scale is not a percent. It is a conversion of responses to an average rating. Each response option is assigned a value that is used in calculating the average score. For example, "excellent" = 100, "good" = 67, "fair" = 33 and "poor" = 0. If everyone reported "excellent," then the average rating would be 100 on the 100-point scale. Likewise, if all respondents gave a "poor", the result would be 0 on the 100-point scale. If half the respondents gave a score of "excellent" and half gave a score of "poor," the average would be in the middle of the scale (like the center post of a teeter totter) between "fair" and "good." An example of how to convert survey frequencies into an average rating appears below.

Example of Converting Responses to the 100-point Scale

How do you rate the community as a place to live?						
Response option	Total with "don't know"	Step1: Remove the percent of "don't know" responses	Total without "don't know"	Step 2: Assign scale values	Step 3: Multiply the percent by the scale value	Step 4: Sum to calculate the average rating
Excellent	36%	= 36 ÷ (100-5) =	38%	100	= 38% x 100 =	38
Good	42%	= 42 ÷ (100-5) =	44%	67	= 44% x 67 =	30
Fair	12%	= 12 ÷ (100-5) =	13%	33	= 13% x 33 =	4
Poor	5%	= 5 ÷ (100-5) =	5%	0	= 5% x 0 =	0
Don't know	5%		–			
Total	100%		100%			**72**



Interpreting the Results

Average ratings are compared when similar questions are included in NRC's database, and there are at least five jurisdictions in which the question was asked. Where comparisons are available, three numbers are provided in the table. The first column is your jurisdiction's rating on the 100-point scale. The second column is the rank assigned to your jurisdiction's rating among jurisdictions where a similar question was asked. The third column is the number of jurisdictions that asked a similar question. The fourth column shows Honolulu's percentile. The final column shows the comparison of your jurisdiction's average rating (column one) to the benchmark.

Where comparisons for quality ratings were available, the City and County of Honolulu's results were generally noted as being "above" the benchmark, "below" the benchmark or "similar" to the benchmark. For some questions – those related to resident behavior, circumstance or to a local problem – the comparison to the benchmark is designated as "more," "similar" or "less" (for example, the percent of crime victims, residents visiting a park or residents identifying code enforcement as a problem). In instances where ratings are considerably higher or lower than the benchmark, these ratings have been further demarcated by the attribute of "much," (for example, "much less" or "much above"). These labels come from a statistical comparison of the City and County of Honolulu's rating to the benchmark where a rating is considered "similar" if it is within the margin of error; "above," "below," "more" or "less" if the difference between your jurisdiction's rating and the benchmark is greater the margin of error; and "much above," "much below," "much more" or "much less" if the difference between your jurisdiction's rating and the benchmark is more than twice the margin of error.

This report contains benchmarks at the national level, as well as for jurisdictions with populations over 300,000.

National Benchmark Comparisons

Overall Community Quality Benchmarks					
	Honolulu average rating	Rank	Number of Jurisdictions for Comparison	City and County of Honolulu Percentile	Comparison to benchmark
Overall quality of life in Honolulu	63	282	414	32%	Below
Your neighborhood as place to live	67	179	277	36%	Below
Honolulu as a place to live	68	220	340	35%	Below
Recommend living in Honolulu to someone who asks	65	179	211	15%	Much below
Remain in Honolulu for the next five years	78	102	210	52%	Similar

Community Transportation Benchmarks					
	Honolulu average rating	Rank	Number of Jurisdictions for Comparison	City and County of Honolulu Percentile	Comparison to benchmark
Ease of car travel in Honolulu	26	269	269	0%	Much below
Ease of bus travel in Honolulu	44	106	197	46%	Similar
Ease of bicycle travel in Honolulu	28	260	267	3%	Much below
Ease of walking in Honolulu	50	171	262	35%	Much below
Availability of paths and walking trails	41	175	211	17%	Much below
Traffic flow on major streets	18	265	265	0%	Much below

Frequency of Bus Use Benchmarks					
	Honolulu average rating	Rank	Number of Jurisdictions for Comparison	City and County of Honolulu Percentile	Comparison to benchmark
Ridden TheBus or Handi-Van within Honolulu	48	14	172	92%	Much more

Drive Alone Benchmarks					
	Honolulu average rating	Rank	Number of Jurisdictions for Comparison	City and County of Honolulu Percentile	Comparison to benchmark
Average percent of work commute trips made by driving alone	65	168	197	15%	Much less

Transportation and Parking Services Benchmarks					
	Honolulu average rating	Rank	Number of Jurisdictions for Comparison	City and County of Honolulu Percentile	Comparison to benchmark
Street repair	20	389	395	2%	Much below
Street cleaning	35	264	266	1%	Much below
Street lighting	42	269	292	8%	Much below
Sidewalk maintenance	33	248	258	4%	Much below
Traffic signal timing	35	220	223	1%	Much below
Bus or transit services	54	88	199	56%	Above
Amount of public parking	20	210	210	0%	Much below

Housing Characteristics Benchmarks					
	Honolulu average rating	Rank	Number of Jurisdictions for Comparison	City and County of Honolulu Percentile	Comparison to benchmark
Availability of affordable quality housing	19	275	279	1%	Much below
Variety of housing options	31	203	203	0%	Much below

Housing Costs Benchmarks					
	Honolulu average rating	Rank	Number of Jurisdictions for Comparison	City and County of Honolulu Percentile	Comparison to benchmark
Experiencing housing costs stress (housing costs 30% or MORE of income)	59	4	199	98%	Much more

Built Environment Benchmarks					
	Honolulu average rating	Rank	Number of Jurisdictions for Comparison	City and County of Honolulu Percentile	Comparison to benchmark
Quality of new development in Honolulu	43	225	256	12%	Much below
Overall appearance of Honolulu	51	246	314	22%	Much below

Population Growth Benchmarks					
	Honolulu average rating	Rank	Number of Jurisdictions for Comparison	City and County of Honolulu Percentile	Comparison to benchmark
Population growth seen as too fast	70	8	230	97%	Much more

Nuisance Problems Benchmarks					
	Honolulu average rating	Rank	Number of Jurisdictions for Comparison	City and County of Honolulu Percentile	Comparison to benchmark
Run down buildings, weed lots and junk vehicles seen as a "major" problem	22	34	229	86%	Much more

Planning and Community Code Enforcement Services Benchmarks					
	Honolulu average rating	Rank	Number of Jurisdictions for Comparison	City and County of Honolulu Percentile	Comparison to benchmark
Land use, planning and zoning	33	247	272	9%	Much below
Code enforcement (weeds, abandoned buildings, etc.)	29	317	328	3%	Much below
Animal control	42	273	291	6%	Much below

Economic Sustainability and Opportunities Benchmarks					
	Honolulu average rating	Rank	Number of Jurisdictions for Comparison	City and County of Honolulu Percentile	Comparison to benchmark
Employment opportunities	39	125	279	55%	Similar
Shopping opportunities	64	54	265	80%	Much above
Honolulu as a place to work	54	164	306	47%	Similar
Overall quality of business and service establishments in Honolulu	53	142	202	30%	Below

Economic Development Services Benchmarks					
	Honolulu average rating	Rank	Number of Jurisdictions for Comparison	City and County of Honolulu Percentile	Comparison to benchmark
Economic development	37	214	259	17%	Much below

Job and Retail Growth Benchmarks					
	Honolulu average rating	Rank	Number of Jurisdictions for Comparison	City and County of Honolulu Percentile	Comparison to benchmark
Retail growth seen as too slow	18	210	230	9%	Much less
Jobs growth seen as too slow	72	152	232	35%	Less

Personal Economic Future Benchmarks					
	Honolulu average rating	Rank	Number of Jurisdictions for Comparison	City and County of Honolulu Percentile	Comparison to benchmark
Positive impact of economy on household income	19	95	225	58%	Similar

Community and Personal Public Safety Benchmarks					
	Honolulu average rating	Rank	Number of Jurisdictions for Comparison	City and County of Honolulu Percentile	Comparison to benchmark
In your neighborhood during the day	84	239	310	23%	Below
In your neighborhood after dark	67	230	299	23%	Much below
In Honolulu's downtown area during the day	67	253	263	4%	Much below
In Honolulu's downtown area after dark	31	264	268	1%	Much below
Violent crime (e.g., rape, assault, robbery)	58	231	267	14%	Much below
Property crimes (e.g., burglary, theft)	46	244	268	9%	Much below
Environmental hazards, including toxic waste	61	193	203	5%	Much below

Crime Victimization and Reporting Benchmarks					
	Honolulu average rating	Rank	Number of Jurisdictions for Comparison	City and County of Honolulu Percentile	Comparison to benchmark
Victim of crime	10	145	239	39%	Similar
Reported crimes	82	101	236	57%	Similar

Public Safety Services Benchmarks					
	Honolulu average rating	Rank	Number of Jurisdictions for Comparison	City and County of Honolulu Percentile	Comparison to benchmark
Police services	56	356	384	7%	Much below
Fire services	73	248	312	21%	Below
Ambulance or emergency medical services	70	240	296	19%	Below
Crime prevention	44	285	314	9%	Much below
Fire prevention and education	60	217	259	16%	Much below
Traffic enforcement	38	333	333	0%	Much below
Emergency preparedness (services that prepare the community for natural disasters or other emergency situations)	56	120	223	46%	Similar

Contact with Police and Fire Departments Benchmarks					
	Honolulu average rating	Rank	Number of Jurisdictions for Comparison	City and County of Honolulu Percentile	Comparison to benchmark
Had contact with the City and County of Honolulu Police Department	32	88	111	21%	Less
Overall impression of most recent contact with the City and County of Honolulu Police Department	59	93	115	19%	Much below
Had contact with the City and County of Honolulu Fire Department	11	66	84	22%	Less
Overall impression of most recent contact with the City and County of Honolulu Fire Department	84	39	86	55%	Similar

Community Environment Benchmarks					
	Honolulu average rating	Rank	Number of Jurisdictions for Comparison	City and County of Honolulu Percentile	Comparison to benchmark
Cleanliness of Honolulu	44	196	214	8%	Much below
Quality of overall natural environment in Honolulu	62	111	212	48%	Similar
Preservation of natural areas such as open space, farmlands and greenbelts	42	192	210	9%	Much below
Air quality	64	95	220	57%	Above

Frequency of Recycling Benchmarks					
	Honolulu average rating	Rank	Number of Jurisdictions for Comparison	City and County of Honolulu Percentile	Comparison to benchmark
Recycled used paper, cans or bottles from your home	90	81	223	64%	Much more

Utility Services Benchmarks					
	Honolulu average rating	Rank	Number of Jurisdictions for Comparison	City and County of Honolulu Percentile	Comparison to benchmark
Sewer services	53	260	280	7%	Much below
Drinking water	64	110	290	62%	Above
Storm drainage	47	261	330	21%	Much below
Yard waste pick-up	58	182	232	22%	Much below
Recycling	56	264	312	15%	Much below
Garbage collection	63	293	320	8%	Much below

Community Recreational Opportunities Benchmarks					
	Honolulu average rating	Rank	Number of Jurisdictions for Comparison	City and County of Honolulu Percentile	Comparison to benchmark
Recreation opportunities	65	80	275	71%	Much above

Participation in Parks and Recreation Opportunities Benchmarks					
	Honolulu average rating	Rank	Number of Jurisdictions for Comparison	City and County of Honolulu Percentile	Comparison to benchmark
Used City and County of Honolulu recreation centers	57	96	192	50%	Similar
Participated in a City and County recreation program or activity	37	200	224	11%	Much less
Visited a neighborhood park or City and County park	87	108	232	54%	Similar

Parks and Recreation Services Benchmarks					
	Honolulu average rating	Rank	Number of Jurisdictions for Comparison	City and County of Honolulu Percentile	Comparison to benchmark
City and County parks	51	281	287	2%	Much below
Recreation programs or classes	53	270	299	10%	Much below
Recreation centers or facilities	49	234	252	7%	Much below

Cultural and Educational Opportunities Benchmarks					
	Honolulu average rating	Rank	Number of Jurisdictions for Comparison	City and County of Honolulu Percentile	Comparison to benchmark
Opportunities to attend cultural activities	63	48	278	83%	Much above
Educational opportunities	44	215	244	12%	Much below

Participation in Cultural and Educational Opportunities Benchmarks					
	Honolulu average rating	Rank	Number of Jurisdictions for Comparison	City and County of Honolulu Percentile	Comparison to benchmark
Participated in religious or spiritual activities in Honolulu	44	112	146	23%	Much less

Community Health and Wellness Access and Opportunities Benchmarks					
	Honolulu average rating	Rank	Number of Jurisdictions for Comparison	City and County of Honolulu Percentile	Comparison to benchmark
Availability of affordable quality health care	40	193	226	15%	Much below
Availability of affordable quality food	45	165	178	7%	Much below
Availability of preventive health services	47	124	158	22%	Much below

Community Quality and Inclusiveness Benchmarks					
	Honolulu average rating	Rank	Number of Jurisdictions for Comparison	City and County of Honolulu Percentile	Comparison to benchmark
Sense of community	56	162	281	43%	Similar
Openness and acceptance of the community toward people of diverse backgrounds	60	89	253	65%	Above
Availability of affordable quality child care	26	221	225	2%	Much below
Honolulu as a place to raise kids	57	271	340	20%	Much below
Honolulu as a place to retire	59	171	323	47%	Similar

Services Provided for Population Subgroups Benchmarks					
	Honolulu average rating	Rank	Number of Jurisdictions for Comparison	City and County of Honolulu Percentile	Comparison to benchmark
Services to seniors	49	230	274	16%	Much below
Services to youth	47	172	256	33%	Much below
Services to low income people	43	145	230	37%	Below

Civic Engagement Opportunities Benchmarks					
	Honolulu average rating	Rank	Number of Jurisdictions for Comparison	City and County of Honolulu Percentile	Comparison to benchmark
Opportunities to participate in community matters	54	134	203	34%	Below
Opportunities to volunteer	65	102	203	50%	Similar

Participation in Civic Engagement Opportunities Benchmarks					
	Honolulu average rating	Rank	Number of Jurisdictions for Comparison	City and County of Honolulu Percentile	Comparison to benchmark
Attended a meeting of local elected officials or other local public meeting	24	118	233	50%	Similar
Watched a meeting of local elected officials or other City and County-sponsored public meeting on cable television, the Internet or other media	56	19	189	90%	Much more
Volunteered your time to some group or activity in Honolulu	53	69	230	70%	Much more
Participated in a club or civic group in Honolulu	30	84	171	51%	Similar
Provided help to a friend or neighbor	92	138	170	19%	Similar

Voter Behavior Benchmarks					
	Honolulu average rating	Rank	Number of Jurisdictions for Comparison	City and County of Honolulu Percentile	Comparison to benchmark
Registered to vote	73	222	234	5%	Much less
Voted in last general election	69	171	234	27%	Less

Use of Information Sources Benchmarks					
	Honolulu average rating	Rank	Number of Jurisdictions for Comparison	City and County of Honolulu Percentile	Comparison to benchmark
Read a newsletter from any City and County agency	58	145	166	13%	Much less
Visited the City and County of Honolulu Web site (at www.honolulu.gov)	67	58	198	71%	Much more

Local Government Media Services and Information Dissemination Benchmarks					
	Honolulu average rating	Rank	Number of Jurisdictions for Comparison	City and County of Honolulu Percentile	Comparison to benchmark
Public information services	45	238	253	6%	Much below

Social Engagement Opportunities Benchmarks					
	Honolulu average rating	Rank	Number of Jurisdictions for Comparison	City and County of Honolulu Percentile	Comparison to benchmark
Opportunities to participate in social events and activities	58	83	195	58%	Similar
Opportunities to participate in religious or spiritual events and activities	61	129	158	18%	Much below

Contact with Immediate Neighbors Benchmarks					
	Honolulu average rating	Rank	Number of Jurisdictions for Comparison	City and County of Honolulu Percentile	Comparison to benchmark
Has contact with neighbors at least several times per week	51	75	190	61%	Similar

Public Trust Benchmarks					
	Honolulu average rating	Rank	Number of Jurisdictions for Comparison	City and County of Honolulu Percentile	Comparison to benchmark
Value of services for the taxes paid to Honolulu	37	341	368	7%	Much below
The overall direction that Honolulu is taking	36	283	302	6%	Much below
Job Honolulu government does at welcoming citizen involvement	40	255	294	13%	Much below
Overall image or reputation of Honolulu	58	179	300	40%	Similar

Services Provided by Local, State and Federal Governments Benchmarks					
	Honolulu average rating	Rank	Number of Jurisdictions for Comparison	City and County of Honolulu Percentile	Comparison to benchmark
Services provided by the City and County of Honolulu	50	346	385	10%	Much below
Services provided by the Federal Government	51	4	236	99%	Much above
Services provided by the State Government	46	75	237	69%	Above

Contact with City and County Employees Benchmarks					
	Honolulu average rating	Rank	Number of Jurisdictions for Comparison	City and County of Honolulu Percentile	Comparison to benchmark
Had contact with City and County employee(s) in last 12 months	44	201	267	25%	Much less

Perceptions of City and County Employees (Among Those Who Had Contact) Benchmarks					
	Honolulu average rating	Rank	Number of Jurisdictions for Comparison	City and County of Honolulu Percentile	Comparison to benchmark
Knowledge	59	296	303	2%	Much below
Responsiveness	58	280	301	7%	Much below
Courteousness	59	238	250	5%	Much below
Overall impression	54	328	343	4%	Much below

Jurisdictions Included in National Benchmark Comparisons

Valdez, AK	3,976
Auburn, AL	53,380
Dothan, AL	65,496
Gulf Shores, AL	9,741
Tuskegee, AL	9,865
Vestavia Hills, AL	34,033
Fayetteville, AR	73,580
Fort Smith, AR	86,209
Little Rock, AR	193,524
Casa Grande, AZ	48,571
Chandler, AZ	236,123
Cococino County, AZ	134,421
Dewey-Humboldt, AZ	3,894
Flagstaff, AZ	65,870
Florence, AZ	25,536
Fountain Hills, AZ	22,489
Gilbert, AZ	208,453
Goodyear, AZ	65,275
Green Valley, AZ	21,391
Kingman, AZ	28,068
Marana, AZ	34,961
Maricopa, AZ	43,482
Maricopa County, AZ	3,817,117
Mesa, AZ	439,041
Nogales, AZ	20,837
Peoria, AZ	154,065
Phoenix, AZ	1,445,632
Pinal County, AZ	375,770
Prescott Valley, AZ	38,822
Queen Creek, AZ	26,361
Scottsdale, AZ	217,385
Sedona, AZ	10,031
Surprise, AZ	117,517
Tempe, AZ	161,719
Yuma, AZ	93,064
Yuma County, AZ	195,751
Apple Valley, CA	69,135
Benicia, CA	26,997
Brea, CA	39,282
Brisbane, CA	4,282
Burlingame, CA	28,806
Citrus Heights, CA	83,301
Concord, CA	122,067
Coronado, CA	18,912
Cupertino, CA	58,302
Davis, CA	65,622
Dublin, CA	46,036
El Cerrito, CA	23,549
Elk Grove, CA	153,015
Fremont, CA	214,089
Galt, CA	23,647
Laguna Beach, CA	22,723
Laguna Hills, CA	30,344
Livermore, CA	80,968
Lodi, CA	62,134
Long Beach, CA	462,257
Marin County, CA	252,409
Menlo Park, CA	32,026
Mission Viejo, CA	93,305
Newport Beach, CA	85,186
Palm Springs, CA	44,552
Palo Alto, CA	64,403
Pasadena, CA	137,122
Richmond, CA	103,701
San Carlos, CA	28,406
San Diego, CA	1,307,402
San Francisco, CA	805,235
San Jose, CA	945,942
San Luis Obispo County, CA	269,637
San Mateo, CA	97,207
San Rafael, CA	57,713
Santa Clarita, CA	176,320
Santa Monica, CA	89,736
Seaside, CA	33,025
South Lake Tahoe, CA	21,403
Stockton, CA	291,707
Sunnyvale, CA	140,081
Temecula, CA	100,097
Thousand Oaks, CA	126,683
Visalia, CA	124,442
Walnut Creek, CA	64,173
Adams County, CO	441,603
Arapahoe County, CO	572,003
Archuleta County, CO	12,084
Arvada, CO	106,433
Aspen, CO	6,658
Aurora, CO	325,078
Boulder, CO	97,385
Boulder County, CO	294,567
Broomfield, CO	55,889
Castle Rock, CO	48,231
Centennial, CO	100,377
Clear Creek County, CO	9,088
Colorado Springs, CO	416,427
Commerce City, CO	45,913
Craig, CO	9,464
Crested Butte, CO	1,487
Denver, CO	600,158
Douglas County, CO	285,465
Eagle County, CO	52,197
Edgewater, CO	5,170
El Paso County, CO	622,263

Englewood, CO	30,255
Estes Park, CO	5,858
Fort Collins, CO	143,986
Frisco, CO	2,683
Fruita, CO	12,646
Georgetown, CO	1,034
Gilpin County, CO	5,441
Golden, CO	18,867
Grand County, CO	14,843
Greeley, CO	92,889
Gunnison County, CO	15,324
Highlands Ranch, CO	96,713
Hudson, CO	2,356
Jackson County, CO	1,394
Jefferson County, CO	534,543
Lafayette, CO	24,453
Lakewood, CO	142,980
Larimer County, CO	299,630
Littleton, CO	41,737
Lone Tree, CO	10,218
Longmont, CO	86,270
Louisville, CO	18,376
Loveland, CO	66,859
Mesa County, CO	146,723
Montrose, CO	19,132
Northglenn, CO	35,789
Park County, CO	16,206
Parker, CO	45,297
Pitkin County, CO	17,148
Pueblo, CO	106,595
Rifle, CO	9,172
Salida, CO	5,236
Summit County, CO	27,994
Teller County, CO	23,350
Thornton, CO	118,772
Vail, CO	5,305
Westminster, CO	106,114
Wheat Ridge, CO	30,166
Windsor, CO	18,644
Coventry, CT	2,990
Hartford, CT	124,775
Dover, DE	36,047
Milford, DE	9,559
Rehoboth Beach, DE	1,327
Brevard County, FL	543,376
Cape Coral, FL	154,305
Charlotte County, FL	159,978
Clearwater, FL	107,685
Collier County, FL	321,520
Cooper City, FL	28,547
Dade City, FL	6,437
Dania Beach, FL	30,183
Daytona Beach, FL	61,005
Delray Beach, FL	60,522
Destin, FL	12,305
Escambia County, FL	297,619
Gainesville, FL	124,354
Hillsborough County, FL	1,229,226
Jupiter, FL	55,156
Lee County, FL	618,754
Martin County, FL	146,318
Miami Beach, FL	87,779
North Palm Beach, FL	12,015
Oakland Park, FL	41,363
Ocala, FL	56,315
Oviedo, FL	33,342
Palm Bay, FL	103,190
Palm Beach County, FL	1,320,134
Palm Coast, FL	75,180
Panama City, FL	36,484
Pasco County, FL	464,697
Pinellas County, FL	916,542
Port Orange, FL	56,048
Port St. Lucie, FL	164,603
Sanford, FL	53,570
Sarasota, FL	51,917
St. Cloud, FL	35,183
Titusville, FL	43,761
Winter Garden, FL	34,568
Albany, GA	77,434
Alpharetta, GA	57,551
Cartersville, GA	19,731
Conyers, GA	15,195
Decatur, GA	19,335
McDonough, GA	22,084
Peachtree City, GA	34,364
Roswell, GA	88,346
Sandy Springs, GA	93,853
Savannah, GA	136,286
Smyrna, GA	51,271
Snellville, GA	18,242
Suwanee, GA	15,355
Valdosta, GA	54,518
Altoona, IA	14,541
Ames, IA	58,965
Ankeny, IA	45,582
Bettendorf, IA	33,217
Cedar Falls, IA	39,260
Cedar Rapids, IA	126,326
Clive, IA	15,447
Des Moines, IA	203,433
Dubuque, IA	57,637
Indianola, IA	14,782
Muscatine, IA	22,886
Urbandale, IA	39,463
West Des Moines, IA	56,609

Boise, ID	205,671
Hailey, ID	7,960
Jerome, ID	10,890
Meridian, ID	75,092
Moscow, ID	23,800
Pocatello, ID	54,255
Post Falls, ID	27,574
Twin Falls, ID	44,125
Batavia, IL	26,045
Bloomington, IL	76,610
Centralia, IL	13,032
Collinsville, IL	25,579
Crystal Lake, IL	40,743
DeKalb, IL	43,862
Elmhurst, IL	44,121
Evanston, IL	74,486
Freeport, IL	25,638
Highland Park, IL	29,763
Lincolnwood, IL	12,590
Lyons, IL	10,729
Naperville, IL	141,853
Normal, IL	52,497
Oak Park, IL	51,878
O'Fallon, IL	28,281
Orland Park, IL	56,767
Palatine, IL	68,557
Park Ridge, IL	37,480
Peoria County, IL	186,494
Riverside, IL	8,875
Sherman, IL	4,148
Shorewood, IL	15,615
Skokie, IL	64,784
Sugar Grove, IL	8,997
Wilmington, IL	5,724
Brownsburg, IN	21,285
Fishers, IN	76,794
Munster, IN	23,603
Noblesville, IN	51,969
Abilene, KS	6,844
Arkansas City, KS	12,415
Fairway, KS	3,882
Garden City, KS	26,658
Gardner, KS	19,123
Johnson County, KS	544,179
Lawrence, KS	87,643
Mission, KS	9,323
Olathe, KS	125,872
Roeland Park, KS	6,731
Wichita, KS	382,368
Bowling Green, KY	58,067
New Orleans, LA	343,829
Andover, MA	8,762
Barnstable, MA	45,193
Burlington, MA	24,498
Cambridge, MA	105,162
Needham, MA	28,886
Annapolis, MD	38,394
Baltimore, MD	620,961
Baltimore County, MD	805,029
Dorchester County, MD	32,618
Gaithersburg, MD	59,933
La Plata, MD	8,753
Montgomery County, MD	971,777
Prince George's County, MD	863,420
Rockville, MD	61,209
Takoma Park, MD	16,715
Freeport, ME	1,485
Lewiston, ME	36,592
Saco, ME	18,482
Scarborough, ME	4,403
South Portland, ME	25,002
Ann Arbor, MI	113,934
Battle Creek, MI	52,347
Bloomfield Hills, MI	3,869
Escanaba, MI	12,616
Farmington Hills, MI	79,740
Flushing, MI	8,389
Gladstone, MI	4,973
Howell, MI	9,489
Hudsonville, MI	7,116
Jackson County, MI	160,248
Kalamazoo, MI	74,262
Kalamazoo County, MI	250,331
Midland, MI	41,863
Novi, MI	55,224
Otsego County, MI	24,164
Petoskey, MI	5,670
Port Huron, MI	30,184
Rochester, MI	12,711
South Haven, MI	4,403
Albert Lea, MN	18,016
Beltrami County, MN	44,442
Blaine, MN	57,186
Bloomington, MN	82,893
Carver County, MN	91,042
Chanhassen, MN	22,952
Coon Rapids, MN	61,476
Dakota County, MN	398,552
Duluth, MN	86,265
East Grand Forks, MN	8,601
Edina, MN	47,941
Elk River, MN	22,974
Fridley, MN	27,208
Hutchinson, MN	14,178
Inver Grove Heights, MN	33,880
Mankato, MN	39,309

Maple Grove, MN	61,567
Mayer, MN	1,749
Minneapolis, MN	382,578
Olmsted County, MN	144,248
Savage, MN	26,911
Scott County, MN	129,928
Shorewood, MN	7,307
St. Louis County, MN	200,226
Washington County, MN	238,136
Woodbury, MN	61,961
Blue Springs, MO	52,575
Branson, MO	10,520
Cape Girardeau, MO	37,941
Clay County, MO	221,939
Clayton, MO	15,939
Columbia, MO	108,500
Ellisville, MO	9,133
Harrisonville, MO	10,019
Jefferson City, MO	43,079
Lee's Summit, MO	91,364
Maryland Heights, MO	27,472
Platte City, MO	4,691
Raymore, MO	19,206
Richmond Heights, MO	8,603
Riverside, MO	2,937
Rolla, MO	19,559
Wentzville, MO	29,070
Billings, MT	104,170
Bozeman, MT	37,280
Missoula, MT	66,788
Asheville, NC	83,393
Cabarrus County, NC	178,011
Cary, NC	135,234
Charlotte, NC	731,424
Davidson, NC	10,944
Durham, NC	228,330
High Point, NC	104,371
Hillsborough, NC	6,087
Huntersville, NC	46,773
Indian Trail, NC	33,518
Mecklenburg County, NC	919,628
Mooresville, NC	32,711
Stallings, NC	13,831
Wake Forest, NC	30,117
Wilmington, NC	106,476
Winston-Salem, NC	229,617
Wahpeton, ND	7,766
Grand Island, NE	48,520
La Vista, NE	15,758
Lincoln, NE	258,379
Papillion, NE	18,894
Dover, NH	29,987
Lebanon, NH	13,151
Summit, NJ	21,457
Albuquerque, NM	545,852
Farmington, NM	45,877
Los Alamos County, NM	17,950
Rio Rancho, NM	87,521
San Juan County, NM	130,044
Carson City, NV	55,274
Henderson, NV	257,729
North Las Vegas, NV	216,961
Reno, NV	225,221
Sparks, NV	90,264
Washoe County, NV	421,407
Geneva, NY	13,261
New York City, NY	8,175,133
Ogdensburg, NY	11,128
Blue Ash, OH	12,114
Delaware, OH	34,753
Dublin, OH	41,751
Hamilton, OH	62,477
Hudson, OH	22,262
Kettering, OH	56,163
Orange Village, OH	3,323
Piqua, OH	20,522
Springboro, OH	17,409
Sylvania Township, OH	18,965
Upper Arlington, OH	33,771
West Carrollton, OH	12,692
Westerville, OH	36,120
Broken Arrow, OK	98,850
Edmond, OK	81,405
Norman, OK	110,925
Oklahoma City, OK	579,999
Stillwater, OK	45,688
Tulsa, OK	391,906
Albany, OR	50,158
Ashland, OR	20,078
Bend, OR	76,639
Corvallis, OR	54,462
Forest Grove, OR	21,083
Hermiston, OR	16,745
Jackson County, OR	203,206
Keizer, OR	36,478
Lake Oswego, OR	36,619
Lane County, OR	351,715
McMinnville, OR	32,187
Medford, OR	74,907
Portland, OR	583,776
Springfield, OR	59,403
Tualatin, OR	26,054
Umatilla, OR	6,906
Wilsonville, OR	19,509
Chambersburg, PA	20,268
Cumberland County, PA	235,406

Kennett Square, PA	6,072
Kutztown Borough, PA	5,012
Radnor Township, PA	30,878
State College, PA	42,034
West Chester, PA	18,461
East Providence, RI	47,037
Newport, RI	24,672
Greer, SC	25,515
Rock Hill, SC	66,154
Rapid City, SD	67,956
Sioux Falls, SD	153,888
Cookeville, TN	30,435
Germantown, TN	38,844
Johnson City, TN	63,152
Morristown, TN	29,137
Nashville, TN	601,222
White House, TN	10,255
Arlington, TX	365,438
Austin, TX	790,390
Benbrook, TX	21,234
Bryan, TX	76,201
Burleson, TX	36,690
College Station, TX	93,857
Colleyville, TX	22,807
Corpus Christi, TX	305,215
Dallas, TX	1,197,816
Denton, TX	113,383
Duncanville, TX	38,524
El Paso, TX	649,121
Flower Mound, TX	64,669
Fort Worth, TX	741,206
Georgetown, TX	47,400
Houston, TX	2,099,451
Hurst, TX	37,337
Hutto, TX	14,698
La Porte, TX	33,800
League City, TX	83,560
McAllen, TX	129,877
McKinney, TX	131,117
Plano, TX	259,841
Round Rock, TX	99,887
Rowlett, TX	56,199
San Marcos, TX	44,894
Southlake, TX	26,575
Temple, TX	66,102
The Woodlands, TX	93,847
Tomball, TX	10,753
Watauga, TX	23,497
Westlake, TX	992
Park City, UT	7,558
Provo, UT	112,488
Riverdale, UT	8,426
Salt Lake City, UT	186,440
Sandy, UT	87,461
Saratoga Springs, UT	17,781
Springville, UT	29,466
Washington City, UT	18,761
Albemarle County, VA	98,970
Arlington County, VA	207,627
Ashland, VA	7,225
Botetourt County, VA	33,148
Chesapeake, VA	222,209
Chesterfield County, VA	316,236
Fredericksburg, VA	24,286
Hampton, VA	137,436
Hanover County, VA	99,863
Herndon, VA	23,292
James City County, VA	67,009
Lexington, VA	7,042
Lynchburg, VA	75,568
Montgomery County, VA	94,392
Newport News, VA	180,719
Norfolk, VA	242,803
Purcellville, VA	7,727
Radford, VA	16,408
Roanoke, VA	97,032
Spotsylvania County, VA	122,397
Virginia Beach, VA	437,994
Williamsburg, VA	14,068
York County, VA	65,464
Montpelier, VT	7,855
Airway Heights, WA	6,114
Auburn, WA	70,180
Bellevue, WA	122,363
Clark County, WA	425,363
Edmonds, WA	39,709
Federal Way, WA	89,306
Gig Harbor, WA	7,126
Hoquiam, WA	8,726
Kirkland, WA	48,787
Lynnwood, WA	35,836
Maple Valley, WA	22,684
Mountlake Terrace, WA	19,909
Pasco, WA	59,781
Redmond, WA	54,144
Renton, WA	90,927
Sammamish, WA	45,780
SeaTac, WA	26,909
Shoreline, WA	53,007
Snoqualmie, WA	10,670
Spokane Valley, WA	89,755
Tacoma, WA	198,397
Vancouver, WA	161,791
West Richland, WA	11,811
Woodland, WA	5,509
Yakima, WA	91,067

Chippewa Falls, WI	13,661
Columbus, WI	4,991
De Pere, WI	23,800
Eau Claire, WI	65,883
Madison, WI	233,209
Merrill, WI	9,661
Oshkosh, WI	66,083
Racine, WI	78,860
Wauwatosa, WI	46,396
Wind Point, WI	1,723
Casper, WY	55,316
Cheyenne, WY	59,466
Gillette, WY	29,087

Populations over 300,000 Benchmark Comparisons

Overall Community Quality Benchmarks					
	Honolulu average rating	Rank	Number of Jurisdictions for Comparison	City and County of Honolulu Percentile	Comparison to benchmark
Overall quality of life in Honolulu	63	12	31	63%	Similar
Your neighborhood as place to live	67	9	19	56%	Similar
Honolulu as a place to live	68	9	28	70%	Similar
Recommend living in Honolulu to someone who asks	65	11	14	23%	Below
Remain in Honolulu for the next five years	78	3	14	85%	Similar

Community Transportation Benchmarks					
	Honolulu average rating	Rank	Number of Jurisdictions for Comparison	City and County of Honolulu Percentile	Comparison to benchmark
Ease of car travel in Honolulu	26	18	18	0%	Much below
Ease of bus travel in Honolulu	44	6	16	67%	Similar
Ease of bicycle travel in Honolulu	28	15	15	0%	Much below
Ease of walking in Honolulu	50	5	13	67%	Above
Availability of paths and walking trails	41	8	13	42%	Below
Traffic flow on major streets	18	16	16	0%	Much below

Frequency of Bus Use Benchmarks					
	Honolulu average rating	Rank	Number of Jurisdictions for Comparison	City and County of Honolulu Percentile	Comparison to benchmark
Ridden TheBus or Handi-Van within Honolulu	48	3	12	82%	Much more

Drive Alone Benchmarks					
	Honolulu average rating	Rank	Number of Jurisdictions for Comparison	City and County of Honolulu Percentile	Comparison to benchmark
Average percent of work commute trips made by driving alone	65	10	12	18%	Much less

Transportation and Parking Services Benchmarks					
	Honolulu average rating	Rank	Number of Jurisdictions for Comparison	City and County of Honolulu Percentile	Comparison to benchmark
Street repair	20	26	26	0%	Much below
Street cleaning	35	10	10	0%	Much below
Street lighting	42	12	13	8%	Much below
Sidewalk maintenance	33	8	8	0%	Much below
Traffic signal timing	35	10	10	0%	Much below
Bus or transit services	54	6	18	71%	Much above
Amount of public parking	20	11	11	0%	Much below

Housing Characteristics Benchmarks					
	Honolulu average rating	Rank	Number of Jurisdictions for Comparison	City and County of Honolulu Percentile	Comparison to benchmark
Availability of affordable quality housing	19	21	21	0%	Much below
Variety of housing options	31	11	11	0%	Much below

Housing Costs Benchmarks					
	Honolulu average rating	Rank	Number of Jurisdictions for Comparison	City and County of Honolulu Percentile	Comparison to benchmark
Experiencing housing costs stress (housing costs 30% or MORE of income)	59	2	13	92%	Much more

Built Environment Benchmarks					
	Honolulu average rating	Rank	Number of Jurisdictions for Comparison	City and County of Honolulu Percentile	Comparison to benchmark
Quality of new development in Honolulu	43	12	13	8%	Much below
Overall appearance of Honolulu	51	13	20	37%	Below

Population Growth Benchmarks					
	Honolulu average rating	Rank	Number of Jurisdictions for Comparison	City and County of Honolulu Percentile	Comparison to benchmark
Population growth seen as too fast	70	1	13	100%	Much more

Nuisance Problems Benchmarks					
	Honolulu average rating	Rank	Number of Jurisdictions for Comparison	City and County of Honolulu Percentile	Comparison to benchmark
Run down buildings, weed lots and junk vehicles seen as a "major" problem	22	2	12	91%	Much more

Planning and Community Code Enforcement Services Benchmarks					
	Honolulu average rating	Rank	Number of Jurisdictions for Comparison	City and County of Honolulu Percentile	Comparison to benchmark
Land use, planning and zoning	33	14	17	19%	Much below
Code enforcement (weeds, abandoned buildings, etc.)	29	24	24	0%	Much below
Animal control	42	22	23	5%	Much below

Economic Sustainability and Opportunities Benchmarks					
	Honolulu average rating	Rank	Number of Jurisdictions for Comparison	City and County of Honolulu Percentile	Comparison to benchmark
Employment opportunities	39	11	21	50%	Similar
Shopping opportunities	64	4	12	73%	Above
Honolulu as a place to work	54	14	24	43%	Similar
Overall quality of business and service establishments in Honolulu	53	7	10	33%	Similar

Economic Development Services Benchmarks					
	Honolulu average rating	Rank	Number of Jurisdictions for Comparison	City and County of Honolulu Percentile	Comparison to benchmark
Economic development	37	13	17	25%	Below

Job and Retail Growth Benchmarks					
	Honolulu average rating	Rank	Number of Jurisdictions for Comparison	City and County of Honolulu Percentile	Comparison to benchmark
Retail growth seen as too slow	18	11	12	9%	Much less
Jobs growth seen as too slow	72	10	13	25%	Much less

Personal Economic Future Benchmarks					
	Honolulu average rating	Rank	Number of Jurisdictions for Comparison	City and County of Honolulu Percentile	Comparison to benchmark
Positive impact of economy on household income	19	1	13	100%	Above

Community and Personal Public Safety Benchmarks					
	Honolulu average rating	Rank	Number of Jurisdictions for Comparison	City and County of Honolulu Percentile	Comparison to benchmark
In your neighborhood during the day	84	13	23	45%	Above
In your neighborhood after dark	67	13	21	40%	Similar
In Honolulu's downtown area during the day	67	15	17	13%	Much below
In Honolulu's downtown area after dark	31	17	18	6%	Much below
Violent crime (e.g., rape, assault, robbery)	58	15	18	18%	Much below
Property crimes (e.g., burglary, theft)	46	16	18	12%	Much below
Environmental hazards, including toxic waste	61	12	12	0%	Much below

Crime Victimization and Reporting Benchmarks					
	Honolulu average rating	Rank	Number of Jurisdictions for Comparison	City and County of Honolulu Percentile	Comparison to benchmark
Victim of crime	10	11	14	23%	Much less
Reported crimes	82	4	13	75%	Much more

Public Safety Services Benchmarks					
	Honolulu average rating	Rank	Number of Jurisdictions for Comparison	City and County of Honolulu Percentile	Comparison to benchmark
Police services	56	21	27	23%	Below
Fire services	73	12	21	45%	Similar
Ambulance or emergency medical services	70	10	18	47%	Similar
Crime prevention	44	14	19	28%	Below
Fire prevention and education	60	5	13	67%	Similar
Traffic enforcement	38	23	23	0%	Much below
Emergency preparedness (services that prepare the community for natural disasters or other emergency situations)	56	7	16	60%	Above

Contact with Police and Fire Departments Benchmarks					
	Honolulu average rating	Rank	Number of Jurisdictions for Comparison	City and County of Honolulu Percentile	Comparison to benchmark
Had contact with the City and County of Honolulu Police Department	32	Not available	Not available	Not available	Not available
Overall impression of most recent contact with the City and County of Honolulu Police Department	59	4	7	50%	Similar
Had contact with the City and County of Honolulu Fire Department	11	Not available	Not available	Not available	Not available
Overall impression of most recent contact with the City and County of Honolulu Fire Department	84	Not available	Not available	Not available	Not available

Community Environment Benchmarks					
	Honolulu average rating	Rank	Number of Jurisdictions for Comparison	City and County of Honolulu Percentile	Comparison to benchmark
Cleanliness of Honolulu	44	12	13	8%	Much below
Quality of overall natural environment in Honolulu	62	3	13	83%	Much above
Preservation of natural areas such as open space, farmlands and greenbelts	42	10	12	18%	Below
Air quality	64	1	17	100%	Much above

Frequency of Recycling Benchmarks					
	Honolulu average rating	Rank	Number of Jurisdictions for Comparison	City and County of Honolulu Percentile	Comparison to benchmark
Recycled used paper, cans or bottles from your home	90	5	13	67%	Much more

Utility Services Benchmarks					
	Honolulu average rating	Rank	Number of Jurisdictions for Comparison	City and County of Honolulu Percentile	Comparison to benchmark
Sewer services	53	12	13	8%	Below
Drinking water	64	5	17	75%	Much above
Storm drainage	47	17	22	24%	Similar
Yard waste pick-up	58	8	10	22%	Below
Recycling	56	14	20	32%	Below
Garbage collection	63	15	19	22%	Below

Community Recreational Opportunities Benchmarks					
	Honolulu average rating	Rank	Number of Jurisdictions for Comparison	City and County of Honolulu Percentile	Comparison to benchmark
Recreation opportunities	65	6	19	72%	Much above

Participation in Parks and Recreation Opportunities Benchmarks					
	Honolulu average rating	Rank	Number of Jurisdictions for Comparison	City and County of Honolulu Percentile	Comparison to benchmark
Used City and County of Honolulu recreation centers	57	4	9	63%	Similar
Participated in a City and County recreation program or activity	37	7	9	25%	Much less
Visited a neighborhood park or City and County park	87	6	12	55%	Similar

Parks and Recreation Services Benchmarks					
	Honolulu average rating	Rank	Number of Jurisdictions for Comparison	City and County of Honolulu Percentile	Comparison to benchmark
City and County parks	51	19	19	0%	Much below
Recreation programs or classes	53	11	15	29%	Below
Recreation centers or facilities	49	11	12	9%	Much below

Cultural and Educational Opportunities Benchmarks					
	Honolulu average rating	Rank	Number of Jurisdictions for Comparison	City and County of Honolulu Percentile	Comparison to benchmark
Opportunities to attend cultural activities	63	3	18	88%	Much above
Educational opportunities	44	14	16	13%	Much below

Participation in Cultural and Educational Opportunities Benchmarks					
	Honolulu average rating	Rank	Number of Jurisdictions for Comparison	City and County of Honolulu Percentile	Comparison to benchmark
Participated in religious or spiritual activities in Honolulu	44	4	5	25%	Much less

Community Health and Wellness Access and Opportunities Benchmarks					
	Honolulu average rating	Rank	Number of Jurisdictions for Comparison	City and County of Honolulu Percentile	Comparison to benchmark
Availability of affordable quality health care	40	16	18	12%	Below
Availability of affordable quality food	45	9	9	0%	Much below
Availability of preventive health services	47	7	9	25%	Similar

Community Quality and Inclusiveness Benchmarks					
	Honolulu average rating	Rank	Number of Jurisdictions for Comparison	City and County of Honolulu Percentile	Comparison to benchmark
Sense of community	56	2	17	94%	Much above
Openness and acceptance of the community toward people of diverse backgrounds	60	2	17	94%	Much above
Availability of affordable quality child care	26	15	15	0%	Much below
Honolulu as a place to raise kids	57	17	27	38%	Below
Honolulu as a place to retire	59	7	24	74%	Above

Services Provided for Population Subgroups Benchmarks					
	Honolulu average rating	Rank	Number of Jurisdictions for Comparison	City and County of Honolulu Percentile	Comparison to benchmark
Services to seniors	49	14	20	32%	Similar
Services to youth	47	6	17	69%	Similar
Services to low income people	43	7	18	65%	Similar

Civic Engagement Opportunities Benchmarks					
	Honolulu average rating	Rank	Number of Jurisdictions for Comparison	City and County of Honolulu Percentile	Comparison to benchmark
Opportunities to participate in community matters	54	2	10	89%	Above
Opportunities to volunteer	65	4	11	70%	Above

Participation in Civic Engagement Opportunities Benchmarks					
	Honolulu average rating	Rank	Number of Jurisdictions for Comparison	City and County of Honolulu Percentile	Comparison to benchmark
Attended a meeting of local elected officials or other local public meeting	24	9	13	33%	Similar
Watched a meeting of local elected officials or other City and County-sponsored public meeting on cable television, the Internet or other media	56	2	11	90%	Much more
Volunteered your time to some group or activity in Honolulu	53	5	13	67%	Much more
Participated in a club or civic group in Honolulu	30	3	7	67%	Similar
Provided help to a friend or neighbor	92	7	8	14%	Similar

Voter Behavior Benchmarks					
	Honolulu average rating	Rank	Number of Jurisdictions for Comparison	City and County of Honolulu Percentile	Comparison to benchmark
Registered to vote	73	13	14	8%	Much less
Voted in last general election	69	10	14	31%	Less

Use of Information Sources Benchmarks					
	Honolulu average rating	Rank	Number of Jurisdictions for Comparison	City and County of Honolulu Percentile	Comparison to benchmark
Read a newsletter from any City and County agency	58	4	7	50%	Similar
Visited the City and County of Honolulu Web site (at www.honolulu.gov)	67	4	12	73%	Much more

Local Government Media Services and Information Dissemination Benchmarks					
	Honolulu average rating	Rank	Number of Jurisdictions for Comparison	City and County of Honolulu Percentile	Comparison to benchmark
Public information services	45	14	17	19%	Below

Social Engagement Opportunities Benchmarks					
	Honolulu average rating	Rank	Number of Jurisdictions for Comparison	City and County of Honolulu Percentile	Comparison to benchmark
Opportunities to participate in social events and activities	58	2	9	88%	Much above
Opportunities to participate in religious or spiritual events and activities	61	4	6	40%	Similar

Contact with Immediate Neighbors Benchmarks					
	Honolulu average rating	Rank	Number of Jurisdictions for Comparison	City and County of Honolulu Percentile	Comparison to benchmark
Has contact with neighbors at least several times per week	51	4	10	67%	Similar

Public Trust Benchmarks					
	Honolulu average rating	Rank	Number of Jurisdictions for Comparison	City and County of Honolulu Percentile	Comparison to benchmark
Value of services for the taxes paid to Honolulu	37	24	27	12%	Much below
The overall direction that Honolulu is taking	36	22	23	5%	Much below
Job Honolulu government does at welcoming citizen involvement	40	12	19	39%	Similar
Overall image or reputation of Honolulu	58	7	21	70%	Above

Services Provided by Local, State and Federal Governments Benchmarks					
	Honolulu average rating	Rank	Number of Jurisdictions for Comparison	City and County of Honolulu Percentile	Comparison to benchmark
Services provided by the City and County of Honolulu	50	27	32	16%	Below
Services provided by the Federal Government	51	1	13	100%	Much above
Services provided by the State Government	46	1	14	100%	Above

Contact with City and County Employees Benchmarks					
	Honolulu average rating	Rank	Number of Jurisdictions for Comparison	City and County of Honolulu Percentile	Comparison to benchmark
Had contact with City and County employee(s) in last 12 months	44	10	16	40%	Less

Perceptions of City and County Employees (Among Those Who Had Contact) Benchmarks					
	Honolulu average rating	Rank	Number of Jurisdictions for Comparison	City and County of Honolulu Percentile	Comparison to benchmark
Knowledge	59	22	23	5%	Much below
Responsiveness	58	17	22	24%	Below
Courteousness	59	10	13	25%	Much below
Overall impression	54	22	25	13%	Much below

Jurisdictions Included in Populations over 300,000 Benchmark Comparisons

Maricopa County, AZ 3,817,117
Mesa, AZ 439,041
Phoenix, AZ 1,445,632
Pinal County, AZ 375,770
Long Beach, CA 462,257
San Diego, CA 1,307,402
San Francisco, CA 805,235
San Jose, CA 945,942
Adams County, CO 441,603
Arapahoe County, CO 572,003
Aurora, CO 325,078
Colorado Springs, CO 416,427
Denver, CO 600,158
El Paso County, CO 622,263
Jefferson County, CO 534,543
Brevard County, FL 543,376
Collier County, FL 321,520
Hillsborough County, FL 1,229,226
Lee County, FL 618,754
Palm Beach County, FL 1,320,134
Pasco County, FL 464,697
Pinellas County, FL 916,542
Johnson County, KS 544,179
Wichita, KS 382,368
New Orleans, LA 343,829
Baltimore, MD 620,961
Baltimore County, MD 805,029
Montgomery County, MD 971,777
Prince George's County, MD 863,420
Dakota County, MN 398,552
Minneapolis, MN 382,578
Charlotte, NC 731,424
Mecklenburg County, NC 919,628
Albuquerque, NM 545,852
Washoe County, NV 421,407
New York City, NY 8,175,133
Oklahoma City, OK 579,999
Tulsa, OK 391,906
Lane County, OR 351,715
Portland, OR 583,776
Nashville, TN 601,222
Arlington, TX 365,438
Austin, TX 790,390
Corpus Christi, TX 305,215
Dallas, TX 1,197,816
El Paso, TX 649,121
Fort Worth, TX 741,206
Houston, TX 2,099,451
Chesterfield County, VA 316,236
Virginia Beach, VA 437,994
Clark County, WA 425,363