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1. Not later than ninety days after the close of the fiscal year, each agency of the city shall make an annual written report of its activities to the mayor in such form and under such rules and regulations as the mayor may prescribe.

2. Not later than one hundred eighty days after the close of the fiscal year, the mayor shall publish an annual written report concerning the activities of all agencies of the city. A copy of such report shall be filed in the office of the city clerk.

3. For the purpose of informing the public on the activities of the city during a fiscal year, the mayor may use radio and television media, in addition to the publication of the annual written report.

Message from Mayor KIRK CALDWELL

Aloha!

The following Department and Agency Reports were issued on behalf of the residents of the City and County of Honolulu for Fiscal Year 2016 and are a reflection of the hard work that was done by city workers and members of my administration. In these pages you will find highlights of our efforts to make life better for the people of Oahu. For example, we have consolidated several city offices from various locations into one convenient service center in the new Kapalama Hale, while AlohaQ is helping change the way the city provides vital services.

Infrastructure is the cornerstone of our community, and if our foundation is sound, we all thrive. I committed this administration from day one to the rebuilding of sewers, the repaving of more roads than ever before, the restoration of bus service, taking better care of our parks, and building rail all the way to Ala Moana Center. I added the additional priorities of homelessness and affordable housing when it became apparent early on in my tenure that these pressing issues deserve our full attention. These quality-of-life issues make a difference in the day-to-day lives of our residents — not only for today, but for future generations.

We are proactively moving forward on rehabilitating and upgrading our sewer system to accommodate our population growth and development, and meet federally mandated requirements to protect our environment. A major milestone achieved this year is the “hole-through” of the Kaneohe-Kailua gravity sewer tunnel project, an innovative approach that is the first of its kind in Hawaii.

Seventy percent of the growth on Oahu is occurring on the Ewa Plain, and in 2008 voters demanded that the city build the transportation infrastructure to accommodate this growth. As a community, we are migrating toward a true multimodal integrated transportation system. That means bus and rail working together in concert with other important initiatives, such as protected bike lanes and Complete Streets planning, which incorporates improved street lighting, more crosswalks and better sidewalks for pedestrians. Meanwhile, our comprehensive road repaving program is ahead of schedule, and as of the end of July, we had completed more than 1,130 lane miles.

Elsewhere, our city parks are the crown jewels of our community, and they need greater love and care. We know that when we take care of our parks together, we all win. That is why we embarked on the Kakou for Our Parks program, or Caring for Our Parks, Together! Through this initiative, we are refurbishing comfort stations and playgrounds throughout the island, and our community volunteers are helping to monitor our parks to help keep them clean and safe.

Finally, when it comes to our homeless population, we continue to think outside the box for creative and holistic solutions. We are making significant strides in reducing the number of homeless veterans, expanding the Housing First program, and we have seen great success at the new Hale Mauliola Housing Navigation Center at Sand Island. We have also acquired a four-story warehouse in Iwilei to create a drop-in hygiene center in addition to several dozen units for the chronically homeless. The city is also in the process of preparing sites in Makiki and Waianae to further increase the number of units that are available to address homelessness. On the enforcement side, we continue our efforts of “compassionate disruption” to ensure that public areas remain accessible to both our residents and visitors.

My administration and the more than 8,500 dedicated employees of the City and County of Honolulu are here to serve our nearly one million residents and the more than five million annual visitors. We remain focused on moving the needle forward in order to make a difference in people’s lives. Your city team works proactively and efficiently to provide vital services and we go above-and-beyond the call of duty each and every day. We are all extremely lucky to live in a beautiful and diverse community such as ours, and it is my honor to serve as your mayor.

Kirk Caldwell, Mayor
City and County of Honolulu
POWERS, DUTIES, AND FUNCTIONS

The executive power of the city is vested in and exercised by the Mayor, the city’s Chief Executive Officer. The Mayor provides the coordination of all administrative activities, sees that these are conducted honestly, efficiently, and lawfully, and enforces the provisions of the Revised Charter of the City and County of Honolulu, the ordinances of the county, and all applicable laws.

The Department of the Corporation Counsel reports directly to the Mayor. All other executive departments and agencies, except the elected Prosecuting Attorney, and the semi-autonomous Board of Water Supply and Honolulu Authority for Rapid Transportation are organized and supervised by and report directly to the Managing Director as the principal administrative aide to the Mayor.

Within the Office of the Mayor are specially designated offices for Culture and the Arts, Economic Development, Housing, Agriculture, the Honolulu Film Office, the Neighborhood Commission, and the Royal Hawaiian Band.

GOALS

On January 2, 2013, Kirk Caldwell was officially inaugurated and installed as the 14th Mayor of the City and County of Honolulu. From the beginning, Mayor Caldwell outlined five priorities that would be the focus of his administration:

1) Restoring bus service;
2) Repaving roads;
3) Improving our sewer system, infrastructure repair, and maintenance;
4) Re-establishing pride in city parks;
5) Building rail better.

In approaching these priorities, the Mayor and his administration adopted guidelines for action. He stressed fiscal restraint, a focus on core services and infrastructure, investing in new technology and personnel, transparency in operation, and the importance of customer service.

For the first time in the city’s history, the administration adopted a zero-based budget in departments primarily funded by General Funds and Highway Funds. To achieve a more right-sized government, the administration deactivated positions based on vacancies, attrition, and a five-year history of hiring patterns. The Mayor’s budget priorities and all departmental budgets were prepared based on the fiscal mantra of “spending to make a difference.”

ACCOMPLISHMENTS

Restoring Bus Service

- Extended Bus Route E to serve Waikiki and deliver workers to Waikiki’s visitor industry from Ewa Beach and Waipahu and extended Bus Route 40 with service to the University of Hawaii-West Oahu to serve the campus all day, seven days a week;
- Initiated a Pearl City shuttle bus route to mitigate rail construction delays;
- Purchased 29 clean diesel, 40-foot long, low-floor buses; and four clean diesel, 60-foot articulated, low-floor buses to replace aging vehicles in TheBus fleet. The last of the 99 new paratransit vehicles also arrived in Fiscal Year 2016.

Repaving Roads

- The city paved 258 lane miles for a total of more than 1,130 lane miles since January 1, 2013;
- The Mayor has committed to releasing a quarterly status report on the roads repaving project to help the public and the City Council track roadwork and understand how funds are being spent;
- Budgeted an additional $3 million for pavement preservation projects such as slurry sealing, sealcoating, and crack sealing of roads before they deteriorate.

Improving Our Sewer System, Infrastructure Repair, and Maintenance

- In FY 2016, the city rehabilitated 122 miles of sewer pipe and cleaned approximately 500 miles of additional sewer pipe;
- Completed construction of the Ala Moana Wastewater Pump Station Mains 3 and 4, and construction of the Kaneohe-Kailua Conveyance Sewer Tunnel is underway. Major sewer projects planned are the Kaneohe Bay 3 force main pipe replacement, Milliani Wastewater Pretreatment Facility storage and headworks upgrade, and the airport sewer structural rehabilitation and reconstruction phase 2;
- Completed 381 of the 484 projects outlined by the federal agency, or 78 percent of Honolulu’s Consent Decree with the Environmental Protection Agency;
- Completed improvements to the Wahiawa Wastewater Treatment Plant, including the first Membrane Bioreactor facility ever built by the city which converts raw wastewater to R-1 water, the highest quality of
recycled water classified by the State. The water can be used for any form of irrigation, including for food crops.

**Caring For Our Parks**

- Budgeted $39 million to repair and improve our parks and recreational areas with special attention to restrooms, aging playgrounds, and park buildings; and allocated $5 million to revitalize Ala Moana Regional Park and Thomas Square, as well as for a proposed cultural corridor around the Neal S. Blaisdell Center;
- The Mayor was pleased to celebrate the reopening of the city’s Wahiawa District Park swimming pool, which had been closed for two years; and celebrated the reopening of the comfort stations at Maunalua Bay in Hawaii Kai and McCoy Pavilion in Ala Moana Regional Park.

**Building Rail Better**

- Completed construction of 8.5 miles of rail guideway; broke ground for three rail stations on the west side of Oahu; and substantially completed the Rail Operations Center;
- The first set of rail cars have arrived and are in their early testing phase; additional rail cars are in various stages of assembly in Pennsylvania, California, and Italy, and are scheduled for delivery next fiscal year;
- The Honolulu Authority for Rapid Transportation (HART) awarded and executed new contracts for stations and the guideway this year and also continued construction of the guideway from west to east; approximately 75 percent of the guideway and 13 of 21 rail stations are contracted;
- HART now makes available live television coverage of the meetings of its board of directors and continues to make hundreds of presentations to community groups, civil organizations, and Oahu Neighborhood Boards.

**Homelessness**

- The Mayor’s Housing First initiative met its goal of housing 115 households experiencing chronic homelessness in its first year, with 97 percent retention; the number of people placed into permanent, supportive housing were 176, including 35 children in 20 families. The city released a Request for Proposals to house an additional 100 households experiencing chronic homelessness by leveraging $1.2 million in federal funding with $1 million in City General Funds;
- The city, led by the Office of Housing, has housed 787 veterans since First Lady Michelle Obama’s Mayors Challenge to End Veteran Homelessness began in January 2015; launched Heroes Housing Heroes in July 2015; and hosted a Veteran Stand Down in August 2015 to support the initiative;
- The Mayor hosted Hawaii’s first Landlord Summit in November 2015 with Governor David Ige to encourage landlords to participate in Housing First and the Mayors Challenge to End Veteran Homelessness;
- Purchased a former school site in Makiki for $5.5 million and is overseeing its conversion into a 42-unit apartment building to house people experiencing homelessness. In April 2016, the city also purchased a one-acre parcel in Waianae to provide affordable rental housing for 16 to 20 families experiencing homelessness;
- Began site preparation to construct three micro-units that will house families experiencing homelessness on a 7,500 square-foot city property in Waianae, and facilitated the addition of six micro-units at Winston Hale in Chinatown;
- Assisted in the development of Hawaii’s first Housing Navigation Center called Hale Mauliola, which opened on Sand Island in November 2015;
- Purchased a 43,000 square-foot warehouse in Iwilei that will be renovated to serve as a hygiene center, social service center, and permanent supportive housing;
- Entered into a partnership with the state and a private company to build plantation-style housing at Sand Island to accommodate up to 800 persons experiencing homelessness.

**Transit-oriented Development (TOD)**

- Entered into a development agreement to construct the Halewaiolu Senior Residences, a 151-unit affordable, transit-oriented senior rental project on city land in Chinatown which will include community space, small retail units, and a tai-chi garden;
- Planning is underway on three TOD catalytic projects: the Pearlridge Transit Center, Kapalama Canal, and the Neal S. Blaisdell Center. The Mayor’s TOD Subcabinet drafted updated codes, TOD zoning, and an islandwide housing strategy;
- A Chinatown Action Summit identified near-term improvements to make the Chinatown neighborhood cleaner, safer, more active, and businesses more successful. Some of these projects have been implemented. A similar action summit is being developed for Waipahu Town.
OTHER EXECUTIVE OFFICES
City boards, commissions, and committees are advisory in nature and were established in order to provide government agencies with citizen participation. Members of these bodies are appointed by the Mayor and confirmed by the City Council, except where otherwise noted. Members do not receive salaries or other forms of compensation.

BOARD OF PARKS AND RECREATION
Nine members, five-year staggered terms.

The Board of Parks and Recreation advises the Mayor, City Council, and the Director of the Department of Parks and Recreation on matters relating to recreational, cultural, and entertainment activities and facilities of the City and County of Honolulu.

BOARD OF PUBLIC GOLF COURSES
Seven members appointed by the Mayor without City Council confirmation, terms are co-terminus with the Mayor.

The Board of Public Golf Courses is vested with the responsibility of advising the Mayor, the City Council, and the Director of the Department of Enterprise Services on matters related to the services provided by public golf courses under the city’s jurisdiction.

BOARD OF WATER SUPPLY
Seven members, five-year staggered terms. (Includes two ex-officio members: The Director of the city Department of Facility Maintenance and the Director of the state Department of Transportation.)

The Board of Water Supply sets policies and prescribes regulations for the management, control, and operation of the public water systems on Oahu and the properties of these systems, and fixes and adjusts rates and charges for water services. The board also appoints the Manager and Chief Engineer of the Board of Water Supply.

BUILDING BOARD OF APPEALS
Nine members, five-year staggered terms.

The Building Board of Appeals hears and determines appeals regarding decisions of officials of the Department of Planning and Permitting in the administration of building, electrical, plumbing, housing, and fire codes. The board also hears and determines requests for code variances.

CITIZENS ADVISORY COMMISSION ON CIVIL DEFENSE
Five members, five-year staggered terms.

The Citizens Advisory Commission on Civil Defense advises the Mayor, the City Council, and the Director of the Department of Emergency Management on matters pertaining to disaster emergency planning and operations; and promotes community participation, understanding and interest in civil defense preparation.

CIVIL SERVICE COMMISSION
Five members, five-year staggered terms.

The Civil Service Commission monitors the principles of the merit system in public employment. The commission advises the Mayor and the Director of the Department of Human Resources on matters concerning personnel administration and improvement of personnel standards. It also hears appeals and prescribes civil service rules and regulations.

COMMISSION ON CULTURE AND THE ARTS
Eleven members, five-year staggered terms.

The Commission on Culture and the Arts assists the city with the preservation of the artistic and cultural heritages of all people residing in Honolulu. In accordance with the “Art in City Buildings Ordinance,” the commission recommends artwork acquisitions and acceptance of works of art offered as gifts to the city. Recommendations are made in the area of community aesthetics to the executive and legislative branches of the city after reviewing all planned and existing city buildings, grounds, and facilities.

ETHICS COMMISSION
Seven members, five-year staggered terms.

The Ethics Commission determines whether there have been any violations of the standards of conduct provisions of the Honolulu City Charter or ordinances by any officer or employee of the City and County of Honolulu. It recommends disciplinary action through advisory opinions to the appointing authority.

ETHICS BOARD OF APPEALS
Five members, five-year staggered terms.

Individuals who have been aggrieved by a civil fine imposed by the Ethics Commission can appeal to the Ethics Board of Appeals.

FIRE COMMISSION
Five members, five-year staggered terms.

The Fire Commission appoints the Fire Chief, reviews rules and regulations for the administration of the Fire Department, and evaluates, considers, and investigates charges brought by the public against the conduct of the Fire Department or any of its members. It also reviews the annual budget prepared by the Fire Department and may make recommendations to the Mayor.
GRANTS IN AID ADVISORY COMMISSION
Seven members, five-year staggered terms.
The Grants in Aid Advisory Commission is charged with reviewing applications and making recommendations relating to the distribution of monies from the Grants in Aid fund to non-profit organizations that provide services to economically and/or socially disadvantaged populations, or provide services for public benefit in the areas of the arts, culture, economic development, or the environment.

HISTORIC PRESERVATION ADVISORY COMMITTEE
Seven members appointed by the Mayor without City Council confirmation, terms are co-terminus with the Mayor.
The Historic Preservation Advisory Committee advises the Mayor and Director of the Department of Planning and Permitting on matters relating to the preservation of historic artifacts, sites, buildings, and all other properties of historic significance to the people of the City and County of Honolulu.

HONOLULU AUTHORITY FOR RAPID TRANSPORTATION (HART)
Ten members, five-year staggered terms. (Three members are appointed by the Mayor; three by the City Council; three ex-officio members designated by the charter: The Director of the city Department of Transportation Services, the Director of the state Department of Transportation, and the Director of the city Department of Planning and Permitting (non-voting); the tenth member is appointed by the eight voting members.)
The HART Board determines policy for the planning, construction, operation, maintenance, and expansion of the fixed guideway system. The board appoints the executive director, approves and adopts the operating and capital budgets, and controls the rail transit funds. The board also sets rates and fees with the ultimate goal of HART and the fixed guideway system to become self-supporting.

HONOLULU COMMITTEE ON AGING
Number of members not limited, terms are co-terminus with the Mayor. (Includes one elected official; one ex-officio liaison member from the state Policy and Advisory Board on Elderly Affairs.)
The Honolulu Committee on Aging advises the Mayor and the Department of Community Services, Elderly Affairs Division, on issues and needs of the elderly. Subcommittees on Advocacy, Planning, and Senior Recognition assist with policy and program development.

HONOLULU COUNTY ARBORIST ADVISORY COMMITTEE
Nine members, terms co-terminus with the Mayor (includes one ex-officio member, the Director of the Department of Planning and Permitting.)
The Arborist Advisory Committee is established by state statute and is attached to the Department of Parks and Recreation. Members include representatives of landscape architecture, certified arborists, and others involved in community beautification or ecological sciences. The committee researches and makes recommendations to the City Council and property owners on ways to protect, preserve, and enhance exceptional trees.

HONOLULU COUNTY COMMITTEE ON THE STATUS OF WOMEN
Number of members not limited, four-year staggered terms which are co-terminus with the Mayor.
The Honolulu County Committee on the Status of Women advises the Mayor and the State Commission on the Status of Women on matters of concern to Oahu’s women. Its duties include the public recognition of women’s contributions, assessment of changes in women’s status, and promotion of equality for both sexes.

LIQUOR COMMISSION
Five members, five-year staggered terms.
The Liquor Commission issues liquor licenses, oversees the activities of licensees, and enforces state laws and commission regulations with respect to the licensing, regulation, sale, or consumption of liquor by restaurants, liquor stores, bars, and night clubs.

MAYOR’S ADVISORY COMMITTEE ON BICYCLING
Number of members not limited, terms are co-terminus with the Mayor.
The Mayor’s Advisory Committee on Bicycling advises the Mayor on the city’s planned and existing bikeways, promotes safety and education programs for bicyclists, and seeks to improve communication between public and private agencies concerned with bicycling.

MAYOR’S COMMITTEE FOR PEOPLE WITH DISABILITIES
Number of members not limited, terms are co-terminus with the Mayor.
The Mayor’s Committee for People with Disabilities makes recommendations on modifications to public facilities, and generally advocates, promotes and advises on how the special needs of the disabled community can be better served and interwoven with those of the general community.

NEIGHBORHOOD COMMISSION
Nine members, five-year staggered terms. (Four members are appointed by the Mayor, four by the City Council; the ninth member is appointed by the Mayor and confirmed by the City Council.)
The Neighborhood Commission periodically reviews and evaluates the effectiveness of the Neighborhood Plan and the neighborhood boards. The commission also assists in the formation and the operation of neighborhood boards, upon request.

**OAHU WORKFORCE INVESTMENT BOARD (OWIB)**

*Number of members not limited, terms are co-terminus with the Mayor.*

The Oahu Workforce Investment Board (OWIB) was created in response to the passage of the 1998 Workforce Investment Act. The act mandates that local governments establish training and employment programs designed to meet the needs of local businesses and job seekers. The OWIB is responsible for the development of a local strategic workforce investment plan for the City and County of Honolulu.

**PLANNING COMMISSION**

*Nine members, five-year staggered terms.*

The Planning Commission advises the Mayor, City Council, and the Director of the Department of Planning and Permitting on matters relating to land use and development. The commission reviews, holds public hearings, and makes recommendations on revisions and amendments to the General Plan and the Development Plans. It also reviews and conducts hearings on zoning ordinances and amendments, as well as on state Special Use Permits. Additionally, the commission comments on rules and regulations that deal with zoning and land subdivision as prepared for the Director of the Department of Planning and Permitting.

**POLICE COMMISSION**

*Seven members, five-year staggered terms.*

The Police Commission appoints the Police Chief, reviews rules and regulations for the administration of the Police Department, and evaluates, considers, and investigates charges brought by the public against the conduct of the Police Department or any of its members. It also reviews the annual budget prepared by the Police Department and may make recommendations thereon to the Mayor.

**REAL PROPERTY TAX ASSESSMENT BOARDS OF REVIEW I, II, AND III**

*Five members per board, five-year staggered terms.*

Although attached to the Real Property Assessment Division of the Department of Budget and Fiscal Services for administrative and clerical assistance, the Boards of Review are independent bodies established to settle disputes between the taxpayer and the real property tax assessor. While most cases settled by the boards involve differences of opinion over the assessed valuation of real property, the boards also decide issues involving the disallowance of exemptions by the assessor.

**SALARY COMMISSION**

*Seven members, five-year staggered terms. (Three members are appointed by the Mayor, three by the City Council; the seventh member is appointed by the Mayor and confirmed by the City Council.)*

The Salary Commission establishes the salaries of all elected city officials and certain appointed city officials in accordance with the principles of adequate compensation for work performed, and relative to preservation of a sensible relationship to the salaries of other city employees.

**TRANSPORTATION COMMISSION**

*Seven members, five-year staggered terms. (Three members are appointed by the Mayor, three by the City Council; the seventh member, who serves as the Chair, is appointed by the Mayor and confirmed by the City Council.)*

The Transportation Commission annually evaluates the performance of the Director of the Department of Transportation Services; and reviews and makes recommendations on rules concerning the administration and operation of the department, the department’s annual budget, changes to the public transit fare structure when deemed necessary, and the performance of public transit and other transportation system contractors under the department’s jurisdiction.

**ZONING BOARD OF APPEALS**

*Five members, five-year staggered terms.*

The Zoning Board of Appeals hears appeals regarding decisions of the Director of the Department of Planning and Permitting in the administration of zoning and subdivision ordinances and related rules and regulations. The board also hears requests for variances from the Land Use Ordinance.
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POWERS, DUTIES, AND FUNCTIONS

The Neighborhood Commission Office (NCO) provides administrative and technical support services to the Neighborhood Commission, 33 neighborhood boards, and the city administration.

Neighborhood Boards

The 33 neighborhood boards are comprised of 437 volunteer board members serving as part of advisory groups to the Honolulu City Council, the city administration, departments, agencies, and other public officials of the state and federal governments. Oahu’s neighborhood boards function as islandwide communication conduits, expanding and facilitating opportunities for community and government interaction. The Neighborhood Plan, developed by the Neighborhood Commission, serves as the legal framework for the neighborhood boards.

Neighborhood Commission

The Neighborhood Commission was established in 1973 after Honolulu voters approved an amendment to the Revised Charter of the City and County of Honolulu, now set forth as Article XIV. To fulfill its duties, the commission rules require a minimum of six meetings each year, including the review and evaluation of the activities, performance, and operations of the neighborhood board system.

The nine members of the Neighborhood Commission for Fiscal Year 2016 were:

Russell Yamanoha, Chair
Robert Finley, Vice Chair
Tyler Dos Santos-Tam, Second Vice Chair
Loryn Guiffré
Joby North III
Richard Oshiro
Robert Stubbs
Claire J. Tamamoto
Sylvia Young

The mission of the Neighborhood Commission is to increase and assure effective citizen participation in the decisions of government through the establishment of policy, providing oversight and evaluation, creation and expansion of various public outreach efforts and campaigns, as well as facilitating the efficient organization and operation of the neighborhood board system.

ACCOMPLISHMENTS

• In FY 2016, the neighborhood boards held 340 regular meetings, 8 special meetings, and 105 committee meetings; the NCO distributed 14,323 paper sets of agenda and minutes with an additional 175,941 agendas and sets of minutes distributed electronically;
• The Neighborhood Commission held eight regular meetings, one special meeting, and three committee meetings; the NCO distributed 732 paper sets of agendas and minutes with an additional 6,552 agendas and sets of minutes distributed electronically;
• The 2016 Conference of Chairs was held on April 9, 2016, with 35 board chairs and vice-chairs, along with Neighborhood Commissioners, and NCO staff in attendance, covering topics including: updates from the Executive Secretary on commission office activities and ongoing legislation at the city and state level; updates from the commission’s various committees, including a detailed review of proposed changes to the Neighborhood Plan; a presentation on running efficient meetings; and a roundtable session to identify various issues of common concern;
• In FY 2016, NCO led 10 presentations to schools, student organizations, and Rotary clubs throughout Oahu; participated as a booth vendor in nine community events, including Night of Chinatown which normally draws in 50,000 people throughout the day, Filipino Fiesta, Pride for Ewa, and Taste of Kalihi; and issued two volumes of its departmental e-newsletter, Hoike Lono;
• On June 27, 2016, nine members of the NCO staff successfully passed the entrance examination into the National Association of Parliamentarians;
• In FY 2016, the commission dismissed four complaints and adjudicated two;
• The Caldwell administration, on behalf of the NCO, submitted proposal #89 which would change the title of the Executive Secretary to Executive Director; the NCO opposed proposal #42 which would prohibit someone from concurrent service on the Neighborhood Commission and a neighborhood board; and the NCO opposed proposal #30 which would have abolished the existing neighborhood board system and on June 9, 2016, the vote in support of this proposal failed, eliminating the proposal from further consideration.
POWERS, DUTIES, AND FUNCTIONS

The Mayor's Office of Culture and the Arts (MOCA) was founded in 1971 after the creation of the Commission on Culture and the Arts and the passage of the Percent for Art law in 1967 that established the Art in City Buildings Program.

MOCA is a partner and catalyst for increasing opportunities, awareness, and involvement in cultural activities for the benefit of all. In this capacity, MOCA administers the Art in City Buildings Program, Culture and Arts Programs, and a Collaborative Arts Program.

The Art in City Buildings Program collection database is continually updated and publicly accessible through the agency's webpage on the city's website. The Artist Registry, with information on 427 artists, is maintained by MOCA and available for public use.

MOCA assists the city in attaining national preeminence in culture and the arts, preserving the artistic and cultural heritage of all its people, promoting a community environment that provides equal and abundant opportunity for exposure to culture and arts in all its forms, and encouraging and providing equal opportunity for the development of cultural and artistic talents of the people of Honolulu.

ACCOMPLISHMENTS

• The Mayor’s Production Grant program issued $145,475 in funds to 18 non-profit organizations;
• Art in City Buildings program acquired 8 works in Fiscal Year 2016;
• Completed 95 conservation maintenance treatments in FY 2016;
• Coordinated 16 events on city grounds, attracting more than 175,140 attendees;
• Managed 52 cultural exhibits held at Honolulu Hale and Kapolei Hale;
• Managed 83 events with 9,531 attendees at the Mission Memorial Auditorium;
• Managed more than 258 meetings, public hearings, and workshops in the Mission Memorial Hearings Room.
Powers, Duties, and Functions

The Mayor’s Office of Economic Development (OED) is responsible for cultivating tourism and hospitality, agriculture, film, and other industries; advancing small businesses; strengthening relationships with state, military, federal, and international partners; and coordinating cultural and community festivals and special events. In Fiscal Year 2016, OED emphasized public-private partnerships in five categories: Small Business Development and Community Revitalization; Agriculture; Film; International Relations and Sister-City Programs; and the Hawaii Tourism Authority Community Product Enrichment Program (CPEP).

Small Business Development and Community Revitalization

OED supports economic growth for businesses and organizations throughout Oahu’s existing and emerging industries, including small business, tourism, diversified agriculture, entertainment, sports, and technology. OED promotes community revitalization by providing grants to non-profit community and civic organizations to support projects that stimulate economic opportunities, strengthen the unique character of Oahu’s diverse ethnic communities, and improve the quality of life for our residents.

Agriculture

The city’s Agricultural Liaison enables the city to capitalize on agricultural funding opportunities provided by state and federal agencies; to collaborate with the state on issues of mutual concern; and to coordinate with city departments on changes that will benefit agriculture.

Honolulu Film Office

The goal of the Honolulu Film Office (HonFO) is to make Hawaii’s film industry a vital, vibrant part of a diversified and sustainable economy. To this end, the HonFO provides leadership in the areas of planning, development, facilitation, and marketing to and for media industries in the City and County of Honolulu.

As the hub of production for the State of Hawaii, Honolulu’s film office assists an average of 500 projects each year. Oahu is typically responsible for approximately 50 to 75 percent of the annual statewide total production expenditures, which average more than $300 million on Oahu and supports approximately 2,500 full-time equivalent jobs statewide (Department of Business, Economic Development & Tourism Data Book 2007-2014 figures).

International Relations and Sister-City Program

International relations play a vital role by enhancing Honolulu’s unique and rich cultural, social, and economic diversity. Each month, OED responds to an average of more than 50 international communications and coordinates seven international courtesy calls. Since 1959, Honolulu’s Sister-City Program has grown to 32 established sister-city relationships with cities around the world. Sister-City programs have the potential to provide numerous benefits, such as developing new business contacts and gateways into new markets and product lines, and give local businesses a competitive edge abroad by reducing fees in business negotiations, attracting foreign-fee-paying students, and facilitating knowledge/technology sharing and joint research.

Hawaii Tourism Authority’s (HTA) County Product Enrichment Program (CPEP)

OED administers the Hawaii Tourism Authority-County Product Enrichment Program (HTA-CPEP), providing grants annually to various Oahu organizations. Through the HTA-CPEP program, OED develops new, and enhances existing, community based tourism events, experiences, attractions, and projects related to agriculture, culture, education, health and wellness, and nature or technology.

The program complements Hawaii’s traditional resort product and assists in Honolulu’s economic diversification.

Accomplishments

• In FY 2016, OED awarded 23 grants ranging in amounts from $5,000 to $20,000;
• Completed the CPEP Grant Program review panel process with 28 total awards;
• Collaborated with Art+Flea, a locally owned business that hosts monthly pop-up markets featuring local vendors, to present HoliDAZE! Holiday Market, a holiday street market in Chinatown;
• Collaborated with local micro-funding dinner event HNL Soup to host Chinatown SOUP at the Arts at Mark’s Garage, a Chinatown art gallery and community space;
• Applied for the 37th Annual U.S. Conference of Mayors City Livability Award on behalf of the City and County of Honolulu and was awarded the First Place award for cities with over 100,000 in population for H-POWER;
• Coordinated the 100 Resilient Cities Challenge application process with various stakeholders, edited the final version, and submitted the application on behalf of the City and County of Honolulu; Honolulu was selected as one of the 100 Resilient Cities in May 2016;

• OED was the lead agency for the City and County of Honolulu’s primer grant application with the Office of Economic Adjustment; notification of Award was made in June 2016.

• Planned the 70 Years of Peace three-part event with the United States Navy, Nagaoka, Japan, and JTB Hawaii, Inc. to include a Sister-City Dinner at Café Julia, memorial service on Ford Island, and a commemorative ceremony;

• Planned the Chigasaki Plaque Unveiling Ceremony; coordinated with Mayor, Managing Director, and Deputy Managing Director to be present at this ceremony; and worked on translations and captioning for Japanese;

• Coordinated the Mayor’s 10 day diplomatic and trade mission to Taiwan and China to renew and strengthen Honolulu’s sister-city relationship with Kaohsiung and Zhongshan.
POWERS, DUTIES, AND FUNCTIONS

The Office of Housing establishes and administers programs for affordable housing, senior housing, special needs housing, and the homeless. The office coordinates services with state and federal agencies, as well as private and non-profit organizations.

The Office of Housing, together with the Department of Community Services, launched the Mayor’s Homeless Action Plan in May 2013. This plan is based on the Housing First model, which removes the barriers of mandatory treatment program enrollment and provides permanent supportive housing directly from streets and shelters. Newly housed individuals are immediately provided with intensive case management and wraparound services to address their other needs.

As part of First Lady Michelle Obama’s Mayors Challenge to End Veteran Homelessness, the city, led by the Office of Housing, worked with other branches of government and service providers to house 502 veterans in Fiscal Year 2016. Mayor Caldwell launched Heroes Housing Heroes in July 2015 and hosted a Veteran Stand Down in August 2015 to support the initiative. Together with Governor Ige, Mayor Caldwell hosted Hawaii’s first Landlord Summit in November 2015 to encourage landlords to participate in Housing First and the Mayors Challenge.

ACCOMPLISHMENTS

• Mayor Caldwell’s $3 million Housing First program, launched in November 2014 and met its goal of housing 115 households experiencing chronic homelessness in its first year. The initiative successfully placed 176 people, including 35 children in 20 families, into permanent, supportive housing, with a 97 percent retention rate. In addition to continuing to house the people served through Housing First, the city released a Request for Proposals in February 2016 to house an additional 100 households experiencing chronic homelessness, by leveraging $1.2 million in federal funding with $1 million in city general funds;

• In early 2015, Mayor Caldwell signed onto the Mayors Challenge to End Veteran Homelessness, a national campaign from the Department of Housing and Urban Development, and championed by President Obama’s administration and First Lady Michelle Obama. In FY 2016, the Mayors Challenge effort permanently housed 502 homeless veterans (787 veterans from January 2015 to June 2016);

• The Mayor’s Office held two landlord summits to connect homeless veterans to permanent rental housing. The Heroes Housing Heroes Landlord Summits in July and November contributed to permanently housing these veterans;

• The Office of Housing hosted the August 2015 Veteran Stand Down at Beretania Community Park where over 100 homeless veterans were connected to housing, veterans affairs and community services, legal counseling, and employment services.
POWERS, DUTIES, AND FUNCTIONS

The Royal Hawaiian Band (RHB) serves as the official band of the City and County of Honolulu. It has the distinction of being the only full-time municipal band in the nation, and the only band in the United States established by a royal kingdom. The band represents the City and County of Honolulu at public events and provides a wide variety of music for the educational and cultural needs of the community. Due to its cultural heritage, the band endeavors to maintain its observance of, and its participation in, all events that were established during the Hawaiian monarchy era.

RHB is made up of 40 full-time positions and functions as a concert band, a marching band, and a glee club ensemble. The administrative and operational affairs of the band are handled by the bandmaster, assistant administrator, brass supervisor, woodwind supervisor, glee club leader, assistant conductor, drum major, librarian-in-charge, assistant librarian, field coordinator, and senior clerk-typist. With the exception of the bandmaster and the senior clerk-typist, all the positions listed are dual positions – they are musicians in the band in addition to executing their administrative and staff responsibilities.

ACCOMPLISHMENTS

• During Fiscal Year 2016, the band and glee club provided a total of 371 performances;
• Weekly concert performances took place at the Iolani Palace on Fridays;
• Other regular performances took place at the Ala Moana Center Stage, Kapilani Park Bandstand, Royal Hawaiian Hotel Coconut Grove, Moana Hotel, Kahala Mall, Windward Mall, Pearlridge Center, Waialua Bandstand, and Mililani Town Center;
• On December 10, 2015, RHB performed at the historic Hawaii Theatre “A Holiday Concert with the Royal Hawaiian Band,” featuring RHB, Jerry Santos, Frank Delima, Gary Aiko, Karen Keawehawai, Malia Kaai, Pilani Smith, La Onohe Mai O Haehae, and the Kamehameha Schools Children’s Chorus;
• On June 18, 2016, RHB performed a concert for the residents of Kauai and Niihau, at Prince Kuhio Park in Koloa, Kauai;
• Hawaiian cultural and monarchial events featured the band, including the Prince Lot Hula Festival, Queen Liliuokalani’s Onipa’a and birthday commemoration, Queen Emma’s memorial, King Kalakaua’s birthday celebration and Royal Guard review, Prince Kuhio Parade, Princess Ka‘iulani birthday celebration, Day at Queen Emma Summer Palace, Aloha Festivals Waikiki Hoolaulea, Ka Ahe Lau Makani “Choral” Festival, Aloha Festivals Floral Parade, Princess Likelike birthday celebration, Kaahumanu Day Celebration, King Kamehameha Floral Parade, and the city-sponsored May Day celebration and Na Hula Festival;
• The band performed for other cultural and community parades, including the Honolulu and Kapolei City Lights parades, Wahiawa Veteran’s Day, Waikiki Holiday, Kaimuki Christmas, Haleiwa Christmas, Kailua 4th of July, Pan-Pacific, St. Patrick’s Day, Salute to Youth, Martin Luther King Jr., Night in Chinatown, Honolulu Festival, and numerous other community parades;
• Community concerts were performed at many other events, such as: Nagasaki Peace Bell Ceremony, Korean Festival, Chinese Moon Festival, Vietnamese New Year Festival, Scottish Festival, P&R Senior Valentine’s Dance, Bastille Day, Duke Kahanamoku Beach Challenge, Ewa Elementary School’s “Lincoln Day” program, Taste of Kalbi Festival, Moiliili Ohana Festival, Police Week, Windward Community College Paliku Arts Festival and the Mayor’s Office of Culture and Arts “Mango Jam”;
• Concerts at other venues included hospitals, nursing homes, adult care facilities, and educational concerts at many local preschools, middle schools, and high schools;
• From the sounding of the Pu (conch shell) and the opening oli (chant) to the musical, vocal, and hula styling of its multi-talented members, RHB continued to promote and perpetuate the music and culture of Hawaii, and provide a unique musical experience for an age friendly city of local residents and visitors.
POWERS, DUTIES, AND FUNCTIONS

The Board of Water Supply (BWS) manages Oahu’s municipal water resources and distribution system, providing residents with a safe, dependable, and affordable drinking water supply now and into the future. As the largest municipal water utility in the state of Hawaii, the BWS delivered potable and non-potable water to approximately one million customers on Oahu in Fiscal Year 2016. The BWS carefully and proactively manages and invests in its intricate system, consisting of 94 active potable water sources, 171 reservoirs, and nearly 2,100 miles of pipeline.

The BWS is a financially self-sufficient, semi-autonomous agency of the City and County of Honolulu. Its operations and projects are financed with revenues generated by water transmission and distribution fees. It receives no tax money from the city. The BWS also issues revenue bonds and pursues federal grants and State Revolving Fund loans to help subsidize BWS projects.

The BWS is governed by a Board of Directors (Board), consisting of seven members. Five members are appointed by the Mayor and are confirmed by the Honolulu City Council. The remaining two serve in their capacities as the Director of the state Department of Transportation, and the Director and Chief Engineer of the city’s Department of Facility Maintenance. The Board appoints the BWS Manager and Chief Engineer to administer the department.

Capital Projects Division

The Capital Projects Division formulates the annual Capital Improvement Program and implements design and construction projects for new source, storage, treatment, transmission and distribution facilities, and repair, maintenance and upgrades of aging water mains and facilities.

Customer Care Division

The Customer Care Division interfaces with BWS customers to provide services in the areas of bill payments, delinquent bills, account inquiries, water service investigations, review of building permit applications, new water services, and investigation of water leaks and possible causes for high water bills.

Field Operations Division

The Field Operations Division maintains and repairs Oahu’s water delivery system, which includes all pipelines, valves, and fire hydrants. This division also maintains the BWS’s corporation yards and conducts landscaping work at all of its facilities.

Finance Division

The Finance Division ensures the BWS’s financial resources are efficiently and effectively managed by providing support for all of the BWS’s financial and fiscal functions, including financial reporting, general accounting, payroll, accounts payable, planning and analysis, fixed assets, treasury, debt and investment management, meter reading and customer billing.

Information Technology Division

The Information Technology Division plans, designs, implements, maintains, and supports BWS information technology (IT) and geographic information system (GIS) applications and the BWS IT infrastructure, which includes physical and virtual data centers, servers, personal computers, mobile computing, wired and wireless network communications, telephone systems, the call center system, and video surveillance systems.

Land Division

The Land Division acquires real property and interests therein, in the name of the City and County of Honolulu for BWS use through purchase, condemnation, lease, easement, and executive land order; recommends to the City Council the disposal of surplus real property; and manages real property and real property interests that are under the control of the BWS.

Water Quality Division

The Water Quality Division manages the BWS’s compliance with all federal and state drinking water and applicable environmental rules and regulations. This division also manages microbiological and chemical laboratories.

Water Resources Division

The Water Resources Division directs the BWS’s long-range water resource and capital planning for the island’s water system, and ensures that there is an adequate water supply for current and future water users.

Water System Operations Division

The Water System Operations Division monitors, maintains, repairs, and operates the BWS’s diverse water systems, including well and booster stations, control valves, and the various water treatment facilities. This division also inventories, maintains, and repairs the BWS’s fleet of motor vehicles, construction equipment, and trailers.
Office of the Manager and Chief Engineer

The Office of the Manager and Chief Engineer administers the affairs of the BWS in accordance with policies and regulations adopted by the Board and the provisions of the Revised Charter of the City and County of Honolulu; provides comprehensive strategic communication services and support to all divisions, including internal communications and external communications with key stakeholder groups such as customers, community/advocacy groups, neighborhood boards, media, and elected officials; oversees the development and execution of the operating budget, capital improvement program, and departmental revenues; administers and manages human resource classification, recruitment and examination, and labor relations; develops and implements plans and policies to improve security for BWS employees, water resources, and distribution system; and develops and executes risk management and emergency preparedness and response in coordination with other city, state, and federal agencies.

ACCOMPLISHMENTS

• BWS is developing a long-range Water Master Plan (WMP) – scheduled for adoption in October 2016 – that is a comprehensive evaluation of BWS’s water supplies, needs, and infrastructure over a 30-year period and includes population and water use projections, evaluation of the current system (including causes of water main breaks), and considerations for conservation, watershed management, recycled water and climate change adaptation;

• In May of 2016, BWS celebrated the first year of the Stakeholder Advisory Group (SAG) - a group comprised of nearly 30 local residents, civic organization leaders, and business and environmental professionals, covering all City Council districts - whose purpose is to provide important feedback on the BWS WMP, financial plan, proposed rate study and other important initiatives such as water conservation, recycled water and watershed management; the SAG effort demonstrates BWS’s commitment to increase responsiveness and transparency of public engagement and communications;

• Conducted approximately 17,046 chemical tests, 9,290 microbiological, and 9,873 chlorine residual and other quality tests on samples collected from its sources, distribution systems, and treatment facilities to ensure all water served is safe to drink; chemical tests performed this fiscal year include continued monitoring of BWS wells near the Navy Red Hill Bulk Fuel Facility in response to a fuel leak reported by the Navy in January 2014, and is conducting its own studies to assess the impact the leak may have on the groundwater aquifer;

• In June 2016, BWS completed its annual production of the Consumer Confidence Report, also known as the Water Quality Report, and mailed it to all BWS customers on record to provide information on the quality of the water delivered from the BWS system; the report is also available online at www.boardofwatersupply.com; the Water Quality Division also placed ads in Honolulu newspapers, including various ethnic language publications, to inform community members of the distribution;

• Responded to 326 main breaks, or about 14 breaks per 100 miles of pipeline, with over $6.7 million in water main construction projects that systematically identified aging and corroded water mains that needed to be replaced to improve system reliability, reduce main breaks, and to ensure sufficient pressure; concurrently, fire hydrants were replaced to improve fire protection and meet current standards; design contracts were awarded for water main replacements in Kalihi, Keolu Hills, Makakilo, Moanalua, Pauoa, Pearl City, Waiau and Waipio; the BWS continues work on improvement plans that will ensure BWS meets regulations and State Dam Safety requirements;

• BWS entered into a 20-year, $33 million Energy Savings Performance Contract with NORESCO LLC, allowing BWS to implement comprehensive energy efficiency, renewable energy, and operational improvements which guarantees enough energy savings over the next 20 years to pay for the contract; the project is financed by a loan from the Drinking Water State Revolving Fund, managed by the State of Hawaii Department of Health;

• BWS began the five-year apprenticeship program for Plant Electrical Electronic Equipment Repairer (PEEER) positions that provides classroom and on-the-job training to develop highly-skilled licensed electricians needed to maintain over 200 BWS pump, treatment and emergency generator facilities across Oahu; the first class of PEEER apprentices was hired in 2016;

• BWS partnered with the Hawaii State Fusion Center (HSFC) to increase its threat awareness via interagency sharing of information not otherwise available through other means; access to shared information from federal sources, as well as other HSFC partners, supports BWS’s cyber security program and its focus on improving critical infrastructure security and resilience;

• BWS’s communications efforts resulted in features in Hawaii Business magazine focusing on Oahu’s drinking water and Hawaii Home and Remodeling magazine focusing on xeriscape gardening; new conservation advertising for TV and radio were also created and published; sponsored its 38th annual Water Conservation Week Poster Contest and the 8th annual Water Conservation Week Poetry Contest, receiving more than 1,500 posters and 450 poems from more than 60 Oahu schools, focused on the theme “Pure Water – There Is No Substitute,” in which the winning entries will be featured in the 2017
Water Conservation Calendar scheduled for distribution in December 2016; launched the “free seed of the month” program through the Halawa Xeriscape Garden;

• Improved customer service experience by implementing enhanced telephone service standards, initiating a library of standards, procedures and guidelines for staff use and training, revised call center training program for new employees, and instituted a customer escalation process to support prompt resolution of customer issues; completed a major redesign of the decade-old BWS website to provide a more dynamic, cleaner look, and easier navigation with platform independence – enabling a seamless experience whether using desktop/laptop computer, tablet or smartphone.
POWERS, DUTIES, AND FUNCTIONS
The responsibilities of the Department of Budget and Fiscal Services (BFS) include: revenue collection from taxes and fees; centralized citywide purchasing; managing the city’s cash, investments, and debt in a prudent manner; disbursement control to support city agencies in delivering successful projects and programs; long-range financial planning and budgeting; maintaining the city’s financial records in accordance with standards; and overseeing equipment inventories to ensure assets are properly accounted for and safeguarded.

Additionally, BFS provides administrative support in the form of oversight for the Liquor Commission; two pension funds for current and former employees of the Board of Water Supply (BWS) and the City and County of Honolulu; and three boards of review.

The mission of BFS is to deliver adequate resources to city agencies to ensure successful programs and projects in a fiscally prudent and responsible manner, and to protect and enhance the city’s excellent bond rating.

Accounting and Fiscal Services Division
The Accounting and Fiscal Services Division provides financial services to departments and agencies; reviews the manner in which public funds are received and expended; ensures that funds expended from operating and capital budgets are approved in accordance with budget ordinances; prepares centralized payroll; liquidates claims; and prepares financial statements and reports on city operations.

Budgetary Administration Division
As required by the Revised Charter of the City and County of Honolulu and under the direction of the Mayor, the BFS Director prepares the operating and capital program and budget, and prepares the necessary budget ordinances, amendments or supplements.

The Budgetary Administration Division administers the city’s operating budget, which includes the preparation and submittal of the annual executive program and budget to the City Council, as well as analysis and administration of the budgetary management programs of the 23 executive agencies in the City and County of Honolulu.

Fiscal Capital Improvement Program Administration Division
The Fiscal Capital Improvement Program (CIP) Administration Division administers the management and analysis relating to: the city’s six-year CIP program; citywide revenue; central accounts; long-range financial planning programs; U.S. Department of Housing and Urban Development’s Community Development Block Grant; HOME Investment Partnerships; Emergency Solutions Grant; and Housing Opportunities for Persons With AIDS programs.

Internal Control Division
The Internal Control Division is a leader in building public trust in city government by promoting cost-effective internal controls to safeguard city assets. The division performs professional and objective examinations and evaluations of the city’s financial activities. Seven staff members audit, review, and monitor the controls and processes for safeguarding city assets and recording financial transactions, and recommend practical changes and cost-effective improvements. Division personnel include certified public accountants and certified government financial managers.

Purchasing Division
The Purchasing Division is responsible for procuring materials, supplies, equipment, services, construction, consultants, professional services, and management of city-owned property.

The Procurement and Specifications Branch is divided into four sections that support assigned departments by establishing standards and specifications, developing solicitation documents, and providing technical assistance to agencies to assure quality purchases at reasonable prices.

The Property Management and Disposal Branch maintains inventory of all city personal and real property and effects the exchange, disposal, sale, and transfer of surplus equipment. Additionally, the branch manages city-owned real property, including disposals, rentals, leases, easements, concessions, and housing relocation functions.

Real Property Assessment Division
Chapter 8, Revised Ordinances of Honolulu (ROH), relating to the assessment of real property for tax purposes, provides for the Real Property Assessment Division to administer the provisions thereof. It ensures real property assessment values are fair and equitable, based on market value, and in accordance with applicable standards and laws.

The division’s mission is to annually provide the City Council with a certified assessment roll. The City Council uses this roll to set the tax rates for nine general land classes and generate property tax revenues for the city.
Risk Management

Risk Management is responsible for the overall risk financing plan and support services for the city’s departments, agencies, staff, and business partners, including BWS, Honolulu Authority for Rapid Transportation (HART), and Oahu Transit Services.

Treasury Division

The Treasury Division is responsible for the city’s cash management, debt administration, and certain accounts receivable. It maintains the city’s treasury, deposits monies, and invests funds as authorized by law.

Additionally, the division administers the receivables for real property taxes, refuse disposal and collection fees, special assessments, automotive fuel and maintenance fees, engineering inspector overtime and permit fees, wastewater engineering inspection charges, sewer lateral charges, recovery of road and sidewalk repair, recovery of costs for damaged traffic property, concession agreements, and lease rents.

Liquor Commission

The Liquor Commission issues liquor licenses, oversees the activities of licensees, and enforces state laws and commission regulations with respect to the licensing, regulation, sale, or consumption of liquor by restaurants, liquor stores, bars, and night clubs.

ACCOMPLISHMENTS

• Government Finance Officers Association of the United States and Canada (GFOA) awarded the city its Certificate of Achievement for Excellence in Financial Reporting for the Fiscal Year 2015 Comprehensive Annual Financial Report, and also awarded the city with its Distinguished Budget Presentation Award for the FY 2016 Budget;
• Implemented the Advantage 3.10 upgrade for the Budgeting System;
• Received, reviewed, evaluated, analyzed, and finalized the city’s FY 2017 executive operating program and budget proposal, which totaled $2.33 billion, $64 million more than the previous fiscal year appropriation, an increase of 2.8%; the majority of the increase was for collective bargaining raises and other non-discretionary costs such as retirement contributions, FICA, subsidies to the bus service, and solid waste fund;
• Submitted a balanced FY 2017 budget with no proposed tax increases or revenue enhancements that ensured provision of core services: repair and maintenance of facilities and infrastructure, housing and homelessness, parks, transportation, and mandated requirements;
• Implemented and administered a process for the selection and award of FY 2017 Community Development Block Grant projects and followed Sunshine Law requirements to increase transparency;
• Coordinated the expansion of the City Card Acceptance Program and implementation of the government service fee to provide alternate customer payment options;
• Successfully procured all departmental contracts in priority areas, including road repaving and sewer system infrastructure repair, maintenance and improvement; and city park revitalization;
• As of October 1, 2015, the Real Property Assessment Division assessed 298,149 tax parcels for Assessment Year 2016, including 132,122 condominium units and 348,679 buildings; and allowed 162,271 exemptions;
• During FY 2016, deposits of $3.3 billion and disbursements of $2.6 billion flowed through the city treasury, which managed an average daily cash balance of $2.6 billion; treasury funds represented $2 billion, while BWS funds, housing development funds and transit funds were $321.6 million, $12.4 million and $207.90 million, respectively;
• Real property taxes accounted for approximately two-thirds of the city’s general fund revenues; the Treasury division billed 290,879 accounts for $1.039 billion and total taxes collected were $1.010 billion.
POWERS, DUTIES, AND FUNCTIONS

The Department of Community Services (DCS) develops and administers projects, programs, and plans of action for human resources, human services, and housing programs; develops and administers projects, programs, and plans of action designed to achieve sound community development that conform to and implement the general plan and development plans; administers grants awarded from the grants in aid fund; and implements federal- and state-aided human resources, human services, housing, urban renewal, and community development programs [Chapter 3, Section 6-302, Revised Charter of the City and County of Honolulu].

The department is comprised of the following divisions/units: Community Assistance, Community Based Development, Elderly Affairs, WorkHawaii, Office of Grants Management, and the Oahu Workforce Development Board. Administrative support is provided through the department’s Administrative Services Section.

Additionally, the following committees are attached administratively to DCS: Honolulu County Committee on the Status of Women and the Grants in Aid Advisory Commission.

Community Assistance Division

The Community Assistance Division (CAD) provides: rental assistance to eligible low-income families participating under the federally funded Section 8 programs, which consist of Housing Choice Voucher Program, Family Self-Sufficiency (FSS) Program, and Homeownership Option Program (HOP); decent, safe, and sanitary housing for low- and moderate-income households through the Rehabilitation Loan Program; and assistance to low- and moderate-income families to achieve homeownership via the Down Payment Loan Program.

Community Based Development Division

The Community Based Development Division (CBDD) works in partnership with non-profit agencies, private for-profit enterprises, and other government agencies to address affordable and special needs housing, as well as shelter and supportive services, for people in need through the acquisition and rehabilitation of existing affordable housing, the construction of new affordable housing developments, and the leasing of city-owned special needs housing projects. These are achieved via the Community Development Block Grant (CDBG), HOME Investment Partnerships (HOME), and the Housing Opportunities for Persons with AIDS (HOPWA) programs. The division is also responsible for securing funds to support local homeless assistance programs via the Continuum of Care (CoC) program, which provides rental assistance and supportive services to homeless persons. It also administers the Emergency Solutions Grants (ESG) program, which provides funds to support the operations of emergency shelters as well as rapid re-housing and homeless prevention activities. It also administers city General Funds to non-profit organizations that operate city homeless initiatives, including the Housing First, housing navigation, and homeless outreach programs.

Elderly Affairs Division

The Elderly Affairs Division (EAD) is the designated Area Agency on Aging (AAA) in Honolulu and serves as the Aging and Disability Resource Center (ADRC). Its objective is to develop a comprehensive and coordinated system of services to assist older persons in leading independent, meaningful, and dignified lives in their own homes and communities for as long as possible. The division serves as the leader on aging-related issues on behalf of older persons and is responsible for the following functions: advocacy, planning, coordination, interagency linkages, information sharing, brokering, monitoring, and evaluation. It also serves as a participant in the Honolulu Council on Aging.

WorkHawaii Division

The WorkHawaii Division’s (WH) mission is to develop a quality workforce for Honolulu’s businesses, and empower adults and youth to develop the necessary work skills that align with the current and future needs of employers.

The division is the lead agency for four Oahu WorkLinks centers, also known as American Job Centers. WH provides a broad range of workforce development and related services that address the self-sufficiency needs of job seekers and workers, especially individuals with barriers to employment. Businesses are an active partner in addressing the challenges of talent and skill shortages ensuring that workforce development efforts meet the employer-identified needs.

Office of Grants Management

The Office of Grants Management (OGM) administers the city’s Grants in Aid (GIA) fund for the purpose of developing, implementing, and supporting non-profit projects, services, and programs that address community needs consistent with the city’s established priorities to address at-risk populations, including: (1) services to economically and/or socially disadvantaged populations; (2) services for public benefit in the areas of the arts, culture, economic development, and environment; (3) social services for the poor, aged, and youth; (4) health services, including for those with physical or developmental disabilities; (5) educational, manpower, or training services; and (6) services to meet a definitive cultural, social, or economic need within the city.
The Oahu Workforce Development Board (OWDB) is appointed by the Mayor to work in partnership to implement a federally funded program that comes to the State of Hawaii through its Department of Labor and Industrial Relations. Together the state and counties work to implement the Workforce Innovation and Opportunity Act (WIOA) of 2014. This Act was signed into law by President Obama in July 2014, and supersedes the Workforce Investment Act (WIA) of 1998. WIOA specifies the functions of the board to include, but are not limited to, development of a local plan that aligns with the state plan, labor market analysis, convening workforce stakeholders, engaging employers, developing career pathways, as well as the selection and oversight of vendors to operate Oahu WorkLinks (American Job Centers).

**ACCOMPLISHMENTS**

- CAD’s Housing Choice Voucher Program served 3,709 families; registered 1,496 landlords while converting 1,219 landlords or their agents to electronic funds transfer to reduce costs and streamline payments; and received new Veterans Affairs Supportive Housing Vouchers for 80 families and began subsidies for 62;
- CAD’s Family Self-Sufficiency Program enrolled 117 families, graduating 14 families who received over $140,000 in escrow savings;
- CBDD’s Hale Mauliola Housing Navigation Center, the first of its kind in Hawaii, reached maximum occupancy, served 173 clients, and successfully placed 65 people who had been experiencing homelessness into stable housing since beginning operations in November 2015;
- CBDD’s Housing First Program continued to provide permanent supportive housing to 176 individuals in 115 households who had been experiencing chronic homelessness and posted a Request for Proposals for Housing First, Increment II, which will provide permanent supportive housing for an additional 100 households experiencing chronic homelessness;
- In partnership with non-profit affordable housing developers, CBDD supported the development of 168 units added to Oahu’s permanent affordable housing inventory;
- EAD established the ADRC, a one-stop shop that provides information and assistance on a full range of public and private resources available to older adults, persons with disabilities, their caregivers and family. As part of the ADRC, the division’s Senior Helpline received over 7,000 calls, and EAD completed over 3,000 assessments resulting in seniors receiving services that assist them with aging in place; EAD and its contracted service providers provided information and/or assistance to over 33,000 seniors;
- Through Oahu WorkLinks, WH helped 19,553 job seekers receive workforce information and assisted 6,093 individuals obtain employment;
- WH helped 188 YouthBuild and WIOA Youth Program participants obtain high school diplomas, 71 pursue post secondary education and advanced training, and 122 obtain employment;
- WH’s Rent To Work Program provided rental subsidies to 80 families experiencing homelessness, all of whom were working and had completed financial literacy training; the Family Self-Sufficiency Program served 97 families, graduating five who received over $48,000 in escrow savings; families pursued goals of successfully maintaining employment, completing financial literacy and life skills training, while accumulating savings in their escrow accounts;
- OGM, through its GIA Program, issued 48 new grant awards for $6 million, and managed 150 grants that fund services through non-profit agencies to meet community needs in Honolulu.
POWERS, DUTIES, AND FUNCTIONS

The Department of the Corporation Counsel (COR) serves as the chief legal adviser and legal representative of all city agencies, the City Council, and all officers and employees of the city in matters relating to their official powers and duties. The department represents the city in all legal proceedings and performs all other legal services required by the Revised Charter of the City and County of Honolulu or other laws.

Under the Charter, the Ethics Commission is attached to the Department of the Corporation Counsel for administrative purposes only.

Counseling and Drafting Division

The Counseling and Drafting Division (C&D) comprises four sections: (1) Finance; (2) Infrastructure and Community Services; (3) Real Estate and Land Use; and (4) Personnel and Public Safety.

C&D provides legal advice to the Mayor, the city departments and agencies, the City Council and its committees, and the city boards and commissions. In this advisory capacity, C&D renders oral and written opinions; drafts and reviews bills and resolutions for submission to, or being considered by, the City Council or the state legislature, advances and presents testimony on the city’s position on legal issues presented in state legislation; reviews and approves as to form and legality legal documents to which the city is a signatory; attends meetings of the City Council, the Council committees, and the city boards and commissions; provides legal representation on behalf of the city in state and city administrative proceedings and in selected court proceedings, such as real property tax appeals, eminent domain proceedings, quiet title proceedings, partitions of land court property, administrative appeals, foreclosures, bankruptcy actions, interpleader actions for the return of seized property, certain specialized litigation, and other matters as maybe assigned.

Litigation Division

The Litigation Division (LIT) provides certain legal representation of the city, and its officers and employees acting within the course and scope of their official duties, in state and federal courts in the State of Hawaii, including the trial and appellate courts. LIT processes and, if necessary, litigates certain claims by or against the city and such officers and employees, including tort, contract, civil rights, employment, and collection claims. LIT prosecutes liquor law violations before the Liquor Commission and advises and represents the Honolulu Police Department with regard to subpoenas duces tecum.

Honolulu Ethics Commission

The mission of the Ethics Commission (Commission) is to ensure that city officers and employees understand and follow the standards of conduct governing their work for the public. The Commission’s main focus is to deter 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, advisory opinions, enforcement actions and legislation.

The seven Commission members are appointed by the Mayor and confirmed by the City Council. Commissioners serve staggered five-year terms.

ACCOMPLISHMENTS

• COR continued to support the work of the 2015-2016 Charter Commission in its study and review of the operation of city government by assisting with legal review of the proposed amendments to the Revised Charter of the City and County of Honolulu, which will be submitted to the electorate for approval in the November 2016 general election, and providing advice and counsel to the Charter Commission.

• COR provided legal advice regarding Honolulu Authority for Rapid Transportation’s (HART) agreements with utilities and third parties; contract administration; land use, environmental and construction permitting; state and city legislation; and project financing; the development of a multimodal fare collection system; broadband connectivity; real estate acquisitions; and numerous public record requests. COR represented HART in procurement protests and eminent domain proceedings. HART is responsible for the largest public capital project in state history.

• COR assisted the various departments and agencies in obtaining favorable outcomes in bid protest challenges to procurements of road rehabilitation projects, refuse collection vehicles, waterline improvements, and security guard services and continues to defend against numerous bid protests filed pursuant to the state Procurement Code.

• COR supported the city’s acquisition of properties to be used for housing and services for homeless and low-income individuals and families: assisted with negotiating, preparing, and reviewing legal documentation, due diligence matters, permitting and other approvals, site-specific, funding-specific legal issues; and assisted with contracts for site work, development, improvements, and modifications to make properties suitable for housing and supportive services.
• The Ethics Commission staff utilized a new web-based software to create an interactive audio visual ethics training program. This software includes a learning management system which will enable staff to distribute and manage training materials more efficiently. This new delivery format will enable city officers and employees to complete ethics training at their work sites and from their desktops. It is scheduled for implementation in Fiscal Year 2017.

• The Ethics Commission received and responded to requests for advice, investigated complaints as shown in the Ethics chart below, issued one formal advisory opinion and one newsletter, and adopted a media policy.

<table>
<thead>
<tr>
<th>COUNSELING &amp; DRAFTING</th>
<th>Outstanding C&amp;D Requests as of 7/1/2015</th>
<th>New Requests Received FY 2016</th>
<th>Total Request Workload FY 2016</th>
<th>Requests Completed and Closed FY 2016</th>
<th>Outstanding C&amp;D Requests as of 6/30/2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>Requests for Legal Services</td>
<td>4,461</td>
<td>1,382</td>
<td>5,843</td>
<td>954</td>
<td>4,889</td>
</tr>
<tr>
<td>Drafting Requests¹</td>
<td>110</td>
<td>102</td>
<td>212</td>
<td>99</td>
<td>113</td>
</tr>
<tr>
<td>Requests for Review and Approval of Legal Documents</td>
<td>1,454</td>
<td>7,060</td>
<td>8,514</td>
<td>6,786</td>
<td>1,728</td>
</tr>
<tr>
<td>Pre-lawsuit Cases²</td>
<td>262</td>
<td>62</td>
<td>324</td>
<td>76</td>
<td>247</td>
</tr>
<tr>
<td>State and Federal Court Cases</td>
<td>1,329</td>
<td>506</td>
<td>1,835</td>
<td>289</td>
<td>1,546</td>
</tr>
</tbody>
</table>

¹ Drafting requests are requests to draft or review bills, resolutions, leases, easements, contracts, affidavits, etc.
² Adversarial proceedings before city or state administrative bodies.
³ Gross amount due to backlog of cases that are ready to be closed that have not yet been closed.

<table>
<thead>
<tr>
<th>LITIGATION</th>
<th>Outstanding LIT Requests as of 7/1/2015</th>
<th>New Requests Received FY 2016</th>
<th>Total Request Workload FY 2016</th>
<th>Requests Completed and Closed FY 2016</th>
<th>Outstanding LIT Requests as of 6/30/2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pre-lawsuit Cases⁴</td>
<td>750</td>
<td>499</td>
<td>1,249</td>
<td>672</td>
<td>577</td>
</tr>
<tr>
<td>State and Federal Court Cases</td>
<td>134</td>
<td>63</td>
<td>197</td>
<td>74</td>
<td>123</td>
</tr>
<tr>
<td>Subpoena Duces Tecum Requests</td>
<td>149</td>
<td>68</td>
<td>217</td>
<td>104</td>
<td>113</td>
</tr>
</tbody>
</table>

⁴ Claims filed with and handled by the COR claims investigators.

<table>
<thead>
<tr>
<th>ETHICS</th>
<th>Outstanding Matters as of 7/1/2015</th>
<th>New Matters Received FY 2016</th>
<th>Total Workload FY 2016</th>
<th>Matters Completed and Closed FY 2016</th>
<th>Outstanding Matters as of 6/30/2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>Requests to the Ethics Commission/Staff for Ethics Advice</td>
<td>7</td>
<td>234</td>
<td>241</td>
<td>219</td>
<td>15</td>
</tr>
<tr>
<td>Investigations into Misconduct Complaints</td>
<td>57</td>
<td>111</td>
<td>168</td>
<td>118</td>
<td>50</td>
</tr>
</tbody>
</table>
POWERS, DUTIES, AND FUNCTIONS

The Department of Customer Services (CSD) consists of three divisions: Motor Vehicle, Licensing, and Permits; Satellite City Hall; and Public Communications. In addition to administering all of Oahu's motor vehicle registration and titling programs, the department also processes payments and sales for numerous city services, issues business licenses, provides printing services, manages and archives city records, helps coordinate various city events, and facilitates public communication. The department meets the needs of the public by providing quality service, interacting electronically, by phone, or in person.

The department also administers the city's animal care and control contracts, including animal pound services, and the affordable spay and neuter certificate program.

Motor Vehicle, Licensing, and Permits Division

The Motor Vehicle, Licensing, and Permits (MVLP) Division works collaboratively with the Satellite City Hall (SCH) division in registering motor vehicles, trailers, bicycles, mopeds, and animals. MVLP also issues driver's and business licenses, and civil identification cards (State ID); administers the abandoned and derelict vehicle programs; administers and enforces the motor vehicle inspection program; administers the reconstructed vehicle program; implements and administers the general newsstand and Waikiki Special District publication dispensing rack programs; administers the disabled parking placard and identification card program for the City and County of Honolulu; and implements the Motor Vehicle Safety Responsibility Act.

Satellite City Hall Division

The Satellite City Hall offices primarily process motor vehicle registration and titling transactions, and offer an array of other services to the public, including the collection of water bill and real property tax payments; the sale of monthly bus passes and spay/neuter low-cost certificates; and the issuance of dog, bicycle, and moped licenses. Permits issued by SCH include those for disabled parking, picnics, loading zones, bus stop parking, and fireworks. The offices also issue voter registration and certification forms, and provide information about various city and county programs.

Public Communications Division

The Public Communications Division oversees departmental operations related to the communication and coordination of information about city programs, services, policies, and accomplishments to residents, visitors, internal stakeholders, and the media. The division provides onsite and in-house print, layout, and graphic design services, manages the city's extensive collection of traditional and electronic publications, and manages the long-term storage of city records.

ACCOMPLISHMENTS

• Opened a new Public Information Center (PIC) at the Mission Memorial Building, located on the grounds of the Frank F. Fasi Civic Center. The PIC serves as a resource to the public, providing information and general guidance to assist residents and visitors to successfully navigate and connect with city departments, agencies, and services;

• Relocated the Satellite City Hall at City Square to a new, upgraded service location at the city's new Kapalama Hale facility;

• Relocated the Driver Licensing Center at City Square to a new, upgraded service location at the city's new Kapalama Hale facility;

• Completed the initial deployment of the city's new AlohaQ push-notification queueing system at the new Kapalama Hale facilities, as well as the Pearlridge Satellite City Hall. AlohaQ is designed to reduce the need for customers to wait in line for service, including providing customers the ability to get in line online, at www.AlohaQ.org;

• Responded to more than 700 requests for proclamations, messages, certificates, photographic support, and media relations assignments;

• Produced approximately 40 hours of original video content for airing on Olelo Community Television, including the live broadcast of Mayor's State of the City Address, selected press conferences, and the Honolulu City Lights opening night events;

• Received and processed approximately 11,000 reports regarding concerns about city services via telephone, online problem reports, the Honolulu 311 smartphone app, email or mailed correspondence, or in-person at the PIC.
POWERS, DUTIES, AND FUNCTIONS

The Department of Design and Construction (DDC) is the central agency responsible for the design and construction management of the city’s Capital Improvement Program (CIP). DDC administers the development and implementation of capital improvements for city agencies working in conjunction with city operating departments. DDC projects include development of infrastructure and facilities for wastewater, roads and drainage, parks, fire, police, emergency services, customer services, finance, and planning and permitting. Additionally, DDC performs land survey and land acquisition in support of city agencies.

DDC is efficiently organized to deliver services required to support all city departments and agencies. Each division is structured to include the design and construction management services necessary to implement client needs.

Each division works with city agencies to identify and program long-term needs and create the annual CIP budget. As projects are budgeted, the design and construction branches prepare the construction documentation needed to fulfill the client program requirements to bid and contract the facilities for construction.

Civil Division

The Civil Division designs and constructs CIP-funded projects related to infrastructure of facilities within public rights-of-way, including streets and highways, drainage and flood control systems, bridges, and other public works structures. Responsibilities include engineering studies, alternative analysis, preparation of environmental documents, land acquisition requests, processing of permit applications; preparation of Plans, Specifications, and Estimates (PS&E) for construction; and administration of consultant and construction contracts. In addition, the Civil Division oversees the soil/materials testing laboratory.

Facilities Division

The Facilities Division implements CIP projects for other city agencies to upgrade or improve city recreational facilities; refurbish or build major municipal and civic buildings, police stations, fire stations, ambulance units, and city corporation yards; build new park facilities, and rehabilitate and upgrade existing ones; maintain city facilities requiring renovations, alterations, relocations, and emergency repair; and manage overall space planning, moving, and relocation for all city agencies.

Mechanical/Electrical Division

The Mechanical/Electrical Division (MED) designs and manages construction of roadway lighting projects; electrical and mechanical upgrades to existing facilities, including lighting retrofits and air conditioning upgrades; and assist with the development of long-range planning of energy conservation projects by other city agencies and their respective facilities. In addition, MED manages, coordinates, and designs the mechanical and electrical improvement projects in the areas of plumbing, fire sprinklers, air conditioning, underground fuel storage tanks, energy conservation, photovoltaic systems, indoor electrical, lighting, fire alarm, and public address systems.

Wastewater Division

The Wastewater Division designs and constructs CIP-funded wastewater-related facilities, including repair and upgrade to the collection and conveyance systems, and wastewater treatment facilities. Responsibilities include project planning assistance, engineering studies, alternative analysis, preparation of environmental documents, land acquisition requests, permit processing, preparation of project design documents, and administration of consultant and construction contracts.

Land Division

The Land Division provides 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; sites for wastewater collection and treatment facilities; sites for solid waste collection/disposal/transfer activities; and sites required for public uses such as parks and playgrounds, golf courses, police and fire stations, and corporation and bus yards.

ACCOMPLISHMENTS

- Constructed new play apparatus at three parks (Niu Valley Neighborhood Park, Nuuanu Valley Park, and Hoaeae Community Park) at a cost of $640,000;
- Repaved parking lots in four parks (Kahe Point Beach Park, Sandy Beach Park, Waimea Bay Beach Park, and Pokai Bay Beach Park) at a cost of $830,000;
- Renovated the Hans L’Orange Neighborhood Park Baseball Field at a cost of $350,000;
- Completed the in-house design for the lighting improvements for the various buildings at Ala Moana Regional Park;
• Completed construction of Ala Moana Wastewater Pump Station (WWPS) Force Mains 3 & 4 to provide additional force main capacity, flexibility, and reliability for the Ala Moana WWPS;
• Completed five construction contracts for Bridge Rehabilitation, valued at $1.4 million; bridge locations include Pelekane Drive, Diamond Head Road, Nehoa Street, 10th Avenue, and Waipahu Street;
• Paved 268 lane miles during the fiscal year;
• Completed Phase 2 of the Renton Road Sewer and Manhole Rehabilitation by rehabilitating approximately 7,000 linear feet of 30-inch diameter pipe along Renton Road, from Fort Barrett Road eastward toward the Honoaululi Wastewater Treatment Plant, using cured in place pipe (CIPP);
• Completed three Rockfall Mitigation Projects, construction contracts valued at $1.4 million, located along a portion of Moanalua Loop, Pacific Heights Road, and Nuuanu Pali Drive.
POWERs, DUTIES, AND FUNCTIONS

The Department of Emergency Management (DEM) is established by Section 127A-5, Hawaii Revised Statutes, and Section 6-103, Revised Charter of the City and County of Honolulu. The department is responsible for the following key areas: implementing public awareness, preparedness, and education programs critical to community-level resiliency regarding disasters, major emergencies, and acts of war or terrorism; synchronizing response and recovery between the public and private sectors; sustaining the city’s Emergency Operations Center (EOC) capability by facilitating situational awareness, planning, and management; and strategic planning utilizing a risk-based all-hazard approach for both natural- and man-caused hazards.

ACCOMPLISHMENTS

• During the record-setting hurricane season of June – November 2015, the Central Pacific experienced 15 storms, seven of which caused the city’s EOC to be activated;
• Winner of the National Voice of the People 2015 Award – Safety Category by the International City/County Management Association, for Honolulu residents’ disaster awareness and preparedness;
• Installed five new outdoor warning sirens to provide early warning for disasters and upgraded 15 sirens to solar power;
• Public education programs supported approximately 80 outreach events that focused on emergency preparedness messaging to the public;
• Conducted 24 Community Emergency Response Team (CERT) classes with more than 440 graduates from various parts of the island.
POWERS, DUTIES, AND FUNCTIONS

The Honolulu Emergency Services Department (HESD) is comprised of the Emergency Medical Services Division (EMS), Ocean Safety and Lifeguard Services Division, and the Health Services Branch. The department is responsible for the efficient, effective, and economical operation of pre-hospital emergency medical care and advanced life support emergency ambulance service on Oahu; a comprehensive ocean safety program, to include lifeguard services such as patrol and rescue operations, and emergency response to medical cases on the beach and near-shore waters; and injury prevention, public education, disaster planning activities in coordination with other local, state, federal, and private organizations. Additionally, provides physical and medical evaluations for personnel as required for their positions or maintenance of licensure or physical fitness standards.

Emergency Medical Services Division

The state Department of Health (SDOH) contracts with the city to provide emergency medical services on Oahu. There are a total of 20 EMS ambulance units on Oahu. All are Advanced Life Support ambulances with two crew members, including at least one paramedic. A paramedic is trained and authorized to perform invasive techniques under medical supervision and standing orders. The EMS Division has five support elements: Communications, Specialty Services, Equipment, Supplies, and Vehicle Maintenance.

HESD provides training for outside emergency providers, including: continuing medical education; clinical training partnership with Kapiolani Community College; clinical training for the Honolulu Fire Department (HFD) and Honolulu Police Department (HPD); Mobile Emergency Care Specialist (MECS) Training Program; driver’s training for MECS and Emergency Medical Technicians. EMS works cooperatively to provide optimal responses to medical emergencies through a first responder co-response agreement with HFD, and the Ocean Safety and Lifeguard Service Division. Military response agencies also work cooperatively with EMS.

Ocean Safety and Lifeguard Services Division

The Ocean Safety and Lifeguard Services Division operates a comprehensive operation along the 198 miles of Oahu’s coastline. The services performed by city lifeguards include ocean rescues, emergency medical treatment, mobile patrol and response, and educational/prevention strategies directed toward 18 million beach users on Oahu every year.

Health Services Branch

Health Services performs pre-employment screening and physical examinations for prospective city employees. State Department of Transportation medical certification is provided to the city’s commercial drivers and operators of crane and hoist equipment. Fitness for Duty and Return to Work evaluations are special examinations performed when it is necessary to determine an employee’s ability to safely perform the essential functions of the employee’s present position. Staff administers vaccinations to city employees and tests for a variety of diseases; processes personnel requiring medical evaluations; provides answers to physical and mental health concerns; and provides counseling to assist employees having difficulty attaining medical clearance. Health Services’ laboratory is responsible for medical examinations. The DUI program provides assistance to the HPD and prosecutors by providing blood draws and analysis for suspects arrested for driving under the influence. The laboratory provides a variety of health tests, screening, and immunizations.

ACCOMPLISHMENTS

• Replaced four ambulances with brand new Ford F450s to service the areas of downtown Honolulu, Hawaii Kai, Makiki, Kakaako, Ala Moana, Chinatown, and Makiki;
• Broke ground on a new EMS station in Waipio on Ukee Street, projected to open in Spring 2017;
• EMS responded to 85,836 calls to 911 in Fiscal Year 2016 and treated and transported 54,539 patients to local emergency rooms;
• Lifeguards responded to more than 2,300 calls to 911 in FY 2016 and treated and transported 54,539 patients to local emergency rooms;
• Lifeguards responded to more than 2,300 calls to 911 in FY 2016, ranging from ocean rescues to traumatic injuries, both in the ocean and on land; made thousands of preventative actions at beaches and along shorelines across the island;
• Rescue boat donated to Ocean Safety for use on the south shore, covering the area between Maunalua Bay and Barbers Point;
• Two citywide contracts were executed, the Employee Assistance Program and Substance Abuse Program contract and Drug and Alcohol contract for a minimum of one year with the possibility of extension for up to five years, to provide service to all city departments for counseling, substance abuse and drug and alcohol testing;
• Laboratory passed biennial Clinical Laboratory Improvement Amendments inspection by the SDOH and annual certification by the State of Hawaii DUI Coordinator. These inspections are required by Title 11, Chapter 114 of the Hawaii Revised Statutes to perform blood alcohol analysis;

• Collected over 1,000 urine drug screens for the Department of Parks and Recreations Summer Program in the months of March, April, and May with no additional cost to the city since no after hour fees were assessed.
POWERS, DUTIES, AND FUNCTIONS

The Department of Enterprise Services (DES) operates and maintains the Neal S. Blaisdell Center, the Waikiki Shell, the Honolulu Zoo, and six municipal golf courses. DES also coordinates the preparation, administration, and enforcement of City and County of Honolulu concession contracts. DES is the only city department with an operating budget primarily funded by public events and activities.

DES Administration directs and coordinates programs and operations of its four divisions, and manages the concession contracts. DES Administration also provides staff and clerical support services in personnel, budget, and organizational management for the entire department.

Concessions Management

Concessions Management is led by the concessions contracts specialist, whose function is to plan, develop, and implement the concessions contract program. The program involves the proposal, evaluation, development, and administration of commercial concessions contracts that provide a variety of services on city property.

Concessions is responsible for identifying prospective city properties for commercial concessionaire operations and conducting comprehensive studies, which include preparing analytical reports on feasibility and recommendations to operate commercial concessions on such properties. With support from the Department of Budget and Fiscal Services, Purchasing Division and the Department of the Corporation Counsel, Concessions maintained strict enforcement of all concessions-related activities to ensure compliance with contract terms and conditions.

Building Services Division

The Building Services Division is comprised of two sections, Trades and Maintenance/Set-Up. It is the function of the division to provide department-wide support to the Blaisdell Center, Waikiki Shell, Honolulu Zoo, six municipal golf courses, and designated city concessions. The Trades section consists of air conditioning, electrical, plumbing, painting, sound, stage lighting, and small engine repair technicians. The Maintenance/Set-Up section provides grounds keeping, event set-up, custodial services, and maintenance/repairs for the Blaisdell Center and the Waikiki Shell, and is responsible for general maintenance support for other facilities managed by DES.

Customer Services Division

The Customer Services Division manages the business, tenant and guest services of the Blaisdell Center and the Waikiki Shell. It encourages extensive and varied entertainment choices for the people of Hawaii while maximizing revenues to support operations at these venues.

Customer Services comprises three sections: Sales and Marketing, Productions, and Box Office. Sales and Marketing is responsible for contracting bookings and preparing work orders for all events. Productions is responsible for overseeing the varied events, working with event management teams from around the world, and providing residents and visitors with top-level performances in a comfortable and safe environment. Productions staff also manages the day-to-day operations of the event staff, food and beverage, parking, valet service, and novelty concessions. The Box Office creates the ticketing maps, oversees computerized ticketing services, and manages the sale of all admission tickets to events.

Golf Course Division

The Golf Course Division operates and maintains five 18-hole courses (Ala Wai, Pali, Ted Makalena, West Loch, and Ewa Villages) and one nine-hole golf course (Kahuku). Golf tournaments, club play, and daily reservations are scheduled via the automated tee time system. Golf courses are constantly evaluated for quality of playing conditions and facilities. Food concessions performance, along with pro shops and a driving range, are monitored at various courses.

The automated tee time system, in use since 1996, provides fair and equitable access to all golfers. More than 118,000 registered golfers are enrolled in the database. Registration and photo identification cards are issued bi-weekly at the Ala Wai, Pali, and Ted Makalena golf courses.

Honolulu Zoo Division

The Honolulu Zoo is a beautifully landscaped 42-acre zoological and botanical garden located within Kapiolani Park, just steps away from Waikiki Beach. The Zoo provides residents and visitors to the island opportunities to enjoy and learn about tropical fauna and flora. Honolulu Zoo emphasizes Pacific tropical island ecosystems and traditional values of ʻai ʻalama (caring) and hookipa (hospitality).

ACCOMPLISHMENTS

- The Building Services Division completed over 400 event set-ups and change-overs as well as 1,178 work orders;
- Blaisdell Center improvements included: installation of a new fire alarm system at the Arena, re-roofing of the Diamond Head restroom and Box Office, replacement of ceiling fabric above the stage at the Waikiki Shell, refurbishment of the mobile walls tracks and trolleys in the Blaisdell Center Hawaii Suites, and replacement of an 1100 KVA transformer in the Blaisdell Center Exhibition Hall;
• The Blaisdell Center facilities were booked for a combined total of 566 days and welcomed 706,982 guests to its facilities, with the Exhibition Hall being the busiest facility with over 310,000 guests;

• Major concerts and events at the Blaisdell Center included: The Book of Mormon, Keith Urban, Janet Jackson, Sesame Street Live, Wiz Khalifa, Margaret Cho, Kristi Yamaguchi’s Golden Moments Ice Show, Chicago, UB40, Hillsong United, Santana, Kevin Hart, Mayjah Rayjah, Henry Kapono and Friends, Made in Hawaii Festival, Pacific Ink & Art Expo, The Great Aloha Run, and numerous Career and Job Fairs;

• Local performing arts groups such as Hawaii Opera Theatre, Hawaii Symphony Orchestra, Ballet Hawaii, and Hawaii Youth Symphony held their season performances at the Blaisdell Center Concert Hall;

• The Golf Course Division had 375,710 total rounds played, issued more than 2,335 new golf IDs, 1,400 replacement golf IDs, and had green and cart fees revenues totaling $8.3 million;

• The Honolulu Zoo opened a new penguin exhibit in November of 2015 featuring six critically-endangered African Penguins from various AZA institutions on the mainland;

• The Honolulu Zoo completed over 16 major improvement projects including new barn roofs, major rust mitigation throughout the zoo, installing large water filtration systems, elephant shade structures, and so on;

• The Honolulu Zoo had another presidential visit from President Obama and family, making it the most visited zoo by any sitting U.S. president;

• Concessions awarded in Fiscal Year 2016 include the Honolulu Zoo Parking Lot, Tanioka’s at the Central Oahu Regional Park Food Concession, L&L’s second Ala Moana Beach Park food concession location, the Waipahu Cultural Gardens, and the Hanauma Bay Food Concession.
POWERS, DUTIES, AND FUNCTIONS

The Department of Environmental Services (ENV) is responsible for the city’s wastewater and solid waste disposal services. ENV operates and maintains sewer lines, treatment plants, wastewater pump stations, landfills, and refuse/recycling collection and disposal.

The mission of ENV is to protect public health and the environment by efficiently and effectively managing the wastewater and solid waste systems of the City and County of Honolulu.

Administrative Support

The director and staff oversee ENV’s divisions and are responsible for managing Capital Improvement Projects, wastewater bonds, research, expansion, labor relations and safety, personnel and training, program and computer support, customer service, and investigators.

Refuse Division

The division provides collection, disposal, and management of municipal solid waste, including recycling, municipal landfills, and H-POWER, the city’s waste-to-energy plant.

Division of Wastewater Treatment and Disposal

The division operates nine wastewater treatment plants (WWTP) and pretreatment facilities on the island of Oahu. The municipal facilities treat approximately 113 million gallons of wastewater daily.

Division of Collection System Maintenance

The division operates and maintains 2,100 miles of the gravity sewer system, 70 pump stations, and related force mains around the island.

Division of Environmental Quality

The division oversees pretreatment, air, wastewater, and receiving water quality permit requirements, and provides monitoring, analyses, and compliance with state and federal regulatory agencies. The pretreatment program monitors wastewater to prevent the discharge of substances that might be harmful to the environment or cause damage to the wastewater system.

ACCOMPLISHMENTS

- Implemented a computerized route optimization program which enables the Refuse Division to map and define refuse collection routes islandwide far more efficiently;
- The National Association of Clean Water Agencies awarded gold status to Wahiawa WWTP, Waianae WWTP, Kahuku WWTP, Laie Water Reclamation Facility, and Paalaa Kai WWTP, while Honolulu WWTP, Kailua Regional WWTP, and Waimanalo WWTP were recognized with silver awards; awards are for permit compliance;
- ENV installed 51 flow monitors in major sewer trunk lines and 40 rain gauges throughout the city’s system to collect data in order to update the flow model used for critical functions and monitor the amount of flow to identify capacity issues and needs for improvements;
- Implemented a pilot program of the Operator 10 system to track, manage, and report on wastewater activities which will allow comparisons between plants with similar processes and facilitate operators moving from one plant to another;
- ENV issued 481 Industrial Wastewater Discharge Permits, performed 66 project reviews on building permits to install grease removal devices, issued 233 Wastewater Discharge Order notices, 312 Letters of Order, and five Notices of Violation;
- The Water Quality Laboratory performed 63,323 analyses on 32,435 samples;
- Contested three major National Pollutant Discharge Elimination System permits – Honolulu WWTP, Kailua Regional WWTP, and Sand Island WWTP – that were received with significantly different sampling and analytical requirements;
- ENV rehabilitated nearly 139 miles, cleaned more than 725 miles, and smoke tested almost 23 miles of wastewater pipes.
POWERS, DUTIES, AND FUNCTIONS

The Department of Facility Maintenance (DFM) administers the repair and maintenance programs for city roads, bridges, streams, flood control systems, traffic striping and signs, buildings, bus stop litter containers, pedestrian malls, and office facilities. The department also administers maintenance and repair programs for many city vehicles and heavy equipment, and is responsible for mechanical, electrical, and electronic equipment and facilities for parks, street lights, and communication centers. Additionally, DFM provides property management, employee parking services, security, interdepartmental mail services, and provides heavy vehicle and equipment training support to city agencies. The department also enforces Stored Property/Sidewalk Nuisance Ordinances.

The Office of the Director and Chief Engineer (CEO) directs and oversees programs and services. The CEO includes the Property Management Branch which oversees property management activities for seven public garages, six municipal surface parking lots, 12 residential properties, and one commercial property; and also includes the Storm Water Quality Branch (SWQ) that oversees storm water quality and provides monitoring, analyses, and compliance with state and federal regulatory agencies. The SWQ function transferred from the Department of Environmental Services in Fiscal Year 2016.

Division of Automotive Equipment Service

The Division of Automotive Equipment Service (AES) plans, directs, coordinates, and administers all programs and activities associated with the maintenance and repair of the automotive, heavy vehicle, and construction equipment fleets of most city departments and agencies (with the exception of the Honolulu Fire Department, Honolulu Police Department, Board of Water Supply, and Honolulu Authority for Rapid Transportation). It also prepares plans and specifications for the purchase of new vehicles and equipment. The division has the following vehicles/equipment under its jurisdiction: 1,895 on-road/highway vehicles; 406 off-road/non-highway equipment; and 58 miscellaneous equipment (e.g., trailers, forklifts, compressors, generators, etc.) for a total of 2,359 pieces.

The division is organized into three branches and one operations section: Repair and Maintenance, Traffic, Electrical Maintenance Services, Custodial and Utility Services, and Security and Employee Parking Operations.

Division of Road Maintenance

The Division of Road Maintenance (DRM) maintains city streets and municipal parking lots under the jurisdiction of the City and County of Honolulu, and provides maintenance to private roads in accordance with city ordinances. DRM also maintains city streams and other drainage facilities throughout the island of Oahu, and enforces the maintenance of privately owned streams. DRM also enforces the Stored Property and Sidewalk Nuisance Ordinances to address illegally stored items on city property. DRM provides assistance to the Department of Environmental Services Refuse Division in supervising refuse collection operations in the Laie, Waialua, and Wahiawa districts. DRM also performs emergency work to address roadway and roadside debris from weather-related events and natural disasters. In addition, DRM assists other city agencies in special situations and emergencies where heavy equipment or labor resources are needed.

The division operates from eleven corporation baseyards. Four baseyards (Honolulu, Sand Island, Auahi Street, and College Walk) service the Honolulu district. Rural baseyards are located in the districts of Kailua, Kaneohe, Pearl City, Laie, Waialua, Wahiawa, and Waianae.

ACCOMPLISHMENTS

- AES reduced the environmental impact of its vehicle fleet by replacing older vehicles and purchasing more fuel-efficient vehicles for the motor pool fleet and various city agencies;
- AES completed installation of an automated fuel tracking system at the Keelhi Transfer Station and the Kapolei Corporation Yard fueling stations;
- Property Management (PM) completed sewer system repairs at Kanoa Apartments;
- PM completed Hale Mauilola Homeless Shelter at Sand Island;
- SWQ coordinated and developed the city's Storm Water Management Program Plan (SWMP) that involved the participation of all city agencies;
the SWMPP, which outlines the city’s plans for implementing and complying with its National Pollutant Discharge Elimination System Municipal Separate Storm Sewer System permit requirements over the course of the next several years, was submitted to the state Department of Health;

• SWQ responded to 465 complaints of illicit discharges and illegal connections, resulting in the issuance or processing of 67 Letters of Warnings, 221 Notice of Violations and 19 Notices of Orders; SWQ also performed over 400 inspections of various industrial and commercial businesses, and conducted nearly 200 site visits to inspect various construction and post-construction Best Management Practices;

• PBEM’s Traffic and Electrical Maintenance Services Branch maintained 52,093 street lights by replacing 14,377 defective or burned-out street light lamps; 6,001 photoelectric controls; and 1,810 luminaires;

• DRM resurfaced 16.29 lane miles of roadways and patched 48,240 potholes in FY 2016;

• DRM continued implementation of Indefinite Delivery/Indefinite Quantity project for the reconstruction of concrete sidewalks which included the Windward area from Kaneohe to Kailua, Honolulu areas from Kalihi to Hawaii Kai and the Leeward area primarily in the Waipio and Pearl City areas; the scope of work include reconstruction of concrete sidewalks, reconstruction of concrete curbs and gutters, reconstruction of concrete driveways, arboricultural work, and adjustment of utility manholes/boxes, frames and covers;

• DRM continued to enforce Stored Property and Sidewalk Nuisance Ordinances with two Honolulu Police Department officers and a Department of Parks and Recreation (DPR) Roving Patrol employee to address improperly stored personal property and sidewalk nuisances islandwide, assisted with DPR’s rule enforcement and Sit-Lie property storage and began enforcement of Stored Property in the state’s Kakaako Waterfront Park, other State of Hawaii Community Development Association facilities in Kakaako, and along some state portions of Ala Moana Boulevard.
POWERS, DUTIES, AND FUNCTIONS

The Revised Charter of the City and County of Honolulu designates the Honolulu Fire Department (HFD) as the fire protection agency for the city. The HFD’s responsibilities are to provide firefighting, rescue, emergency medical, and hazardous materials (HM) response for the entire island of Oahu. These duties are performed in a wide variety of terrain that include steep mountain ranges, wildlands, and agricultural fields; structures which comprise a modern metropolitan city, including industrial complexes, business centers, government complexes, high-rise resorts, condominiums, and high-density urban residential dwellings; and the ocean surrounding the island.

Administrative Services Bureau

The Administrative Services Bureau (ASB) provides administrative, personnel, logistical, and maintenance support to the fire suppression force. The Assistant Chief is assisted by a staff consisting of two Battalion Chiefs (BC), two Fire Captains, an Administrative Services Officer, and a pool of support staff. The ASB oversees the HFD’s operating budget, property and inventory, personnel administration, and the administration of safety and health-related programs, such as the Drug and Alcohol and Infectious Disease programs.

The HFD’s Capital Improvement Program and Community Development Block Grant (CDBG) funds are also under the purview of this bureau.

Fire Operations

Fire Operations is responsible for emergency responses including fires, medical emergencies, mountain and ocean rescues, HM, and homeland security incidents. In addition, Fire Operations conducts commercial occupancy inspections; prepares industrial and commercial fire preplans; participates in community relations activities; attends training classes, drills, and exercises; keeps abreast of trends in firefighting techniques, emergency medical services, fire prevention, public education, and municipal water supply; and performs daily maintenance on HFD apparatuses, facilities, and grounds.

Planning and Development

Planning and Development (P&D) prepares and submits Annual Compliance Reports to the Commission on Fire Accreditation International; develops and maintains critical department deployment models, including the Standards of Cover and other risk identification and mitigation strategies; reviews, researches, and monitors emerging legislation, regulations, trends, events, and past department performance to establish goals and objectives necessary to fulfill the department’s mission; coordinates the grant management process, which includes applications, budgets, procurements, and reports; and manages the department’s web portal and internet sites.

P&D also researches and develops new programs, and evaluates existing programs and services to improve the department’s efficiency and effectiveness. These programs include interoperable voice and data communications, records management system upgrades, a geographical information system, and the Honolulu Online System for Emergency Services.

Support Services

Support Services manages and coordinates the operations of the Fire Prevention Bureau (FPB) and the Training and Research Bureau (TRB), each of which is managed by a BC.

The FPB’s mission is to promote fire and life safety programs that assist the HFD in accomplishing its mission of mitigating loss of life, property, and damage to the environment. The FPB accomplishes this mission by conducting fire code compliance inspections; investigating fires to determine origin and cause; providing fire safety education to the community; reviewing and adopting fire codes; and reviewing building construction fire plans. The FPB is staffed with 36 uniformed and three civilian personnel.

The TRB conducts new and continuous training in incident management, firefighting, rescue, apparatus operation, emergency medical response, Weapons of Mass Destruction (WMD)/terrorism, and HM. The TRB also coordinates cardiopulmonary resuscitation training and other safety courses for city employees and the public.

TRB staff continuously researches new technology that impacts the fire service, such as electric vehicle, hybrid vehicle, photovoltaic systems, and new WMD monitoring and identification devices.

ACCOMPLISHMENTS

• Conducted three multicompany drills with Kiewit on rail construction accidents to familiarize HFD companies with construction hazards and ways to mitigate construction-type accidents;
• Mobilized the HFD Incident Management Team in preparation for the International Union for Conservation of Nature’s World Conservation Congress, which will occur from August 30 to
September 10, 2016, in Honolulu; over 8,000 international dignitaries and conference members are expected to attend;

- Three HFD projects were selected by the CDBG selection committee for Housing and Urban Development funding for Fiscal Year 2017; the Hauula Fire Station construction project and the acquisition of engine apparatuses for the Kahuku and Kalihi Kai Fire Stations were included in the city’s 22nd Year Action Plan and have been approved by the City Council;

- Renovated the Kuakini Fire Station, which was built in 1961, to include renovations to the living and dining areas, a new training tower, elevator, and station alerting system; modernizing the station to meet the latest National Fire Protection Association (NFPA) standards;

- Conducted Rapid Intervention Team training for uniformed personnel, which prepares firefighters to rescue other firefighters by enhancing fire ground safety and awareness;

- Adopted a new fire code for the City and County of Honolulu that is based on NFPA 1, 2012 Edition;

- The HFD secured the following grants for FY 2017: Assistance to Firefighters Grant for $205,781, which will fund exercise equipment for 43 fire stations, the HFD Headquarters, and the Charles H. Thurston Fire Training Center; and 2015 State of Hawaii Homeland Security Grants including $237,000 to procure three rapid response vehicles, $93,000 to install hurricane-resistant apparatus bay doors, $200,000 to procure computer-aided dispatch system (CADS) relocation software, and $100,500 to procure chemical, biological, radiological, nuclear, and explosives training and equipment;

- During FY 2016, Fire Communication Center (FCC) dispatchers answered 26,203 phone calls (approximately 80 percent of the calls originated from wireless handsets) on the Next Generation 911 system; dispatched and managed 52,789 emergency incident responses, with a call processing time of 70 seconds or less, 90 percent of the time; and processed 260 fire incident report requests;

- The FCC participated in a beta test of the CADS call location query feature, which obtains actual global positioning system information directly from the 911 caller’s smartphone, not an estimated position as obtained by wireless phase 2 location public-safety answering points currently being used.
POWERS, DUTIES, AND FUNCTIONS

The Honolulu Authority for Rapid Transportation (HART) is authorized to develop, operate, maintain, and expand the high-capacity fixed guideway rapid transit system of the City and County of Honolulu. Among its responsibilities are directing the planning, design, and construction of the fixed guideway system; operating and maintaining the system; preparing and adopting annual operating and capital budgets; applying for and receiving grants of property, money and services, and other assistance for capital or operating expenses; making administrative policies and rules to effectuate its functions and duties; and to promote, create, and assist transit-oriented development (TOD) projects near fixed guideway system stations that promote transit ridership.

HART is governed by a ten-member Board of Directors that directs the organization’s policy. The administration of the authority is overseen by its Executive Director and CEO.

ACCOMPLISHMENTS

- Made significant progress in delivering the rail project with more than 400 columns in place, 340 spans constructed, and over seven miles of guideway constructed; received the first four-car train in March; completed the Rail Operations Center; accomplished the groundbreaking and start of construction on the first two stations; and maintained an outstanding on-the-job injury rate of 0.16 injuries per 200,000 work hours, well below the 3.8 injuries per 200,000 work hours typical of projects of similar size and complexity;
- Awarded the Farrington Highway, West Oahu, and Kamehameha Highway Station Group contracts; the Construction Engineering & Inspections contract; the Fare Collection System contract; the Independent Financial Auditor contract; and preliminary procurement actions were taken on the Airport Stations and Guideway and City Center Stations and Guideway contracts;
- Obtained Council approval for the general excise tax (GET) surcharge, recent procurement activities, and resolution of the utility relocation matters;
- Worked with the State Department of Transportation on needed road changes and improvements to minimize construction disruption; worked with Hawaiian Electric Company on testing trucks for power line maintenance in an effort to avoid the cost of relocating power lines; negotiated for HART contractors to construct a new road at the UH West Oahu campus, the cost of which will be reimbursed by the University of Hawaii;
- Continued to plan for an integrated, seamless multimodal system with the Department of Transportation Services, including significant progress in planning and procuring the fare collection system;
- Worked with the Department of Planning and Permitting (DPP) and stakeholders in furthering TOD projects; issued a Request for Information in an effort to identify the potential for a public-private partnership for the Pearl Highlands Parking Garage; reviewed project designs to identify excess parcels for possible future station area transit-oriented development in coordination with DPP;
- Informed the public about construction and traffic impacts with the following programs: Open for Business Initiative – HART collaborates with businesses on work schedules, provides notices and detour maps for customers, as well as signage; Business Alliance Program – provides updates on business outreach programs, conducts free workshops and business development programs, conducts meetings with businesses and solicits feedback to refine and enhance mitigation programs; Monthly Business and Community Meetings – regular business and community meetings to provide project updates and traffic information; Business Briefings – tailored briefings for business groups along the route to answer questions specific to the business’ or group’s concerns; Shop & Dine on the Line – partnership of about 100 businesses designed to encourage patronage during construction via discounts and incentives; Shop, Dine & Shuttle – free trolley service to customers and area residents to encourage patronage of businesses along the alignment;
- Began efforts to develop a project Recovery Plan in collaboration with the FTA, the Mayor, the Honolulu City Council, and the Board of Directors.
POWERS, DUTIES, AND FUNCTIONS

The Department of Human Resources (DHR) is the central personnel agency for the city. Its primary purpose, as reflected in the Revised Charter of the City and County of Honolulu, is 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. This department is charged with building a career service designed to attract, select, and retain, on a merit basis, the best qualified civil servants.

The Director of DHR represents the Mayor in the collective bargaining process, and directs and coordinates an employee-management relations program for the city. In this capacity, the department negotiates and administers nine collective bargaining agreements covering city employees.

In addition, DHR carries out programs in the areas of training, safety, workers’ compensation, incentives, awards, and equal opportunity.

Civil Service Commission

The primary function of the Civil Service Commission (CSC) is to prescribe rules to carry out the provisions of the Revised Charter of the City and County of Honolulu, hear appeals, and advise the Mayor and the Director of DHR on issues relating to the management of personnel.

In compliance with Chapter 91 of the Hawaii Revised Statutes, Chapter 11 of the Revised Charter of the City and County of Honolulu, and Chapter 1 of the Rules of the Civil Service Commission, the CSC is mandated to adjudicate all appeals and ensure that fair and objective decisions are rendered for all cases.

The CSC meets regarding cases of non-selection and termination, classification, medical and examination/disqualification appeals. The purpose of such meetings is to resolve issues relating to civil service practices.

Equal Opportunity Office

The Equal Opportunity (EO) Office oversees the city’s compliance with federal, state, and city laws on equal employment, affirmative action, sexual harassment, Americans with Disabilities Act (ADA), civil rights in general, Title VI, and establishes policies and procedures to meet program objectives. The office is staffed with an Equal Opportunity Officer, a Title VI Coordinator, two Human Resources Specialists, and several contract investigators, to ensure complaints are properly handled and services are delivered to the public free of discrimination and harassment. Staff also provides technical resources, assistance, and training to executives, managers, and administrative officers.

Enterprise Resource Planning Branch

The Enterprise Resource Planning (ERP) Branch designs, plans, develops, implements, and administers the day-to-day management of the city’s Enterprise Resource Planning System (C2HERPS) Human Resources functions, which include the Advantage HRM solution, the Meridian Global Learning Management System, Human Concepts OrgPlus Enterprise organizational charting and modeling system, and Employee Self Service. Staff directs the overall design and development of the system; oversees, coordinates, and engages subject matter experts, departmental liaisons, and outreach team members; oversees and coordinates resolution for outstanding issues and problems; develops report design specifications and coordinates report testing sessions; develops, evaluates, and implements business process improvements; develops, implements, and maintains security and workflow requirements and user access; develops training curriculum; and coordinates and conducts end-user training, workshops, and outreach meetings. ERP also works with line departments to streamline the workflow process for personnel actions.

Employment and Personnel Services Division

The Employment and Personnel Services Division provides centralized human resources services in the areas of recruitment, examination, benefits, research, transactions, and compliance.

The Benefits, Research, and Transactions Branch assists departments with the processing of personnel transactions such as hiring new employees, promotions, retirements and separations, audits and certifies all personnel actions affecting city officers and employees under its jurisdiction, and plans and coordinates the benefits and employee service awards programs. In addition, staff monitors labor and employment-related legislative activity, administers the city’s leave sharing program, and provides leadership in the city’s efforts to comply with federal, state, and local laws and policies in the areas of fair labor standards, drug and alcohol testing, protection of personnel information, and other federal and state employment laws within the division’s scope of responsibilities.

The Examination Branch plans, develops, and administers a variety of selection and assessment programs; conducts job analyses; develops merit-based examinations; determines eligibility of candidates, which includes eligibility for public employment, education, experience, and licensure requirements; and determines personal suitability for civil service positions. Examination staff also advises and provides assistance to departments with the promotional examination process and selection interviews.
The Recruitment Section plans and executes recruitment activities to attract qualified applicants, refers candidates to departments for employment consideration, and advises departments on employment subjects ranging from the onboarding process to complicated personnel movements. Recruitment staff works closely with departments and agencies to assess and identify staffing solutions for “hard-to-fill” jobs and positions such as engineers, data processing systems analysts, and skilled trades.

**Classification and Pay Division**

The Classification and Pay Division plans, develops, and administers the city’s classification and pay plans; conducts research on classification and pay matters; recommends pricing for new classes established; participates in statewide meetings on statutory equal pay pricing requirements; participates in collective bargaining wage negotiations; and develops salary and benefit adjustment recommendations for excluded managerial employees. The division also provides considerable management advisory services to assist departments on personnel implications and problems relating to reorganizations, reassignment of work, and creation of new classes.

**Industrial Safety and Workers’ Compensation Division**

The Safety Branch develops, promotes, coordinates, and maintains a safety program for the City and County of Honolulu to comply with the Hawaii Occupational Safety and Health Law (HIOSH) and administrative rules; helps departments develop and implement safety programs; and maintains statistics of lost time due to industrial injuries and vehicle accidents in order to develop accident prevention programs and strategies.

The Workers’ Compensation Branch administers the city’s self-insured workers’ compensation program to comply with the Hawaii Workers’ Compensation Law and administrative rules; manages the city’s retention, rehabilitation and placement, and limited duty programs; and represents city departments and agencies before the Department of Labor and Industrial Relations with respect to workers’ compensation matters.

**Labor Relations and Training Division**

The Labor Relations and Training Division plans, develops, and administers the city’s labor relations, and personnel development and training programs; and administers collective bargaining agreements.

The Labor Relations Branch administers nine collective bargaining agreements; provides assistance to management on employee-employer relations and contract administration; negotiates collective bargaining agreements; and represents the city in grievance meetings and arbitration proceedings.

The Training Branch provides assistance to management on training matters; and plans, develops, and implements management, supervisory, and personnel development training programs to improve the efficiency and quality of public service provided by employees.

**ACCOMPLISHMENTS**

- The Civil Service Commission held a total of 10 meetings and accomplished the following: eight cases denied; two cases withdrawn; two cases dismissed; one case granted; and seven cases are still pending. Commissioner Alfred Lardizabal resigned and was replaced by Joni C. Tanimoto. Commissioner Keone Nakoa resigned in June 2016 and his position remains vacant;
- EO provided 3,314.5 hours of training to 1,181 participants, including 16 sessions of Prevention of Sexual Harassment training for new employees as well as eight classes specifically dedicated to the responsibilities of managers and supervisors;
- Implemented HOKU, a case management system that standardizes, streamlines, and automates the onboarding of new civil service employees to improve efficiency and transparency in the onboarding process by eliminating duplication of data, faxing of forms, an eform, and manual entry of multiple forms and documents, and provides a checklist to ensure all activities related to onboarding are completed;
- Interpreted, classified, determined proper coding, ensured accuracy of data, prepared the IRS Form 1095-Cs in compliance with the Federal Affordable Care Act (ACA), provided documentation and procedures for city departments to assist with employee inquiries, and issued progressive communication to educate employees on the ACA and reporting requirements;
- Received and reviewed 15,365 civil service employment applications;
- Spearheaded a two-day job fair at McCoy Pavilion for Department of Facility Maintenance and the Department of Parks and Recreation to expedite hiring of temporary Groundskeepers to implement islandwide mayoral initiatives in landscaping and park beautification;
- Developed and conducted training on the United Public Workers (UPW) Repricing Pilot Project for employer jurisdictions and for the UPW staff and stewards; and participated in the planning and implementation of Repricing Hearings for the UPW Repricing Pilot Project;
- Performed 33 safety inspections to ensure city facilities are in compliance with HIOSH and conducted 28 training classes for supervisors, managers, and employees on safety matters, including confined spaces, lifting hazards and proper lifting techniques, excavation operations, temporary traffic control measures, job hazard analysis, computer ergonomics, how to conduct a workplace safety inspection, introduction to construction safety, and safety awareness for city disaster response workers;
- Collaborated with the Department of Information Technology to provide a process whereby departments can submit workers’ compensation claim forms electronically, thus enabling claims to be processed more efficiently;
• The city has 214 employees included in the newly established Bargaining Unit 14 in the Honolulu Emergency Services Department, Ocean Safety Division; a final and binding decision on the Bargaining Unit 14 interest arbitration was rendered on February 22, 2016;

• There were 4,947 employees who participated in branch-sponsored classes, for a total of 19,208 training hours.
POWERS, DUTIES, AND FUNCTIONS

The Department of Information Technology (DIT) delivers reliable, efficient, and effective Information Technology (IT) services to city agencies, businesses, residents, and visitors of Honolulu. The department advises the Mayor and other departments in the use of technology to automate processes, reduce operating costs, and make government more transparent, responsive, and accountable.

The department manages all of the city's IT resources, and develops and directs an integrated system of computer resources that provides data processing and telecommunications services to all city agencies and authorized users. The department’s centralized management of IT services allows all users of the city’s network to effectively share data, information, technology, resources, and technical expertise in a cost-effective and efficient manner.

Applications Services Division

The Applications Services Division performs the full range of computer systems development including feasibility studies, Request for Proposals and Request for Bids (RFP/RFB) development, systems analysis and design, and computer programming; performs systems testing, personnel training and detailed documentation of the developed systems; maintains implemented systems both developed in house and acquired; provides consulting services to end users; provides electronic data management; assists the user department to plan and coordinate technology goals in line with enterprise-wide technology objectives; coordinates all efforts between the user department and DIT as it relates to the deployment of technology; participates with DIT Director, management, and other city administrators and managers in strategic and tactical planning for the efficient and effective use of information resources in overall city operations; and evaluates plans and proposals from other governmental agencies and public or quasi-public organizations.

Enterprise Resource Planning and Customer Service Representatives Division

The Enterprise Resource Planning (ERP) and Customer Service Representatives (CSR) Division provides data processing support for the citywide ERP financial management system and integration into the user agency’s workflow processes in the city; conducts evaluations of user agency needs, provides technology support services, designs and develops automated systems and procedures, assists in developing plans and obtaining approvals, and implements the city’s technology plans with regards to the ERP financial management system and other related automated systems. Each agency within the city has a CSR to support the IT needs of that department and its end-users.

Operations Division

The Operations Division plans, administers and coordinates the DIT central and backup computer systems, including mainframes, servers, centralized printers, scanners, and data entry devices; develops and maintains monetary and document controls to ensure accuracy of data processed; develops computer schedules, routes documents and reports to and from users; provides the initial phase of troubleshooting and incident categorization; monitors security access and camera alarm systems for key radio and microwave sites; communicates both critical and routine technology updates in a timely manner; coordinates software and hardware changes with user agencies; provides diagnostic services on telecommunications and computer networks; acts as network controller by coordinating installation and de-installation of operations center based equipment; supports the Emergency Operations Center, providing key direction and technical advice to all city agencies during a disaster; coordinates plans and activities for data and system recovery within DIT in the event of a disaster; participates with DIT Director, management, and other city administrators and managers in strategic and tactical planning for the efficient and effective use of information resources in overall city operations; and evaluates plans and proposals from other governmental agencies and public or quasi-public organizations.

Radio and Network Infrastructure Division

The Radio and Network Infrastructure Division serves as the infrastructure support division for first responder communications including the city networks (wired and wireless), radio, microwave, 800 MHz and related systems; responsible for the management of related technology and facilities, including buildings and towers; oversees all security access both physical and electronic to the various technology systems supported by DIT; participates with DIT Director, management, and other city administrators and managers in strategic and tactical planning for the efficient and effective use of information resources in overall city operations; and evaluates plans and proposals from other governmental agencies and public or quasi-public organizations.
Technical Support Division

The Technical Support Division serves as the technical infrastructure architect and provides technical support to all divisions within DIT, and all city agencies that use the city’s centralized information technology supported systems as detailed in the various branch detail; plans, designs, develops, implements, optimizes, and oversees the citywide applications for voice, data, and video; plans, designs, implements, optimizes, and oversees all mainframe, servers, and storage requirements throughout the city; determines, analyzes and prepares reports on systems usage and capacity requirements; proactively reviews requirements to determine future needs; plans, designs, implements, optimizes and oversees the architecture necessary to provide connectivity among all technologies including mainframe-, server- and storage-based technologies; directs, administers, plans, coordinates, and implements the city’s infrastructure to interface to Federal, State, and Military Public Safety Answering Points (PSAPs) for the operation of Wireless Enhanced 911 system and next generation 911 system; provides technical guidance and recommendations to the Oahu PSAPs on the islandwide 911 communications systems; plans, develops, and administers citywide mainframe, telephone, server, and electronic storage standards, procedures, and guidelines to ensure efficient, effective and compatible use of the city’s infrastructure resources; participates with DIT Director, management, and other city administrators and managers in strategic and tactical planning for the efficient and effective use of information resources in overall city operations; evaluates plans and proposals from other governmental agencies and public or quasi-public organizations; and prepares responses and testimonies pertaining to the functional areas. Functions also include contract preparation and contract management, voice, servers and electronic storage components and systems.

ACCOMPLISHMENTS

• In Fiscal Year 2016, DIT deployed multiple AlohaQ kiosks to Pearlridge Satellite City Hall and Kapalama Hale; developed additional functionality in the system to include an online application to enter the queue via the internet;
• Migrated mainframe print jobs off the production printer to paperless delivery system via email and Motor Vehicle Certificate of Title printing off impact printers to laser printers;
• Created a file based system to read Optical Mark Recognition test forms, score, and print detailed reports that include many mathematical calculations. This system will replace the Department of Human Resources’ Parscore application;
• Optimized the security proxy and upgraded Active Directory authentication to be agentless;
• Implemented a new Metalogix email archiving system which will help reduce the size of the Exchange email databases, provide additional help in storing more messages in each person’s mailbox, and will facilitate email e-discovery processes;
• Implemented Voice Over Internet Protocol (VoIP) emergency broadcast systems to cover the Fasi Municipal Building, Honolulu Hale, Mission Memorial, Kapalama Hale, and Honolulu Fire Department Headquarters;
• Migrated badge printing and badge access from Lenel Onguard to new in-house developed badging system that synchronizes with Avigilon Access Control Manager;
• Implemented new ERP ADVANTAGE 3.10 electronic workflow module for Human Resource Management HOKU New Hire Onboarding;
• Purchased a wide-format scanner in order to scan 36-inch wide drawings for paperless storage;
• Awarded the contract and began design of the P25 Public Safety Radio System; and awarded the contract and began construction to renovate the building and replace the communications tower at the Waimanalo Ridge radio communications facility.
POWERS, DUTIES, AND FUNCTIONS

The Department of the Medical Examiner (MED) investigates cases of sudden, unexpected, violent, and suspicious deaths. The purpose of such investigations is to discover, document, and preserve the medical, anatomic, and evidentiary findings used to determine the cause and manner of death; to identify the time of death and injury; to confirm or deny the account of how death occurred; to determine or exclude other contributory or causative factors to the death; and to provide expert testimony in criminal and civil litigation. The MED also identifies medical, infectious and accidental hazards to the community, including potentially preventable causes of death, and works with other state and local agencies in the recognition and mitigation of such deaths.

The MED also provides direct or indirect support to a variety of programs and initiatives designed for broad public benefit including: community educational outreach programs targeted to teenagers relating to DUI and drug abuse prevention; statewide, multidisciplinary child death review programs; interagency domestic violence fatality reviews; donor organ and tissue procurement programs; academic training and internships, including medical students and pathology residents; and interagency and city mass casualty planning. Beginning in 2016, the MED partnered with the state Department of Health for purposes of reporting to the National Violent Death Reporting System which provides the state Bureau of Vital Statistics aid in the research of mortality on Oahu.

The MED is staffed by a team of professionals, including board-certified physicians specializing in anatomic and forensic pathology, medical examiner investigators, laboratory technologists, autopsy assistants, and administrative personnel.

ACCOMPLISHMENTS

- Procured a new vehicle;
- Investigated 3,482 deaths;
- Assumed jurisdiction in 1,110 cases;
- Performed autopsies in 721 cases;
- Performed 296 external examinations;
- MED investigators visited 525 scenes of death;
- Investigated 15 cases determined to be homicides;
- Helped facilitate 88 organ and tissue donations.
POWERS, DUTIES, AND FUNCTIONS

The Department of Parks and Recreation (DPR) manages, maintains, and operates the city’s parks and recreational facilities; develops and organizes sports, recreational, and cultural activities; and beautifies the city’s public facilities and streets. The city has 286 parks that encompass more than 5,164 acres, 93 recreation buildings, 25 gymnasiums, and 21 swimming pools in its parks inventory. DPR’s flagship “Summer Fun” program has served our communities since 1944. In Fiscal Year 2016, more than 10,000 children and teens registered for this popular program at 63 of our park sites around the island. The department supports emergency shelter operations when necessary, and is also responsible for the annual Mayor’s Memorial Day Ceremony at the National Memorial Cemetery of the Pacific by coordinating the event with federal, state, city agencies, and numerous businesses and community organizations.

DPR provides parks and recreational opportunities that are accessible, enjoyable, meaningful, and safe. The department strives to promote increased efficiency, effectiveness, and responsiveness in the delivery of parks and recreational programs and services through the work of its three divisions: Executive Services, Urban Forestry, and Parks Maintenance and Recreation Services.

Executive Services Division

The primary function of Executive Services is to provide administrative and managerial support for the department and systems relating to budget management, parks planning, property management, public permits, related parks research, safety, personnel management, and labor relations/training. The Storeroom staff coordinates, develops, and monitors property inventory control. The Permits Office oversees the issuance of park use permits and manages the online camping reservation system.

Urban Forestry Division

The Urban Forestry Division manages the city’s horticulture and botanical garden programs. The horticulture program is responsible for maintaining plants and trees along public roadways, parks, and pedestrian malls.

The Honolulu Botanical Gardens consists of five botanical gardens.

Park Maintenance and Recreation Services Division

The Parks Maintenance and Recreation Services Division administers a comprehensive and diversified community recreation and park maintenance program for the city, coordinating the activities of five geographical districts, Maintenance Support Services, and Recreation Support Services.

Maintenance Support Services provides expertise in repair and maintenance projects for our parks and facilities. Recreation Support Services administers programs such as the People’s Open Market, Senior Citizens Section, Therapeutic Recreation Unit, and events such as Senior Clubs, Lei Day, Na Hula Festival, aquatics, and sports tournaments.

ACCOMPLISHMENTS

- Installed 42 new or refurbished play apparatus by restoring resilient surfaces and cleaning and replacing playground equipment;
- Resurfaced 83 play courts at 22 parks;
- Renovated and reconstructed 34 comfort stations to include paint, tile, micro guard, stall partitions, and new fixtures;
- Installed a new irrigation system and infield at Hans L’Orange Neighborhood Park;
- New hiring procedures for groundskeeper contracts resulted in 58 positions being filled to work throughout the island;
- Removed 725 hazardous and/or invasive trees, and cleared four major sites of invasive species;
- Hanauma Bay Nature Preserve hosted 804,027 visitors;
- Performed early tree care and low pruning of 4,266 trees, planted 422 park and street trees islandwide, and assumed maintenance responsibility for 2,329 trees along streets turned over to the city by developers;
- The 2,000 garden members who participated in recreational gardening at our 11 community garden sites generated $46,330 in fees for the city;
- Honolulu Botanical Gardens attracted 318,886 visitors, of which 69,470 participated in educational classes and passive recreation programs.
POWERS, DUTIES, AND FUNCTIONS

The Department of Planning and Permitting (DPP) is responsible for the City and County of Honolulu’s long-range planning; community planning efforts; Transit-oriented Development (TOD); administration and enforcement of ordinances and regulations governing the development and use of land; various codes pertaining to the construction of buildings; and city standards and regulations pertaining to infrastructure requirements. The department is comprised of eight groups, including the Administrative Services Office, Honolulu Land Information System, Customer Service Division, Planning, Transit-oriented Development, Land Use Permits, Building, and the Site Development divisions that conduct planning, zoning, and permit issuance for the city, and also manage the Geographic Information System (GIS) used by various governmental agencies and private businesses. The department provides administrative support to the Planning Commission, Zoning Board of Appeals, Building Board of Appeals, and the Design Advisory Committee.

The Director of DPP sits on the Policy Board of the Oahu Metropolitan Planning Organization (OMPO) as a voting member. The Director is also an ex-officio non-voting member of the Hawaii Community Development Authority Board of Directors and the Honolulu Authority for Rapid Transportation (HART).

Honolulu Land Information System (HoLIS)

This organization provides coordination, management, and oversight of the city’s GIS and the maintenance of geospatial data required by almost all city departments. HoLIS is also responsible for managing and maintaining the department’s Automated Permit Tracking and Management System, commonly referred to as POSSE.

Customer Service Division (CSD)

The Customer Service Division operates a consolidated permit counter to handle customer inquiries about various permit requirements and forms; processes residential and other minor permits; intakes permit applications/plans to be routed to other appropriate divisions; and collects all permit fee payments. Additionally, the CSD operates as the department’s information center that maintains historical and current records pertaining to the city’s properties and permits, which are also available for the general public’s use; administers the code enforcement civil fine program; inspects existing buildings, apartments, dwellings, and structures in response to customer complaints, requests for investigation for possible violations of various codes, requirements, rules, and regulations; and processes referrals from other government agencies to inspect establishments in conjunction with its programs for licensing. The CSD is comprised of five branches: Permit Issuance, Data Access and Imaging, Code Compliance, Residential Code Enforcement, and Commercial & Multi-Family Code Enforcement.

Planning Division

The Planning Division prepares and updates the Oahu General Plan and long-range regional development plans; represents the city in state land use boundary amendments for parcels greater than 15 acres; processes applications for state land use boundary amendments for parcels equal to or less than 15 acres, Public Infrastructure Map amendments, zone changes, state special use permit requests, and zoning district boundary adjustments; monitors and administers conditions of approval associated with the above actions, including affordable housing and urban design plan requirements; and develops community-based special area plans for neighborhoods where more localized planning is desired, including neighborhoods hosting rail stations (i.e. neighborhood TOD plans). The Planning Division is responsible for creating community-based neighborhood TOD plans and zoning; works with the new TOD Division to increase public awareness of the benefits of TOD; reviews the Executive Capital Improvement Program and Budget for conformance to the General Plan and development plans; prepares an annual report of the current status of land use and other data pertinent to the implementation of development plans; and develops land use forecasting models to prepare forecasts of population, housing, and employment based on land use policies expressed in the Oahu General Plan and the Development Plans, which are used as the basis for the Oahu Regional Transportation Plan and other long-range infrastructure master plans. Additionally, the Planning Division provides assistance to the OMPO with respect to land use and population planning issues, and participates on various standing and ad hoc OMPO committees; as the city’s liaison to the U.S. Bureau of Census, maximizes accuracy and completeness of the decennial census; and develops products to make the census data relevant to planning applications and more useful to the public. The division is comprised of four branches: Community Planning, Development Plans and Zone Changes, Planning Research, and Policy Planning.
Transit-oriented Development Division

The new Transit-oriented Development Division is responsible for coordinating all city departments’ efforts to implement TOD, through plans and policies, projects and investments, incentives, codes and regulations, outreach and events, and coordination of public, private, and community stakeholders. The division supports the Mayor’s TOD subcabinet, which meets weekly to discuss TOD-related infrastructure, projects, and policies and streamline implementation. Division staff works with other DPP divisions and city departments to develop neighborhood TOD plans, TOD zoning and land use ordinances, Complete Streets and parklets policies, affordable housing policies, financial tools, wayfinding, and other TOD implementation strategies. The division manages catalytic planning and development projects and technical studies on infrastructure, and works with other departments to make sure their projects align with TOD goals. The division conducts extensive outreach and education efforts – for the public, community partners, industry groups, and city staff – and hosts scores of workshops and events each year. The division pursues grants and technical assistance, and manages those awards – including recent federal awards for brownfields, bikeshare, equitable TOD and affordable housing, and green infrastructure and climate adaptation.

Land Use Permits Division (LUPD)

The LUPD is responsible for administering the Land Use Ordinance (LUO) and other regulations pertaining to land use in the city. The division reviews, prepares, and processes amendments to the LUO; coordinates interpretations, clarifications, and inquiries concerning LUO regulations; processes zoning clearances and confirmations; and reviews and processes all LUO-based permit applications. Its responsibilities also include urban design (e.g., special district permits and street trees); temporary use approvals; the city’s sign regulations; and processing zoning variances to the use, development, and design standards of the LUO.

The division has the responsibility for coordinating with the state and other counties concerning the regulatory aspects of the state’s Coastal Zone Management (CZM) law, Chapter 205A of the Hawaii Revised Statutes (HRS); and, interprets, administers, and processes the permits required by the Special Management Area (SMA) and Shoreline Setback Ordinances, and the department’s Part 2 Rules Relating to Shoreline Setbacks and the SMA. The LUPD also reviews and processes environmental disclosure documents (environmental assessments and impact statements) required by Chapter 343 of the HRS and Chapter 25 of the Revised Ordinances of Honolulu.

In addition to its land use and CZM responsibilities, the LUPD reviews and processes applications for exemptions to planning, zoning, and construction-related standards for eligible affordable housing projects, pursuant to HRS Chapter 201H-38. The division also reviews applications for building permits, subdivisions, and construction approvals whenever there are questions concerning compliance with the various land use and CZM regulations it administers, and consistency with the permits it has issued. It also represents the director during public and contested case hearings related to the land use and CZM matters that it administers. The division is comprised of three branches: Land Use Approval, Urban Design, and Zoning Regulations and Permits.

Zoning Board Of Appeals (ZBA)

The ZBA is authorized by Section 6-1517 of the Revised Charter of the City and County of Honolulu 1973 (2000 Edition). The ZBA is governed by the provisions of Section 13-103 of the Revised Charter. The ZBA hears and determines appeals to actions by the Director relating to the zoning and subdivision ordinances, and any rules and regulations adopted pursuant thereto. The powers and duties of the ZBA are to hold contested case hearings in conformity with the applicable provisions of Sections 91-9, 91-10, and 91-11, HRS. It shall sustain an appeal only if the ZBA finds that the Director’s action was based on an erroneous finding of a material fact, or that the Director had acted in an arbitrary or capricious manner, or had manifestly abused discretion.

Building Division

The Building Division administers and enforces the city’s building, electrical, plumbing, housing, zoning codes, the energy conservation ordinance, sidewalk, driveway, grading and other related ordinances and regulations in conjunction with permit applications. The division reviews permit applications, plans, specifications, and calculations for compliance with the above codes, and provides technical support to the Customer Service Division in their review of permit applications. The division performs inspections to verify compliance with the above codes, regulations, and ordinances. In addition, it investigates complaints or reports of violations pertaining to projects where a building permit is required or has been issued. The division is comprised of five branches: Building Code, Electrical Code, Mechanical Code, Research, and Zoning Plan Review.

Site Development Division

The Site Development Division is responsible for the review, approval, and inspection of new subdivisions and their associated improvements; proposed infrastructure improvements necessary to support new development such as streets, utilities, bridges, drainage, flood control, street lights, traffic signs and markings; work within the city’s rights-of-way; improvements to existing city infrastructure; proposed construction in flood hazard areas; and grading work. The division is comprised of four branches: Civil Engineering, Subdivision, Traffic Review, and Wastewater. The division has a major role in fulfilling the city’s National Pollutant Discharge Elimination System (NPDES) permit requirements.
ACCOMPLISHMENTS

• Issued 20,076 building permits, which generated a total construction valuation of $2,609,399,910;

• Zoning maps to implement the Waipahu Neighborhood TOD Plan (two stations) that was adopted by the City Council in April, 2014 is pending before City Council as Bill 76 (2015);

• Zoning maps to implement the Aiea-Pearl City Neighborhood TOD Plan (three stations) that was adopted in September, 2014, are being prepared;

• The Kalihi Neighborhood TOD PLAN (three stations) is under consideration by City Council under Resolution 15-46;

• The Downtown Neighborhood TOD Plan (three stations) is under consideration by City Council under Resolution 15-252;

• Submitted the Ala Moana Neighborhood TOD Plan (one station) to the city Planning Commission for a hearing in August, 2016;

• Developed first TOD zoning and Special District land use ordinance and submitted to City Council. Co-led development of affordable housing strategy; developed accessory dwelling unit ordinance and permit sewer fee reduction ordinance, both of which were adopted by Council to encourage homeowners to build small rental units; and implemented process improvements to accelerate housing production, including One-Time Review of permit applications;

• Established a special district and other zoning regulations for the implementation of TOD in general, and for the Waipahu and West Loch TOD neighborhood plan areas in particular;

• Expanded the Third Party Review process to include Residential Review, through the creation of an examination to qualify these individuals, this newly created expansion has had six individuals qualified through passage of this examination. Through this effort to streamline the building permit processing for single family residential review as a similar process commercial building permit process has had since 2007;

• Developed NPDES and Storm Water Rules.
POWERS, DUTIES, AND FUNCTIONS

The Honolulu Police Department (HPD) serves as the primary law enforcement agency for the island of Oahu. The Chief of Police directs the operation and administration of the department and is responsible for the following: preservation of the public peace; protection of the rights of persons and property; prevention of crime; detection and arrest of offenders against the law; enforcement and prevention of violations of state laws and city ordinances; and service of processes and notices in civil and criminal proceedings.

The men and women of the HPD are dedicated to providing excellent service through partnerships that build trust, reduce crime, create a safe environment, and enhance the quality of life in our community. Officers and staff are committed to the principles of:

- INTEGRITY
- RESPECT
- FAIRNESS

ACCOMPLISHMENTS

- Launched the Smart911 program, which allows the public to provide valuable information in order to improve officer preparedness when responding to calls for service;
- Implemented the Text-to-911 program to allow the public another method of requesting lifesaving emergency services;
- Opened the new Waianae Police Station, replacing the original Waianae substation built in 1961;
- Created the Domestic Violence Response Task Force to improve domestic violence assessments, training for officers, and data collection;
- Reaccredited by the Commission on Accreditation for Law Enforcement Agencies, Inc. (CALEA), and achieved the CALEA Gold Standard Assessment by demonstrating a higher standard of operations;
- Two-hundred and sixty officers earned electric gun certifications in Fiscal Year 2016;
- Construction began on the Joint Traffic Management Center, which upon completion will bring together city and state agencies to improve traffic management, public safety and coordinated response efforts;
- Acquired 74 Ford Police Interceptor sedans and two special weapons and tactics vans (replacing older models) and added nine all-terrain vehicles to the fleet; all new vehicles will improve officer working conditions and safety, and their ability to respond during emergencies;
- Formed a body-worn camera program committee to examine the various aspects of body cameras that will be worn by patrol officers, test different models and develop a plan for use and storage of the recorded data;
- Made policies available to the public through the HPD website in an effort to improve transparency and understanding in the community it serves.
POWERS, DUTIES, AND FUNCTIONS

The Department of the Prosecuting Attorney (PAT) prosecutes violations of statutes, ordinances, and regulations within the City and County of Honolulu for which there are criminal sanctions.

PAT represents the people and the State of Hawaii in criminal proceedings in District Court, Circuit Court, and Family Court, as well as appeals heard by the Hawaii Intermediate Court of Appeals and Hawaii Supreme Court. The office also provides advocacy services for victims of crime.

The office is comprised of approximately 110 deputy prosecutors and 220 support staff, which includes clerical workers, investigators, and victim-witness counselors, assigned to various divisions.

Appellate

Represents the state in matters heard by the Hawaii Intermediate Court of Appeals and Hawaii Supreme Court. Appellate deputies also provide case research and reference assistance to the office.

Career Criminal

Prosecutes cases involving defendants who commit felonies while on probation or parole. These repeat offenders are subject to mandatory minimum sentences if convicted.

Domestic Violence

Separate units prosecute felony cases such as sex assault and spousal abuse, and misdemeanor crimes such as abuse, complaints, or violations of restraining orders.

Elder Abuse

Prosecutes felony crimes against victims over the age of 60. Deputies also provide educational outreach to seniors at fairs and expos, as well as through group presentations and guest appearances on local radio programs.

Juvenile

Handles cases in Family Court involving defendants under the age of 18.

Misdemeanor and Traffic

Processes cases involving lesser criminal violations and motor vehicle infractions. Deputies are assigned to district courts in Honolulu, Pearl City, Kaneohe, Wahiawa, and Kapolei.

Sex Assault

Unit prosecutes all sexual assault cases. Deputies employ vertical prosecution, meaning they work individually with victims from initial complaint to charging to trial.

Sex Trafficking

Unit dedicated to investigating and charging crimes involving human trafficking.

Screening and Intake

Deputies meet with police during and after criminal investigations to determine if charges are to be filed, what charges are appropriate, or whether prosecution should be declined.

Trials

Deputies prosecute cases in Circuit Court. These include murder, manslaughter, robbery, burglary, assault, identity theft, and computer crimes.

Investigative Services

Provides security for department personnel and facilities, locates material witnesses, serves warrants and subpoenas, and conducts investigations for selected cases being prepared for trial.

Victim/Witness Kokua

Provides support services for victims of crime and helps guide victims and witnesses through the judicial process. Hawaii’s first trained courthouse dog, Pono, who works with child victims, is a member of this important division.

ACCOMPLISHMENTS

- Received a two-year, $400,000 grant from the U.S. Department of Justice to establish a pilot program that implements promising practices for prosecuting sexual assault cases, promoting justice for victims, and funds positions with the prosecutor’s office, the Honolulu Police Department, and the Sex Abuse Treatment Center;
- Received a $200,000 federal grant to establish a mobile community court – in collaboration with the state Judiciary and public defender’s office – to help resolve a backlog of more than 11,000 low-level, non-violent cases, many involving defendants who are homeless;
- Issued a cease-and-desist letter against online fantasy sports gambling sites DraftKings and FanDuel, which immediately halted operations in Honolulu;
- Launched a new operation against human trafficking by using racketeering and illegal business statutes to target the owners of brothels operating as massage parlors.
POWERS, DUTIES, AND FUNCTIONS

The Department of Transportation Services (DTS) is responsible for the multimodal movement of people and goods on roadways; public transit systems (TheBus and TheHandi-Van); bicycle and pedestrian ways; intermodal facilities and operations; coordination with rail; traffic control systems; traffic safety; rules and regulations for city-owned streets and roadways; “Complete Streets” implementation; and the design and construction of transportation facilities and systems. Chapter 17, Section 6-1703 of the Revised Charter of the City and County of Honolulu delegates the following responsibilities to the department: plan, operate, and maintain public transportation systems to meet transportation needs in accordance with the general plan and development plans, and advise on the design and construction thereof; locate, select, install, and maintain traffic control facilities and devices; provide educational programs to promote traffic safety; and promulgate rules and regulations pursuant to standards established by law.

The department’s goal is to provide greater safety for all modes of transportation and increased quality of life for residents, incorporating Complete Streets principles that provide balance between travel modes such as motor vehicles, bicycles, and pedestrians into the planning, design, and construction of city transportation facilities and projects, including the city’s Transit-oriented Development (TOD) plans and projects.

Transportation Commission

The Transportation Commission provides DTS with guidance on its administration and operations, and recommends appropriate changes to public transit fare structure. The transportation commission shall: adopt rules for the conduct of its business; evaluate at least annually the performance of the Director of the Department of Transportation Services and, if appropriate, make recommendations to address the results of the evaluation; review and make recommendations on rules concerning the administration and operation of the Department of Transportation Services; review and make recommendations on the annual budget prepared by the Director of the Department of Transportation Services; receive, review, and make recommendations on complaints regarding the systems, programs, and facilities under the Department of Transportation Services; recommend changes to the public transit fare structure when deemed necessary and appropriate; review and make recommendations concerning the performance of public transit and other transportation system contractors under the jurisdiction of the Department of Transportation Services; and submit an annual report to the Mayor and City Council.

Transportation Planning Division

The Transportation Planning Division provides transportation planning and federal financial funding resources. The division consists of three branches: the Regional Planning Branch coordinates, reviews, and comments on transportation and environmental studies for consistency with multimodal principles, traffic congestion mitigation, and roadway safety elements; the Federal Compliance Branch funds and supplements the city’s transportation improvements with federal dollars. Projects seeking federal assistance must first be qualified, vetted, and programmed in the Transportation Improvement Program and State Transportation Improvement Program; the Planning Studies Branch collects, organizes, and evaluates pertinent and measurable transportation data necessary to conduct traffic analysis, formulate capacity demands, and initiate safety measures such as traffic signals, crosswalks, and speed limits.

Traffic Engineering Division

The Traffic Engineering Division conducts studies and analyses to promote the safe, efficient, and effective use and operation of the city’s streets, roadways, and appurtenant facilities; coordinates and implements engineering programs and projects to improve traffic flow and safety; prepares and processes legal schedules in accordance with the traffic code; administers the city’s bikeway, pedestrian safety and traffic safety and education programs; and administers the school traffic safety committee.

Traffic Signals and Technology Division

The Traffic Signals and Technology Division designs, implements, operates, and maintains the safe and efficient use of city and state traffic signals on Oahu. The division also administers, inspects, and establishes roadway traffic controls for construction activities, parades, and special event road closures that occur on city streets. The division is responsible for Honolulu’s Traffic Management Center and implementation of Intelligent Transportation Systems, a program that improves traffic mobility by employing technology to improve the efficiency of existing roadways.

Public Transit Division

The Public Transit Division (PTD) is responsible for oversight of the city’s public transit system, including both TheBus and TheHandi-Van. PTD is comprised of three branches. The Fixed Route Operations Branch monitors performance and provides policy guidance and direction for TheBus. This branch oversees activities that promote transit ridership, ensures compliance with civil rights requirements for public transit services, and coordinates
transit safety and security programs. The Paratransit Operations Branch monitors performance and provides policy guidance and direction for TheHandi-Van, the Americans with Disabilities Act (ADA) complementary paratransit service for persons with disabilities who are functionally unable to independently use TheBus. This branch also oversees the city's Human Services Transportation Coordination Program, which supports transit-related activities addressing the needs of senior citizens, low-income households, and persons with disabilities. The Facilities and Equipment Branch procures all vehicles and equipment used to operate and support TheBus and TheHandi-Van services. This branch also oversees the construction of new bus facilities, and the maintenance and improvement of existing facilities.

ACCOMPLISHMENTS

- Coordinated the planning, design and funding of multimodal and connectivity projects within TOD areas and near rail stations;
- Programmed several capital improvement projects which included intersection and roadway improvements, traffic signals, bus acquisition, bus stop improvements, bicycle projects, and the Joint Traffic Management Center;
- Reviewed approximately 150 projects regarding environmental assessments, traffic impact assessments, and developmental studies emphasizing Complete Streets and multimodal connectivity concepts and approaches;
- Incorporated new pedestrian, bicycle and vehicular transportation projects into the Transportation Improvement Program, resulting in approximately $17.5 million in new federal highways funds and $41.5 million in new federal transit funds to maintain and purchase new buses and Handi-Vans;
- Finalized the City and County of Honolulu's Complete Streets Design Manual, a comprehensive guide to incorporate pedestrian, bike, transit and vehicular best practices on all city transportation projects;
- Completed construction of a complete streets demonstration project at the intersection of South King and Isenberg Streets, which incorporated pedestrian improvements in conjunction with the King Street protected bike lane;
- Achieved 90.8 percent to 96.9 percent response time within eight hours to traffic signal complaints;
- Provided approximately 165,000 paratransit trips through three existing transportation services operated by Goodwill Industries of Hawaii, The Arc in Hawaii, and Special Education Center of Hawaii which provided additional capacity to TheHandi-Van and more direct trips to these agencies' clients;
- Supported Goodwill Industries' operation of a Kalaeloa shuttle service that complements the city's regular circulator Route 415 which provided approximately 60,000 midday and late-night trips between the Kalaeloa transitional shelters and the Kapolei Transit Center, and provides a vital link to jobs and services for area residents;
- Implemented various TheBus service improvements, including conversion of the former community access service Routes 501 and 504 to fixed route service due to high volume of ridership, expanded Route 40 service to University of Hawaii West Oahu Campus to support Tokai University dormitory students, implemented supplemental Route 70 Lanikai shuttle service coinciding with strict parking prohibition enforcement on three-day weekends, and initiated a new earlier morning trip for Route 93 to address overcrowding issues.
As we entered Fiscal Year 2016 – 17, the City and County of Honolulu stood in good fiscal health and prepared for the challenges ahead. With this in mind, the Honolulu City Council kept its focus on budgetary discipline while addressing core city services. Rail and homelessness remained top of mind issues for the public as reflected in testimony at many Council and Committee meetings. But the Council nevertheless addressed other important municipal issues that impact the quality of life for the residents of the City and County of Honolulu.

While construction of the rail project is ongoing, transportation remains a major consideration for Oahu’s citizens. Owning an automobile is expensive when factoring in the costs of insurance, fuel and parking. Recognizing that a new form of transportation alternative was gaining in popularity, the Council tackled the controversial issue of ride-sharing organizations. Uber and Lyft are authorized to operate in the city under an emerging set of regulations that will help to level the playing field with respect to taxis and also provide a greater level of safety and security for all passengers.

Further recognizing the increasing popularity of bicycles as another healthy alternative, the Council added funds to the administration’s budget request for an Oahu Pedestrian Master Plan, improvements to the Kapahulu Bike Path, a Pedestrian and Bicycle Path in Kahaluu, and a Pedestrian and Bicycle Path in Kailua connecting Kailua Town and Kailua Beach Park. The Council also appropriated $21 million for the purchase of new buses and Handi-Vans, which remain the primary modes of public transportation.

The ongoing rail project suffered a major blow when it was revealed that, in spite of the extension of the general excise tax surcharge, the project was estimated to still be short by about a billion dollars. The Council did authorize the extension after receiving approval by the state Legislature. In doing so, the Council required additional reporting requirements that would provide greater transparency of the project and ensure that the city was receiving full value for its investment.

One of the most damaging outcomes of rail construction has been to the small businesses along the route. Most have seen revenue drop substantially and some have even had to close their doors. In an effort to support these affected businesses, the Council created the Transit Construction Mitigation Fund in the rail authority’s budget and earmarked $2 million to help mitigate the impact of rail construction.

Creating more affordable housing, including rental housing, has been a year-long focus of the Council. Without it, managing and reducing homelessness becomes an increasingly difficult prospect. In order to encourage the development and retention of low- and moderate-income housing on city land, the Council authorized extensions of the leases to providers of such housing for up to 75 years beyond the initial lease term, provided the city makes certain findings, including the continuing need for affordable housing in the city.

To encourage property owners to make their properties available to long-term renters, the Council amended the Land Use Ordinance to allow accessory dwelling units (ADUs) to be built in residential and country zoned districts and to allow legally-established accessory (ohana) structures to be converted into ADUs, provided there is adequate infrastructure. The Council also approved planning, zoning, and subdivision waivers for a number of low- and moderate-income housing projects, where waivers were necessary for the housing developers to offer the apartments at rents or purchase prices affordable to low- and moderate-income households. These projects included: Hale Kewalo in Kakaako, and the Kapiolani Residence Project in the Ala Moana area. The Council also approved five leases of various city properties to non-profit providers for special needs housing.

To help better manage our homeless population, the Council appropriated $18 million to be used islandwide for urban rest stops, navigation centers, affordable housing and other community-focused projects for those in need, as well as $6.1 million for the development or preservation of affordable and permanent supportive housing, in partnership with the state and qualified non-profit organizations. The Council also broadened the prohibition against sitting or lying on a public mall between certain hours to include College Walk Mall and Kila Kailikimaka Mall and extended the hours of the prohibition at Fort Street Mall and Union Mall. Ordinance 15-39 prohibited camping without a permit within, and the erection of tents within, city-owned streambeds and authorized the Director of the Department of Facility Maintenance to post signs prohibiting additional
activities in these streambeds. Additionally, in the Executive Operating Budget for FY 2017, the Council appropriated more than $10 million for grants to non-profit organizations providing critical social services and cultural enrichment to the residents of Honolulu. Many of the projects funded through the social services grants serve Oahu’s homeless population and those at risk of becoming homeless.

One of the most important assets the city has to help residents enjoy a higher quality of life are its parks and recreational venues. One of our most treasured assets is the Honolulu Zoo, which has been sadly neglected over the years by the uneven management of successive city administrations. To help stabilize the zoo’s situation, the Council authorized the establishment of private sponsorship arrangements whereby the private sector may provide funding for the Honolulu Zoo in return for public recognition. For longer term stability, the Council created a Zoo Fund, which designates a number of zoo-related revenue sources for deposit into the Fund, and limits the use of the Fund to expenses directly related to the Honolulu Zoo. The Council also added capital funding for improvements to the zoo parking lot.

The Council also funded a number of projects recommended by the Clean Water and Natural Lands Commission, including the Kanewai Spring in Kuliouou, the Helemano Wilderness Recreation Area, Senator Fong’s Plantation Garden in Windward Oahu, and an expansion of the Aina Haina Nature Preserve. It also added funds to the capital budget for acquisition of the land under the Kahuku Golf Course and for improvements to the Koko Head Riding Stables. The Council also approved environmentally responsible measures such as a citywide policy for the installation of energy-saving solar photovoltaic systems in municipal buildings; prohibited the dumping of refuse, including bulky waste, on any street, roadside or public place; and provided over $40 million of funding in the Executive Capital Budget for five major projects to expand, upgrade and provide odor control for the Sand Island Wastewater Treatment Plant, and an additional $83.5 million for the Awa Street Wastewater Pump Station and related improvements.

I encourage you to review the attached report for a more detailed view of the many actions approved by the City Council. We are facing the challenges ahead with our eyes wide open. The Council remains unified in our purpose and desire to make city government the best it can be, and to protect and preserve this very special place we call home.

Ernest Y. Martin, City Council Chair
City and County of Honolulu
POWERS, DUTIES, AND FUNCTIONs

The Office of the City Auditor (OCA) was created on July 1, 2003. Section 3-501.1 of the Revised Charter of the City and County of Honolulu amendments, approved by the voters in the November 2002 General Election, authorized the Honolulu City Council to establish OCA as a separate and independent office to strengthen the auditing function in city government and to ensure that the agencies and programs of the city are held to the highest standards of accountability to the public. The charter affords the auditor the independence to initiate work under the auditor’s authority and to consider requests for work from the Council. In addition, and for the purpose of carrying out an audit, the charter empowers the auditor to have full, free, and unrestricted access to any city officer or employee, and grants authorization to examine and inspect any record of any agency or operation of the city.

The charter further provides that the city auditor conduct or cause to be conducted: 1) the annual financial audit of the city; 2) performance audits of the funds, programs, and operations of any agency or operation of the city; and 3) follow-up audits and monitoring of compliance with audit recommendations by audited entities. All audits are conducted in accordance with government auditing standards, and audit findings and recommendations are set forth in written reports of the city auditor.

ACCOMPLISHMENTS

- Completed four performance audits relating to:
  H-POWER contracts and procurement practices; the city’s paratransit service; Honolulu Authority for Rapid Transportation (HART); and the city’s information security and risk management program;
- Completed the 2015 Service Efforts and Accomplishments Report and the Citizen-Centric report; and published the results of the 2015 National Citizen Survey with supplemental reports;
- Administered the financial audit contract for the City and County of Honolulu for Fiscal Year 2015 which included auxiliary financial audits for the Sewer Fund; the Public Transportation System-Bus and Paratransit Operations; Single Audit of Federal Financial Assistance Programs; and the related Management Letter;
- Passed fourth triennial peer review in November 2015 and participated in the peer review of the Clark County, Nevada, Audit Department;
- The city auditor received the Association of Government Accountants’ Distinguished Local Government Leadership Award for 2016; a staff member earned certification as a Certified Fraud Examiner (CFE); a deputy city auditor earned a Certified Internal Controls Auditor (CICA) designation;
- Served on local and national committees for the Association of Government Accountants (AGA) and the Association of Local Government Auditors;
- Authored articles for local and national publications on auditing the Board of Water Supply and homelessness/affordable housing;
- Mentored two college students through the OCA internship program; made presentations to accounting students from the University of Hawaii, Manoa and West Oahu campuses; served on the University of Hawaii at Manoa School of Accountancy Advisory Board; and developed a government accounting and auditing program for the University of Hawaii.

City Auditor Edwin Young (left) receives the AGA Distinguished Local Government Leadership Award from AGA’s National President John Homan.

Photo courtesy of AGA
POWERS, DUTIES, AND FUNCTIONS

The City Clerk serves as the Clerk of the City Council; is the custodian of its books, papers, and records, including ordinances, resolutions, and rules and regulations of all city agencies; has custody of the city seal; authenticates all official papers and instruments requiring certification; is responsible for voter registration and conducts all elections for the City and County of Honolulu in accordance with the Revised Charter of the City and County of Honolulu and the laws of the State of Hawaii; and performs such other functions as required by the charter or by law.

Staffed with 37 positions, the Office of the City Clerk is organized under the following three operating units: Council Assistance, Office Services, and Elections.

Council Assistance Division

The Council Assistance Division is responsible for providing staff support to the City Council at all of its council sessions, committee meetings, and public hearings. The staff is responsible for preparation of all agendas, recording and reporting all proceedings, processing all communications and resolutions, bills and ordinances introduced and acted upon by the Council, and providing reference and research services regarding enacted or pending legislation and other council documents.

The Division continues to improve public accessibility through immediate online access to the documents of the City Council, including communications, bills, resolutions, ordinances, agendas, committee reports and minutes.

Office Services Division

The Office Services Division provides office/fiscal administration and support services for the Office of the City Clerk. Additionally, the Division performs meeting audio, printing, mail, and messenger services for the City Council.

Elections Division

The Elections Division is responsible for conducting all elections held in the City and County of Honolulu, and performs voter registration and absentee balloting (early/mail voting) functions pursuant to the Revised Charter of the City and County of Honolulu, and the laws of the State of Hawaii. The Division also administers the Statewide Voter Registration System on behalf of the counties and State of Hawaii.

ACCOMPLISHMENTS

During Fiscal Year 2016, the City Clerk administered the oath of office to 71 public officials, appointed agency heads, deputies, and board and commission members in accordance with Section 13-118 of the Revised Charter of the City and County of Honolulu. Received 89 financial disclosures of which 24 were candidate disclosures and generated $11,866.25 in revenue, mainly from voter certificate fees, voter lists, and candidate filing fees.

Council Assistance

- Council Meetings and Hearings: Regular Sessions – 12, Special Sessions – 4, Public Hearings – 13;
- Legal Notices Published: Public Hearing Notice – 18, Change of Meeting Location – 5;
- Speakers at Council Meetings/Public Hearing – 672;
- Speakers at Committee Meetings – 664;
- Committee Reports – 652;

Council Information Section

- Legislative Items Published: Ordinances – 39, Bills Passed Second Reading – 55, Resolutions (Second Reading, Charter Amendment and Real Property Tax Rate) – 3;
- Meeting Notices Filed Pursuant to §92-7 Hawaii Revised Statutes (HRS) – 1,073;
- Communications: Council – 260, Departmental – 813, Mayor’s Messages – 139, Miscellaneous – 3,219;
- Bills Introduced: Passed First Reading – 78, Veto Overridden – 2, Returned Unsigned – 7, Filed on Floor – 0, Filed per Revised Ordinances of Honolulu (ROH) §1-2.4 – 43, Pending – 64;
- Resolutions Introduced: Adopted – 278, Filed on Floor – 1, Filed per ROH §1-2.5 – 30, Pending – 58;
- Petitions – 38;
- Rules and Regulations Filed – 4;
- Documents: Deeds – 24, Easements – 40, Extracts Certified – 5;
Elections

• The Division continued to monitor/troubleshoot the recent deployment of the State of Hawaii’s online voter registration system and assist with the migration to the State of Hawaii’s new voter registration system planned for 2017;

• The Division established a year round location at the Airport Industrial Park in March of 2016 for centralizing election processing and administrative functions;

• As of June 30, 2016, the number of registered voters were 481,094 (421,669 active voters and 59,425 fail-safe voters\(^1\)).

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\(^1\) Fail-safe voters are considered registered, but must be retained on the voter registration files for two election cycles pursuant to federal law before removal.
POWERS, DUTIES, AND FUNCTIONS

The 1973 Revised Charter of the City and County of Honolulu expressly establishes the "legislative branch" to coordinate with the executive branch of city government and vests the city's legislative power in the Honolulu City Council.

As the legislative body of the city, the Council performs the following major duties and functions:

• Sets citywide policies by enacting ordinances and adopting resolutions relating to municipal government programs and services, such as police and fire protection, parks and recreation, affordable and special needs housing, sanitation and waste disposal, public transportation, and other city government operations;
• Initiates new municipal programs that the city may pursue or improvements to existing programs and services;
• Initiates amendments to the Revised Charter of the City and County of Honolulu;
• Adopts the annual operating and capital programs and budgets to fund the delivery of city services in the following fiscal year by the city, including the semi-autonomous public transit authority known as the Honolulu Authority for Rapid Transportation (HART);
• Adopts measures that will yield sufficient moneys to balance the budget in the following fiscal year, including the setting of the annual real property tax rates and authorizing the issuance of general obligation bonds;
• Fixes fees and charges for city services and the use of city property or delegates that authority, in some instances, to the city's executive branch;
• Adopts policies and land use laws such as the general plan, development plans, zoning regulations and processes, and regulation within transit-oriented development districts;
• Establishes policies for development in or near the shoreline by reviewing and granting applications for special management area use permits and certain shoreline setback variances upon recommendation of the Department of Planning and Permitting;
• Makes requests to the Office of the City Auditor to conduct performance audits of city agencies and programs to determine whether laws, policies, and programs are being carried out in the most effective, efficient, and economical manner;
• Determines the necessity for taking private property for public purposes and authorizes proceedings in eminent domain;

• Confirms city department heads and board and commission members nominated by the Mayor, and appoints members of certain commissions;
• Sets cases lawsuits and claims filed against the city and its officers and employees and authorizes the initiation of lawsuits by the city;
• Approves the compromise of real property tax claims in excess of $500 upon recommendation of the Director of the Department of Budget and Fiscal Services;
• Approves the abandonment or closing of city streets and roads upon recommendation of the city administration;
• Establishes fines and penalties for violations of city ordinances;
• Accepts, on behalf of the city, gifts of money, securities, other personal property or real estate or interests in real estate;
• Authorizes agreements between the city and other governmental and quasi-governmental agencies and certain private grant agreements that place obligations on the city;
• Approves the appointment of special counsel and Special Deputies Corporation Counsel for the city and for city officers and employees;
• Serves as trustees providing oversight over the land of the Kapiolani Park Trust;
• Exercises oversight of the work of the Honolulu Authority for Rapid Transportation, including approval of the issuance of general obligation bonds and of the condemnation of property necessary for the completion of the Honolulu rail transit project.

Organization

The Council exercises its legislative policy making and oversight powers through the work of its standing committees. The standing committees served as open forums of discussion, debate, and consensus building. They actively sought citizen participation in the legislative process by conducting meetings during which individuals as well as representatives of neighborhood boards, small businesses, interested organizations, and affected industries were encouraged to share their opinions and ideas on city government programs and activities. The number and diversity of public testimonies received by the standing committees often formed the bases for recommendations for Council action. In addition to the regularly scheduled committee meetings, the standing committees also held informational briefings to focus on complex issues and
study new initiatives for city programs and services. The Council also held additional public meetings and hearings at which it received public input on proposals before the Council. Councilmembers Anderson and Martin took leadership roles in the Hawaii State Association of Counties, and Councilmember Anderson served on the Board of the National Association of Counties. The Council also provided funding and logistical support to the 2015-16 Charter Commission and to the Salary Commission.

ACCOMPLISHMENTS

In Fiscal Year 2016, the Council adopted resolutions and enacted ordinances on a broad variety of subjects to better the lives of the residents of and visitors to the City and County of Honolulu. The following are highlights of some of the Council’s achievements during the year:

The Environment:

- The Council enacted Ordinance 15-49 to establish a citywide policy for the installation of energy-saving solar photovoltaic systems in municipal buildings and facilities to the extent practicable, and enacted Ordinance 16-9 to prohibit the dumping of refuse, including bulky waste, on any street, roadside or public place, and to set a substantial $2,500 fine for violations of the prohibition;
- In Ordinance 16-15, the Executive Capital Budget for FY 2017, the Council also provided over $40 million of funding for five major projects to expand, upgrade and provide odor control for the Sand Island Wastewater Treatment Plant and an additional $83.5 million for the Awa Street Wastewater Pump Station and related improvements.

Parks and Recreation

- Passed Ordinance 15-42 to encourage the establishment of private sponsorship arrangements whereby the private sector may provide funding for the Honolulu Zoo in return for public recognition. In order to address concerns raised by the accrediting body for the Zoo, the Council enacted Ordinance 16-12 to create a Zoo Fund, designate a number of zoo-related revenue sources for deposit into the fund, and to limit the use of the fund to expenses directly related to the Honolulu Zoo; and added capital funding for improvements to the zoo parking lot;
- Enacted Ordinance 16-5 to help preserve and perpetuate cultural sites located within city parks, and authorize the Director of the Department of Parks and Recreation to designate such cultural sites and provide appropriate marking of these sites; the Council renamed the Kailua District Park Recreation Center Pool the “Albert Minn Aquatic Center” in recognition of Albert Minn’s significant contributions to Oahu’s aquatics community; renamed Nanakuli Beach Park as “Kalanianaole Beach Park” in memory of Prince Jonah David Kuhio Kalanianaole; and renamed the Ocean Pointe District Park as “Ewa Puuloa District Park” to reflect its geographic location;
- Funded a number of projects recommended for funding by the Clean Water and Natural Lands Commission, including Kanewai Spring in Kuliouou, Helemano Wilderness Recreation Area in Central Oahu, Senator Hiram Fong’s Plantation Garden in Windward Oahu, and an expansion of the Aina Haina Nature Preserve; and added funds to the capital budget for acquisition of the land under the Kahuku Golf Course and for improvements to the Koko Head Riding Stables.

Housing and Homelessness

- In light of the severe shortage of affordable housing, particularly affordable rental housing in Honolulu, the Council passed several measures aimed at increasing the inventory of affordable housing and providing services to Honolulu’s homeless population;
- Appropriated $18 million in Ordinance 16-15 to be used islandwide for urban rest stops, navigation centers, affordable housing and other community-focused projects for those in need, as well as $6.1 million for the development or preservation of affordable and permanent supportive housing, in partnership with the State and qualified non-profit organizations; in Ordinance 16-14, the Executive Operating Budget for FY 2017, the Council appropriated more than $10 million for grants to nonprofit organizations providing critical social services and cultural enrichment to the residents of Honolulu with many of the projects funded through the social services grants serving Oahu’s homeless population and those at risk of becoming homeless;
- Encouraged the development and retention of low- and moderate-income housing on city land by passing Ordinance 15-43 to authorize extensions of the leases to providers of such housing for up to 75 years beyond the initial lease term, provided the city makes certain findings, including findings as to the continuing need for affordable housing in the city;
- Encouraged property owners to make their properties available to long-term renters with Ordinance 15-41, by amending the Land Use Ordinance to allow accessory dwelling units (ADUs) to be built in residential and country-zoned districts and to allow legally established accessory (ohana) structures to be converted into ADUs, except where infrastructure is inadequate;
- Approved planning, zoning, and subdivision waivers for a number of low- and moderate-income housing projects, which waivers were necessary for the housing developers to offer the apartments at rents or purchase prices affordable to low- and moderate-income households including Hale Kewalo in Kakaako, and the Kapiolani Residence Project in the Ala Moana area; and approved five leases of various city properties to non-profit providers for special needs housing.
Rail Transit and Transit-oriented Development

The Council took a number of actions during FY 2016 in furtherance of the rail transit project of HART:

• Enacted Ordinance 16-1, which extended the State-authorized general excise and use tax surcharge for rail transit through December 21, 2027, but which also established caps on the sums that may be expended on the Minimum Operable Segment (MOS) of the project (the portion of project between East Kapolei and Ala Moana Shopping Center);

• In recognition of the negative impacts rail transit construction has had on businesses, the Council established a Transit Construction Mitigation Fund to provide support to businesses near the rail guideway. In Ordinance 16-16 (HART’s operating budget for FY 2017), the Council earmarked $2 million to be expended for transit mitigation;

• Approved the FY 2017 operating and capital budgets for HART, authorized the issuance of general obligation bonds for the rail transit project, and granted a number of requests from HART for authorization to condemn properties necessary for guideway construction. The Council made significant cuts to HART’s requested appropriations for salaries and office rent. Due to the uncertainty as to the ultimate route of the transit system between Ala Moana Center and the University of Hawaii at Manoa, which has made long-term planning by Ala Moana/McCully area developers and businesses difficult, the Council earmarked $12 million in Ordinance 16-17, HART’s capital budget, to study the various route options for that segment of the Locally Preferred Alternative between Ala Moana Center and the University of Hawaii at Manoa.

Transportation Alternatives

• Recognizing the high costs of automobile ownership, especially the high cost of parking, the Council, in August of 2015, enacted Ordinance 15-35, which authorized car sharing organizations to pay for the use of either city-controlled off-street parking or public metered parking for their subscribers;

• Added funds to the Administration’s proposed capital budget for an Oahu Pedestrian Master Plan, improvements to the Kapahulu Bike Path, a Pedestrian and Bicycle Path in Kailua in the vicinity of the proposed development, and a Pedestrian and Bicycle Path in Kailua connecting Kailua Town and Kailua Beach Park. The Council also appropriated $21 million for the purchase of new buses and Handi-Vans.

Miscellaneous

• Waikiki: A number of significant projects aimed at revitalizing visitor accommodations and enhancing the visitor experience in Waikiki came before the Council in FY 2016. The Council approved Special Management Area Use Permits for major renovations to the Hyatt Regency Waikiki Beach Resort & Spa and to St. Augustine by-The-Sea Church (renovation includes a new St. Damien and Ste. Marianne Cope Museum); and gave conceptual approval to a planned development-resort project including mixed hotel, commercial, and residential elements at the Diamond Head end of Waikiki;

• Preserving Public Space for Public Use: Ordinance 15-40 broadened the prohibition against sitting or lying on a public mall between certain hours to include College Walk Mall and Kila Kaliikimaka Mall and extended the hours of the prohibition at Fort Street Mall and Union Mall. Ordinance 15-39 prohibited camping without a permit within, and the erection of tents within, city-owned streambeds and authorized the Director of the Department of Facility Maintenance to post signs prohibiting additional activities in these streambeds.
POWERS, DUTIES AND FUNCTIONS

Section 3-107.7, Revised Charter of the City and County of Honolulu, authorizes the City Council to establish the Office of Council Services (OCS) to assist it in the exercise of its legislative power. According to the 1971-72 Charter Commission, the OCS is “a necessary adjunct to and is supportive of the policy formulation or legislative role of the City Council” and “a tool for decision making – to assist it in analyzing the city’s policies and financial programs for their effectiveness and adequacy, and in identifying alternative programs, policies, and major problems which endanger the public interest and welfare.”

In Article 3, Chapter 4, Revised Ordinances of Honolulu (ROH), OCS is charged with providing the City Council comprehensive research, reference and drafting services necessary for the enactment or consideration of legislation and policy. OCS also serves in an advisory and consultative capacity to the Council and its committees and is designated as the Revisor of Ordinances for the entire City and County of Honolulu.

OCS performs the following services: conducts independent and comprehensive research necessary for the enactment of legislation upon the request of the Council; provides assistance to the Council’s standing committees by conducting background research, gathering pertinent data, and serving as resource persons to the committees; supports meetings of the Council; analyzes executive branch proposals, programs, bills, and reports at the request of the Council; provides legal research and advice at the request of the Council; prepares bills and resolutions requested by Councilmembers; analyzes, prepares amendments for, and monitors the execution of the operating and capital budgets for the Honolulu Authority for Rapid Transportation (HART); assists in review and preparation of the legislative budget; provides information to individual Councilmembers; prepares land use maps and provides Geographic Information System (GIS) services; serves as Revisor of Ordinances, and supervises the revision, codification, and printing of the revised ordinances; maintains web pages and databases for the revised ordinances and city policy resolutions; assists the Council in fulfilling its responsibilities as a member of the Hawaii State Association of Counties; assists the Councilmembers in their performance as trustees of Kapiolani Park.

ACCOMPLISHMENTS

With a staff of 21 composed of a director, an assistant director, five attorneys, seven analysts, two revisor staff, and five administrative support staff, the office accomplished the following tasks and projects in Fiscal Year 2016.

Research and Consultative Activities

- As the research and drafting arm of the Council, OCS prepared 1,200 written responses to requests for service in FY 2016 that included roughly 331 bills, 363 resolutions, and 506 letters, legal memoranda, and other reports, of which about 562 were “rush” assignments, meaning requiring immediate completion; another 360 committee reports were reviewed under a 48-hour or less turn-around time frame; GIS maps prepared by OCS were included with 225 legislative assignments;
- OCS provided consultative assistance to 90 committee meetings and 16 Council meetings and public hearings, of which two were held outside of Honolulu Hale; included in the tally were eight executive session meetings which were confidential as provided by law; additionally, OCS reviewed over 325 items introduced for Council consideration;
- Assisted the Council in reviewing, analyzing and amending eight measures that constituted the budgets for the executive and legislative branches, as well as for HART;
- Research staff also reported on the varying rental regulations throughout the world and prepared a state legislative tracker;
- In March 2016, OCS released its 16th annual “Issue Profile, Status of the City’s Finances” report in a new redesigned and digital format, which provides the Council with a historical and comparative context to review the upcoming city budget and fiscal trends.

Revisor Activities

For FY 2016, as the Revisor of Ordinances, over 75 sections and 600 pages of the ROH were prepared for issuance via supplement, two policy resolution updates were released and 12 corresponding web updates completed.
Special Projects and Other Activities

- Transformed the Legislative Budget Narrative into a digital publication;
- Assisted the legislative branch in preparing proposals for the executive and legislative budgets by providing instructional material and preparing appropriate spreadsheets, forms, and supporting information;
- Received parliamentarian training and tested and qualified as members in the national association;
- Hosted five unique training seminars for personnel of the Legislative Branch;
- Conducted nine budget peer reviews for other municipalities as a member of the Government Finance Officers Association (GFOA);
- Completed 23 staff educational and training sessions, including the GFOA Budget Academy;
- Digitized over 1,600 government documents, including historic charters and council legislative archives;
- Supported the Hawaii State Association of Counties;
- Prepared and updated numerous references and resources for the legislative branch, including the creation of new electronic and print material;
- Expanded language access opportunities by translating the “Revised Ordinance of Honolulu User Guide” into six different languages in both print and digital formats;
- Facilitated access to a new land use zoning database for legislative research;
- Supported several other city community outreach activities including Honolulu City Lights, Aloha United Way, and Foodbank;
- In FY 2016, OCS received an achievement award from the National Association of Counties (NACo) for its 2015 City “Legislative E-learning Series” that was created as part of the City’s NACo Open House event.