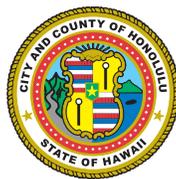


DEPARTMENT AND AGENCY REPORTS

for Fiscal Year July 1, 2016 to June 30, 2017

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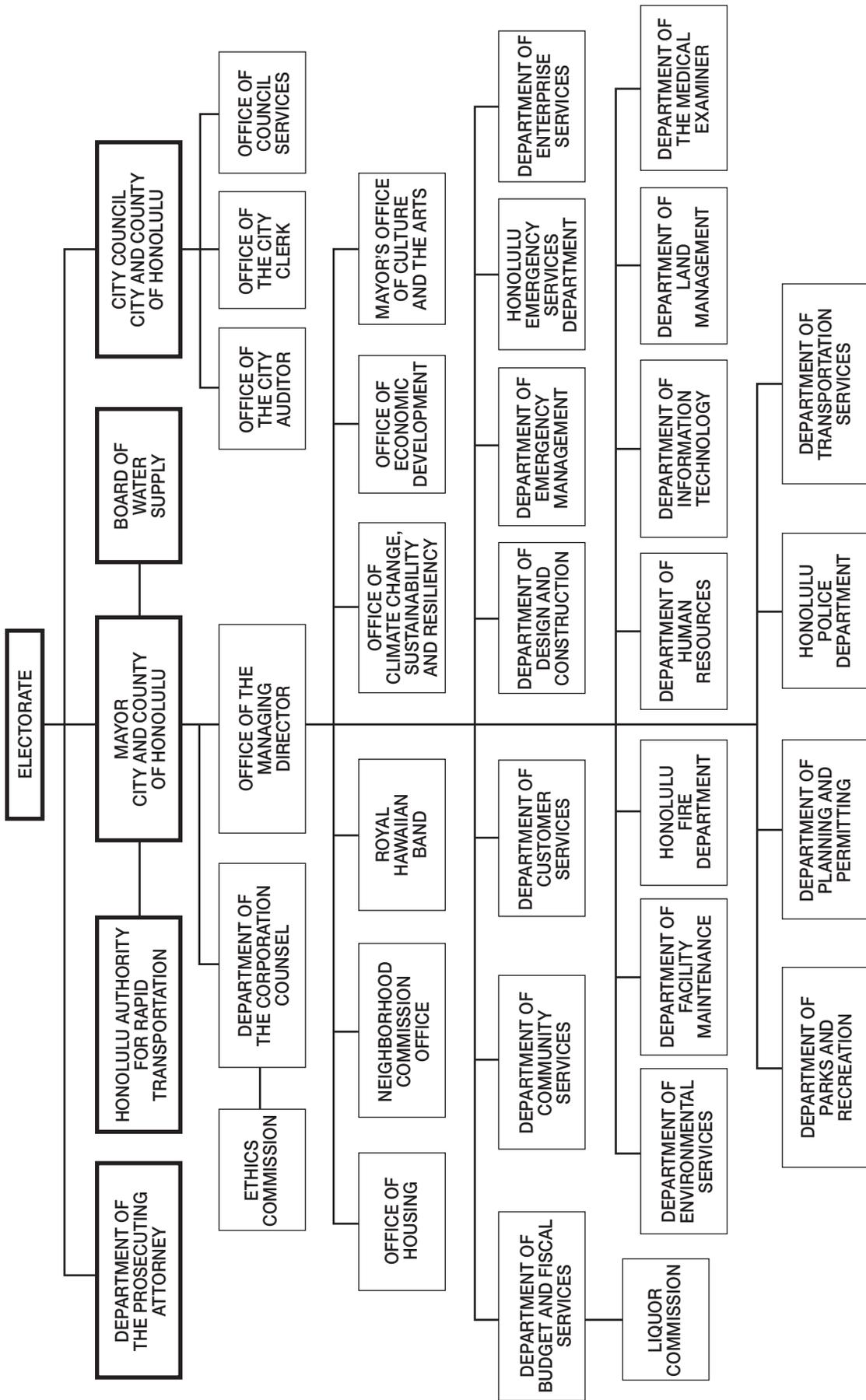
The Revised Charter of Honolulu, Article XIII, Section 13-104 (2000 Edition, 2003 Supplement) states:

- | | |
|---|--|
| <p>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.</p> <p>2. Not later than one hundred eighty days after the close of the fiscal year, the mayor shall publish an annual written report</p> | <p>concerning the activities of all agencies of the city. A copy of such report shall be filed in the office of the city clerk.</p> <p>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.</p> |
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Cover image: "Honolulu Hale" by Brenda Cablayan (2008). Courtesy of Mayor’s Office of Culture and the Arts.

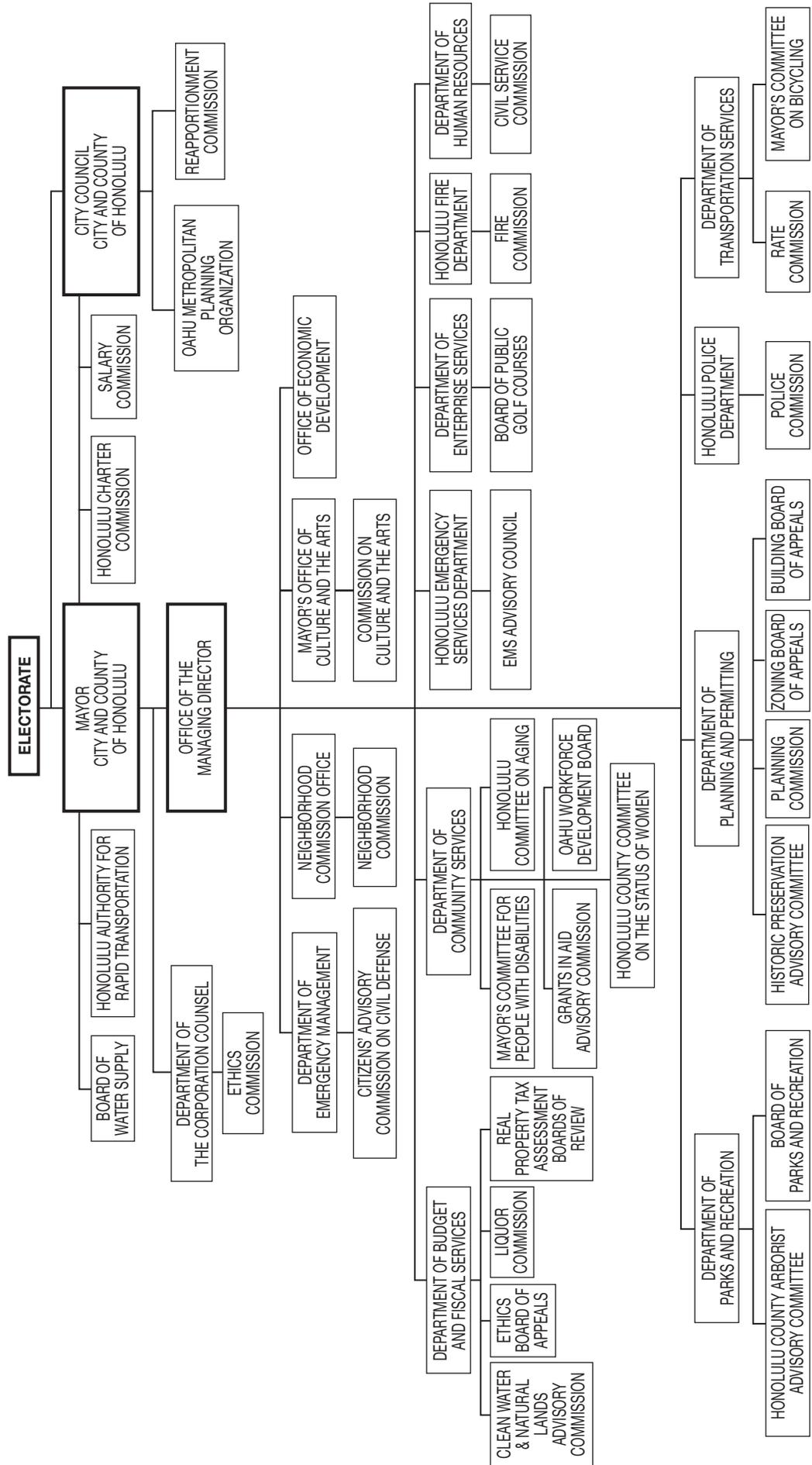
CITY AND COUNTY OF HONOLULU ORGANIZATIONAL CHART

FISCAL YEAR 2017

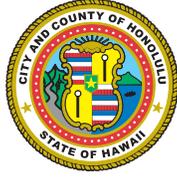


CITY AND COUNTY OF HONOLULU FISCAL YEAR 2017

CHART OF BOARDS, COMMISSIONS AND COMMITTEES



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Message from Mayor KIRK CALDWELL

Aloha. I am proud to present the Department and Agency Reports on behalf of the people of the City and County of Honolulu for Fiscal Year 2017. The activities and accomplishments highlighted in these pages reflect the efforts of our more than 10,000 city workers and leaders throughout this past year, and over the course of this administration, to serve the daily needs of our island community and enhance life for our residents and visitors.

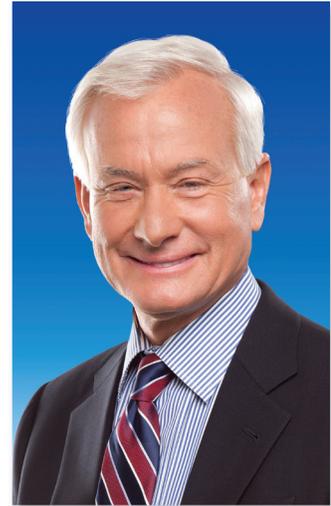
From the day we started more than four years ago, this administration has made significant progress to strengthen Oahu's infrastructure and tackle the priorities we set for the city. For example, in January 2013, we launched a comprehensive five-year program to refurbish 1,500 lane miles of city roads that were in substandard condition at the time. I am pleased to report that the city has exceeded this goal ahead of our scheduled completion date, with more than 1,509 lane miles of roads across Oahu refurbished to date.

The opening this year of a second digester at Sand Island Wastewater Treatment Plant has bolstered our ever-increasing sewer system needs. This allows for new workforce housing in Honolulu's dense urban core, while also avoiding development in our island's rural areas. Elsewhere, TheBus continues to operate on a more frequent schedule, with more available routes for riders throughout our island, while 105 of our city parks and recreation areas have been improved since the launch of the Kakou for Parks program more than three years ago, resulting in cleaner, safer facilities for us all to enjoy.

The recent launch of Hawaii's first bikeshare program, Biki, in concert with the completion of Oahu's second protected bikeway at South Street, brings our city even closer to our goal of creating a true multimodal integrated transportation system. To this end, the rail project continues to move ahead, highlighted by the completion of the first 10 miles of elevated guideway. Additionally, we are taking prudent steps toward the planning and implementation of our Complete Streets initiatives to make Honolulu safe and accessible for all users, from our keiki to kupuna.

We remain committed to investing in and taking care of our infrastructure, as it is the foundation upon which this city — nearly one million residents strong — thrives. At the same time, we are proactively working to find solutions to address our community's most pressing needs related to homelessness and affordable housing, working in close cooperation with the State of Hawaii, the private sector, community organizations and service providers. Recognizing that affordable housing is the only permanent solution to homelessness, we are expanding the Housing First Program and partnering on innovative initiatives such as Kahauiki Village, a plantation-style community of 150 modular homes under development near Keehi Lagoon Beach Park. The 2017 Point in Time Count showed a 14 percent decrease in family homelessness, confirming that these affordable housing programs, coupled with our ongoing compassionate disruption efforts, are moving the needle and yielding results.

The positive changes taking place throughout this city are only made possible through the diligence and dedication of our city employees and the civic engagement of our residents. I want to thank you for weighing in, staying connected, and getting involved. I am deeply grateful to you for entrusting me with the honor of leading Honolulu and serving as your mayor, and I appreciate the opportunity to continue in this capacity for the next four years. I look at every day as an opportunity to do good in this city, and I am excited to move forward together, working to make a difference here in this beautiful place we call home. Mahalo for being on this journey with us.



A handwritten signature in black ink, appearing to read "Kirk Caldwell", written in a cursive style.

Kirk Caldwell, Mayor
City and County of Honolulu

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EXECUTIVE OFFICE

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OFFICE OF THE MAYOR

Kirk Caldwell, Mayor
Roy K. Amemiya, Jr., Managing Director
Georgette T. Deemer, Deputy Managing Director

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, Honolulu Authority for Rapid Transit, and Oahu Transit Services, 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 Climate Change, Sustainability and Resiliency, Culture and the Arts, Economic Development, Housing, the Neighborhood Commission, and the Royal Hawaiian Band.

GOALS

On Jan. 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 with 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

- Added three new routes to TheBus system: Route PH7, providing peak-hour trips between Ewa Beach and Pearl Harbor Naval Shipyard; Route 99, operating express service between Central Oahu and downtown Kapolei; and Route 416, connecting important landmarks in Kapolei;
- The city also made routing changes to Routes 62, 72, 77, 80A and 98A, and added service to Routes 40, 55, 433 and 503;
- Placed 42 new transit vehicles into revenue service, including: 16 MV-1 mini-vans; 13 low-floor, clean diesel, 40-foot buses; eight low-floor, hybrid electric, 40-foot buses; one low-floor, clean diesel, 60-foot articulated bus; and four low-floor, clean diesel, 29-foot buses;
- Procured nine low-floor, clean diesel, 60-foot articulated buses.

Repaving Roads

- The city paved 430 lane miles, for a total of more than 1,558 lane miles since Jan. 1, 2013, and \$13.5 million of the \$135 million appropriation was contracted for Fiscal Year 2017;
- 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 2017, the city rehabilitated nearly 151 miles of wastewater pipe and cleaned approximately 703 miles of additional wastewater pipe;
- Completed construction of the new force main at the Kaneohe Bay Waste Water Pump Station (WWPS) No. 2, second force main at the Waimalu WWPS, Kamehameha Highway portion of the Waiau Area Sewer Rehabilitation, and Makakilo Interceptor Replacement Sewer;
- Continued construction of the Kailua-Kaneohe gravity sewer tunnel;

- Issued bids for the construction of the Kailua Road WWPS force main sewer system improvement; Kahanahou WWPS upgrade, and sewer and gravity improvements; Waikapoki WWPS upgrade; Ahuimanu Waste Water Pretreatment Facility force main upgrades to the Haiku Road bypass; force main system improvement for Haleiwa WWPS; and Honouliuli Waste Water Basin odor control.

Caring For Our Parks

- Under the Mayor's Kakou for Parks initiative, renovated 21 comfort stations, refurbished 15 play apparatuses, and resurfaced 46 play courts at 12 parks across the island;
- Improved park security by installing surveillance cameras at Ala Moana Beach Regional Park, Kaiaka Beach Park, and Sandy Beach Park;
- Entered into successful private-public partnerships with communities to improve parks and public facilities at several parks, including Centennial Park in Waikiki with the Rotary Club; the Pupukea Beach Park basketball and volleyball court with Malama Pupukea-Waimea; and the Ewa Beach Community Park skateboarding facility with the Association of Skateboarders in Hawaii;
- Installed a new irrigation system and began construction of new sand volleyball courts at Ala Moana Beach Regional Park;
- Redesigned the Department of Parks and Recreation (DPR) website to improve public access to information and streamlined the department's internal processes for the wide distribution of information;
- Replenished or fortified beaches in Kailua, Ala Moana and Nanakuli, and finished several large-scale park facility improvements in Aiea, Hauula, Kaimuki, Wahiawa, Makiki and Waimanalo;
- In support of the inaugural Honolulu Biennial 2017, Foster Botanical Garden hosted displays of five artists and Honolulu Hale hosted displays of two artists.

Building Rail Better

- Completed 10 total miles of rail guideway construction and broke ground on nine rail stations on the west side of Oahu;
- Successfully completed initial clearance testing of rail cars on May 30, 2017;
- The Honolulu Authority for Rapid Transportation (HART) continued construction of the guideway from west to east; awarded and executed new contracts for stations and the guideway; and approximately 75 percent of the guideway and 13 of 21 rail stations are contracted;
- HART continues to make available live television coverage of its board of directors meetings, and delivers hundreds of presentations to community groups, civil organizations and Oahu Neighborhood Boards.

Homelessness

- In FY 2017, through collaboration with city, state, private and nonprofit providers, permanently housed 321 veterans, and a total of 1,104 veterans have been permanently housed since January 2015;
- Realigned Honolulu's efforts in the Mayors Challenge with the U.S. Interagency Council on Homelessness criteria and benchmarks for ending veteran homelessness;
- Began integrating data from Hawaii's Homeless Management Information System into the contracting and monitoring process of the city's homeless programs;
- Took steps to better align the city's administration of federal programs, including Emergency Solutions Grants and Home Investment Partnerships, with best practices and local needs;
- Improved coordination with state agencies addressing homelessness, working closely with the Governor's coordinator on homelessness, especially in assisting those experiencing mental illness;
- Revised the Office of Housing website to improve the community's access to information on helping the homeless, accessory dwelling units, affordable housing ordinances, and other resources related to homelessness and affordable housing;
- In concert with Partners in Care, a coalition of organizations committed to ending homelessness, revised and printed a new edition of the "Oahu Homeless Help Card" and distributed nearly 15,000 copies;
- Completed the renovation of former school buildings at 1506 Piikoi Street into 42 permanent rentals for persons at or below 50 percent of area median income (AMI) and experiencing, or at risk of becoming, homeless; the unit mix included four three-bedroom units, three two-bedroom units, 24 one-bedroom units, and 11 studios; and four units in each product type were designed to be accessible to persons with disabilities, aka American with Disabilities Act (ADA) compliant;
- At the city's Winston Hale Project in Chinatown, completed the conversion of vacant commercial space by designing and constructing six micro units, ranging in size between 240 and 328 square feet, with one ADA compliant unit; occupancy is for persons at or below 50 percent AMI and experiencing, or at risk of becoming, homeless;
- Completed site work and the placement of three modular units at a city-owned 7,500 square foot lot at 86-537 Halona Road, Waianae, for persons at or below 50 percent AMI and experiencing, or at risk of becoming, homeless; the unit has two two-bedroom/one-bath units and one ADA compliant one-bedroom/one-bath unit;

- Completed the purchase of a fully renovated apartment building at 1727 Beretania Street for persons at or below 50 percent AMI and experiencing, or at risk of becoming, homeless; the facility has 20 one-bedroom/one-bath units and four two-bedroom/one-bath units;
- Completed the lease of project lands to a private developer for the construction of housing for homeless families on former state lands at Nimitz Highway; the project, Kahauiki Village, is being developed by a team of volunteer professionals led by businessman Duane Kurisu and will have 200 modular housing units at full build-out;
- Completed site work to provide an area for expansion of the city's Hale Mauliola Housing Navigation Center to add an additional 15 modular units with the potential capacity to serve 21 individuals; the modular units were constructed and expected to be delivered to the site in July 2017;
- Working with the Department of Land Management (DLM), supported the new Housing and Homeless Subcabinet, comprised of cabinet and subject-matter staff, to better coordinate efforts to address affordable housing and homelessness, and focus on mental health issues in our homeless population.

Transit-oriented Development (TOD)

- Entered into a development agreement to construct the Halewaiolu 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;
- Initiated planning on three TOD catalytic projects: the Pearlridge Transit Center, Kapalama Canal, and the Neal S. Blaisdell Center; and 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 and a similar action summit is being developed for Waipahu.

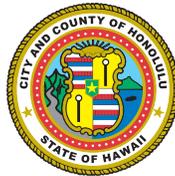
Department of Land Management

- The city administration created this new department following certification of the 2016 General Election results and the amendments to Chapter 18 of the Revised Charter of the City and County of Honolulu;
- DLM is responsible for protecting, developing, and managing city real property interests, excluding properties under the jurisdiction of DPR, and including all lands owned, leased, rented, or controlled by the city;
- In FY2017, the department director was selected by the Mayor and confirmed by the City Council;
- FY 2018 represents the first year of funding and position allocations for DLM.

Office of Climate Change, Sustainability, and Resiliency

- Since the 2016 General Election results were certified, the city has established the Office of Climate Change, Sustainability, and Resiliency (CCSR) to address the new responsibilities added by Chapter 6-107 of the Revised Charter of the City and County of Honolulu;
- In FY2017, the executive director was selected by the Mayor;
- FY 2018 represents the first year of funding and position allocations for CCSR.

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OTHER EXECUTIVE OFFICES

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CITY BOARDS, COMMISSIONS & COMMITTEES

City boards, commissions, and committees are advisory in nature and were established 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 (BWS) 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 BWS Manager and Chief Engineer.

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 and 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.

CLEAN WATER AND NATURAL LANDS ADVISORY COMMISSION

Seven members, five-year staggered terms.

The Clean Water and Natural Lands Advisory Commission reviews and makes recommendations to the City Council on whether to fund proposals submitted to, and qualified by, the Department of Budget and Fiscal Services to protect or preserve lands and ecosystems, preserve historic or culturally important land areas, and increase public access to public land and open space.

CLIMATE CHANGE ADVISORY COMMISSION

Five members, five-year staggered terms.

The Climate Change Advisory Commission meets at least biannually to assemble the latest climate change research and assess how climate change is affecting Oahu. The commission also advises the Mayor, City Council, city executive departments, and the city's Executive Director of the Office of Climate Change, Sustainability and Resiliency.

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

Seven members, five-year staggered terms.

The Fire Commission appoints the Fire Chief, reviews rules and regulations for the administration of the Honolulu Fire Department (HFD), and evaluates, considers, and investigates charges brought by the public against the conduct of HFD or any of its members. It also reviews the annual budget prepared by HFD 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 nonprofit 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 are 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); and the 10th 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.

HONOLULU CHARTER COMMISSION

Thirteen members: six members are appointed by the Mayor, six by the City Council; and the 13th member is appointed by the Mayor and confirmed by the City Council

A Charter Commission is convened every 10 years to review and propose amendments to the existing Charter of the City and County of Honolulu. Proposed amendments are subject to approval by the voters of the city, and the Charter Commission is dissolved after amendments are proposed in final form.

HONOLULU COMMITTEE ON AGING

Number of members not limited, terms are co-terminus with the Mayor, includes one elected official and 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; and 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 DEVELOPMENT BOARD (OWDB)

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

OWDB works in partnership with the State of Hawaii to implement a federally funded program, the Workforce Innovation and Opportunity Act (WIOA) of 2014, which 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 a vendor to operate Oahu WorkLinks.

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 (DPP) 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 DPP Director.

POLICE COMMISSION

Seven members, five-year staggered terms.

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

RATE COMMISSION

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

The Rate Commission reviews at least annually, and recommends adjustment to, the fares, fees, rates, tolls, and other charges for the use of any and all modes of the multimodal transportation system. The commission also submits an annual report to the Department of Transportation Services Director, the Mayor, and City Council.

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 term: three members are appointed by the Mayor, three by the City Council; and 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.

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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NEIGHBORHOOD COMMISSION OFFICE

Shawn Hamamoto, Executive Secretary

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 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 2017 were:

Russell Yamanoha, Chair
Robert Finley, Vice Chair
Tyler Dos Santos-Tam, Second Vice Chair
Joby North III
Richard Oshiro
Robert Stubbs
Claire J. Tamamoto
Bryan Choe
Kevin Rathbun

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

- The 2017 Neighborhood Board elections garnered more than 540 candidates for 437 open seats;
- NCO utilized traditional and digital media campaigns, conducted outreach at public events, and hosted candidate workshops to promote election awareness;
- NCO saved approximately \$70,000 by coordinating with the city's Department of Information Technology to create a new candidate and voting website, and in addition to online voting, mail-in ballots were available for members of the public without internet access;
- More than 21,000 votes were cast in the 2017 elections, the highest since switching over to online elections;
- The installation ceremony for more than 200 newly-elected board members on June 24, 2017, included a general overview and history of the Neighborhood Board system, Sunshine Law training from the Office of Information Practices, and an informational briefing on NCO policies;
- In late 2015, the Neighborhood Commission solicited input on proposed amendments to the Neighborhood Plan from the boards, the public, and the NCO; the commission selected 16 proposed amendments for vetting in a public hearing on Sept. 10, adopted the amendments on Sept. 26, and the amendments became effective on Dec. 17, 2016;
- NCO made more than 1,000 visits to Oahu businesses, community centers, and other establishments to educate people about their local neighborhood boards and post area-specific board posters and flyers;
- NCO also led presentations to Rotary clubs, schools and student organizations, and participated as a booth vendor in community festivals.

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OFFICE OF CLIMATE CHANGE, SUSTAINABILITY AND RESILIENCY

Joshua W. Stanbro, Executive Director and Chief Resilience Officer

POWERS, DUTIES, AND FUNCTIONS

In May 2016, Honolulu was selected to join a global effort to build urban resilience. Pioneered by the Rockefeller Foundation, 100 Resilient Cities (100RC) is an organization dedicated to helping cities around the world become more resilient to the physical, social and economic challenges that are a growing part of modern life. The network provides assistance through two-year funding for a Chief Resilience Officer to lead Honolulu's resilience efforts; resources for drafting a resilience strategy; access to private sector, public sector, academic, and nongovernmental organization resilience tools; and membership in a global network of peer cities to share best practices and challenges.

In the November 2016 General Election, Oahu voters approved a charter amendment creating the Office of Climate Change, Sustainability and Resiliency (CCSR). The official responsibilities of CCSR under Chapter 6-107 of the Revised Charter of the City and County of Honolulu are to: track climate change science and potential impacts on city facilities; coordinate actions and policies of city agencies to increase preparedness and develop resilient infrastructure in response to the effects of climate change; develop and coordinate city policies and programs that improve environmental performance; integrate sustainable and environmental values into city plans, programs and policies; and promote resilience of communities and coastal areas.

CCSR will report to the Mayor and City Council regarding overall performance in meeting resilience targets and objectives; coordinate with federal and state agencies on climate and resilience issues; and is tasked with convening a climate change commission to inform resilience decision-making.

Honolulu's resilience initiative includes a unique focus on coastal and economic challenges. CCSR will lead resilience-building efforts to help Oahu prepare for, withstand, and bounce back from the "shocks" – catastrophic events such as hurricanes, fires, and floods – and "stresses" – slow-moving disasters such as water shortages, homelessness, and unemployment – which are increasingly part of the 21st century.

Fiscal Year 2018 will serve as the inception of this office, and represents the first year of funding allocation to address CCSR duties.

ACCOMPLISHMENTS

- Completed organizational chart and functional statements;
- Entered into a two-year grant agreement with 100RC to provide funding for the city's Chief Resilience Officer;
- In April 2017, Mayor Caldwell appointed the city's first-ever Chief Resilience Officer, who also serves as the CCSR Executive Director;
- In conjunction with 100RC, co-hosted the "Resilient Oahu Workshop" to gather input from the public, private and nonprofit sectors, and prioritize Oahu's resilience issues.

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MAYOR'S OFFICE OF CULTURE AND THE ARTS

Misty M. Kela'i, Executive Director

POWERS, DUTIES, AND FUNCTIONS

The Mayor's Office of Culture and the Arts (MOCA) was established in 1971 after the creation of the Commission on Culture and the Arts and the passage in 1967 of a "percent for art" ordinance that established the Art in City Buildings program.

MOCA is the liaison for the Commission on Culture and the Arts, and follows the same objectives: to assist the city in attaining national preeminence in culture and the arts; to assist the city in the preservation of the artistic and cultural heritage of all its people; to promote a community environment which provides equal and abundant opportunity for exposure to culture and the arts in all its forms; and to encourage and provide equal opportunity for the development of cultural and artistic talents of the people of Honolulu. To accomplish these objectives, MOCA is a partner and catalyst. In this capacity, MOCA manages the Art in City Buildings program, oversees cultural programming, and establishes and administers grants.

The Commission on Culture and the Arts assists with the preservation of the artistic and cultural heritages of all people residing in Honolulu, recommending artwork acquisitions and acceptance of works of art offered as gifts to the city. Members of the commission for Fiscal Year 2017 were:

- Betty Lou Kam**, Chair (Art)
- Anthony Silva, Jr.**, Vice Chair (At-large)
- Lew Andrews (Art)
- Ann Asakura (Crafts)
- William Feltz (Theater Arts)
- Stephen Mechler (Urban Design)
- Glenn Medeiros (Music)
- Fernando Pacheco (Multimedia)
- Pamela Taylor-Tongg (Dance)
- Dana Anne Yee (Urban Design)
- Galyn Wong (Literature)

Art in City Buildings

The Art in City Buildings collection holds 1,060 works of art, two of which are loans. A collection database is accessible online through the agency's webpage on the city website.

ACCOMPLISHMENTS

- The Mayor's Production Grant program issued \$158,390 to 21 nonprofit organizations serving the residents of Oahu;
- Issued \$20,000 under the MOCA Event Coordination Grant program to two nonprofit organizations to

produce Mango Jam Honolulu 2016 and Kapolei City Lights 2016;

- Coordinated 11 events on the grounds of the Frank F. Fasi Civic Center, attracting more than 169,900 attendees;
- Held 20 exhibits in Honolulu Hale's Courtyard, Lane Gallery, and Third Floor, and at Kapolei Hale;
- Managed 94 events in the Mission Memorial Auditorium;
- Scheduled 250 hearings, meetings, and workshops in the Mission Memorial Building Hearing Room;
- Performed 111 conservation maintenance treatments on public art, and completed four conservation assessments and treatments;
- Commissioned "The Battle of Mō'ili'iili," a 2016 mural by Laura Ruby, for the McCully-Moilili Fire Station;
- Commissioned "Na Kumu Kānāwai," a 2017 mural by Mark Kadota, for the Waianae Police Station;
- Acquired "Permanence," a 2016 painting by Geoffrey M. Kam, gift of the artist.



"The Battle of Mō'ili'iili," a 2016 mural by Laura Ruby, at the McCully-Moilili Fire Station.



"Na Kumu Kānāwai," a 2017 mural by Mark Kadota, at the Waianae Police Station.

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OFFICE OF ECONOMIC DEVELOPMENT

Nicole A. Velasco, Executive Director (June 2015 – December 2016)

Edwin P. Hawkins, Jr., Executive Director (February 2017 – present)

POWERS, DUTIES, AND FUNCTIONS

The Mayor's Office of Economic Development (OED) works to provide a nurturing, business-friendly environment for businesses and community organizations; coordinates with city agencies and departments regarding the economic development impacts of their activities; and works with organizations, community groups, and other government entities to stimulate economic development opportunities. OED works in partnership with Oahu's businesses, nonprofit groups, and communities to support economic growth and enhance the quality of life for the residents of the City and County of Honolulu, and focuses on areas where the city can build effective public-private partnerships to address needs and make a positive difference for Oahu's communities and businesses.

In Fiscal Year 2017, OED's activities comprised five categories: Small Business Development and Community Revitalization, International Relations and Sister-City Program, Agriculture, Honolulu Film Office, and the Hawaii Tourism Authority Community Enrichment Program (HTA-CEP).

Small Business Development and Community Revitalization

OED supports economic growth for businesses and communities throughout Oahu's existing and emerging industries, including small business, tourism, diversified agriculture, entertainment, sports and technology. Small businesses are the backbone of Oahu's economy, and the focus of OED is to support and advocate for the success of Oahu's small businesses and to work with small business organizations.

Community economic revitalization is about city-community partnerships and turning community ideas into practical and achievable solutions. The goal is to stimulate economic opportunities, strengthen the unique character of Oahu's diverse communities, and improve quality of life for our residents. OED works directly with businesses and communities to focus efforts on concrete actions and foster the partnerships that will implement these actions. OED provides the essential coordination and support needed to bring the community together by convening economic summits, sharing progress, and encouraging more businesses and individuals to get involved.

OED is a member of several business improvement districts, including the Fort Street Business Improvement District and the Waikiki Improvement Association, and assisted with efforts during FY 2017 to establish a Chinatown Business Improvement Association.

International Relations and Sister-City Program

International relations continue to play a vital role for the city by adding to the rich cultural, social, and economic diversity that makes Honolulu unique. Since 1959, Honolulu's Sister-City Program has grown to 32 established relationships with cities on six continents that share a direct historical, cultural, or ethnic connection with the people of Honolulu. Sister-City programs have a major direct economic impact through increased tourism numbers and international visitor spending, business growth via foreign direct investments, additional sales, company expansions, local jobs generation, training programs, and development of long-term student exchanges. In addition, Sister-City relationships promote the exchange of ideas on improving city services, transportation network and methods, urban greening and energy efficiency, and health and elderly care. International business-to-business relationships promoted and developed through OED generate benefits such as enhanced business contacts, gateways into new markets and product lines, marketing and mutual product promotion, joint research and ventures, and branching into new tourism niches such as educational tourism and ecotourism.

Agriculture

As the city's the first point of contact regarding agricultural issues, the Agricultural Liaison enables the city to capitalize on agricultural funding opportunities provided by state and federal agencies, collaborate with the state on issues of mutual concern, work with city departments on changes that will benefit agriculture, and focus on a reasoned approach to the preservation and use of agricultural lands.

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, HonFO provides leadership in the areas of planning, development, facilitation, and marketing to and for media industries on Oahu. 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 at least 75 percent of the annual statewide total production expenditures, which on average represents over \$438 million of economic activity and 2,600 full-time equivalent jobs (Department of Business, Economic Development & Tourism Data Book 2016 figures).

Hawaii Tourism Authority-Community Enrichment Program (HTA-CEP)

OED administers the Hawaii Tourism Authority-Community Enrichment Program (HTA-CEP), providing grants annually to Oahu organizations. Since 2002, HTA-CEP has helped diversify and enrich Hawaii's tourism product. The program assists in developing new and enhancing existing community-based tourism events, experiences, attractions, and projects related to culture, education, health and wellness, agriculture, sports, nature, and technology. The program complements Hawaii's traditional resort product and assists in Honolulu's economic diversification.

ACCOMPLISHMENTS

- Collaborated with city departments in planning over \$250,000 in city support services for the Hokulea Homecoming and Malama Honua Fair and Summit, and assisted with coordination of city support services for more than 30 additional community events, festivals and parades;
 - Responded to more than 50 international communications monthly, coordinated and staffed numerous international courtesy calls, and leveraged Sister-City relationships for greater interaction in areas of economic collaboration including agriculture, aquaculture, and urban development;
 - OED efforts with notable international guest visits resulted in tangible benefits to the city, such as: the chairman of Toyota's largest auto dealership in Japan made an initial gift of \$3,000, with a total pledge of \$25,000 to be donated over several years, for the installation, maintenance and upkeep of the Thomas Square flagpole; the CEO of Beneseed Co. Ltd. of Osaka, Japan, visited Honolulu and donated \$10,000 to assist in the construction of the King Kamehameha III statue in Thomas Square and \$10,000 for two park benches at Ala Moana Regional Park; and OED hosted 16 provincial government leaders from Korea for an educational visit on the environmental policies of the city, and to discuss continuing technology interchanges between Honolulu and Seoul;
 - Managed courtesy visits from foreign dignitaries and delegations including: Deputy Mayor Yoshinori Shida of Sakai Town, Japan; 11 officers and members of "San-Jaycees" from Okayama City, Japan; Mayor Xiang Xuelong and a delegation from Lianyungang, China; Consul-General Tamas Sjelles of Hungary, based in Los Angeles, California; Capt. Nanaura of the Japan Coast Guard; City Council Chairman Fukumoto of Edogawa, Japan; Kazuo Oguri, president and CEO of Nagoya Toyopet Corp.; 14 officers and members of the Odawara Jaycees; Thomas Feng and three additional officers of Oceanwide Resort HI LLC, a subsidiary of Hong Kong-based Oceanwide Holdings Ltd.; Mayor Masahiro Hashimoto of Sakai Town, Japan, along with a delegation of government and business officials;
- Royal Cosmetics President Momozono from Sakai Town, Japan; Admiral Koji Manabe, commanding officer of the Japan Maritime Self-Defense Force; and Deputy Consul-General Shinozawa of Japan;
- Participated in community-wide meetings on the second phase of the Important Agricultural Land mapping; established a core group on processing turmeric and sweet basil, and coordinated with the Hawaii Farm Bureau to conduct marketing surveys for these two products; awarded grants supporting the development of soil and water conservation plans, and educating Oahu farmers and ranchers in soil and water conservation practices; assisted Paina Hawaii LLC, under a grant from the Hawaii Department of Agriculture, in measuring the level of ionizing radiation absorbed in 14 export-ready commodities; and secured a federal grant to determine the dosimetry for 22 export-ready commodities;
 - Provided a \$50,000 grant to help farmers develop soil and water conservation plans; and during FY 2017, 24 farmers successfully completed Wahiawa Community Based Development Organization training programs funded through an OED grant awarded in FY 2015;
 - In partnership with the Oahu Visitors Bureau, developed national and international marketing strategies and implemented destination marketing campaigns through film projects (film tourism) with Sony Pictures Studio, Universal Studios and ABC Television Studios; and supported Producers Accelerator track in the Hawaii International Film Festival's HIFF Creative Lab program to help develop local filmmakers with a \$20,000 grant;
 - Assisted major film and television projects including "Jurassic World: Fallen Kingdom" (Universal), "Hawaii Five-0" (CBS Television Studios), "Jumanji: Welcome to the Jungle" starring Dwayne Johnson (Sony Pictures), "Inhumans" (ABC Television, Marvel), a remake of "50 First Dates" for the Japanese market, the Amy Schumer-Goldie Hawn film "Snatched" (20th Century Fox), local independent film "Go For Broke," the story of the 442nd Regimental Combat Team during World War II, and national and international television specials and commercials.

OED Grants Review Committee Awarded \$185,000 in Funding Grants to 20 Community Organizations

Grant Recipient	Project Title	Funding
Chinese Chamber of Commerce	68th Narcissus Festival	\$8,000
Filipino Community Center Inc.	25th Annual Filipino Fiesta and Parade	\$10,000
Pacific Gateway Center	Upgrade Culinary Business Incubator Facility	\$10,000
Hawaii Food Manufacturers Association	2017 Taste Awards	\$10,000
Honolulu Festival Foundation	23rd Honolulu Festival-Nagaoka Sister-City Event	\$15,000
Chamber of Commerce Hawaii	Small Business & Food Manufacturing Development Program	\$8,500
Council for Native Hawaiian Advancement	Local Microenterprise Assistance Program	\$6,500
Hawaii Angels	East Meets West	\$10,000
Adult Friends for Youth	Social Entrepreneurship Program	\$10,000
Filipino Chamber of Commerce of Hawaii FDN	10th Annual "A Taste of Kalihi" Event	\$10,000
Bikeshare Hawaii	Bikeshare Business Ambassador Program	\$8,500
Hawaii Council on Economic Education	Startup Weekend Honolulu	\$3,000
National Kidney Foundation of Hawaii	Walk on the Wild Side	\$12,000
Chinatown Improvement District	Taste of Chinatown Festival	\$2,000
DB Productions	Dragon Boat Festival 2017	\$15,000
Hawaii United Okinawa Association	35th Annual Okinawan Festival	\$15,000
Chinese Chamber of Commerce	Moon Festival 2017	\$8,000
YWCA Oahu	"Launch My Business" Entrepreneurship Series	\$8,500
PAI Foundation	Maoli Arts Movement (MAMo) 2017	\$10,000
Hawaii Ag & Culinary Alliance	Hawaii Food & Wine Festival	\$5,000

Managed 21 HTA-CEP Contracts

Grant Recipient	Project Title	Funding
DB Productions Inc.	2016 Dragon Boat Festival Competition	\$10,000
Epic Sports Foundation	Molokai to Oahu Paddleboard World Championships	\$10,000
Friends of Waipahu Cultural Garden Park	Sharing the Plantation Experience	\$13,000
Hawaii Korean Chamber of Commerce	15th Annual Korean Festival	\$20,000
Kaneohe Business Group	15th Annual Windward Hoolaulea	\$12,000
Kihoalu Foundation	34th Annual Hawaiian Slack Key Guitar Festival "Waikiki Style"	\$5,000
Kihoalu Foundation	First Hawaiian Slack Key Guitar Festival "North Shore Style"	\$5,000
North Shore Chamber of Commerce	Haleiwa Interpretative Signage Project	\$9,500
PAI Foundation	Hapa Haole Hula Festival and Competition	\$10,000
Spartan Race Hawaii LLC	Reebok Spartan Race Hawaii Trifecta Weekend	\$5,000
Special Events Hawaii Inc.	Hawaii Chocolate Festival Road Show	\$9,500
Ukulele Festival	46th Annual Ukulele Festival	\$15,000
Maui Jim Inc.	Maui Jim Ocean Racing Series	\$25,000
SJ Foundation	15th Annual Waikiki Spam Jam	\$5,000
Waikiki Community Center	Duke Kahanamoku Beach Challenge	\$15,000
Hawaii Book & Music Festival	Hawaii Book & Music Festival	\$15,000
Hawaii European Cinema	Hawaii European Cinema Film Festival	\$30,000
Hawaiian Mission Children's Society	History Theatre	\$25,046
Japanese Cultural Center of Hawaii	New Year's Ohana Festival, Shichi Go San: Keiki Kimono Dressing	\$10,000
Department of Parks and Recreation	Lei Day Celebration	\$25,046
Oahu Resource Conservation and Development Council	Parade of Farms: Cultivating Community on the North Shore	\$6,285

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OFFICE OF HOUSING

Jun Yang, Executive Director (July 2016 – January 2017)

Marc Alexander, Executive Director (February 2017 – present)

POWERS, DUTIES, AND FUNCTIONS

Working together with various City and County of Honolulu departments, the Office of Housing (HOU) establishes policy and coordinates programs for affordable housing, senior housing, special needs housing, and the homeless. The office coordinates city efforts with state and federal agencies, as well as private and nonprofit organizations.

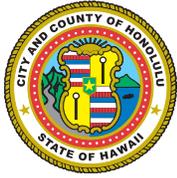
Mayor Kirk Caldwell's clear and principled vision – that the only permanent solution to homelessness in our community must incorporate both housing and an effective support system, and this can only be achieved when the city, state, and service providers work closely together – has guided the city to a housing-focused approach to homelessness, as evidenced by the implementation of three increments of Housing First. This innovative program focuses on assisting the chronically homeless by removing the barrier of mandatory treatment-program enrollment and provides permanent supportive housing directly from streets and shelters. In addition, the Mayor has made affordable housing a centerpiece of his second term administration, committing to the construction of 800 affordable housing units annually for the next four years.

Recognizing both the special service of veterans to our community and the unfortunate distinction that veterans have of being over-represented in the homeless population, Mayor Caldwell joined the Mayors Challenge in 2015 with a commitment to ending veteran homelessness in the City and County of Honolulu. To date, some 521 mayors are part of this national network committed to ensuring that homelessness is rare, brief, and non-recurring, beginning with veterans.

ACCOMPLISHMENTS

- Through collaboration with city, state, private and nonprofit providers, permanently housed 321 veterans in Fiscal Year 2017, and a total of 1,104 veterans have been permanently housed since January 2015;
- Realigned Honolulu's efforts in the Mayors Challenge with the U.S. Interagency Council on Homelessness criteria and benchmarks for ending veteran homelessness;
- Began integrating data from Hawaii's Homeless Management Information System into the contracting and monitoring process of the city's homeless programs;
- Took steps to better align the city's administration of federal programs, including Emergency Solutions Grants and Home Investment Partnerships, with best practices and local needs;
- Improved coordination with state agencies addressing homelessness, working closely with the Governor's coordinator on homelessness, especially in assisting those experiencing mental illness;
- Revised the HOU website to improve the community's access to information on helping the homeless, accessory dwelling units, affordable housing ordinances, and other resources related to homelessness and affordable housing;
- In concert with Partners in Care, a coalition of organizations committed to ending homelessness, revised and printed a new edition of the "Oahu Homeless Help Card" and distributed nearly 15,000 copies;
- Working with the Department of Land Management, supported the new Housing and Homeless Subcabinet, comprised of cabinet and subject-matter staff, to better coordinate efforts to address affordable housing and homelessness, and focus on mental health issues in our homeless population.

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ROYAL HAWAIIAN BAND

Clarke L.K. Bright, Bandmaster

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 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

- 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 to provide a unique musical experience for an age-friendly city of local residents and visitors;
- The band and glee club provided 378 performances during Fiscal Year 2017;
- RHB performed weekly concerts at Iolani Palace;
- Performed regularly at the Centerstage in Ala Moana Center, Queen Kapiolani Regional Park Bandstand, Royal Hawaiian Resort Coconut Grove, Moana Surfrider Hotel, Windward Mall, Pearlridge Center, Waiialua Bandstand, Town Center of Mililani, the newly opened International Marketplace in Waikiki, and Ka Makana Alii in Kapolei;
- Hawaiian cultural and monarchical events featuring the band included: Prince Lot Hula Festival, Kapolei Regional Park Hula Mound program, Queen Liliuokalani’s Onipaa and birthday celebration, Queen Liliuokalani Memorial, Aloha Festivals Hoolaulea, Aloha Festivals Parade, Day at Queen Emma Summer Palace, King Kalakaua Birthday Celebration and Royal Guard Review, King Kamehameha V program,

Queen Emma Memorial, Prince Kuhio Parade, Queen Kaahumanu Day Celebration, King Kamehameha Statue Lei Draping Ceremony, and the King Kamehameha Celebration Floral Parade;

- Performed at the Polynesian Voyaging Society’s Malama Honua Summit and Fair at the Hawaii Convention Center as part of the historic Hokulea Homecoming;
- Performed at many cultural and community parades including: Kailua Independence Day Parade, Wahiawa Veterans Day Parade, Waikiki Holiday Parade, Hawaii Kai Christmas Parade, Kaimuki Christmas Parade, Honolulu City Lights Public Workers’ Electric Light Parade and the Kapolei City Lights West Oahu Electric Light Parade, Haleiwa Christmas Parade, Martin Luther King Jr. Parade, Night in Chinatown Parade, Honolulu Festivals Parade, St. Patrick’s Day Parade, Memorial Day Parade, Pan Pacific Parade, and other community parades;
- Performed community concerts at many other events, such as: Wahiawa District Park War Memorial Ceremony, Bastille Day Ceremony, Korean Festival, International Marketplace Grand Opening, Waipahu Community School for Adults Commencement, Taste of Kalihi, Martin Luther King Jr. program, Department of Parks and Recreation (DPR) Valentine’s Day Senior Dance, Ewa Elementary School’s Lincoln Day Program, World War I Centennial Remembrance at Aloha Tower, Mayor’s Prayer Breakfast, Duke Kahanamoku Beach Challenge, DPR May Day Program, Mayor’s Memorial Day Ceremony, Moiliili Ohana Festival, Windward Community College Paliku Arts Festival, DPR Na Hula Festival, Mayor’s Remembrance Walk, Mahatma Gandhi Day & International Day of Nonviolence, 9/11 Remembrance Ceremony at Tamarind Park, American Lung Association – LUNG FORCE Walk, Salvation Army Red Kettle and Angel Tree kick-off, Eat the Street Wahiawa at Kaala Elementary School, Easter Sunrise Service at the National Memorial Cemetery of the Pacific, March of Dimes Charity Walk, Hawaii Book and Music Festival at the Frank F. Fasi Civic Center grounds, and the Honolulu Police Department Police Week memorial service;
- Additional FY 17 concert venues include hospitals, nursing homes, adult care facilities, retirement communities, and educational concerts at many preschools, elementary, middle and high schools.



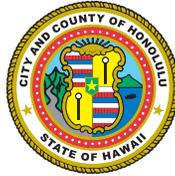
Royal Hawaiian Band performs regularly at the Ala Moana Centerstage.



Royal Hawaiian Band performing at Iolani Palace with guest performers from an award-winning hula halau from Chigasaki, Japan.



Royal Hawaiian Band in the Honolulu Festival Grand Parade through Waikiki.



DEPARTMENTS & AGENCIES

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BOARD OF WATER SUPPLY

Bryan P. Andaya, Chair; **Adam C. Wong**, Vice Chair; **David C. Hulihee**, **Kapua Sproat**, **Kay C. Matsui**, and Ex-Officio Members: **Ross S. Sasamura**, **Ford N. Fuchigami**, **Ernest Y. W. Lau**, P.E., Manager and Chief Engineer
Ellen E. Kitamura, P.E., Deputy Manager and Chief Engineer

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 2017. 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 (BOD), consisting of seven members. Five members are appointed by the Mayor and confirmed by the Honolulu City Council. The remaining two members 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 BOD appoints the BWS Manager and Chief Engineer to administer the department.

Capital Projects Division

The Capital Projects Division ensures improvements to Oahu's municipal water system are designed and constructed in accordance with the BWS Water System Standards; formulates the annual Capital Improvement Program; implements the design and construction of new source, storage, treatment, transmission, and distribution facilities; and is responsible for the repair, maintenance, and upgrade 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 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, the water system hydraulic models, 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, cyber security 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 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 long-range water resource and capital planning for Oahu'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 BOD 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

- Updated and published 5-year Strategic Plan (2018-2022), incorporating goals from the 2016 Water Master Plan (WMP) which is a comprehensive evaluation of water supplies, needs, and infrastructure over a 30-year period including population and water use projections, evaluation of the current system, and considerations for conservation, watershed management, recycled water and climate change adaptation;
- Initiated a comprehensive evaluation of fiscal needs including a Cost of Service study and rate design, revisions to financial policies, 10-year and 30-year financial budgets, and a long-term debt plan; this long-range financial plan will enable the BWS to maintain and improve the infrastructure of water mains, water sources, pumps and reservoirs;
- May 2017 marked the second year of the Stakeholder Advisory Group – a group comprised of nearly 30 local residents, civic leaders, and business and environmental professionals, covering all City Council districts – whose purpose is to provide feedback on the BWS WMP, financial plan, proposed rate study and other initiatives such as water conservation, recycled water and watershed management;
- Conducted 59,862 chemical tests, 10,843 microbiological tests, and 15,114 chlorine residual and other quality tests on samples collected from BWS sources, distribution systems, and treatment facilities to ensure water safety; tests performed include regulatory compliance testing, groundwater quality testing, and response to customer inquiries about water quality; and continued to monitor BWS wells near the Navy Red Hill Bulk Fuel Facility in response to a fuel leak reported by the Navy in January 2014, and conduct studies to assess the impact the leak may have on the groundwater aquifer;
- Completed annual Consumer Confidence Report, aka the Water Quality Report, and mailed it to all BWS customers on record to provide information on the water delivered from the BWS system; made the report available online, and placed ads in Honolulu newspapers, including various ethnic language publications, to inform community members of the report;
- Responded to 346 main breaks and awarded nearly \$58 million in contracts for design and construction projects for the upkeep and improvement of water system facilities, including well and booster stations, reservoirs and corporation yards, and for the systematic replacement of aging and corroded water mains and fire protection improvements; scheduled construction work for the Aiea, Hawaii Kai, Kaimuki, and Wilhelmina Rise areas; and initiated design work for future construction in the Haleiwa, Wahiawa, Kaneohe, Kailua, Lanikai, Kalama Valley, Hawaii Kai, Diamond Head, and Kalihi areas;
- Entered into a programmatic financing agreement with the Department of Health for the State Revolving Fund program that will allow for greater flexibility in obtaining funding for eligible programs; and doubled funding for watershed protection efforts with partner agencies, providing over \$500,000 toward invasive species control, fencing for ungulate control, native species restoration and vegetative firebreaks;
- Initiated partnership with University of Hawaii System Information Technology Services for hosting BWS equipment in their state-of-the-art data center to serve as a disaster recovery site, with implementation projected for FY 2018; and launched a pilot program of Water Smart, a mobile app utilizing web technology to encourage water savings through targeted, direct customer engagements and the use of data analytics;
- Expanded community presence by participating in the Ellison Onizuka Day of Exploration held by the Boy Scouts, and the Project W.E.T. training with the Department of Facility Maintenance; sponsored the 39th annual Water Conservation Week Poster Contest and the 9th annual Water Conservation Week Poetry Contest, receiving 877 posters and 307 poems from more than 60 Oahu schools, focused on the theme “Conserve to Preserve,” and the winning entries will be featured in the 2018 Water Conservation Calendar; increased the number of workshops at the Xeriscape Garden; and began updating exhibits for the Fred Ohrt Water Museum;
- Began development of a mobile software platform for near real-time information capture of work activity in the field that is expected to improve operations and provide increased visibility for enhanced customer service; completed the redesign of internal and external BWS websites; developed a new Customer Self-Service web portal; and improved customer service experience by creating a designated area in the Public Service Building lobby where a staff member directs lobby traffic and serves walk-in customers.



DEPARTMENT OF BUDGET AND FISCAL SERVICES

Nelson H. Koyanagi, Jr., Director

Gary Kurokawa, Deputy Director (July 2016 – March 2017)

Peter M. Biggs, Deputy Director (April 2017 – present)

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 of 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, 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, 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

- 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 city park revitalization, and road repaving and sewer system infrastructure repair, maintenance and improvement;
 - As of Oct. 1, 2016, the Real Property Assessment Division assessed 299,585 tax parcels for Assessment Year 2017, including 132,280 condominium units and 351,214 buildings; and allowed 163,675 exemptions.
- Government Finance Officers Association of the United States and Canada awarded the city its Certificate of Achievement for Excellence in Financial Reporting for the Fiscal Year 2016 Comprehensive Annual Financial Report, and also awarded the city with its Distinguished Budget Presentation Award for the FY 2017 Budget;
 - Implemented the Advantage Debt Module in the Financial Accounting System;
 - Received, reviewed, evaluated, analyzed, and finalized the city's FY 2018 executive operating program and budget proposal, which totaled \$2.44 billion, \$116 million more than the previous fiscal year appropriation, an increase of 5 percent; majority of the increase was for collective bargaining raises and other non-discretionary costs such as retirement contributions, Federal Insurance Contributions Act, subsidies to the bus service, and solid waste fund;
 - Implemented the executive operating program and budget;
 - Submitted a balanced FY 2018 budget that ensures the Administration's priority of core services, repair and maintenance of facilities and infrastructure, housing and homelessness, parks, transportation, and mandated requirements;



DEPARTMENT OF COMMUNITY SERVICES

Gary K. Nakata, Director

Barbara A. Yamashita, Deputy Director (July 2016 - December 2016)

Susan L. Fernandez, Deputy Director (February 2017 - present)

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 (GIA) 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: Mayor's Committee for People With Disabilities, Honolulu Committee on Aging, Oahu Workforce Development Board, 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; decent, safe, and sanitary housing for low and moderate-income households through the Rehabilitation Loan Program (RLP); and assistance to low and moderate-income families to achieve homeownership via the Down Payment Loan Program (DPL).

Community Based Development Division

The Community Based Development Division (CBDD) works in partnership with nonprofit 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, HOME Investment Partnerships, and the Housing Opportunities for Persons with AIDS programs. The division is also responsible for securing funds to support local homeless assistance programs via

the Continuum of Care program, which provides rental assistance and supportive services to homeless persons. It also administers the Emergency Solutions Grants 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 contract with nonprofit organizations that operate city homeless initiatives, including the Housing First, housing navigation, and homeless outreach programs. CBDD also manages city-owned permanent housing projects that provide long-term housing for persons and families transitioning from homelessness.

Elderly Affairs Division

The Elderly Affairs Division (EAD) is the designated Area Agency on Aging in Honolulu and serves as the Aging and Disability Resource Center. 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.

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 active partners in addressing the challenges of talent and skill shortages to ensure that workforce development efforts meet the employer-identified needs.

Office of Grants Management

The Office of Grants Management administers the city's GIA for the purpose of developing, implementing, and supporting nonprofit 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.

Oahu Workforce Development Board

The Oahu Workforce Development Board 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. The state and counties work cooperatively to implement the Workforce Innovation and Opportunity Act (WIOA) of 2014, which supersedes the Workforce Investment Act 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 a vendor to operate Oahu WorkLinks.

ACCOMPLISHMENTS

- Housing Choice Voucher (HCV) Program served 3,665 families; registered 1,487 landlords, and converted 1,304 landlords or their agents to electronic funds transfer to reduce costs and streamline payments; and served 103 veterans with Veteran Affairs Supportive Housing Vouchers; the FSS Program enrolled 102 families and graduated 13 families who received \$142,429 in escrow savings; and CAD was chosen by the U.S. Department of Housing and Urban Development to participate in the FSS Family Unification Program Demonstration to allow former foster care youths on the HCV program to remain on assistance while gaining the knowledge and tools to become self-sufficient;
- DPL Program processed six loans totaling \$235,250, along with two potential additional applicants; and in addition, the RLP processed seven loans totaling \$2,033,682;
- The Hale Mauiola Housing Navigation Service Center has connected more than 170 clients to housing opportunities since beginning operations in November 2015, and is set to expand from its current capacity of 83 clients to 104 individuals beginning in August 2017;
- The Housing First program expanded to provide permanent supportive housing to 315 households experiencing homelessness, and has demonstrated an overall housing retention rate of 89 percent since 2014;
- In partnership with nonprofit affordable housing developers, CBDD supported the development of 240 additional units for Oahu's permanent affordable housing inventory; and CBDD selected a vendor to operate a new mobile hygiene center;
- EAD Senior Helpline received over 10,000 calls and completed over 4,500 assessments, resulting in seniors receiving services to assist them with aging in their homes and communities; EAD hosted a Senior Summit as part of the Age Friendly Cities initiative, providing participants an opportunity to learn a new skill, as well as begin a new conversation on how to address aging issues, and ongoing meetings and follow-up sessions are scheduled throughout the year;
- Through Oahu WorkLinks, WH helped 16,967 job seekers receive workforce information, assisted 7,740 individuals in obtaining employment, and exceeded its goal of placements for people with disabilities;
- Enrolled 291 individuals in the YouthBuild and WIOA Youth Programs; helped 166 of the participants obtain high school diplomas, helped 28 pursue post secondary education and advanced training, and another 114 to obtain employment; and WH provided summer employment to 60 youth with disabilities, four of whom were offered jobs with the worksites after the program ended;
- WH's Rent to Work Program provided rental subsidies to 81 families experiencing homelessness, all of whom were working and completed financial literacy training; and the FSS Program served 88 families who pursued goals of successfully maintaining employment, completing financial literacy and life-skills training, while accumulating savings in their escrow accounts;
- Through the city's GIA fund, issued 58 new grants for over \$6 million, and managed 193 grants that fund services through nonprofit agencies to meet community needs.



DEPARTMENT OF THE CORPORATION COUNSEL

Donna Y.L. Leong, Corporation Counsel
Paul S. Aoki, First Deputy Corporation Counsel

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 COR 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 may be 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 assisted with city efforts to protect Oahu's island environment and conserve its natural resources, including: securing and complying with appropriate permits for the city's wastewater and solid waste facilities; promulgating rules to require that construction and other land-based activities incorporate measures to protect water quality; and contracting, rulemaking, and permitting to promote alternative modes of transportation such as bike share, car share and vanpooling;
- Continued to provide legal advice regarding the Honolulu Authority for Rapid Transportation (HART), its powers, duties and procedures, and the 2016 amendments to the Charter provisions governing the organization; HART's agreements with utilities, government entities, and third parties; real estate acquisitions and eminent domain proceedings; project financing; and state and city legislation related to the rail project;
- Assisted with interpretation and implementation of Charter amendments resulting from the 2016 General Election including preparation of new edition of the Charter, extent of prosecutor's control over budget, new requirements for Grants-in-Aid process and Clean Water and Natural Land Fund expenditures, and duties of new Department of Land Management;
- Assisted the Department of Information Technology with terms and conditions for HNL Info, the go-to website and mobile app for city services and information, including the city's emergency alerts;
- COR successfully defended the city in a number of tort cases and has developed a reputation for preparation and results in arbitrations within the Court Annexed Arbitration Program; COR is also spearheading the city's efforts to preserve records and evidence when litigation is imminent, and has given numerous

Litigation Hold Presentations to various departments and their employees to stress the importance of preserving records and preventing the spoliation of evidence;

- The Ethics Commission embarked on strategic planning and delivered an exposure draft at its June 2017 meeting; the draft plan, which sets out a long-term strategy until 2027, is based on discussions held in Fiscal Year 2017 and will be revisited periodically over the next several years; based on articulated assumptions about the next 10 years, the Commission's strengths, weaknesses, opportunities, and challenges were identified and analyzed; and

founded upon this analysis, the Commission established the following priority objectives: to review and align its key ordinances, rules and standard operating procedures; strengthen and expand city ethics training; strengthen internal procedures; and develop and implement effectiveness measures;

- The Commission began the fiscal year with two staff, but filled its complement of five budgeted staff by fiscal year end, and commenced training on Sunshine Law and government records, core computer applications, management development, and conducting interviews and investigations; additionally, four interns assisted with ethics work related to their course of study.

COUNSELING & DRAFTING	Outstanding C&D Requests as of 7/1/2016	New Requests Received FY 2017	Total Request Workload FY 2017	Requests Completed and Closed FY 2017	Outstanding C&D Requests as of 6/30/2017 ²
Requests for Legal Services	5,031	1,201	6,232	919	5,313
Requests for Review and Approval of Legal Documents	1,758	7,298	9,056	7,247	1,809
Pre-lawsuit Cases ¹	251	43	294	66	228
State and Federal Court Cases	1,572	484	2,056	311	1,745

¹ Adversarial proceedings before city or state administrative bodies.

² Gross amount due to backlog of cases that are ready to be closed that have not yet been closed.

LITIGATION	Outstanding LIT Requests as of 7/1/2016	New Requests Received FY 2017	Total Request Workload FY 2017	Requests Completed and Closed FY 2017	Outstanding LIT Requests as of 6/30/2017
Pre-lawsuit Cases ³	577	579	1,156	430	726
State and Federal Court Cases	123	45	168	83	85
Subpoena Duces Tecum Requests	113	384	497	339	158

³ Claims filed with and handled by the COR claims investigators.

ETHICS	Outstanding Matters as of 7/1/2016	New Matters Received FY 2017	Total Workload FY 2017	Matters Completed and Closed FY 2017	Outstanding Matters as of 6/30/2017
Requests to the Ethics Commission/ Staff for Ethics Advice	15	182	197	192	5
Investigations into Misconduct Complaints	50	86	136	71	65



DEPARTMENT OF CUSTOMER SERVICES

Sheri T. Kajiwara, Director
Randy M. Leong, Deputy Director

POWERS, DUTIES, AND FUNCTIONS

The Department of Customer Services (CSD) consists of three divisions: Motor Vehicle, Licensing, and Permits (MVLP); Satellite City Hall (SCH); 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 also administers the city's vehicle towing contract, and manages the new Private Transportation Company program, as well as the animal care and control contracts, including animal pound services, the affordable spay and neuter certificate program, and some feral animal components.

Motor Vehicle, Licensing, and Permits Division

The MVLP Division works collaboratively with the 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; manages the Private Transportation Company 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 SCH 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

- Consolidated operations by relocating MVLP and SCH administrative sections from a facility located at Chinatown Gateway Plaza to Kapalama Hale;
- Relocated Motor Vehicle Registration Office at Joint Base Pearl Harbor-Hickam from the Pearl Club Complex to the former location of the Hickam Pass and ID Office;
- Implemented a new state law, which requires the annual registration and safety inspection of mopeds, beginning as of Jan. 1, 2017;
- Implemented new rules relating to the regulation of private transportation services and drivers, including taxi cabs and transportation network companies;
- Consolidated and strengthened animal control services by incorporating a fowl response component into the city's contract with the Hawaiian Humane Society for responsiveness to public complaints related to pet fowl nuisances, and management of the Neuter Now program;
- Received and processed approximately 10,800 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 Public Information Center;
- Responded to more than 720 requests for certificates, messages, proclamations, photographic support, and media relations assignments;
- Provided event planning and executive support for multiple city-sponsored events.

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DEPARTMENT OF DESIGN AND CONSTRUCTION

Robert J. Kroning, P.E., Director
Mark K. Yonamine, P.E., Deputy Director

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 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 assists 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. The charter authority for planning, engineering, design and construction of the Department of Environmental Services (ENV) projects resides with the Wastewater Division. On November 8, 2016, the electorate approved 16 of the 20 proposed amendments to the Revised Charter of the City and County of Honolulu 1973 (2000 edition), as amended ("Charter"). Specifically, Charter Amendment 16 was approved and mandated the transfer of the Wastewater Division to ENV.

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

- For the sixth consecutive year, DDC successfully met all assigned Consent Decree milestones; the Consent Decree globally settled multiple claims and complaints against the city, and established measures for the reduction of sanitary sewer overflows and upgrades to treatment facilities;
- Fortified the Waimalu Wastewater Pump Station force main system with a redundant force main, improving the reliability of sewer service and minimizing the impact to the environment caused by wastewater spills, with construction costs of \$20.2 million;
- Completed Kualoa Regional Park wastewater improvements at a cost of \$700,000;
- Repaved over 411 lane miles of roads;

- Completed the in-house designs for the lighting improvements for the pavilions along Kuhio Beach in Waikiki;
- Completed ballfield lighting improvements at Manoa Valley District Park;
- Completed phase one of Thomas Square improvements at a cost of \$1.2 million;
- Completed improvements to Maili Beach Park comfort station at a cost of \$700,000;
- Completed improvements to Kailua Beach Park bathhouse and pavilion at a cost of \$1 million;
- Completed improvements to Kaiaka Bay Beach Park comfort station at a cost of \$400,000.



BEFORE and AFTER Kaiaka Bay Beach Park Comfort Station Improvements.



BEFORE and AFTER Kailua Beach Park Improvements.



BEFORE and AFTER ceiling repair at Kailua Beach Park.



Complete Streets multimodal repaving project on Mokulele Drive in Kaneohe.



DEPARTMENT OF EMERGENCY MANAGEMENT

Melvin N. Kaku, Director

Peter J.S. Hirai, CEM, Deputy Director (July 2016 – May 2017)

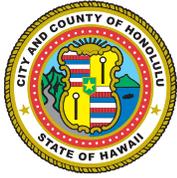
POWERS, DUTIES, AND FUNCTIONS

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

- Conducted 22 Community Emergency Response Team (CERT) training courses, trained 345 individuals in CERT, and formed two additional CERT teams;
- Honolulu Local Emergency Planning Committee assisted with the passage of Senate Bill 976, which doubled the funding to support the capabilities of the city's Hazardous Materials responders;
- Replaced six and added eight outdoor warning sirens around the island;
- Renovated the EOC to modernize and streamline operations;
- Supported eight community emergency preparedness fairs, and mentored the 14 active voluntary community emergency preparedness groups in various workshops, trainings and exercises;
- Coordinated and launched the HNL Info app.

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HONOLULU EMERGENCY SERVICES DEPARTMENT

Mark K. Rigg, Director (July 2016 – December 2016)

James Howe, Director (March 2017 – present)

Ian T.T. Santee, Deputy Director

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 (OSD), 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 contracts with the city to provide emergency medical services on Oahu. All 20 EMS Paramedic units 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 OSD. Military response agencies also work cooperatively with EMS.

Ocean Safety and Lifeguard Services Division

OSD operates a comprehensive program 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 24 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 current 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 HPD and prosecutors by providing blood draws and analysis for suspects arrested for DUI. The laboratory provides a variety of health tests, screenings and immunizations.

ACCOMPLISHMENTS

- Refurbished four ambulances with new chassis, lighting and electrical;
- New stand-alone Waipio EMS Station is under construction and anticipated to open in 2017;
- OSD put into operation two new rescue watercraft, one on the Leeward Coast and another on the South Shore;
- Increased staffing with six Water Safety Officer I (WSO) positions, two WSO III positions, and one WSO IV position;
- Lifeguards performed more than 950,000 preventative actions and approximately 3,000 rescues;
- Health Services resumed biennial and annual physicals for HPD officers;
- Initiated pulmonary function testing on all HPD officers from the rank of lieutenant and below to ensure officers are ready to use a respirator in the event of mass casualty or disaster.

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DEPARTMENT OF ENTERPRISE SERVICES

Guy H. Kaulukukui, Director
Tracy S. Kubota, Deputy Director

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 departmentwide 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 and 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 Oahu while maximizing revenues to support operations at these venues.

Customer Services is comprised of 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 various 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, along with concessions performance for food operations, pro shops, and a driving range.

The automated tee time system, in use since 1996, provides fair and equitable access to all golfers. More than 120,000 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 Queen Kapiolani Regional Park, just steps away from Waikiki Beach. The zoo provides opportunities for residents and visitors to enjoy and learn about tropical fauna and flora, with an emphasis on Pacific tropical island ecosystems and traditional values of "malama" (caring) and "hookipa" (hospitality).

ACCOMPLISHMENTS

- The Blaisdell Center venues were booked for a combined total of 874 days and welcomed over 700,000 guests to its facilities; the Exhibition Hall was the busiest facility with over 280,000 guests, and the Arena hosted over 200,000 guests;
- Blaisdell Center major concerts and events included: Garth Brooks; Mariah Carey; WWE Live; International Union for Conservation of Nature; UB40; Santana; Journey; Earth, Wind & Fire; Mayjah Rayjah Music Festival; Made in Hawaii Festival; Pacific Ink & Art Expo; the Great Aloha Run; and numerous career and job fairs;

- Blaisdell Center Concert Hall hosted season performances of local performing arts groups including the Hawaii Opera Theatre, Hawaii Symphony Orchestra, Ballet Hawaii, and Hawaii Youth Symphony;
- Generated \$8.4 million in revenues from green and cart fees with 371,744 total rounds played, and issued 2,308 new golf ID cards and 1,302 replacement cards;
- Completed the Ala Wai Driving Range National Pollutant Discharge Elimination System project that included grading, drainage, target mounds, irrigation, and grassing; and reopened the range in January 2017;
- Utilizing the Clean Water and Natural Lands Fund, the city acquired the Kahuku Golf Course and surrounding property, including almost a mile of shoreline, from Continental Pacific LLC;
- Hawaii's Best 2017, a people's choice recognition awarded by the Honolulu Star Advertiser, ranked the Ala Wai and Pali golf courses as the second and third best among the top public/semi private golf courses on Oahu;
- Completed rust mitigation projects at the Honolulu Zoo in the chimpanzee night quarters, serval holding facility, baboon holding/hallway and gating areas, hippopotamus viewing glass frame, and the trellis support system;
- The zoo acquired a giant East African snail, a male Palawan peacock-pheasant, two crocodile monitor lizards, a white-headed buffalo weaver bird, and two red-footed tortoises;
- Awarded significant concession contracts for the Ala Wai Golf Course Driving Range, Blaisdell Center and Waikiki Shell novelty shops, Blaisdell Center Parking Lot, Koko Head Stables, and food concessions at the Ala Wai Golf Course, Pali Golf Course, Waikiki Beach, and the Waikiki Arbor.



DEPARTMENT OF ENVIRONMENTAL SERVICES

Lori M.K. Kahikina, P.E., Director
Timothy A. Houghton, Deputy Director
Ross S. Tanimoto, P.E., Deputy Director

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 provides 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 investigations.

Division of Refuse Collection and Disposal

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 four pretreatment facilities on the island of Oahu. The municipal facilities treat approximately 117 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 and analyses in compliance with state and federal regulations. 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

- Acquired a new boat to facilitate outfall monitoring;
- Issued 508 Industrial Wastewater Discharge Permits, performed 71 project reviews on building permits to install grease removal devices, issued 296 Wastewater Discharge Order notices, five Notices of Order, and eight Notices of Violation;
- The Water Quality Laboratory performed 60,278 analyses on 32,854 samples;
- Contested four major National Pollutant Discharge Elimination System permits that were received with significantly different sampling and analytical requirements – Honouliuli WWTP, Kailua Regional WWTP, Waianae WWTP, and Sand Island WWTP;
- Rehabilitated nearly 151 miles, cleaned more than 702 miles, and smoke tested almost 28 miles of wastewater pipes;
- Waianae WWTP earned a National Association of Clean Water Agencies Platinum Peak Performance Award;
- The "hole through" of the Kaneohe/Kailua Sewer Tunnel occurred on June 28, 2016, and all of the 10-foot diameter sewer pipe segments were installed into the 3-mile tunnel by April 10, 2017, and design of the full secondary upgrades at the Honouliuli WWTP are underway;
- Transitioning the newly formed Wastewater Engineering and Construction Division into the department following a charter amendment approved by voters in November 2016 mandating the transfer of the Department of Design and Construction's Wastewater Division to ENV;
- Diverted a record high 79.2 percent of all municipal solid waste from Waimanalo Gulch Sanitary Landfill, achieved primarily through increases in material throughput at H-POWER and ongoing recycling rates.

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DEPARTMENT OF FACILITY MAINTENANCE

Ross S. Sasamura, P.E., Director and Chief Engineer
Eduardo P. Manglallan, Deputy Director

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 Sidewalk Nuisance/Stored Property ordinances (SNO/SPO).

The Office of the Director and Chief Engineer (CEO) directs and oversees programs and services. The CEO includes the Property Management Branch (PM), which oversees property management activities for 12 residential properties and one commercial property; and also includes the Storm Water Quality Branch (SWQ) that oversees storm water quality and provides inspections, outreach, monitoring, analyses, and compliance with state and federal regulatory agencies.

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 city departments and agencies except 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: 1,932 on-road/highway vehicles; 321 off-road/non-highway equipment; and 197 miscellaneous equipment (e.g., trailers, forklifts, compressors, generators, etc.) for a total of 2,450 pieces.

The division is organized into four main areas: Administration, Storekeeping, Service and Lubrication, and Repair and Maintenance.

Division of Public Building and Electrical Maintenance

The Division of Public Building and Electrical Maintenance (PBEM) repairs, maintains, and renovates public buildings and appurtenance structures, including street, park, mall, outdoor and other city lighting and

electrical facilities, as well as communication facilities on Oahu that are under the jurisdiction of the department. The division provides daily custodial and utility services for a number of these facilities. PBEM also manages city employee parking, motor pool, and security services at various city facilities.

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 SNO/SPO to address illegally stored items on city property and properties where Memorandums of Understanding/Agreement are in place that allow the city to perform enforcement actions. DRM provides assistance to the ENV 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 11 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

- Continued to reduce the environmental impact of vehicle fleet by replacing older, less fuel-efficient vehicles with newer, more fuel-efficient vehicles, hybrids, and electric vehicles for the motor pool fleet and various city agencies, and the division is fully committed in advocating the use of alternative fuels such as biodiesel and propane; and in March 2017, opened newly constructed Halawa Wash Facility, which incorporates a new oil-water separator, wash water recycling system, new high-pressure washers, and a soap dispenser;
- Completed West Loch Elderly Village projects: repaved parking lot, reroofed all buildings, replaced

- pathway lighting, relocated and installed new mailboxes to address ADA concerns, and commenced exterior painting; and completed six new micro units for Housing First homeless clients, renovated 34 existing units, and housed 13 additional Housing First homeless clients and four Housing & Urban Development-Veteran Affairs Supportive Housing tenants at Winston Hale;
- Responded to 402 complaints of illicit discharges and illegal connections, resulting in the issuance or processing of 44 Letters of Warning, 172 Notices of Violation and 11 Notices of Order; performed over 400 inspections of assorted industrial and commercial businesses; and conducted nearly 770 site visits to inspect various construction, and conducted 169 site visits to inspect various construction and post-construction Best Management Practices;
 - Coordinated and participated in over 90 islandwide cleanup and outreach events in support of the department's volunteer programs: Adopt-A-Block, Adopt-A-Stream, and Storm Drain Marking, plus expos, workshops, exhibits and special events; these events reached out to or included over 65,000 people, and resulted in the collection of over 5,800 bags of trash and debris;
 - Continued maintenance and repair of over 53,000 street lights by replacing lamps, photoelectric controls, luminaires and poles; and also implemented LED retrofit projects at various park facilities including Ala Moana Regional Park, Kuhio Beach Park, and Kilauea District Park;
 - Continued implementation of Indefinite Delivery/ Indefinite Quantity project for the reconstruction of 72,148 square feet of concrete sidewalks which included the Windward area from Kaneohe to Kailua, Honolulu areas from Kalihi to Hawaii Kai, Leeward area primarily in Waipio and Pearl City, and Central Oahu area in Mililani; the scope of work includes reconstruction of concrete sidewalks, driveways, curbs and gutters, arboricultural work, and adjustment of utility manholes/boxes, frames and covers;
 - Cleaned 36,686 curb miles of roadways using mechanical street sweeping equipment; in-house crews reconstructed 38,688 square feet of sidewalks; in-house staff resurfaced 18 lane miles of roadways and patched 28,570 potholes; and as a part of its ongoing pavement preservation program, DRM's contractor performed 503,805 linear feet of crack seal work in the Aliamanu, Salt Lake, Pearl City and Pacific Palisades, 31.1 lane miles of slurry seal treatment in Aliamanu and Salt Lake, and 77.9 lane miles of seal coat in Pearl City and Pacific Palisades;
 - Performed inspections of 16,928 storm drain catch basins, cleaned 1,605 catch basins, inspected 230,747 linear feet of storm drain lines, and cleaned 9,946 linear feet of drain lines; in addition, assisted the Department of Design and Construction with the cleaning of the Pensacola Street box drains to facilitate structural repairs;
 - Assisted the Department of Transportation Services with two bike lane projects: the McCully Street bike lane included installation of 15 new regulatory traffic signs and revised traffic markings between Ala Wai Boulevard and Beretania Street; and the South Street protected bike lane, consisting of 68 regulatory traffic signs, 378 traffic delineators, and various revised traffic markings between Ala Moana Boulevard and South King Street;
 - Continued SNO/SPO enforcement with assistance from Honolulu Police Department (HPD) officers, issuing 155 SNO violations, 552 SPO removal notices, and removing 409.39 tons of trash and debris; assisted Department of Parks and Recreation with park rule enforcement; assisted HPD with Sit-Lie property storage; and performed SPO enforcement in the Hawaii Community Development Authority (HCDA) Kakaako Waterfront Park and other HCDA facilities in Kakaako, and along some State of Hawaii portions of Ala Moana Boulevard and Nimitz Highway.



HONOLULU FIRE DEPARTMENT

Manuel P. Neves, Fire Chief

Lionel E. Camara, Jr., Deputy Fire Chief

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 response for the entire island of Oahu. These duties are performed in disparate terrains 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, 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, hazardous materials, 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 Battalion Chief.

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/terrorism, and hazardous materials. The TRB also coordinates CPR training and other safety courses for city employees and the public.

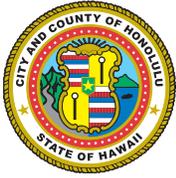
TRB staff continuously researches new technology that impacts the fire service, such as electric vehicle, hybrid vehicle, photovoltaic systems, and new weapons of mass destruction monitoring and identification devices.

ACCOMPLISHMENTS

- Received a national Fire Station Design Award in September 2016 from the Fire Industry Education Resource Organization for excellence in design and construction of the East Kapolei Fire Station;
- On December 19, 2016, HFD units responded to a heavy equipment fire imposing flame impingement onto a 5,500-gallon intermodal propane tank at Young Brothers, Pier 40 at 1333 North Nimitz Highway; numerous hazards surrounded the already dangerous propane tank fire; company commanders made

solid strategic and tactical decisions to mitigate this potentially devastating event resulting in no reported injuries, and property loss was limited to the propane tank and a container handler;

- Initiated pilot program for medical responses by placing into service two rapid response vehicles equipped with medical equipment and limited forcible entry tools; and received and placed into service one engine, one rescue boat, one helicopter tender, one mobile fuel truck, and two hazardous materials apparatuses;
- Awarded contracts for the construction of two aerial ladder and 10 engine apparatuses; two of the engine apparatuses were funded by a Fiscal Year 2017 Housing and Urban Development (HUD) CDBG grant;
- Conducted over 10,000 fire code inspections for buildings and tenant occupancies, and reviewed 3,000 building plans for fire code compliance;
- Ninety-four people experiencing cardiac arrest emergencies were saved through the efforts of bystander CPR, emergency medical care by the HFD, and advanced life support by emergency medical services and hospitals;
- Over 300 Chief Officers, Fire Captains and fire fighters received training on the Honolulu Incident Command System for incident scene management and communications;
- To assist fire dispatchers in managing resource allocation and maintaining coverage throughout the city, HFD activated the Live Move-up Module (LiveMUM), a computer-aided dispatch system interface software application which utilizes historical incident data, travel times, coverage requirements, and estimated out-of-service times to make resource allocation recommendations;
- Processed the following grants: 2015 Urban Area Security Initiative (\$200,000), 2015 Department of Homeland Security (DHS) (\$563,885), 2016 DHS (\$148,000), 2016 DHS Port Security (\$340,808), and 2016 State of Hawaii, Department of Transportation Highway Safety (\$90,000);
- Two HFD projects were chosen by the FY 2018 CDBG selection committee to receive HUD funding: the Waianae Engine Apparatus project (\$768,500), and the McCully-Moilili Engine Apparatus project (\$429,371).



HONOLULU AUTHORITY FOR RAPID TRANSPORTATION

Colleen Hanabusa, Chair (July – October 2016)
Damien Kim, Vice Chair (July – October 2016), Chair (November 2016 – present)
Terrence Lee, (July – October 2016), Vice Chair (November 2016 – present)
John Henry Felix
Terri Fujii
William Hong, (July 2016 – May 2017)
Colbert Matsumoto, (July 2016 – May 2017)
Glenn Nohara, (October 2016 – present)
Ember Shinn, (May 2017 – present)
Hoyt Zia, (May 2017 – present)

Ex-Officio Members:

Ford N. Fuchigami
George Atta, (July – August 2016)
Art Challacombe, (August – December 2016)
Kathy Sokugawa, (January 2017 – present)
Michael D. Formby, (July – August 2016)
Mark Garrity, (September – December 2016)
Wes Fryzstacki, (March 2017 – present)
Daniel A. Grabauskas, Executive Director and CEO (July – August 2016)
Michael D. Formby, Acting Executive Director and CEO (September – November 2016)
Krishniah N. Murthy, Interim Executive Director and CEO (December 2016 – present)

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, and operating and maintaining the system; preparing and adopting annual operating and capital budgets; 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 10-member board of directors that directs the organization. The administration of the authority is overseen by its Executive Director and CEO.

ACCOMPLISHMENTS

- Continued to make progress in delivering the rail project: Maintenance and Storage Facility 99.9 percent complete; West Oahu Farrington Highway Guideway 99.5 percent complete; Kamehameha Highway Guideway 96 percent complete; H2R2 Ramp construction 92 percent complete; work on the West Oahu, Farrington Highway and Kamehameha Highway Stations Group continues; work on the Airport Guideway and Stations section is well underway; solicitation of the City Center Guideway and Stations design-build contract was put on hold pending additional funding, and utility mapping in that section is underway; preliminary design of the relocation for Hawaiian Electric Co. (HECO) high-voltage transmission lines is complete; and significant progress has been made regarding cost mitigation for utility relocations in the first 10 miles in cooperation with HECO, including identifying specialized vehicles that will reduce the need for undergrounding lines;
- Core Systems contract is 42 percent complete, with guideway testing commencing and two full trains having been delivered to Oahu; and site construction access for 96 percent of the required land area has been completed, with 103 out of 112 identified relocations complete;
- Worked with the city Department of Transportation Services (DTS) on bus-rail integration planning for seamless bus and rail connections, with an eye toward transferring operations and maintenance to DTS pursuant to Charter Amendment 4, including significant progress in planning and procuring the fare collection system;
- Developed and delivered an Interim Recovery Plan and project Recovery Plan in collaboration with the Federal Transit Administration (FTA), the Mayor, the City Council, and the board of directors;
- Submitted draft Updated Financial Plan to FTA, reflecting an updated total project cost of \$8.2 billion without finance charges, and requiring additional funding beyond the General Excise Tax (GET) surcharge, which will sunset in 2027;
- Worked collaboratively with State Legislators, the Mayor, City Council, and other stakeholders in an effort to secure additional funding during the 2017 Regular Legislative Session;
- Commissioned and participated in a peer review through the American Public Transportation Association, and began implementation of its recommendations, which include improvements in the area of technical management capacity and capability, contract administration, and change order process and claims management;

- Worked with stakeholders on the state and city levels in identifying and coordinating TOD opportunities around the stations, including the Department of Planning and Permitting, the State TOD Stakeholders Advisory Group, and the Hawaii Community Development Authority;
- Continued to keep the public informed about the project, and construction and traffic impacts in a multi-pronged approach, with an enhanced focus on the communities in the City Center section of the alignment; launched a new program, HART in the Community Days, that included informational events at Pearlridge Center and welcoming the public to view the first train cars, and complements established outreach efforts including Open for Business Initiative, Business Alliance Program, Monthly Business and Community Meetings, Business Briefings, Shop & Dine on the Line, and Shop, Dine & Shuttle programs;
- Board of directors recruited and hired an Interim Executive Director, and engaged an executive search firm to conduct an international search for a permanent Executive Director and CEO.



DEPARTMENT OF HUMAN RESOURCES

Carolee C. Kubo, Director
Noel T. Ono, Assistant Director

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 EO Officer, a Title VI Coordinator, an ADA Coordinator, two EO 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 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

- EO provided 4,245 hours of training to 1,027 participants; training topics included Prevention of Sexual Harassment for Managers and Supervisors, Conducting Effective Internal Investigations, and Hawaii Outdoor Developed Area Accessibility Guidelines;
- Adjusted 3,218 workers' compensation claims in Fiscal Year 2017, and filed 1,376 new claims, a 10 percent decrease from FY 2016;
- Performed eight safety inspections to ensure city facilities are in compliance with Hawaii Occupational Safety and Health Division (HIOSH); and conducted 32 training classes for supervisors, managers, and employees on safety matters including lifting hazards and proper lifting techniques, hazard communication, HIOSH recordkeeping requirements, blood borne pathogens, fire extinguishers, fall protection, and safety awareness for city disaster response workers;
- Implemented a new Benefits Administration module that enhances benefit deduction processing and automates the creation of the IRS Form 1095-C in compliance with the federal Patient Protection and Affordable Care Act reporting requirements;
- C&P reviewed and completed 1,627 requests for action, including position creations, reallocations, revised position descriptions, and personal service contracts;
- Received and evaluated 16,630 civil service employment applications;
- Initiated activities to reduce the time it takes to recruit and refer eligible candidates (eligibles) to line agencies for employment consideration; these initiatives resulted in an overall 40 percent decrease in the number of days it took to refer eligibles from existing eligible lists, and a 5.6 percent decrease in the number of days it took to refer eligibles when new recruitment and examination programs were required;
- There were 5,497 employees who participated in Training Division-sponsored events for a total of 20,591 training hours;
- Began negotiations with Hawaii Government Employees Association (HGEA) Bargaining Units 2 (blue-collar supervisory), 3 (white-collar non-supervisory), 4 (white-collar supervisory) and 13 (professional and scientific) in June 2016, and an arbitration panel rendered final awards on April 27, 2017, resulting in two-year agreements for the period July 17, 2017, to June 30, 2019;
- Concluded interest arbitration hearings for Hawaii Fire Fighters Association (HFFA) Bargaining Unit 11 (firefighters) with an arbitration panel awarding a two-year agreement for the period July 1, 2017, to June 30, 2019, pending Kauai City Council approval.



DEPARTMENT OF INFORMATION TECHNOLOGY

Mark D. Wong, Director and Chief Information Officer
Keith G.H. Ho, Deputy Director

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. Each division participates in strategic and tactical planning for the efficient and effective use of information resources, and evaluates plans and proposals from other governmental agencies and public or quasi-public organizations.

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 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; and coordinates all efforts between the user department and DIT as it relates to the deployment of technology.

Enterprise Resource Planning and Computer Service Representatives Division

The Enterprise Resource Planning (ERP) and Computer 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 regarding the ERP financial management system and other related automated systems. Each city agency has a CSR to support IT needs.

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 processed data; 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 city agencies during a disaster; and coordinates plans and activities for data and system recovery within DIT in the event of a disaster.

Radio and Network Infrastructure Division

The Radio and Network Infrastructure Division serves as the infrastructure support division for first responder communications including the wired and wireless city networks, radio, microwave, 800 MHz, P25, Voice over Internet Protocol, video conferencing and related systems; responsible for the management of related technology and facilities, including buildings and towers; and oversees all security access, both physical and electronic, to the various technology systems supported by DIT.

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; 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 2017, DIT deployed the HNL Info website and mobile app to replace Nixle texting service for citizen alerts;
- Created and deployed a Neighborhood Board Elections system for candidate registration, viewing candidate profiles, and voting online or by mail-in ballot;
- Brought network connectivity and networked camera surveillance and monitoring capabilities to the Ala Moana Regional Park, Sandy Beach Park, and Kaiaka Bay Beach Park comfort stations, and the Waikiki surfboard racks to deter vandalism;
- Implemented two new IBM mainframe computers and storage systems with increased processing to meet the needs of the city's public safety applications;
- Implemented changes to the Motor Vehicle Registration system to accommodate the newly enacted law requiring annual registration, renewals, fees, safety checks, and license plates for mopeds on Oahu, Maui, Kauai and Hawaii Island;
- Deployed Lokahi, a new smart city enterprise system, to facilitate street usage permits, and road construction and maintenance, and to serve as a central information "big data" system for city agencies to access and report information;
- Implemented a Human Resource Benefits Administration module to administer the reporting requirements of the Patient Protection and Affordable Care Act and employee benefits reporting;
- Deployed video conference systems into city meeting rooms across the island to save employee travel time for meetings and training sessions;
- Began deployment of new P25 radio system for public safety and city maintenance agencies.



DEPARTMENT OF LAND MANAGEMENT

Sandra S. Pfund, Director (February 2017 – present)

POWERS, DUTIES, AND FUNCTIONS

The Department of Land Management (DLM) was created when Oahu voters approved a charter amendment in the November 2016 General Election.

Since the election results were certified, the city administration has taken steps to create the DLM to address the new responsibilities added by Chapter 18 of the Revised Charter of the City and County of Honolulu. Fiscal Year 2018 represents the first year of funding and allocations to address these needs.

DLM is responsible for protecting, developing, and managing city real property interests except those under the jurisdiction of the Department of Parks and Recreation. These responsibilities include maintaining a perpetual inventory of all city real property interests including all lands owned, leased, rented or controlled by the city. For property under the jurisdiction of other executive agencies, DLM acts in an advisory role to ensure adherence to land management best practices. For property not under the jurisdiction of other executive agencies, DLM will develop and implement land management plans, property management plans, and conservation and stewardship plans.

Most notably, DLM negotiates and reviews all real property transactions that affect the city's inventory. This includes public-private partnership agreements, development agreements, purchase and sale agreements, leases, licenses, concessions, and acquisitions funded by the Clean Water and Natural Land Fund.

ACCOMPLISHMENTS

- Prepared preliminary organizational chart and functional statements;
- Met with city departments regarding transfer of real property functions;
- The Mayor appointed and the City Council confirmed the Director of the Department of Land Management.

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DEPARTMENT OF THE MEDICAL EXAMINER

Christopher Happy, M.D., Chief Medical Examiner
Rachel A. Lange, M.D., Deputy Medical Examiner

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.

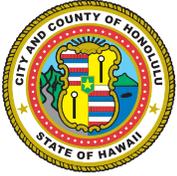
The MED also provides direct or indirect support to a variety of programs and initiatives designed for broad public benefit including: community educational outreach programs targeted to teenagers relating to DUI and drug abuse prevention; statewide, multidisciplinary child death review programs; interagency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

- Investigated 2,807 deaths;
- Assumed jurisdiction in 1,140 cases;
- Performed autopsies in 707 cases;
- Performed 317 external examinations;
- MED investigators visited 581 scenes of death;
- Investigated 25 cases determined to be homicides;
- Helped facilitate 76 organ and tissue donations.

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DEPARTMENT OF PARKS AND RECREATION

Michele K. Nekota, Director
Jeanne C. Ishikawa, Deputy Director

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 parks, playgrounds and other landscaped areas. 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 2017, more than 10,250 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, covering over 650 acres, which conserve and display an estimated 9,217 plants representing 5,084 species from 194 plant families.

Parks 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 Seniors Valentine Dance, Lei Day Celebration, Na Hula Festival, and aquatics and sports tournaments.

ACCOMPLISHMENTS

- Redesigned DPR website, enabling public to access information while streamlining the department's internal process for the wide distribution of information;
- Parks Permit Office issued 7,212 camping permits, of which 6,936 were completed online;
- Resurfaced 46 play courts at 12 parks islandwide;
- Renovated 21 comfort stations to include paint, tile, microguard, stall partitions, and new fixtures;
- Refurbished 15 play apparatuses through the Kakou for Parks initiative by restoring resilient surfaces, and cleaning and replacing playground equipment;
- Replenished or fortified beaches in Kailua, Ala Moana and North Shore;
- Honolulu Botanical Gardens attracted 337,089 visitors to its five botanical gardens and events such as the Summer Twilight Concert Series;
- In support of the inaugural Honolulu Biennial 2017, Foster Botanical Garden hosted displays of five artists and Honolulu Hale hosted displays of two artists;
- Hoomaluhia Botanical Garden hosted 210,000 visitors, with over 20,000 participants in the popular catch-and-release fishing program and over 13,000 overnight campers.

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DEPARTMENT OF PLANNING AND PERMITTING

George I. Atta, Director (June 2016 – August 2016)

Arthur D. Challacombe, Deputy Director (June 2016 – August 2016)

Acting Director (September 2016 – December 2016)

Kathy K. Sokugawa, Acting Director (January 2017 – present)

Timothy F.T. Hiu, Deputy Director (February 2017 – present)

POWERS, DUTIES, AND FUNCTIONS

The Department of Planning and Permitting (DPP) is responsible for the City and County of Honolulu's major programs and laws related to land use, from long-range policy planning, community planning and zoning to infrastructure assessments and regulatory development codes. 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 Site Development. DPP also manages 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 as a voting member. The Director is also an ex-officio non-voting member of the Hawaii Community Development Authority and the Honolulu Authority for Rapid Transportation.

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.

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/commercial and other minor permits; intakes permit applications/plans, including e-plans, and routes them to appropriate divisions/departments; and collects applicable permit fees. Additionally, the CSD operates the department's public information center that maintains historical and current records pertaining to properties and issued permits; administers the code enforcement civil fine program; inspects existing buildings, apartments, dwellings, and structures in response to customer complaints, including requests for investigation of possible violations of various codes, requirements, rules, and other 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 and 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. The Planning Division works with the new Transit-oriented Development (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 adopted land use plans and market trends. These forecasts are used as the basis for the Oahu Regional Transportation Plan and other long-range infrastructure master plans. Additionally, the Planning Division acts as the city's liaison to the U.S. Census Bureau, 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 TOD 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 regularly 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 parklet 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 ensure 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 many workshops and events. 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 applicable 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.

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 building permit applications. The division provides technical support to the Customer Service Division in their review of permit applications and performs inspections to verify compliance with the 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; and proposed infrastructure improvements necessary to support new development such as streets, utilities, bridges, drainage, and flood control. It administers the flood hazard district ordinance and grading ordinance. 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 permit requirements.

ACCOMPLISHMENTS

- Processed three expedited 201H affordable housing applications;
- Processed three Interim Planned Development-Transit (IPD-T) permits, began work on the TOD Design Guidelines, and revised the IPD-T application and regulations for improved permit processing;
- Held second public community meeting on the designation of Important Agricultural Lands and the revised draft of the city’s General Plan;
- Completed Honolulu Arts Corridor feasibility study to complement the city’s Neal S. Blaisdell Center redevelopment master plan;
- Finalized the Blaisdell Center Master Plan Feasibility Study;
- Initiated the Honolulu Public View Study;
- Submitted bills to the City Council for a new affordable housing requirement and financial incentives;
- Submitted the Ala Moana Neighborhood TOD Plan for adoption; developed TOD initiatives to take advantage of rail transit service in the Waipahu, Chinatown, Kapalama, and Iwilei neighborhoods; and the City Council adopted the Kalihi Neighborhood TOD Plan;
- Secured a Transportation Alternative Program grant from Hawaii State Department of Transportation to develop a TOD Wayfinding Master Plan for the rail corridor;
- Adopted new Water Quality Rules.



HONOLULU POLICE DEPARTMENT

Louis M. Kealoha, Chief of Police (July 2016 – February 2017)

Cary Okimoto, Deputy Chief of Police (July 2016 – November 2016)

Acting Chief of Police (December 2016 – present)

Marie A. McCauley, Deputy Chief of Police (July 2016 – November 2016)

Jerry Inouye, Deputy Chief of Police (December 2016 – May 2017)

William R. Axt, Acting Deputy Chief of Police (March 2017 – present)

Clayton G. Kau, Acting Deputy Chief of Police (June 2017 – present)

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 new Case Reporting System used by all officers to complete police reports, that allows for greater security and efficiency while utilizing advanced technology;
- Provided security services as Honolulu hosted the International Union for Conservation of Nature 25th World Conservation Congress; this was the first time the event had been held in the U.S.;
- Celebrated 30 years of successful D.A.R.E. programs in Hawaii schools, helping over 350,000 children make positive choices for their future;
- Created and aired three episodes of the new "Inside HPD" video series to provide an inside look into the operations of the department;
- Facilitated five active shooter contact trainings for HPD officers and 21 active shooter training presentations for members of the public;
- To comply with Act 207 SLH 2016 and the federal Sexual Assault Kit Initiative, reviewed 1,375 previous sex assault reports and secured a \$117,667 grant from the Hawaii Attorney General to test 970 sexual assault evidence collection kits;

- Provided security services for the National Pearl Harbor Remembrance Day Commemoration and observance of the 75th anniversary of the attack on Pearl Harbor, a series of special events that included over 1,000 visitors and dignitaries from around the world;
- Increased social media presence by utilizing Facebook Live to broadcast community policing events, and created community policing pilot programs through Nextdoor to connect with the public and keep neighborhoods safe;
- Directed or assisted with investigations at Hawaii airports that resulted in the seizure of over 233 pounds of narcotics with a street value of over \$2.2 million;
- Partnered with the Domestic Violence Action Center to pilot Safe on Scene, a victim-focused program that provides immediate, on-scene counseling and support for domestic violence victims.

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DEPARTMENT OF THE PROSECUTING ATTORNEY

Keith M. Kaneshiro, Prosecuting Attorney
Armina Ching, First Deputy (July 2016 – January 2017)
Christopher D.W. Young, First Deputy (January 2017 – present)

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, and in 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 assigned to various divisions, and includes clerical workers, investigators and victim-witness counselors.

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 provide case research and reference assistance.

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, which charges are appropriate, or whether prosecution should be declined.

Trials

Deputies prosecute cases in Circuit Court. These include all felony cases not limited to 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

- After the successful soft launch of Community Outreach Court in January 2017, the Office of the Governor approved \$890,000 over two years to expand the program by funding positions within the PAT office, Hawaii Judiciary and Office of the Public Defender; and in the first five months the program cleared 318 low-level non-violent cases from the court backlog, 21 people went through the program, and participating social service agencies helped five defendants find housing;
- Used racketeering and illegal business statutes to successfully prosecute and convict a Chinese national who was bringing foreign women to Hawaii to work as prostitutes, and the prosecution resulted in the closure of two massage parlors;

- Improved efficiency and streamlined discovery process by implementing an electronic delivery system via a secured eDiscovery Server, in which defense attorneys are notified that discovery is available and receive a link for downloading the document; eDiscovery reduces the time it takes to produce a discovery document, eliminates the need to print copies, and defense attorneys are no longer required to pick up the documents or arrange for messenger service;
- PAT was awarded \$50,000 for security cameras and an intercom system at the Honolulu Prosecutor's Safe House, formerly known as the Honolulu Family Justice Center, an innovative facility that provides extended protection for victims of domestic violence to assist in securing convictions against their abusers.



DEPARTMENT OF TRANSPORTATION SERVICES

Michael D. Formby, Director (July 2016 – August 2016)

Mark N. Garrity, AICP, Deputy Director (July 2016); Acting Director (August 2016 – November 2016); Director Designate (December 2016)

Mark K. Kikuchi, P.E., Acting Director (January 2017 – February 2017)

Wes Frysztacki, Director Designate (March 2017 – May 2017); Director (June 2017 – present)

Jon Y. Nouchi, Deputy Director (December 2016 – present)

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 Planning Division

Consisting of three branches, the Transportation Planning Division provides transportation planning and federal financial funding resources. 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 monies, and projects seeking federal assistance must first be qualified, vetted, and programmed in the Transportation Improvement and State Transportation Improvement programs. 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

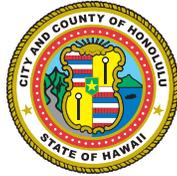
The Public Transit Division (PTD) is responsible for oversight of the city’s public transit system, including both TheBus and TheHandi-Van. PTD is comprised of three branches. The Fixed Route Operations Branch monitors performance and provides policy guidance and direction for TheBus. This branch oversees 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

- Installed protected bike lane on South Street, from Ala Moana Boulevard to King Street; installed bicycle lanes on McCully Street, between Beretania Street and Kapiolani Boulevard; and installed 7.4 total bike lane miles;
- Completed construction of the Kuakini Street extension, connecting Lanakila Avenue to Hala Street; completed the Hele Street traffic calming, which

included mini-circles at Kina Street and Liku Street plus four driver feedback signs; and completed a traffic study evaluating the impact of contra-flow coning on Kapiolani Boulevard;

- Installed 12 driver feedback signs on Kainalu Drive, Kainui Drive, Mokapu Street, and Ulune Street; installed speed humps on Kihapai Street between Auwai and Hooulu streets; installed a painted traffic island at the intersection of Liliha Street and Namauu Drive; and installed vertical white markers at the H-1 off-ramp on Kapiolani Boulevard near Mahiai Place;
- Assisted the Department of Design and Construction (DDC) with the construction of the Ala Napunani Street resizing from the Likini Street roundabout to the Moanalua Freeway; prepared traffic control plans for DDC's emergency storm drain culvert repair on Pensacola Street; and assisted the Honolulu Fire Department by installing "KEEP CLEAR" pavement markings fronting the fire stations on Makaloa Street and Queen Street;
- Administered and launched Honolulu's first residential restricted parking zone in Kalihi Valley;
- Incorporated new pedestrian, bicycle and vehicular transportation projects into the Transportation Improvement Program, resulting in approximately \$4.7 million in new federal highways funds and \$41 million in new federal transit funds to maintain and purchase new buses and Handi-Vans;
- Achieved 92 to 98 percent response time within eight hours to traffic signal complaints;
- Implemented TheBus service improvements including new Routes PH7 (Ewa Beach-Pearl Harbor Express), 99 (Wahiawa-Mililani-Waipahu-Kapolei Express), and 416 (Kapolei Circulator); modified Routes 62 (Honolulu-Wahiawa), 77 (Waimanalo-Kaneohe), 80A (Hawaii Kai Express), 72 (Schofield, Wahiawa, Whitmore), and 98A (Wahiawa-Mililani Transit Center Express); and provided additional service for Route 40 (Honolulu-Makaha), 55 (Honolulu-Kaneohe-Haleiwa), 433 (Waipahu-Waikele Shopping Center), and 503 (Mililani-Launani Valley); and 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, providing additional capacity to TheHandi-Van and more direct trips for the clients of these agencies;
- Procured nine low-floor, clean diesel, 60-foot articulated buses, and placed 42 new transit vehicles into revenue service, including: 16 MV-1 mini-vans; 13 low-floor, clean diesel, 40-foot buses; eight low-floor, hybrid electric, 40-foot buses; one low-floor, clean diesel, 60-foot articulated bus; and four low-floor, clean diesel, 29-foot buses;
- Constructed 22 bus stop site-improvement projects, 38 bus stop ADA Access-improvement projects, and 18 pedestrian transit connections projects; and completed 81 emergency pressure washings at various bus stops in Fiscal Year 2017.



LEGISLATIVE BRANCH & OFFICES

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Message from Council Chair RON MENOR



Without question, homelessness, affordable housing and Honolulu's rail project commanded much of the council's attention in the past fiscal year, but we did not neglect other core services that are extremely important to the daily well-being of our residents. Much of what we accomplished this past year went unheralded under the shadow of rail and homelessness, but improving the quality of life of our residents shall continue to be our primary focus.

Public health and safety is always a top priority for the City Council. To help enhance public health, the council enacted Ordinance 17-5, which creates greater access to automated external defibrillators, or AEDs. The new ordinance requires that all city buildings and newly constructed buildings have one AED per floor that is accessible to the public.

With growing national and international concerns over the safety and security of public facilities and events, the council adopted Resolutions 16-38, CD1, and 16-236, CD1. The first measure authorized the use of overt video monitoring during the 2016 International Union for Conservation of Nature World Conservation Congress, one of the largest international conferences of its kind. The second measure provided this high level of security at the 2016 Honolulu Marathon.

The city's parks and recreational facilities have always been a treasured resource for residents and visitors alike. Realizing this, the council appropriated over \$100 million for the improvement, construction, and maintenance of Oahu's parks and recreational facilities, including major funding for Ala Moana Regional Park and other regional parks around the island, as well as funding for district, community, and neighborhood parks. As one of the city's most beloved recreational facilities, the council appropriated \$4.5 million for improvements to the Honolulu Zoo. In addition to providing much-needed funding through the Capital Budget, the council:

- Adopted Resolution 17-91 to provide for the construction of a dog park and expand parking at the Patsy T. Mink Central Oahu Regional Park;
- Approved the renaming of the aquatics facility at the park in honor of the late U.S. Representative K. Mark Takai;
- With the adoption of Resolution 17-141, authorized the Department of Parks and Recreation to accept and use federal funds to provide free and nutritious meals to qualifying children enrolled in the city's popular Summer Fun program.

The rail project's financial status remains a significant issue in the community, and it is incumbent upon the City Council, the Mayor and all city officials to scrutinize every possible solution in order to meet the Full Funding Grant Agreement (FFGA) with the Federal Transit Administration (FTA) for a 20-mile, 21-station route from Kapolei to Ala Moana Center. To assist with current obligations, the council approved Bill 34, which authorized the issuance and sale of general obligation bonds and bond anticipation notes to meet the project's cash flow needs.

Many were hopeful that the Hawaii Legislature, during its 2017 Regular Session, would address the project's funding by extending the current surcharge on the General Excise Tax (GET). To underscore support for the extension, the council adopted Resolution 16-248, CD1, FD1, reaffirming its commitment to complete the project as agreed to under the FFGA with the FTA. While the legislature took no formal action during the session, leaders in both the House and Senate agreed to hold a special session during the summer months of 2017 to address the matter.

In a related measure, the council adopted Resolution 16-271, CD1, removing restrictive covenants on the property surrounding Aloha Stadium, providing for Transit-oriented Development (TOD) at the planned rail station. TODs are being hailed as one of the most promising opportunities to fast-track affordable housing on Oahu.

In addition to addressing the rail funding question, the City and County of Honolulu must address transportation alternatives and infrastructure to keep people and the economy moving. For example, the council adopted Resolution 17-109, approving the spending of special funds toward a county-level Safe Routes to School program, allowing Oahu children to use protected bicycle and pedestrian facilities during their school commute.

By enacting Ordinance 16-25, the council recognized the need to balance and regulate newer ride-sharing services in order to create a more level playing field with the existing taxicab industry. Additionally, the council enacted Ordinance 16-38, which clarifies and strengthens the provisions of Ordinance 16-25. It was imperative for the council to ensure the safety of those who utilize taxicabs and ride-sharing services.

In an affirmation of the council's commitment to sustainable transportation and environmental protection, the council passed Resolution 17-166, urging the city administration to purchase zero-emission electric buses as part of the larger movement toward a 100 percent renewable energy portfolio for Hawaii and eliminating fossil fuels in ground transportation.

Equally important as addressing transportation alternatives, the council appropriated \$30 million for continued road maintenance and rehabilitation, which has resulted in the paving or repaving of more than 1,100 lane miles since 2013. In addition, the council supports the city administration's efforts at pavement preservation, using budgeted funds for slurry sealing, sealcoating, and crack sealing of roads before they deteriorate.

Housing and homelessness are inextricably woven together. Without adequate housing of all types, solving homelessness is virtually impossible. The council recognizes this reality and seeks to address solutions that are dual-tracked, efficient, and meaningful. In enacting Ordinance 16-19, the council provided temporary incentives such as fee waivers and exemptions, to stimulate additional housing by creating accessory dwelling units (ADUs) to help alleviate the shortage of affordable rental units. In addition, Bill 47 extended the effective time period of the incentives provided in Ordinance 16-19. This will allow property owners additional time to capitalize on the incentives, particularly in situations where the owners are awaiting city infrastructure upgrades to be completed before breaking ground.

The council also mandated that funds paid by developers and others to meet affordable housing requirements be deposited in the Housing Development Special Fund and be spent to increase the stock of affordable housing (Ordinance 16-36). The ordinance further requires that this stock of affordable housing target households earning between 30 and 80 percent of the area median income (AMI). The council also urged the city administration to work with the Hawaii Housing Finance and Development Corporation on projects using the city's Affordable Housing Fund and the state's Rental Housing Revolving Fund (Resolution 17-136, CD1).

The council also recognizes that local nonprofits play an important role, and could establish programs that help the homeless find employment opportunities, not unlike other successful programs on the mainland that connect the homeless with both job opportunities and social services. Resolution 16-200, CD1, urges the city administration to pursue these initiatives with local nonprofits. Resolutions 16-282 to 16-287 reflect the varied housing needs that exist and authorize the leasing of city properties to nonprofits for special needs housing, permanent housing for low- and moderate-income elderly, transitional housing for youth and young adults, as well as victims of domestic violence and their children.

Protecting the environment encompasses two core services of the city: fresh drinking water and wastewater management. In updating the Oahu Water Management Plan, the council enacted Ordinance 16-31 to provide a long-range plan for the preservation, restoration, and balanced management of ground water, surface water, and related watershed resources on the North Shore. By enacting Bill 30, the council established a regulatory framework for federal compliance to prohibit non-storm water discharges, including pollutants from construction sites, through the city's sewer system and into state waters. The council also enacted Ordinance 16-34 to update the existing registry that identifies and protects Oahu's exceptional trees, and addressed a variety of other issues:

- In order to address unreasonable delays in the vehicle registration process, the council enacted Ordinance 17-7, that uses available online vehicle registration technology to help streamline the outdated manual registration process of the Motor Vehicle, Licensing, and Permits Division (MVLDP) to allow car dealerships to print both new and used car vehicle registrations instantly right at the dealership, rather than waiting days or weeks under the previous system;
- Enacted Ordinance 17-16, establishing a process to obtain financial sponsorships for city facilities, parks, programs, equipment, and tangible property; sponsorships will create alternate revenue streams to deliver services and maintain city assets for the benefit of the community, while ensuring that any sponsorship recognition will conform to all applicable laws and rules, including state laws pertaining to outdoor advertising, billboards, and sign regulations;
- Resolution 16-249 authorizes the council, city agencies, and the boards and commissions of the city to convert hardcopy records to electronic documents and formats in order to reduce storage costs and provide better accessibility to records; and in conjunction with this, the council also adopted Resolution 16-250, which authorizes a change to the general records schedule in order to allow the city to better dispose of obsolete records in accordance with existing law as an essential part of the efficient management of records;

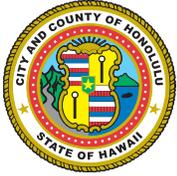
- Recognizing that certain island neighborhoods experience a very high demand for on-street parking, the council adopted Resolution 16-196, which urged the administration to evaluate parking management best practices and to establish a restricted parking zone pilot program in Kalihi to test the efficacy of such zones in addressing the problem of parking congestion in high demand areas; after a successful pilot program, the city is initiating additional pilot programs in other neighborhoods, while taking steps to make the initial pilot program permanent.

I encourage everyone to review the entire report for all the details on the many actions undertaken by the City Council. The challenges before us are immense, but not insurmountable, as long as we work together and maintain a genuine respect and love for the land and its people. We all are caretakers of the City and County of Honolulu, and it is our responsibility to protect and preserve this special place for future generations.

A handwritten signature in black ink that reads "Ron Menor". The signature is fluid and cursive, with the first letters of "Ron" and "Menor" being capitalized and prominent.

Ron Menor, City Council Chair
City and County of Honolulu

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OFFICE OF THE CITY AUDITOR

Edwin S.W. Young, MBA, MS, CIA, CFE, CGFM, CRMA, City Auditor

Susan Hall, MPA, CFE, CRMA, Deputy City Auditor

Van Lee, MBA, CICA, CRMA, Deputy City Auditor

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 the following reports: How Domestic Violence Cases are Handled, Processed, and Resolved by the City; 2016 Service Efforts and Accomplishments Report; 2016 Citizen-Centric Report; and performed follow-up audit work on Honolulu Authority for Rapid Transportation;
- Published the results of the 2016 National Citizen Survey with four supplemental reports;
- Administered the financial audit contract for the City and County of Honolulu for Fiscal Year 2016 which included four 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;
- Won the Association of Local Government Auditors' 2016 Distinguished Knighton Award (large shop category) for Audit of the City's Paratransit Service;

- Developed prototype electronic workpaper system;
- Staff members participated in professional organizations in various capacities: served as national secretary and on national education committee for the Association of Local Government Auditors (ALGA); served as president for the Institute of Internal Auditors Hawaii Chapter; and served as officers, committee chairs, and on the board of directors for the Association of Government Accountants Hawaii Chapter;
- Staff served as team leaders for peer reviews of other audit shops; guest lectured for government accounting and auditing classes; served on the University of Hawaii (UH) at Manoa School of Accountancy Advisory Board to improve accounting curricula; and performed outreach with UH Manoa and UH West Oahu on governmental accounting careers;
- Mentored three college students through the OCA internship program.



City Auditor Edwin Young and Auditors Christine Ross and Charisma Fojas accept the ALGA 2016 Distinguished Knighton Award from ALGA President David Givens for the Audit of the City's Paratransit Service, Report No. 16-02.

Photo courtesy of OCA

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OFFICE OF THE CITY CLERK

Glen I. Takahashi, City Clerk

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

- Administered the oath of office, in accordance with Section 13-118 of the Revised Charter of the City and County of Honolulu, to 88 public officials, appointed agency heads, deputies, and board and commission members;
- Generated \$8,495.35 in revenue, mainly from voter certificate fees and voter lists, and received 82 financial disclosures.

Council Assistance

- Council Meetings and Hearings: Regular Sessions – 13, Special Sessions – 1, Public Hearings – 12;
- Legal Notices Published: Public Hearing Notice – 15, Change of Meeting Location – 2;
- Speakers at Council Meetings/Public Hearing – 834;
- Honorary Certificates: Floor Presentation – 171, Community Presentation – 495, Retiree Certificate – 145;
- Standing Committee Meetings [89 total meetings]: Business, Economic Development and Tourism – 2, Budget – 18, Executive Matters and Legal Affairs – 12, Parks, Community and Customer Services – 9, Public Health, Safety and Welfare – 11, Public Works, Infrastructure and Sustainability – 13, Transportation – 3, Transportation and Planning – 7, Zoning and Planning – 6, Zoning and Housing – 8;
- Speakers at Committee Meetings – 856;
- Committee Reports – 452.

Council Information Section

- Legislative Items Published: Ordinances – 56, Bills Passed Second Reading – 67, Resolutions – 0;
- Meeting Notices Filed Pursuant to §92-7 Hawaii Revised Statutes (HRS) – 965;
- Communications: Council – 357, Departmental – 856, Mayor's Messages – 157, Miscellaneous – 4,345;
- Bills Introduced: Passed First Reading – 96, Veto Overridden – 1, Returned Unsigned – 12, Filed on Floor – 0, Filed per Revised Ordinances of Honolulu (ROH) §1-2.4 – 31, Pending – 90;
- Resolutions Introduced: Adopted – 309, Filed on Floor – 1, Filed per ROH §1-2.5 – 23, Pending – 68;
- Petitions – 22;
- Rules and Regulations Filed – 6;
- Documents: Deeds – 19, Easements – 37, Extracts Certified – 3.

Elections

- Successfully provided voter registration and absentee voter services in the 2016 primary and general elections;
- Maintained voter registry containing 449,906 voters as of Nov. 5, 2016, with 449,330 active and 50,576 fail-safe¹ voters;
- Coordinated the production and distribution of 486,486 voter status/notification mailers to Honolulu voters;
- Served over 177,000 absentee voters;
- General election absentee turnout of 153,088 represented 53 percent of all votes cast in the City and County of Honolulu, and over one-third of all votes cast in the state;
- The 2016 general election absentee turnout increased by 17 percent over the previous general election;
- On Nov. 5, 2016, the last day of early voting, a new record was set for the highest number of walk-in voters served in a single day – 3,933;
- Late Voter Registration, also known as election day registration, debuted at the city's absentee walk-in voting sites and was utilized by 1,597 people;
- More than 1,500 military and overseas voters utilized the city's Online Absentee Ballot Delivery System.

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.



CITY COUNCIL

Ernest Y. Martin, Chair (July 2016 – December 2016)

Ron Menor, Floor Leader (July 2016 – December 2016)

Chair (January 2017 – present)

Ikaika Anderson, Vice Chair

Kymerly Marcos Pine, Floor Leader (January 2017 – present)

and **Brandon J.C. Elefante**, **Carol Fukunaga**, **Ann H. Kobayashi**, **Joey Manahan**,
Ernest Y. Martin, and **Trevor Ozawa**, Members.

POWERS, DUTIES, AND FUNCTIONS

The 1973 Revised Charter of the City and County of Honolulu expressly establishes the legislative branch as a coordinate branch of city government to the executive branch 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 Honolulu Authority for Rapid Transportation (HART);
- Adopts measures that will yield sufficient monies 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 (TOD) 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 the initiation of proceedings in eminent domain;
- Confirms city department heads and board and commission members nominated by the Mayor, and appoints members of certain commissions;
- Settles 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 certain 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 to represent the city and its officers and employees;
- Serves as a board of trustees providing oversight over the land of the Kapiolani Park Trust;
- Exercises oversight of the work of HART, 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

During Fiscal Year 2017, the council exercised 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. Public testimonies received by the standing committees often formed the basis 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.

ACCOMPLISHMENTS

In FY 2017, the council adopted resolutions and enacted ordinances on a variety of subjects to better the lives of residents and visitors in the City and County of Honolulu. The following are highlights of some of the council's achievements during the year:

The Environment

- As part of the update of the Oahu Water Management Plan, the council enacted Ordinance 16-31 to provide a long-range plan for the preservation, restoration, and balanced management of ground water, surface water, and related watershed resources in the North Shore District;
- The council also enacted Ordinance 16-34 to safeguard exceptional trees on Oahu by updating the existing register of exceptional trees, thereby furthering the council's commitment to natural beauty and aesthetics in communities throughout the island;
- By enacting Ordinance 17-28, the council established a regulatory framework for compliance with federal requirements that prohibit non-storm water discharges, including the discharge of pollutants from construction sites, through the city's sewer system into state waters.

Parks and Recreation

- Adopted Resolution 17-91 revising the public infrastructure map for Central Oahu to provide for the construction of a dog park and the expansion of existing parking facilities within the Patsy T. Mink Central Oahu Regional Park;
- Adopted Resolution 17-141 authorizing the Department of Parks and Recreation (DPR) to accept and expend federal funds for the provision of nutritious meals, free of charge, to children from low-income areas who are enrolled in the city's Summer Fun program;
- In response to public concerns that the city was planning to commercialize Thomas Square, the council enacted Ordinance 17-21 to clarify the status of parks and recreational facilities, and maintain Thomas Square under the jurisdiction of DPR to ensure that this historical site can be enjoyed as a public park by residents and visitors.

Housing and Homelessness

- By enacting Ordinance 16-19, the council provided temporary incentives, such as fee waivers and exemptions, to stimulate the creation of accessory dwelling units (ADU) to increase the inventory of affordable rental units and help alleviate Honolulu's housing shortage; additionally, in Ordinance 17-30, the council extended the period of time that the incentives in Ordinance 16-19 will remain in effect in to allow property owners more time to take advantage of the incentives in cases where they must delay creation of ADUs while awaiting completion of necessary city infrastructure upgrades;

- Further strengthening resources for affordable housing, the council also enacted Ordinance 16-36, mandating that funds received from developers and other sources to satisfy affordable housing requirements must be deposited in the housing development special fund, and further, must be expended to increase the stock of affordable housing in the city, and target households earning between 30 and 80 percent of the area median income; moreover, in adopting Resolution 17-136, CD1, the council also urged the administration to work with the state administration and the Hawaii Housing Finance and Development Corporation to develop projects using the city's Affordable Housing Fund and the state Rental Housing Revolving Fund;
- Adopted Resolution 16-200, CD1, to urge the city administration to work with local nonprofits to establish a program that would provide working opportunities for Honolulu's homeless population, similar to successful work programs on the mainland that pay the homeless to work and connect them to social and other services to address their needs;
- Adopted Resolutions 16-282 to 16-287 authorizing the lease of city properties to various nonprofits for special needs housing on Oahu, including permanent housing for low- and moderate-income elderly persons, transitional housing for youth and young adults, and transitional housing for victims of domestic violence and their children.

Rail Transit and Transit-oriented Development

- Sent a message to the Federal Transit Administration confirming the council's commitment to the rail project; enacted Ordinance 17-36, which authorized the issuance and sale of general obligation bonds and bond anticipation notes for the rail transit project to meet short-term cash flow needs; and in a measure squarely aimed at the state legislature, the council also adopted Resolution 16-248, CD1, FD1, to reaffirm the council's support of extending the county surcharge on the General Excise Tax in order to complete the rail transit project to Ala Moana Center;
- To maximize community amenities and benefits through new land uses, the council adopted Resolution 16-271, CD1, which approves the removal of restrictive covenants relating to the use of real property at Aloha Stadium to allow for TOD at a rail station planned on Aloha Stadium land.

Transportation Alternatives

- Recognizing the need to balance access to ride-sharing services with safety concerns, the council enacted Ordinance 16-25 to regulate private transportation services drivers, including drivers of both taxicab companies and transportation network companies, to ensure the health and well-being of passengers by requiring that drivers operate safely; subsequently, the council also enacted Ordinance 16-38, which clarified and strengthened the provisions of Ordinance 16-25;

- To provide more options for students, the council adopted Resolution 17-109 approving the expenditure of special funds to implement a county-level Safe Routes to School program on Oahu that will allow children to make use of soon-to-be-built protected bicycle and pedestrian facilities to commute to-and-from school;
- Looking ahead, the council also adopted Resolution 17-166, expressing the council's commitment to sustainable transportation and the environment by urging the administration to purchase zero-emission electric transit buses to help move the state forward toward a 100 percent renewable energy portfolio standard and eliminate the use of fossil fuels in ground transportation.
- Records Accessibility and Management: Adopted Resolution 16-249, which authorizes the City Council, agencies, and the boards and commissions of the city to convert hardcopy records to electronic documents and formats in order to reduce storage costs and provide better accessibility to records; and in conjunction with this, the council also adopted Resolution 16-250, which authorizes a change to the general records retention schedule to allow the city to better dispose of obsolete records in accordance with existing law as an essential part of the efficient management of records;
- Street Parking: Recognizing that certain island neighborhoods experience a very high demand for on-street parking, the council adopted Resolution 16-196 urging the administration to evaluate parking management best practices, and to establish a restricted parking zone pilot program in Kalihi to test the efficacy of such zones in addressing the problem of parking congestion in high demand areas.

Public Safety

- With an eye on public health and safety, the council enacted Ordinance 17-5, which enhances access to automated external defibrillators (AED) by requiring all city buildings and all newly constructed buildings to have at least one AED per floor that is accessible to the public;
- To ensure the safety of the general public and the security of public venues, the council adopted Resolution 16-138, CD1, and Resolution 16-236, CD1, which authorized the use of overt video monitoring during the 2016 International Union for Conservation of Nature and Natural Resources World Conservation Congress and the 2016 Honolulu Marathon.

Miscellaneous

- Vehicle Registration: To address unreasonable delays in the vehicle registration process, the council enacted Ordinance 17-7, which, through the use of available online vehicle registration technology, will help streamline the outdated manual registration process of the Motor Vehicle, Licensing, and Permits Division (MVLDP) to allow car dealerships to print both new and used car vehicle registrations at the dealership rather than waiting days or weeks for processing the registration under the old system;
- Sponsorships: Enacted Ordinance 17-16 to establish a process to obtain financial sponsorships for city facilities, parks, programs, equipment, and tangible property; sponsorships will create alternate revenue streams to deliver services and maintain city assets for the benefit of the community, while ensuring that any sponsorship recognition will conform to all applicable laws and rules, including state and city laws pertaining to outdoor advertising, billboards, and sign regulations;

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OFFICE OF COUNCIL SERVICES

Charmaine T. Doran, Director (July 2016 – February 2017)

James Williston, Assistant Director (July 2016 – February 2017)

Director (March 2017 – present)

Galen Onouye, Assistant Director (March 2017 – present)

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 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 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 of the executive branch and 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 services as requested; 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; and assists the Councilmembers in their performance as trustees of Kapiolani Park.

ACCOMPLISHMENTS

With a staff of 22, composed of a director, an assistant director, five attorneys, eight policy analysts, two ordinance revision staff, and five administrative support staff, the office accomplished the following tasks and projects:

Research and Consultative Activities

- As the research and drafting arm of the council, OCS completed over 1,100 assignments pursuant to council and Councilmember requests for service that included 290 bills, 350 resolutions, 70 memoranda, and 390 other assignments such as email responses to requests, budget worksheet and committee report review, and digests of items on committee agendas, with 560 of these assignments considered “rushes” due within two work days;
- OCS provided consultative assistance to 85 committee meetings, including 11 executive sessions, and 14 council meetings and public hearings, one of which was held outside of Honolulu Hale;
- Assisted the Budget Committee and council in reviewing, analyzing and amending eight measures that constituted the budgets for the executive and legislative branches, and for HART;
- With the assistance of a Pookela intern, prepared a tracker for city-related legislation at the Hawaii State Legislature at various points in the legislative session;
- In March 2017, OCS released its 17th annual “Issue Profile, Status of the City’s Finances” report in a 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

- Prepared over 75 sections and 600 pages of the ROH for issuance via supplement, released two policy resolution updates, and completed 12 corresponding web updates;
- Sought proposals for the recodification of the ROH 1990, reviewed the submitted proposals, and selected a publisher for the next iteration of the ROH who submitted initial technical recommendations in early 2017.

Special Projects and Other Activities

- 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;
- Played a leading role in the coordination of the 2017 Council Inauguration Ceremony;
- Conducted 14 budget peer reviews for other municipalities as a member of the Government Finance Officers Association (GFOA);
- Completed 25 staff educational and training sessions, including the GFOA Budget Academy;
- Digitized news clippings related to the city and council;
- 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;
- 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 Hawaii Foodbank;
- OCS received an achievement award from the National Association of Counties for its “Legislative Drafting Seminar Series.”

