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Overview of the Mayor's  
Proposed Operating and Capital Improvement Budget  
For Fiscal Year 2019

**OFFICE OF THE MAYOR  
CITY AND COUNTY OF HONOLULU**

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KIRK CALDWELL  
MAYOR

ROY K. AMEMIYA, JR.  
MANAGING DIRECTOR  
GEORGETTE T. DEEMER  
DEPUTY MANAGING DIRECTOR

March 23, 2018

The Honorable Trevor Ozawa, Chair  
and Members  
Committee on Budget  
Honolulu City Council  
530 South King Street, Room 202  
Honolulu, Hawaii 96813

CITY COUNCIL  
HONOLULU, HAWAII  
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Dear Chair Ozawa and Councilmembers:

**SUBJECT: Budget Communication No. 7 – Fiscal Year 2019 Budget Briefing  
Schedule and Calendar**

In response to your request, dated March 20, 2018, we are submitting the one page executive summary for each department and twenty (20) copies of the Executive Departments' budget presentations in accordance with Budget Communication No. 2.

Please note the Department of the Prosecuting Attorney's executive summary includes a request of \$189,410 for three additional positions that is not in the proposed budget bill. The administration does not support this request.

Should you have any questions regarding this information, please contact the Department of Budget and Fiscal Services at 768-3901.

Warm regards,

A handwritten signature in blue ink that reads "Roy K. Amemiya, Jr." with a stylized flourish at the end.

Roy K. Amemiya, Jr.  
Managing Director

Attachments

cc: Department of Budget and Fiscal Services

**DEPARTMENT OF BUDGET AND FISCAL SERVICES  
FY2019 OPERATING AND CAPITAL BUDGET- EXECUTIVE SUMMARY**

The Budget and Fiscal Services (BFS) Fiscal Year (FY) 19 budget is lean and focuses on core services and mandated requirements. Salary increases are mostly due to required collective bargaining agreement (CBA) adjustments, step movements, and filling of vacant positions. Increases to salaries may appear high as we reduced a number of our vacancies while also, the department's FY19 budget includes two years of CBA increases because CBA increases in FY18 were budgeted outside of the department's budget. Although there was some decreases in current expense of \$85,500 due to savings in rent payments from moving two offices back to City buildings, there are also increases for federally funded activities in order to improve compliance with federal requirements. The Oahu Workforce Development Board (OWDB) is moving from the Department of Community Services to BFS as it is now acting as the Mayor's representative with the Board and to strengthen recommended internal controls as part of federal program requirements. Staffing is being increased in Fiscal CIP Administration per an agreement with U.S Department of Housing and Urban Development (HUD) to strengthen the City's monitoring function in response to a recent Office of Inspector General audit.

BFS serves as the City's central financial agency and services all departments and the City's taxpayers. Some of BFS's major functions include:

- Real property tax assessment and collection
- Procurement and payment for goods and services
- Collection of revenue for the City
- Issuance of bonds
- Payroll
- Insurance for City operations

Due to BFS's central role, funding is critical to maintain these City operations and services to the general public.

The budget highlights for the operating and CIP budgets are in the Executive Program and Budget, Volumes I and II, respectively. Highlights for the operating budget are included on pages B-5 and B-6 of Volume I. The priority of each project included in the Executive Capital Budget and Program for FY July 1, 2018 to June 30, 2019, BILL 16 (2018) is included in the Executive Program and Budget FY 2019, Volume 2 Capital Program and Budget book.

Links:

Operating:

[http://www.honolulu.gov/rep/site/bfs/bfs\\_docs/FINAL\\_web\\_corrected\\_bookmarks\\_Budget\\_Book\\_FY19\\_2018-03\\_07.pdf](http://www.honolulu.gov/rep/site/bfs/bfs_docs/FINAL_web_corrected_bookmarks_Budget_Book_FY19_2018-03_07.pdf)

CIP:

<http://www4.honolulu.gov/docushare/dsweb/Get/Document-204457/BFSCIPBOOK.B18.PDF> (MM - 023).

**HONOLULU LIQUOR COMMISSION  
FY2019 OPERATING BUDGET- EXECUTIVE SUMMARY**

**Operating Budget:**

The Honolulu Liquor Commission's FY19 operating budget priorities are:

- **Equipment: \$450,000 request**

These funds are needed to continue development and implementation of the second phase of our new computerized liquor licensing information system, which will replace the current database system.

- **Current Expense: \$70,000 request**

These funds are earmarked for the Enforcement Section's project, "Prevention of Underage Drinking." We will work in conjunction with the University of Hawaii to conduct on-premises compliance and enforcement.

Both projects are special-funded using Liquor Commission Funds (190).

Summary of our FY19 operating budget request:

- Salary request increased from FY18, by \$139,633, due to HGEA collective bargaining agreements.
- Current Expense request remained the same from FY18.
- Equipment request remained the same from FY18.

**DEPARTMENT OF COMMUNITY SERVICES  
FY 2019 OPERATING AND CAPITAL BUDGET-EXECUTIVE SUMMARY**

The Department of Community Services (DCS) administers programs to meet the human services, workforce and housing needs of economically challenged individuals and families with special needs in the City and County of Honolulu. The department also administers state and federal funds intended to facilitate community development for economically challenged neighborhoods and communities.

City general funds provide \$11.8 million or 10.5% of the DCS operating budget. Of this amount, \$9 million is allocated to support the City's Housing First philosophy for serving persons experiencing homelessness. Housing First is a national best practice focused on housing chronically homeless persons and families as a first step towards recovery. The Community Based Development Division administers the Housing First programs in partnership with community-based agencies to provide outreach, assessment, housing placement, rental assistance payments, case management and support services to unsheltered persons experiencing homelessness. The key components and priorities of the Housing First program include:

- Housing First Vouchers: 315 vouchers of rental assistance and case management
- Hale Mauiola: 104 capacity navigation center
- Kuwili Street: hygiene center operational costs
- Landlord engagement and clinical-based outreach navigation
- Kauhale Kamaile: 16 modular housing units

City special funds provide \$8.5 million or 7.5% of the DCS operating budget. These special funds include the Grants in Aid, Affordable Housing and Rental Assistance Funds that provide additional capacity to nonprofit agencies serving at-risk members of our communities. The FY19 budget reflects \$250,048 of administrative support to implement the Affordable Housing Fund program.

Federal and state monies fund \$92.2 million or 82% of the DCS operating budget. These entitlement funds are passed through to community nonprofit agencies to support programs that provide: rental assistance; emergency and transitional shelters; community-based senior services, job training and employment referral services for adults and challenged youth; community-based economic development and neighborhood revitalization programs; and support for community-based nonprofit organizations serving economically challenged members of our communities. The FY19 budget reflects a projected \$4 million increase in State Kupuna Caregiver and carryover funds.

**Capital Improvement Projects:**

The priority of each project included in the Executive Capital Budget and Program for the Fiscal Year July 1, 2018 to June 30, 2019, BILL 16 (2018) is included in the Executive Program and Budget Fiscal Year 2019, Volume 2 Capital Program and Budget book.

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**DEPARTMENT OF THE CORPORATION COUNSEL (COR)  
FY2019 OPERATING BUDGET- EXECUTIVE SUMMARY**

COR's highest priorities include:

- **Funding to attract and retain qualified attorneys** via
  - Merit pay increases; and
  - Participation by COR Deputies in training and development opportunities to develop in-house expertise (e.g., federal grant programs, transit oriented development programs), to keep abreast of new legal developments (e.g., transportation network companies, online property rentals, sharing economies, small cell and distributed antenna systems, and litigation holds), and to improve professional skills through networking and seminars (e.g., International Municipal Attorneys Association Conferences and Seminars, Hawaii Municipal Lawyers Conference).
  
- **Staffing to satisfy increasing workload requirements** via
  - Filling all authorized positions;
  - A new HART-funded Deputy Corporation Counsel position has been added to address HART construction contract issues; and
  - An unfunded position count has been added for a new Deputy Corporation Counsel position to review the 92F requests associated with the HPD's new body cam program.
  
- **Maintaining adequate funding for outside legal counsel and consultants** required for litigation, complex or specialized cases and cases in which COR may have a conflict of interest.

**ETHICS COMMISSION (ETH)  
FY2019 OPERATING BUDGET- EXECUTIVE SUMMARY**

The Ethics Commission recently completed a rigorous, multi-year strategic planning process to set forth a blue print for the future. Critical to the plan's success is the need for appropriate resources, including adequate budget, number and type of staff, and commissioner capacity proportionate to the overall workload.

Aligned with these strategic objectives, ETH's highest priorities include:

- **Increasing salaries for positions critical to the success of the plan;** and
- **Retaining necessary funding to maintain office functions.**

**CUSTOMER SERVICES DEPARTMENT  
FY2019 OPERATING BUDGET- EXECUTIVE SUMMARY**

The Department of Customer Services Fiscal Year 2019 Budget of \$24,909,016 reflects a 2.4 percent increase over the prior year.

Project priorities for Fiscal Year 2019 include the following and are listed by order of importance:

1. Driver License - funding needed for full staffing to handle the 8 year license expirations cycle that is hitting Driver License offices now till 2021. Adequate staffing is needed to process the high influx of Driver License 8 year expirations that are not Real ID compliant, requiring all supporting documents to be scanned into system. This will result in longer processing times which will mean longer wait times.
2. Motor Vehicle Control - funding needed for towing of military and abandoned vehicles. Currently, vendor lacks lot space to store vehicles. Also, funding needed for three contractual positions to help monitor and regulate transportation network companies (Uber, Lyft, etc.) and private companies; and one contractual position responsible for handling towing-related issues and regulations.
3. Motor Vehicle Registration - funding needed for full staffing to handle dealer transactions to reduce turn-around times.
4. Design and Print Center - funding for equipment needed for acquisition of an Intec Color EPP System to transition operations away from ink-based offset printing to digital printing.

**DEPARTMENT OF DESIGN AND CONSTRUCTION  
OPERATING BUDGET- EXECUTIVE SUMMARY**

**Operating Budget:**

- Our priority remains to provide the highest quality engineering support to the City.
- The Department of Design and Construction (DDC) prioritizes resources to support the Mayor's priorities. This mainly applies to road rehabilitation and park improvements, but the staff is flexible enough to adjust to other requirements that may arise; such as, any construction support requirements needed to help end homelessness. From there, we take our CIP priorities from the agencies that oversee the budgeting, program and construction needs for their areas of expertise; such as zoo, morgue, ocean safety, fire, police and Honolulu Hale improvements to name a few.
- Our top operating priority is to fill our positions with quality staff in order to accomplish our design and construction mission. Therefore salary increases are priority to fund the Collective Bargaining Agreement. Areas of emphasis are towards hiring personnel to execute the new strategy we have for the Community Development Block Grant (CDBG) program. Initially, the Department of Community Services (DCS) is transferring a position to DDC to assist with the monitoring of the Labor Standards as required by the Davis Bacon Act; continuous recruitment of inspectors as we're starting to lose many to retirement yet the strong construction market has created a shortage; and to fill a vacant Section Chief position.
- Other operating priorities are to continue our mandatory programs to include the National Pollutant Discharge Elimination System (NPDES) expenditures for a total of \$1,481,900; the Bridge Inspection program for a total of \$1,170,000, which includes Federal Funding of \$720,000; our ongoing Earth Movement monitoring program is budgeted at \$250,000 for areas in Kuliouou, Manoa, Aina Haina and Palolo; the annual lease payment for the Pearl City warehouse is \$820,000.
- To support our City agencies DDC procures consultant services for Energy Conservation Improvements; LED streetlight conversion; relocation and renovation expenses for various city offices for a total of \$595,000.
- Other operating priorities are training and professional development for staff and some badly needed equipment replacement purchases of two passenger vehicles and survey software for the Land Division for a total of approximately \$358,375.

**Department of Emergency Management  
FY2019 Operating and Capital Budget-Executive Summary**

The Department of Emergency Management (DEM) formulates emergency plans and procedures, coordinates the use of all available resources for the protection of life and property in the event of disaster, provides for the continuity of government operations, coordinates recovery activities, provides emergency information and public education, and coordinates an active volunteer program.

Operating Budget

In FY2019, DEM is pursuing four initiatives that were not included in the FY2018 budget: Community Emergency Response Team (CERT) Train-the-Trainer (\$25,000), Tsunami Evacuation Signage installation (\$30,000), computer hardware upgrade for staff and volunteers (\$40,000), and contracting for disaster relief services (\$150,000). DEM made cuts to other program areas and consequently only has a slight increase to its overall budget over FY18.

The CERT program empowers individuals and communities to help themselves and each other during emergencies. Over the past 14 years the Oahu CERT program has evolved from a single coordinator/instructor led program based out of DEM to a multi-instructor community based and facilitated training program that has reached all corners of Oahu. With the continued threat of both natural and man-made hazards, one cannot put a price on a program that teaches individual and community preparedness.

Using external funds, DEM conducted a tsunami evacuation study from Ewa to Waimanalo and determined locations for tsunami evacuation street signs. The signs have already been purchased, now DEM is seeking funds to install them. This work will ensure that evacuation routes will be second nature to residents who see them every day and provide direction to safe areas during tsunami evacuations even with little prior knowledge of the routes. A study on the other half of the island is currently underway.

With the emergence of new technology as well as cyber security threats, DEM periodically needs to upgrade computer hardware for staff to ensure sustained operations. Previous upgrade occurred in 2011. The hardware needs to be able to support more and more complex daily operations as well as the increased demands of performance during emergencies and disasters. Additionally, DEM needs to upgrade computer hardware for leadership personnel within the volunteer corps to facilitate communication and field reporting during emergencies.

Emergencies can occur at any time and the public often requires assistance beyond what can be directly provided by government. DEM is requesting funds to go towards having a provider available 24/7/365 to provide disaster relief services as well as maintaining a posture of readiness to provide such services.

Capital Improvement Project

The priority of each project included in the Executive Capital Budget and Program for the Fiscal Year July 1, 2018 to June 30, 2019, BILL 16 (2018) is included in the Executive Program and Budget Fiscal Year 2019, Volume 2 Capital Program and Budget book.

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<http://www4.honolulu.gov/docushare/dsweb/Get/Document-204457/BFSCIPBOOK.B18.PDF> (MM - 023).

## HONOLULU EMERGENCY SERVICES DEPARTMENT FY2019 OPERATING AND CAPITAL BUDGET- EXECUTIVE SUMMARY

The Honolulu Emergency Services Department provides effective and efficient operation via Emergency Medical Services (EMS) Division, the Ocean Safety (OS) and Lifeguard Services Division, and the Health Services (HS) Branch.

### **Operating Budget:**

**Administration:** The addition of one Administrative Specialist II position will assist the Administrative Services Officer with the administrative demands of the department. The demands has increased significantly with Emergency Medical Services and the creation of a new bargaining unit 14 for Ocean Safety with extended hours and service coverage.

**Health Services (HS):** The proposed transfer of the unfunded Employee Assistance Counselor position which is currently in the Department of Human Resources to the Health Services Branch will provide employee assistance counseling for all City employees that request services costing \$70,000. Also, \$60,000 is to replace our DUI analyzer to support Honolulu Police Department's DUI program.

**Emergency Medical Services (EMS):** The budget includes funding for the City's costs of performing this program, which is State reimbursed. Staffing of ambulance stations and the scheduled replacement of existing equipment and ambulances are included in the proposed funding.

Funding for new mobile radios APX 6500 and portable radios APX 8000XE are required to allow EMS operations to utilize the new City's Public Safety Emergency Radio Communications System. Current radio equipment will no longer work with the new system. In addition, radio hardware and software for new system is needed.

Funding of \$500,000 in anti-terrorism is for response to mass casualty events, natural and socio-political.

**Ocean Safety (OS):** The addition of five new positions includes four additional Water Safety Officer positions at Hanauma Bay Nature Park. Funds for these four new positions will come from the fees produced by visitors to Hanauma Bay which are deposited in to the Hanauma Bay special fund. This will allow the Division to pilot a program to allow extended work schedules from 8 hours daily to 10 hours daily with no use of overtime and insure full ocean safety services are available to the public during all hours that the park is open to the public. The addition of one full time Storekeeper is to maintain fiscal accountability, track, and deliver supplies and equipment to field operations. This will enable mobile assets to remain on station and available for patrol and 911 dispatched emergency responses at all times.

The \$270,000 in equipment funding will be utilized to purchase All-Terrain vehicles, response vehicles, and rescue crafts. The position of two new rescue teams on the south and leeward shore in 2017 were not funded with equipment. The division has utilized back-up equipment since the start-up of the program which has become unreliable and maintenance costs in 2018 have increased steadily.

**Capital Improvement Projects:** The priority of each project included in the Executive Capital Budget and Program for the Fiscal Year July 1, 2018 through June 30, 2019, BILL 16 (2018) is included in the Executive Program and Budget Fiscal Year 2019, Volume 2 Capital Program and Budget book.

### **Link:**

<http://www4.honolulu.gov/docushare/dsweb/Get/Document-204457/BFSCIPBOOK.PDF> (MM-023)

**DEPARTMENT OF ENTERPRISE SERVICES  
FY2019 OPERATING AND CAPITAL BUDGET- EXECUTIVE SUMMARY**

**Operating Budget**

The Department of Enterprise Services (DES) operates and maintains the Neal S. Blaisdell Center, Waikiki Shell, Honolulu Zoo, six municipal golf courses and the management of the citywide concession contracts.

FY2019 operating budget submitted by the Department of Enterprise Services is to maintain the revenue-generating opportunities for fiscal sustainability of DES programs.

DES total revenue for FY19 is estimated to be \$25.9 million, reflecting a 0.4% increase over FY2018's operating budget. The slight decreases anticipated in revenues for golf courses and DES concessions are off-set by increases in revenues for the Honolulu Zoo (due to recent non-resident admission fee increase) and a full schedule at the Neal S. Blaisdell Center for FY2019.

DES FY2019 expenditures reflect a modest 0.1% increase over FY2018 primarily due to programmed collective bargaining salary increases.

A budgeted decrease in current expenses is attributed to the discontinuation of the weekday events pilot project at the Waikiki Shell. 2 FTE increases include one Zoo Animal Keeper for the Honolulu Zoo reptile section and one reactivated for security attendant to provide 24 hour increased security. \$294,000 in equipment costs are included in the FY2019 operating budget.

As of February 1, 2018, DES has 36 vacant positions. Of the 36 vacancies, 26 are to be filled in FY2018 and 10 are scheduled to be filled in FY2019.

**Capital Improvement Projects**

The priority of each project included in the Executive Capital Budget and Program for the Fiscal Year July 1, 2018 to June 30, 2019, BILL 16 (2018) is included in the Executive Program and Budget Fiscal Year 2019, Volume 2 Capital Program and Budget book.

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**DEPARTMENT OF ENVIRONMENTAL SERVICES  
FY2019 EXECUTIVE OPERATING AND CAPITAL BUDGET- EXECUTIVE SUMMARY**

The Department of Environmental Services is responsible for the Solid Waste and Wastewater programs of the City and County.

**Revenues:** Department/program revenues include \$5.8M from a proposed refuse fee for collection of refuse from residences and nonprofit organizations (Bill 19 (2018)). This fee, to be implemented January 1, 2019, will help pay for the solid waste program and free general fund revenues to pay for other core City services. It is an important step in making this service self-supporting and in providing equity through only those receiving the service paying for the service.

**Operating Budget:** The Departmental Operating Budget increases 2.4% with the increases primarily in salary. Operating expense increased only 1.9%. The FY19 budget includes an additional \$1.1M in salaries caused by the movement of the Wastewater Engineering and Construction Division from DDC to ENV as required by the 2016 Charter changes. In addition to continuing operating costs, Solid Waste programs include \$1.6M for refuse collection carts (additional and replacement); and \$2M for potential contract costs for six months for a commercial ash reuse project at H-power rather than landfill disposal. The Solid Waste portion of the Department Operating Budget increased 0.6%. In addition to continuing operating costs for 9 wastewater treatment plants, 70 wastewater pumping stations, and 2,100 miles of sewer lines, the Wastewater programs include \$1.5M for a contract for cleaning large diameter sewer pipes; \$2.4M total for the addition of the Wastewater Engineering and Construction Division including eighty-five positions and reactivating 12 engineering positions to address 2012 Consent Decree issues; and, \$1.5M additional for electricity costs for wastewater facilities. The Wastewater portion of the Department Operating Budget increased 4.9%.

**Capital Improvement Projects:** The Department's Capital program includes \$55.2M for Solid Waste projects and equipment and \$401.5M for Wastewater projects and equipment (\$204M from Sewer Revenue Bonds and \$197M in Sewer cash).

The priority of each project included in the Executive Capital Budget and Program for the Fiscal Year July 1, 2018 to June 30, 2019, Bill 16 (2018) is included in the Executive Program and Budget Fiscal Year 2019, Volume 2 Capital Program and Budget book.

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Included in the Wastewater program is \$101M for work related to the Consent Decree required upgrade of the Honouliuli WWTP to full secondary treatment.

## **DEPARTMENT OF FACILITY MAINTENANCE FY19 OPERATING AND CAPITAL BUDGET EXECUTIVE SUMMARY**

### **FY19 Operating Budget**

The FY19 Operating Budget submitted by Department of Facility Maintenance (DFM) is fiscally responsible and reflects only a 0.6% increase. Operating budget priorities are necessary to implement, continue, and expand core services, specifically to:

- **INFRASTRUCTURE AND PUBLIC SAFETY**
  - Implement the Pavement Management System to strategically plan the proper rehabilitation and reconstruction of roadway pavements and identify less-costly treatments that will extend pavement life (*\$500,000 to update pavement condition survey last done in 2014*). Further develop the Pavement Preservation program (*an increase of \$1.5M over FY18*) to apply cost-effective treatments (such as slurry seal, seal coatings, crack sealing, etc.) to prolong roadway life and reduce the rate of deterioration.
  - Perform core services such as: Sidewalk repairs; (*\$1,898,379 for bitumul for*) pothole patching, resurfacing, and first aid pavement repairs; road median and traffic island maintenance to minimize traffic hazards; and storm drain, bridge, striping, signs and markings bike path, bus stop/shelter maintenance.
  - Maintain/repair/install-street, park, mall and outdoor lighting, electrical, and communication facilities.
  - Funds to provide maintenance of City-owned streams, channels, and ditches.
  - Nine new positions (*\$174,288*) necessary to meet the City's National Pollutant Discharge Elimination System (NPDES) and Municipal Separate Store Sewer System (MS4) permit requirements. Funds (*\$65,000*) necessary to develop programs related to catch basin inspection/cleaning, street cleaning, and trash reduction; and to minimize pollutants reaching State waters.
  - Three contractual positions for a work crew to perform a variety of priority tasks.
  - Enforcement of the City Stored Property Ordinance (SPO) and Sidewalk Nuisance Ordinance (SNO) to remove impediments to access and safe movement along City rights-of-way and within public facilities (*\$613,600*).
  
- **OPERATIONAL SUPPORT TO OTHER CITY AGENCIES**
  - Provide parts and services necessary for the maintenance/repair of all City vehicles and equipment (excluding BWS, HPD, and HFD). Funding (*\$1,119,725*) also necessary for the replacement and acquisition of vehicles and equipment that are at the end of their life cycle and no longer practical and/or economical to operate.
  - Maintain and repair City buildings and structures, as well as provide custodial and security services at public buildings.

### **FY19 Capital Improvement Projects**

The priority of each project included in the Executive Capital Budget and Program for the Fiscal Year July 1, 2018 to June 30, 2019, BILL 16 (2018) is included in the Executive Program and Budget Fiscal Year 2019, Volume 2 Capital Program and Budget book.

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**Honolulu Fire Department (HFD)**  
**Fiscal Year (FY) 2019 Operating and Capital Budget-Executive Summary**

**Salaries**

- There are two budget issue requests for FY 2019:
  - The Mechanical Repairer must maintain a fleet increase of light and small equipment, such as rescue watercrafts, trailers, and fire fighting equipment (over 30,000 items).
  - The Automotive Stores Clerk supports the ordering of parts and inventory, issuance, and management of 150 auxiliary vehicles and frontline apparatuses and equipment, small equipment (fire fighting, lawn, rescue, office, testing equipment, etc.), rescue watercrafts, trailers, generators, Honolulu Police Department-specialized equipment, and facility equipment.
- The FY 2018 Operating Budget appropriation did not reflect the Hawaii Fire Fighters Association's Bargaining Unit 11 Collective Bargaining Agreement increases, which was awarded in late FY 2017. The HFD's FY 2019 Operating Budget request represents those increases.
- Salary increases were also attributed to overtime costs for staffing due to a significant amount of personnel separating from service in FY 2018. Overtime costs were necessary to maintain safe staffing levels for HFD personnel and the community during emergency incidents.

**Current Expenses**

The increase in current expenses are attributed to the HFD providing the necessary means to keep personnel and the public safe, improving and maintaining emergency services to the community (per the HFD's Mission Statement), and maintaining HFD facilities. Projects include:

- Helicopter maintenance and fuel needs for three helicopters
- Maintenance of dispatch system hardware and software and P25 radio alignment for interoperability with other City agencies (Fire Communication Center)
- Facility maintenance of all 50 HFD worksites
- Personal protective equipment (National Fire Protection Association standard compliance) for fire suppression personnel and fire hose replacement (revised fire hose specification)
- Wireless communication capability for emergency incident operations

**Equipment**

- The requested equipment funding allows the HFD to purchase training equipment for programs, such as forcible entry, automobile extrication, and cut-saw training. Training programs are necessary to keep up-to-date with the industry's best standards.
- The request will also assist the HFD with appropriate tools, such as thermal imaging cameras, hydraulic rescue tools (Jaws of Life), rescue watercrafts (jet skis) for ocean rescues, dive propulsion vehicles (for subsurface ocean rescues), and utility response trailers to improve efficiency in emergency operations.

**HFD FY 2019 Capital Improvement Project Budget Priorities**

The priority of each project included in the Executive Capital Budget and Program for FY July 1, 2018 to June 30, 2019, BILL 16 (2018) is included in the Executive Program and Budget FY 2019, Volume 2 Capital Program and Budget book.

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**DEPARTMENT OF HUMAN RESOURCES  
FY2019 OPERATING BUDGET - EXECUTIVE SUMMARY**

The Department of Human Resources' (DHR) FY19 Budget consists of 91% salaries and 9% current expenses. Our budget allows us to continuously provide personnel services to the public and City Agencies.

**Operating Budget:**

1. Salaries

DHR's authorized positions are 99% full; we have one vacant position. Our current salary budget increased as a result of collective bargaining agreements. Any reduction in our salary budget will have a direct negative impact to our staff. Funding for salaries supports the investigators in the Equal Opportunity Office, the Po'okela Internship Program, and staffing reallocations to appropriately compensate staff who implement the programs in our department, including, but not limited to:

- a. Recruitments and examinations for City Agencies, such as HPD's promotions, other public safety positions, and other large recruitments
- b. City's Workers' Compensation Program and City's Safety Program
- c. Collective bargaining negotiations and arbitrations
- d. Governing the classifications of positions
- e. Educational and training support for City employees
- f. City's Equal Opportunity Program
- g. Building a career service to acquire, on a merit basis, the best qualified civil servants

2. Current Expenses

DHR's current expenses providing funding for the core services, programs, and functions that the department provides to City Agencies and the public.

Examples of what our current expenses support include, but not limited to:

- a. Implementing and maintaining a training programs for the City's future managers as part of the succession planning for the City
- b. Examination materials and testing booklets for large recruitments
- c. Job fairs and other recruitment advertisement and initiatives

## THE DEPARTMENT OF INFORMATION TECHNOLOGY FY2019 OPERATING AND CAPITAL BUDGET- EXECUTIVE SUMMARY

The Department of Information Technology's overall FY2019 Operating Budget has seen a decrease of (\$893,928) in its budget request compared to FY2018. This was accomplished despite increased salaries due to mandated collective bargaining contracts of \$330,532. For FY2019, the department has decreased its Current Expenses by (\$499,460) and its Equipment expense by (\$725,000). This was done through in-house software development and the consolidation of hardware systems. In addition, our budget has seen a steady decrease since FY2015 due to the above strategies.

### **Operating Budget:**

To continue our cost-effective strategies, the department will need to ensure that funding for positions remain viable as well as making sure our maintenance agreements for hardware and software are funded. This funding is needed not only to maintain existing services, but to also deliver our project priorities for FY2019.

These projects include:

**Lōkahi:** A unified operations center to integrate workflows and data across the Enterprise. The system coordinates projects, events, and resources, providing all agencies with real-time visibility and powerful policy and research tools.

**Cyber Security:** Advanced defenses for networks, applications, and data.

**Time and Attendance:** Offering greater compliance, implementation of work rules, and elimination of paperwork.

**Application Programing Interfaces:** State-of-the-art technology to deliver at-scale services to both internal and external users.

**Governance, Risk and Compliance:** Integrated risk management to provide users and applications with the tools to deal with regulatory complexities.

**Data Center Refresh:** Bring the City's infrastructure up to the requirements of modern computing while reducing operating costs.

**Motor Vehicle Registration:** Begin parallel testing of the new Motor Vehicle Registration system and the half-century old legacy mainframe based system.

**Capital Improvement Projects:** **P-25 Radio System:** Reliable, resilient, and perform at Standards-based Digital Communications with Statewide Interoperability.

The priority of each project included in the Executive Capital Budget and Program for the Fiscal Year July 1, 2018 to June 30, 2019, BILL 16 (2017) is included in the Executive Program and Budget Fiscal Year 2019, Volume 2 Capital Program and Budget book.

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**OFFICE OF THE MAYOR  
FISCAL YEAR 2019 OPERATING BUDGET- EXECUTIVE SUMMARY**

The Office of the Mayor's Fiscal Year 2019 (FY19) proposed operating budget increased by 9.6% as compared to Fiscal Year 2018 (FY18).

Salaries

- Adjusted to reflect the FY18 Salary Rate for Elected Officials as determined by the Salary Commission.
- Other staff salaries were budgeted in parity with the applicable collective bargaining unit contracts.

Current Expenses

The FY19 proposed budget provides the travel and contingency funds necessary to further develop public & private sector relationships and encourage investment and innovation in Honolulu.

- **TRAVEL:** Major City issues and priorities require that the Mayor travel off-island multiple times a year. Recent trips have included:
  - Rail related meetings with the Federal Transit Administration officials in Arizona and meetings in Japan with Hitachi, Tokyu, Seibu & Japan Railways.
  - Municipal Bond Rating Agency presentations and General Obligation Bond issuances in San Francisco, California.
  - As a member of Climate Mayors, the Mayor will continue to travel across the country to meet with likeminded Mayors in the pursuit of policy and legislation that leads to meaningful action in addressing Climate Change.
  - In addition to these project and policy initiatives, the Mayor travels off-island to attend US Conference of Mayors Meetings and participate in various Sister City events.
- **CONTINGENCY:** The Mayor's Office uses contingency funds for various expenditures as deemed necessary by the Mayor. Some of the FY19 proposed expenditures include:
  - Community outreach and engagement – the Mayor has and will continue to host community meetings and press events around important issues facing Honolulu. Transparency and the solicitation of public feedback is a pillar of this Administration.
  - Showcasing Honolulu – the Mayor will continue to promote Honolulu to dignitaries from around the country and the world. When dignitaries visit Honolulu, contingency funds are utilized to purchase reciprocal gifts and provide cultural and educational opportunities to our guests.
  - Appreciation for Volunteers – the City is fortunate to have the support of over 30 Boards and Commissions; all of which are made up of volunteers. The Mayor utilizes contingency funds to thank these unpaid volunteers for their countless hours of service and dedication to Honolulu.

**OFFICE OF THE MANAGING DIRECTOR  
FISCAL YEAR 2019 OPERATING BUDGET- EXECUTIVE SUMMARY**

The proposed Fiscal Year 2019 (FY19) operating budget of the Office of the Managing Director, which includes the Office of Economic Development, Mayor's Office of Culture and the Arts, Office of Housing, Office of Climate Change, Sustainability and Resiliency, and the Neighborhood Commission Office, increased by 17% as compared to Fiscal Year 2018 (FY18).

Salaries

- The salary increase over FY18 is primarily attributable to full funding and staffing of seven positions in CCSR. The FY18 budget provided funding for only five of the seven positions within this activity.
- The remaining salary increase is an approximately 3% increase over FY18 and represents staff salaries budgeted in parity with collective bargaining agreements.

Current Expenses

Climate Change, Sustainability & Resiliency (CCSR)

- In FY19 CCSR intends to address their Charter Mandates through the following consulting contracts & projects (\$425,000)
  - City-Wide Energy Audit – expected to result in long-term cost-savings
  - Climate Action & Adaptation Plan – required under Honolulu's Paris Agreement commitment
  - Coastal Lands Data Program – a continuation of the Sea Level Rise impact data gathering initiated in FY18

Neighborhood Commission Office (NCO)

- FY19 is an Elections Year for the NCO; as such funds (\$158,650) are requested to cover elections specific costs such as printing & binding, postage, advertising, and other supplies.

Office of Economic Development (OED)

- The U.S. Conference of Mayors will bring 300 Mayors and over 1,500 participants from across the country to Honolulu in June 2019. As the host City of this large event, OED will be soliciting a contract for an Event Coordinator, forming a Working Committee and as a Steering Committee to begin the planning process in FY18. FY19 funds (\$100,000) have been requested to cover additional event costs such as gifts to the attendees, transportation for participants, and cultural/educational evening events for the Mayors.

AmeriCorps VISTA Program (\$80,000)

- In FY18 CCSR applied and was awarded a grant from the Federal Corporation for National and Community Service. The AmeriCorps VISTA Program has assigned five VISTA members to Honolulu for a term of one-year to support organizational capacity building.
- HOU will be assigned one VISTA from the CCSR grant award.
- Matching funds of \$20,000 per VISTA leverages an \$80,000 return in a one-year service commitment.

**DEPARTMENT OF THE MEDICAL EXAMINER  
FY2019 OPERATING AND CAPITAL BUDGET- EXECUTIVE SUMMARY**

The Department of the Medical Examiner brings expert and independent medical evaluation to deaths that are of concern to the health, safety, and welfare of the community as a whole by investigating the circumstances of any death within the jurisdiction of the Department.

**Operating Budget:**

The proposed FY 2019 budget reflects an overall increase of 1.7% from the current fiscal year. The following are the FY2019 priorities:

- Four additional positions are being proposed to improve overall operations, reduce public complaints, and reduce overall turn-around time of the Department's principal outputs.
  - Two entry level Medicolegal Investigators will help reduce non-holiday overtime expense and delays in final investigator death reports.
  - One entry level Prosecutor Assistant will eliminate two part-time contract positions and increase reliability in morgue operations.
  - One additional Medical Examiner's Records Technician will expedite medical transcription and distribution for final reports and reduce delays in death certificate completion.
- Replacement of obsolete equipment aggregating (\$63,500) are being proposed.
- These items are necessary to perform daily operational tasks:
  - Medical Services which includes funds for mainland forensic toxicology services, per diem pathologists, send-out laboratory services and testing (\$163,000)
  - Removal and Pickup of Dead Bodies (\$150,000)
  - Annual maintenance agreements for the Lodox X-Ray, Agilent gas chromatograph, and autopsy tissue processor (\$57,500)

**Capital Improvement Budget:**

The priority of each project included in the Executive Capital Budget and Program for the Fiscal Year July 1, 2018 to June 30, 2019, BILL 16 (2018) is included in the Executive Program and Budget Fiscal Year 2019, Volume 2 Capital Program and Budget book.

Link:

<http://www4.honolulu.gov/docushare/dsweb/Get/Document-204457/BFSCIPBOOK.B18.PDF> (MM-023)

## **DEPARTMENT OF PARKS AND RECREATION FY2019 OPERATING AND CAPITAL BUDGET- EXECUTIVE SUMMARY**

The Department of Parks and Recreation (DPR) manages, maintains and operates 297 parks including 5 botanical gardens, 21 swimming pools, 17 campgrounds, and 25 open markets as well as over 5,311 acres of land. The Department's mission statement is to enhance leisure lifestyle and quality of life for the people of Oahu through active and passive recreational opportunities. The motto is "We add quality to life!"

### **Operating Budget:**

Overall, the Fiscal Year 2019 Budget has a modest increase from Fiscal Year 2018 due to the expansion of core services to meet the demands of improving and maintaining park facilities. Salary and benefit increases are primarily due to mandated collective bargaining contract terms.

The priority of the Department of Parks and Recreation is to continue to maintain and operate park and recreation facilities, provide various recreational activities and manage the botanical gardens and beautify the public streets by planting, pruning and trimming trees. The funds in the operating budget help to maintain and improve park facilities for residents and visitors to enjoy.

Our Fiscal Year 2019 Budget includes funding for the following, listed by priority:

- Four (4) positions have been added to establish a roving crew that will monitor and assist with the compliance of park rules and regulations island wide, making the overall park experience better for everyone who uses our parks;
- Due to the increased amount of Health and Safety and ADA requirements, the addition of one (1) Safety Specialist I position is needed to assist with continuing inspections at 297 parks island wide;
- Funds have been budgeted to continue with the high impact maintenance projects of renovating comfort stations, re-surfacing play courts, and refurbishing play apparatuses at parks throughout O`ahu. To date, 65 comfort stations have been renovated, 192 play courts have been re-surfaced, and 71 play apparatuses have been replaced or refurbished;
- Lighting improvements to include a change-out to LED bulbs and fixtures at various parks will help to reduce the frequency of replacing lights and will ultimately be more efficient and economical.

### **Capital Improvement Projects:**

The priority of each project included in the Executive Capital Budget and Program for the Fiscal Year July 1, 2018 to June 30, 2019, BILL 16 (2018) is included in the Executive Program and Budget Fiscal Year 2019, Volume 2 Capital Program and Budget book.

Link:

<http://www4.honolulu.gov/docushare/dsweb/Get/Document-204457/BFSCIPBOOK.B18.PDF>  
(MM - 023).

**DEPARTMENT OF PLANNING AND PERMITTING  
FY2019 OPERATING BUDGET- EXECUTIVE SUMMARY**

**Operating Budget:**

*Priority Highlights:*

1 – Administration - Additional salary funding (\$81,042) – Second Deputy position was filled after the initial budget was submitted and this funding is needed to cover the shortfall in salary funds.

2 - Planning – Funding for Software Licensing (\$25,000) and Consultant Services (\$100,000) to implement the City's Affordable Housing Program.

3 – Building – Full funding for twelve new NPDES positions in the FY 2019 Provisional for Vacant Positions Account (\$624,084). Recruitment of positions are in progress and funding will be needed in the new fiscal year. Positions are needed to meet the requirements of the City's NPDES M-4 Permit.

4 – Site Development – Full funding for six NPDES positions in the FY 2019 Provisional for Vacant Positions Account (\$284,736). Recruitment of positions are in progress and funding will be needed in the new fiscal year. Positions are needed to meet the requirements of the City's NPDES M-4 Permit.

5 – Administration – Consultant Services (\$1,800,000) to fund the NPDES 3<sup>rd</sup> Party Construction Inspection Review for DPP permits as required in the City's M-4 Permit. Contract is administered by the Department of Facility Maintenance.

6 – Administration – Consultant Services (\$735,000) in our HOLIS Office to fund upgrades and support for our POSSE System that handles all of our permitting processes in DPP.

7 – Customer Service – Personal Services Contract (\$67,620) – Hiring of four part-time (2.0 FTE) Building Permit Plans Checker I Interns. Department is working with the Honolulu Community College's Architectural, Engineering, and CAD Technologies Program to refer students to work as part-time interns to expose them to employment with the City and County to fill future civil service vacancies.

8 – Building - Personal Services Contract (\$39,474) – Hiring of two part-time (1.0 FTE) Engineering Interns. This will allow the department to hire Engineering Students as interns and expose them to employment with the City and County to fill future civil service vacancies.

9 – Land Use Permit – Consultant Services (\$200,000) to fund phase II of the review and revision of the City's Land Use Ordinance. Phase I was budgeted in FY 2018, and work has just started.

10 – Administration – Other Services Not Classified (\$80,000) to fund property clean-up as allowed under Ordinance 14-36 and clean up is authorized by the Courts. Funds are estimated to cover 2 or more major clean-ups per fiscal year.

**HONOLULU POLICE DEPARTMENT  
FY2019 OPERATING AND CAPITAL BUDGET- EXECUTIVE SUMMARY**

The Honolulu Police Department (HPD) overall budget is 85% salaries, 14% current expenses, and 1% Equipment. Priorities include:

**Operating Budget:**

**Salaries:**

Collective bargaining agreements for bargaining units 1, 2, 3, 4, 12, and 13 all saw across the board increases taking effect during this budget cycle. The department is currently staffing 83% of its 2,741 authorized positions (sworn and civilian). Filling and maintaining positions is a top priority even as the HPD moves toward increasing patrol coverage across the island. Additionally the department is regularly tasked with staffing unscheduled special and often large scale events that create sharp increases in overtime costs. For example, Honolulu was just announced as the 2019 host city for the U.S. Conference of Mayors that will bring 300 mayors and 1,500 other participants as well as high profile speakers often including the POTUS, VPOTUS, and key congressional leaders. Accordingly, any decrease to salary funding would have a critical effect on the department's ability to provide vital services to residents and visitors in the City and County of Honolulu.

**Current Expense:**

Implementation of the Body Worn Cameras (BWC) program is beginning in FY2018 and will continue throughout FY2019 including adding hardware as well as data storage and management. While this program is expected to increase successful prosecutions and decrease citizen complaints, it also creates the need for comprehensive evidence management and the ability to respond to an expected massive increase in UIPA requests which would likely overwhelm existing staff. The HPD is requesting a staff executive assistant position to address these concerns. Also, there are needed upgrades to the department's P25 radio units as the migration to the new 700/800 MHz system continues and a CBA mandated increase in weapon care allowance for sworn officers.

**Equipment:**

Equipment highlights include a headquarters radio amplifier system in support of the new P25 radios and needed for the city's migration plan. Upgrading the uninterruptable power supply that supports computer aided dispatching, records management, document imaging, and other systems, and updated use of force simulators to replace systems purchased in 2004 which are no longer supported.

**Capital Improvement Projects:**

The priority of each project included in the Executive Capital Budget and Program for the Fiscal Year July 1, 2018 to June 30, 2019, BILL 16 (2018) is included in the Executive Program and Budget Fiscal Year 2019, Volume 2 Capital Program and Budget book.

Link:

<http://www4.honolulu.gov/docushare/dsweb/Get/Document-204457/BFSCIPBOOK.B18.PDF> (MM - 023).

Department of the Prosecuting Attorney  
**City and County of Honolulu**

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### EXECUTIVE SUMMARY

The Department of the Prosecuting Attorney's Fiscal 2019 budget reflects a \$65,236 or a 0.3% decrease in the total operating budget. The decrease is attributed to the decrease in Current Expenses for FY19.

The FY19 budget includes an additional \$332,004 for merit raises for deputy prosecuting attorneys which is needed to retain experienced deputies.

The FY19 budget also reflects an increase in 4.0 FTE personal services contracts for the Honolulu Prosecutor's Safe House (HPSH). The contracts include (1) Director and (3) Residential Assistants. The Safe House continues to provide a safe place for victims of domestic violence, sex assault and sex trafficking. We are currently housing 8 residents. Because the Safe House has not operated at maximum capacity, the City Administration requested that we look at ways to increase occupancy. PAT is currently working with Susannah Wesley Community Center's trafficking assistance program managers to select appropriate sex trafficking victims to house at the Safe House.

With the anticipated increase in residents, PAT is requesting an additional 3.0 FTE personal services contracts which are not included in our FY19 budget. (1) Victim Witness Counselor II to coordinate and design programs and services for the residents and (2) Investigator III's to assist with resident's transports and investigative work that is assigned to the Investigative Services Division. The additional investigators will help to decrease investigator overtime we are experiencing this fiscal year. The total additional funding request is for \$189,410.

The Department is requesting additional funding at the State Legislature for the Career Criminal Program in the amount of \$493,818. In FY19 the Legislature has provided \$165,404 for Community Outreach Court program. A federal grant from the Department of Justice, Office of Violence Against Women provides \$400,000 for a joint project to address complex sex assault cases.

**ROYAL HAWAIIAN BAND  
FY2019 OPERATING BUDGET- EXECUTIVE SUMMARY**

**OPERATING BUDGET**

The Royal Hawaiian Band's (RHB) FY2019 Operating Budget request of \$2,363,826 reflects a 1.7% increase from the current fiscal year (FY2018) and provides for the maintenance and a modestly expanded level of services.

The total RHB Operating Budget Request reflects an \$115,323 increase over the current fiscal year. Salaries increase by \$125,523 to \$2,220,326 due to the current collective bargaining agreement. Current Expense request decreases by (-\$14,700). Equipment expenses increase by \$4,500 to \$13,000 to replace a Baritone Saxophone (1984), with the normal life expectancy of instruments being 10 years. All line item funding are essential to the daily operations of the band.

Last year, the Royal Hawaiian Band performed in a total of 378 concerts, at a wide variety of venues, to include: Iolani Palace, Kapiolani Park Bandstand, Waialua Bandstand, Shopping Centers, Schools, Hospitals, Care Facilities, Nursing Homes, Community and Cultural events, and numerous parades.

**DEPARTMENT OF TRANSPORTATION SERVICES  
FY2019 OPERATING AND CAPITAL BUDGET- EXECUTIVE SUMMARY**

**FY 2019 Operating Budget**

The budget highlights included in the Executive Operating Budget for the Fiscal Year July 1, 2018 to June 30, 2019, BILL 15 (2018) is included in the Executive Program and Budget Fiscal Year 2019, Volume 1 Operating Program and Budget Book.

**Preparing for Honolulu's Multimodal Future**

**Considering TheBus, TheHandi-Van, Rail, Pedestrians, and Bikes Together**

The FY19 operating budget proposes \$260.6 million for TheBus and TheHandi-Van services, an increase of \$5.9 million over the previous year. \$2.3 million is allocated for increased TheHandi-Van services to meet growing paratransit demand.

Integration of TheBus, TheHandi-Van, and rail service is an ongoing priority of the administration.

**Better Management of Operations Assets and Resources**

DTS plans for 10 additional positions in FY19, which contribute to startup of rail operations and maintenance and related oversight of utility contracts, traffic signals, technology, and coordination. DTS, as directed by Charter Amendment 4, must build up its capacity to operate and maintain the rail system that HART will deliver. This budget aims to begin staffing of the leadership teams that will grow and shape the local workforce to be operations ready to efficiently manage our multimodal system.

The administration aims to manage valuable curb space on streets and balance commercial, residential, transportation, and parking needs by maximizing use of all street assets for the benefit of all users.

**FY2019 Capital Improvement Budget**

The priority of each project included in the Executive Capital Budget and Program for the Fiscal Year July 1, 2018 to June 30, 2019, BILL 16 (2018) is included in the Executive Program and Budget Fiscal Year 2019, Volume 2 Capital Program and Budget book.

Link:

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**DEPARTMENT OF LAND MANAGEMENT  
FISCAL YEAR 2019 OPERATING BUDGET- EXECUTIVE SUMMARY**

The Department of Land Management (DLM) manages and negotiates real property purchase/sale, lease, license, and partnership transactions for the City, with current emphasis on the development of affordable housing solutions.

The total FY19 Operating Budget for DLM is \$1,959,940. \$793,730 is budgeted for salaries and \$1,166,210 budgeted for current expenses. DLM has no Capital Improvement requests for FY19.

**Operating Budget:**

**Salaries**

In FY19, DLM is authorized 28 FTE positions. This total includes 3 positions transferred from the Department of Budget and Fiscal Services (BFS) and 3 positions transferred from the Department of Facility Maintenance (DFM) pending reorganization. Initially, \$1,683,360 was budgeted for Regular and Overtime Pay; however, \$891,630 or 53% of salaries were transferred to the Provision for Vacant Positions (PVP).

Positions are essential for DLM to fulfill its mandate as set forth in the City Charter. The Asset Management Division will be responsible for overseeing the active management of City-owned lands and housing portfolio of properties. The Asset Development Division is responsible for overseeing the acquisition and development of affordable housing properties and properties in Transit-Oriented Development (TOD) areas. The Finance Division will be responsible for overseeing the development of leasing options and assisting BFS with the development and issuance of private activity bonds.

**Current Expenses**

FY19's current expenses are budgeted for the following purposes:

- *Administrative expenses.* These include auto allowances, publication of legal notices as required by the City Charter, office supplies, and office equipment lease payments.
- *Services.* Services being procured during FY19 will include real estate appraisals and due diligence, security for properties in pre and post-construction phases, irrigation system repairs in Ewa Villages, and routine maintenance for the chiller at Kekaulike.

DLM will continue to acquire and develop properties in FY19. As of now nine properties are being planned for development.

The management of approximately twenty properties In FY19 will be brought to DLM. Examples of these properties include three properties at Chinatown Gateway, three properties at Harbor Village, three properties at Marin Towers, and two properties at Winston Hale

- *Subsidies.* Subsidy payments are for property management and maintenance expenses incurred by portfolio properties where reserve funds generated by the properties are unable to cover the cost of repairs. Properties that receive subsidy payments include Foster Gardens and Ewa Villages.