



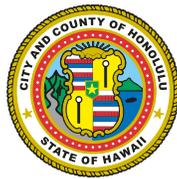
DEPARTMENT AND AGENCY REPORTS

for Fiscal Year July 1, 2017 – June 30, 2018



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Department and Agency Reports of the City and County of Honolulu for
Fiscal Year Ending June 30, 2018, published December 26, 2018

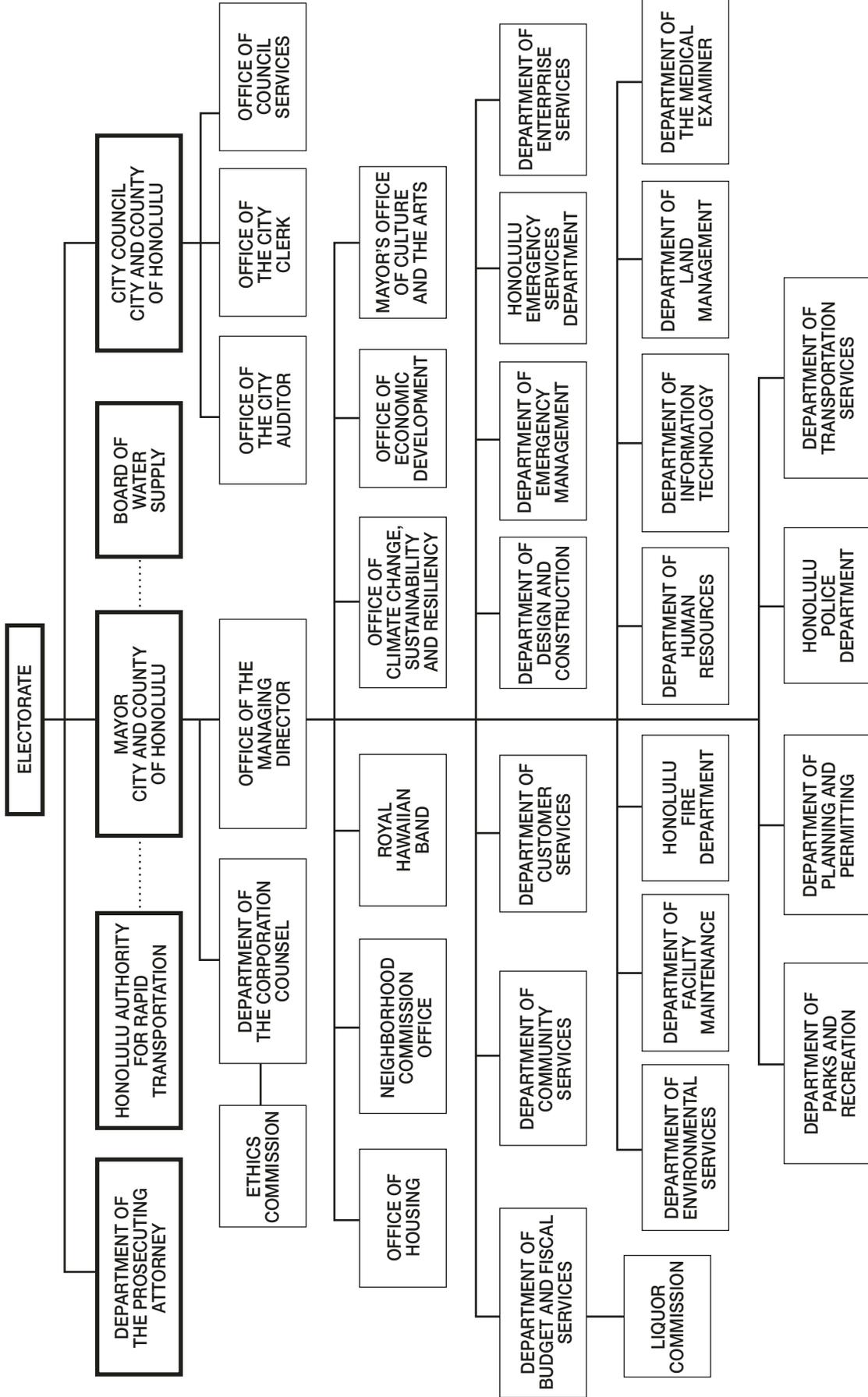
The Revised Charter of Honolulu, Article XIII, Section 13-104 (2017 Edition) states:

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| <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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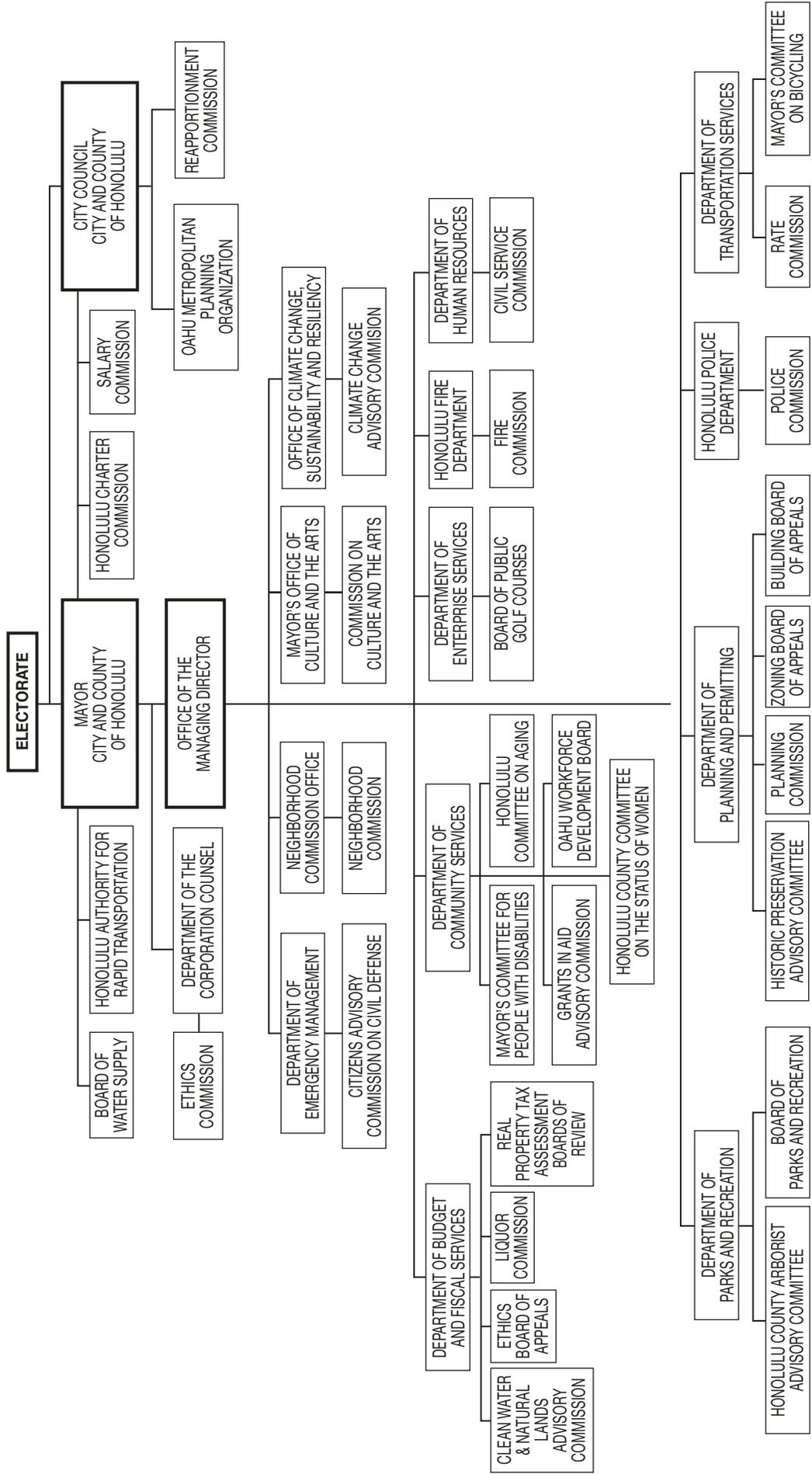
Cover image: "Pi'o ke Ānuenue - Arch of the Rainbow" by Edward H. Oi (2017).

CITY AND COUNTY OF HONOLULU ORGANIZATIONAL CHART

FISCAL YEAR 2018



CITY AND COUNTY OF HONOLULU
CHART OF BOARDS, COMMISSIONS AND COMMITTEES
FISCAL YEAR 2018



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Message from Mayor KIRK CALDWELL

I am pleased to present the city's Department and Agency Reports for Fiscal Year 2018, which covers the 12-month period between July 1, 2017, and June 30, 2018. The information contained in this publication is from the executive branch, the legislative branch and semi-autonomous agencies. Also included in the report is information on the first full year of work by the Department of Land Management and the Office of Climate Change, Sustainability and Resiliency.

I deeply appreciate the dedication of the city's team, whose diligence produced the accomplishments outlined in this report. Our employees truly worked hard each and every day to make a positive difference in the lives of our nearly 1 million residents, while rising to meet our biggest challenges and seizing opportunities to excel.

Witnessing hundreds of our firefighters and emergency responders battle the fast-moving flames at the 36-story Marco Polo condominium building on July 14, 2017, was one of the most horrific experiences I have encountered as Mayor. The loss of life and the impact to residents and first responders motivated our team to draft legislation requiring high-rise buildings to meet the fire code and install fire sprinklers under certain conditions.

Just as significant was our emergency response to the severe storms that brought the worst flooding in 30 years to East Honolulu and Waimanalo on April 13, 2018. Our collaborative efforts with state and federal agencies helped lessen the misery of affected residents and businesses that we were able to put on a path to recovery in the aftermath of the severe weather.

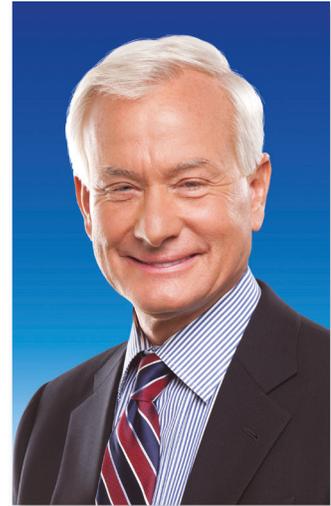
During FY 2018, we embraced the fresh approaches and changes in leadership that came with hiring top-notch professionals and challenging them to try new ideas. Linda Santos took the reins as director of the Honolulu Zoo, where attracting visitors to new and improved exhibits are front-and-center on her agenda. Meanwhile, Susan Ballard became the first woman to be named chief of the Honolulu Police Department (HPD). Chief Ballard is helping to restore public confidence in this time-honored institution and leading efforts to transform HPD's culture from a warrior mind-set to one of guardian. Elsewhere, Andrew Robbins took the helm of the Honolulu Authority for Rapid Transportation as its chief executive officer and is moving at top speed to ensure the project is completed as quickly and efficiently as possible.

As far as major infrastructure, we completed the 3-mile long Kaneohe-Kailua gravity sewer tunnel and treatment facilities, a first-of-its-kind project in the state of Hawaii that will prevent wastewater from overflowing and spilling into our communities, especially during severe storms. We completed the \$375 million project at no additional cost to sewer system ratepayers.

I also give credit to the city's team for making communities more livable and multimodal. We continue to transform our streets under Complete Streets principles to make them more friendly and inviting for all users, including Bikeshare Hawaii, an initiative that completed a year of service in late June with more than 840,000 rides.

At the same time, we continue to encourage the development of affordable housing through inclusionary zoning that was introduced by the administration and was passed by the Honolulu City Council. We are also moving forward on projects that will benefit future generations on Oahu, including master plans for the Neal S. Blaisdell Center as well as Ala Moana Regional Park.

As we look forward to hosting the United States Conference of Mayors' 87th Annual Meeting in June 2019 in Waikiki, I am as excited to be Honolulu's mayor as I was on the first day on the job in January 2013. I am tremendously proud of our city's team, and I am humbled and honored to serve the residents of Oahu.



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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 and Honolulu Authority for Rapid Transportation, are organized and supervised by, and report directly to, the Managing Director as the principal administrative aide to the Mayor.

Within the Office of the Mayor are specially designated offices for 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 focused on improving the city's infrastructure and outlined five priorities that would be the focus of his administration. Shortly after assuming office, the mayor added a sixth priority to reduce and address homelessness, and improve affordable housing. The six priorities are as follows:

- 1) Restoring bus service (TheBus);
- 2) Repaving roads;
- 3) Improving our sewer system with infrastructure repair and maintenance;
- 4) Re-establishing pride in city parks;
- 5) Building rail better; and
- 6) Addressing homelessness and affordable housing.

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 and in subsequent fiscal years following Mayor Caldwell's inauguration, 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

- Implemented service improvements for TheBus, including additional service for routes: 2 (Waikiki/School/Middle), 20 (Waikiki/Pearlridge), 43 (Waipahu/Honolulu/Alapai), 55 (Honolulu/Kaneohe/Haleiwa), 411 (Makakilo Heights), 414 (Palahia/Makakilo/Kapolei), and 416 (Kapolei Circulator);
- Modified service to better accommodate ridership for the following routes: 62 (Honolulu/Wahiawa), 85 (Windward Express-Kaneohe), 96 (Waipio Gentry Express), 99 (Wahiawa/Mililani/Waipahu/Kapolei), 401 (Waianae Valley), 412 (Panana/Kapolei), 503 (Mililani/Launani Valley), and PH3 (Wahiawa Heights-Pearl Harbor Express);
- Initiated the redesign of Windward bus routes 55 (Honolulu/Kaneohe/Haleiwa), 56 (Honolulu/Kailua/Kaneohe), 57 (Kailua/Waimanalo/Sea Life Park), 57A (Kailua/Enchanted Lake), 65 (Honolulu/Kahaluu), 70 (Lanikai/Maunawili), 77 (Waimanalo/Kaneohe), 85 (Windward Express/Kaneohe), 87 (Windward Express-Kailua), PH4 (Kaneohe/Kahaluu/Pearl Harbor Express), and PH5 (Windward/Pearl Harbor Express);
- In addition to the restoration, improvement and redesigning of service on TheBus, approximately 210,000 paratransit trips were provided to Oahu residents through several nonprofit agencies, which provided additional capacity to The Handi-Van and more direct trips for the clients of these agencies.

Repaving Roads

- The city paved 374 lane miles of roads, for a total of more than 1,932 lane miles since Jan. 1, 2013; \$13 million of the \$30 million appropriation was contracted for Fiscal Year 2018;
- Applied crack seal to 33,499 linear feet of roadway, slurry seal to 3.3 lane miles of roadway and seal coat to 17.2 lane miles.

Improving Our Sewer System, Infrastructure Repair, and Maintenance

- In FY 2018, the city rehabilitated nearly 11 miles of wastewater pipe and cleaned approximately 732 miles of wastewater pipe;
- Completed construction of the Kaneohe-Kailua Sewer

Tunnel, Kaneohe Tunnel Inflow Facility and the Kailua Tunnel Inflow Pump Station;

- Completed construction of odor control facilities at the Kailua Regional Wastewater Treatment Plant (WWTP);
- Made improvements to the Kailua Road Wastewater Pump Station (WWPS);
- Made improvements to the Kaneohe Bay South No.2 WWPS;
- Installed additional digester and storage tank at the Sand Island WWTP;
- Made improvements to the Fort DeRussy WWPS Force Main, the Ala Moana Park Junction Box, and the Pearl City WWPS Junction Box;
- Issued bids for the construction of the Haiku Road Bypass Sewer, Awa Street Sewer System Improvements, Ewa Beach Force Main Improvements, Dowsett Highlands Relief Sewers, Halawa WWPS Improvements, Honouliuli WWTP Inflow Odor Control Facilities, Kahanahou Force Main Improvements, Kahanahou WWPS Upgrades, Kamehameha Highway WWPS Upgrades, Palolo Sewer Improvements, Waianae WWPS upgrades, Waikalua WWPS upgrades, Waikapoko WWPS upgrades, Waipio WWPS upgrades, and West Beach No. 1 and No. 2 Force Main Improvements.

Caring For Our Parks

- Under the Mayor’s Kakou for Parks initiative, renovated 18 comfort stations, refurbished 23 play apparatus, and resurfaced 113 play courts at 24 parks across the island;
- Implemented facility night closures at 25 parks within the Department of Parks and Recreation District 1 (East Honolulu) and District 2 (West Honolulu);
- Continued 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;

- Completed the sand volleyball courts and irrigation project at Ala Moana Regional Park;
- Attendance at the Honolulu Botanical Gardens (HBG) increased 22 percent over FY 2017, with a notable 59 percent increase at Foster Botanical Garden;
- Continued conservation partnerships with the Oahu Army Natural Resources Program, Oahu Invasive Species Committee, Center for Plant Conservation, and the Botanic Gardens Conservation International;
- Distributed HBG plants for research locally and around the world;
- Received seeds from trees that survived the 1945 bombing of Hiroshima, Japan, from the Green Legacy Hiroshima initiative, and the seeds will be planted at the city’s botanical gardens and other city locations as a message of peace;
- Completed improvements and repairs to the botanical gardens including new irrigation systems, orchid facility reconstruction, pathway asphaltting, main stage reconstruction, Orchid Conservatory electrical system repair, and Wi-Fi installation at the Foster and Wahiawa botanical gardens.

Building Rail Better

- The HART board of directors adopted Hawaiian names for the nine stations on the Ewa-end of the project as recommended by a working group of native speakers and cultural practitioners, and construction is progressing on these rail stations;
- Poured the first column for the Airport Guideway and

Station Name	Station Location	Construction Progress
Kualakai	in east Kapolei, near Kroc Center	54 percent complete
Keoneae	at UH West Oahu	72 percent complete
Honouliuli	Near the DR Horton Hoopili housing development	67 percent complete
Hoaeae	in Waipahu at Farrington Highway and Leoku Street	82 percent complete
Pouhala	near the Waipahu Transit Center	71 percent complete
Halaulani	at Leeward Community College	68 percent complete
Waiawa	near Pearl Highlands	53 percent complete
Kalauao	near Pearlridge Center	39 percent complete
Halawa	at Aloha Stadium	28 percent complete

Stations project in December 2017; the contractor has built 57 columns and drilled 94 foundation shafts, and the columns are built as far as Nimitz Highway, just past Main Street near the Daniel K. Inouye International Airport; the contractor has also manufactured 731 pre-cast segments, which will form the elevated guideway, and the next step is the assembly of the gantry, or the machine that will place the segments to form the guideway spans between the columns;

- HART awarded contract and work is underway to relocate some of the underground utilities in the City Center section of the project between the Middle Street Transit Center station and Ala Moana Center;
- HART and the city have issued a Request for Proposals (RFP) from contractors who will build the final section of the guideway and stations under a public-private partnership;
- HART now has three four-car trains on Oahu, and is testing these trains for braking and propulsion on a portion of energized rail track in Waipahu in preparation for full operations and passenger service by the end of 2025.

Homelessness

- The total homeless count on Oahu declined for the first time since 2009: January's Point-in-Time Count of 4,495 homeless persons indicates a 9.4 percent decrease, or 464 fewer persons, compared to the January 2017 count of 4,959; declines were registered in specific subpopulations including families, veterans, chronically homeless persons and unsheltered homeless;
- Developed two new programs that are included in Mayor Caldwell's 2019 budget and approved by the City Council: a centralized and coordinated landlord engagement program, including remediation funding; and a navigation outreach program for seriously ill unsheltered homeless persons, which includes psychiatric and legal services support;
- Working together with the state's Homeless Programs Office and H.E.L.P., or Health, Efficiency, Long-term Partnerships, Honolulu launched an interagency and multidisciplinary outreach effort targeting unsheltered homeless persons, including verification of shelter space and transportation to shelters;
- Moved 397 veterans from homelessness to permanent housing, a 24 percent increase over FY 2017; and through collaboration with city, state, private and nonprofit providers, 1,505 homeless veterans have moved into permanent housing since January 2015;
- Published new community and provider resources: "10 Ways for the Community to Help People Experiencing Homelessness"; "Need Housing?" help cards, in collaboration with the state and Aloha United Way's 211 program; "Hawaii's Coordinated Homeless Crisis Response System" chart, in collaboration with the U.S. Department of Housing and Urban Development (HUD), state of Hawaii and Partners in Care; and "Homeless Veterans Flow Chart," led by U.S.VETS

with the Mayors Challenge committee;

- Updated the Office of Housing website, created a logo and added social media feeds for Facebook (Facebook.com/HonoluluOfficeofHousing) and Twitter (@HNL_HOU);
- Implemented HUD's required Coordinated Entry Systems (CES) for singles, families, youth, and survivors of domestic violence under the lead of Partners in Care; and the city's housing and homeless programs are actively integrating CES into contracting as appropriate;
- The Office of Housing now has access to the state's Homeless Management Information System for the purposes of generating reports for system and program level evaluation, especially for city-funded programs;
- Facilitated review of the city's Affordable Housing plan and recommendations to the Mayor, in collaboration with other city departments including the Department of Planning and Permitting, Department of Land Management, Department of Budget and Fiscal Services, Department of Community Services, and Honolulu's Transit-oriented Development (TOD) efforts.

Transit-oriented Development (TOD)

- The Downtown and Kalihi Neighborhood TOD Plans were adopted, the Ala Moana and Halawa (Aloha Stadium) TOD Plans were delivered to City Council for adoption, and TOD Special District regulations and Waipahu TOD zoning were adopted;
- Five mixed-use/residential towers in the Ala Moana area have been approved under interim TOD permits, with one more under review by the City Council and other projects preparing to submit applications;
- Over \$1.5 billion in TOD-related infrastructure projects have been identified, with several projects underway; and an Iwilei/ Kapalama infrastructure needs assessment and finance strategy was drafted, along with plans for a linear park along Kapalama Canal;
- Ordinance 18-10 was adopted, requiring affordable housing in most development, while Ordinance 18-1 provides significant financial incentives for the creation of affordable units; the city is preparing to release RFPs for the development of affordable housing on city-owned properties;
- The city worked with the new Hawaii Interagency Council for Transit-oriented Development to develop a TOD Strategic Plan for the priority redevelopment of state properties in the rail corridor.

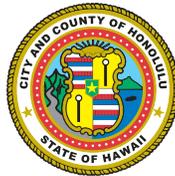
Department of Land Management

- Initiated the formation of the seven-member Clean Water and Natural Lands Advisory Commission, established Rules of Practice and Procedure, and initiated the conduct of regular meetings;
- Transacted a conservation easement for Kanewai Spring in Niu Valley under the Clean Water and Natural Lands Fund to protect the spring from development threat;

- Completed the development of Kauhale Kamaile, a 16-unit modular housing project in Waianae for homeless or formerly homeless Leeward Coast families who earn 50 percent of the area median income (AMI); the property was fully occupied within three weeks and includes a resident manager unit and an Americans with Disabilities Act (ADA) compliant unit;
- Completed laundry facility upgrades and the conversion of two one-bedroom/one-bath units into a one-bedroom/one-bath unit and a two-bedroom/one-bath ADA compliant unit at the city's 1727 S. Beretania Street project in Moiliili; the property is available to persons earning at or below 50 percent AMI and experiencing or at risk of becoming homeless;
- Completed the design and construction of a self-contained sewer system for the Hale Mauiola Navigation Center, providing clients with a new bathroom facility constructed in converted shipping containers and a sustainable wastewater system that separates black water and gray water;
- Secured a four-year lease extension with the state Department of Land and Natural Resources (DLNR) for the Hale Mauiola Navigation Center with the preparation and submittal of an Environmental Assessment, with a finding of no significant impact, to the DLNR's Board of Land and Natural Resources;
- Completed the purchase of a residential building at 436 Ena Road in Waikiki that provides 33 affordable rentals for persons earning 60 percent AMI;
- Completed the purchase of a former office building at 1902 Young Street in Moiliili for the development of 30 affordable permanent rentals;
- Completed the purchase of a former dormitory at 1936 Citron Street in Moiliili for the development of 30 affordable permanent rentals intended for single mothers with children;
- Completed a staffing reorganization to consolidate property management staff positions from the Department of Facility Maintenance and the Department of Budget and Fiscal Services under the department's Asset Management Division.

Office of Climate Change, Sustainability, and Resiliency

- Secured \$610,000 in external funding from the Hawaii Community Foundation (HCF) Ulupono Initiative, Silicon Valley Community Foundation, Funders' Network for Smart Growth and Livable Communities – Partners for Places grant program, HCF Koaniani Fund, and HCF National Resource Conservation Endowment Fund;
- Completed Phase I of the Rockefeller Foundation's 100 Resilient Cities Resilience Strategy process in March 2018; the primary output from Phase I was Honolulu's Preliminary Resilience Assessment, which will inform Honolulu's Resilience Strategy;
- Collected 2,100 resilience perception surveys, presented at 32 of 33 Oahu neighborhood boards, and held 219 meetings with key stakeholder groups;
- CCSR's newly created resource website, www.resilientoahu.org, garnered more than 1,400 unique website visitors;
- Launched a pilot program with the Corporation for National and Community Service and brought on four AmeriCorps VISTA members, who will substantially increase the city's capacity to build Honolulu's Resilience Strategy, and engage and educate community stakeholders;
- Created the City Resilience Team, composed of executive heads from 15 city departments and agencies to help coordinate the city's plans and projects surrounding resiliency;
- Filled all allocated staff positions, increasing staffing from one full-time employee to seven full-time employees;
- Facilitated and administratively staffed all meetings of the city's Climate Change Commission.



OTHER EXECUTIVE OFFICES

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CITY BOARDS, COMMISSIONS AND 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 municipal 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 and disaster emergency 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 Chief Resilience Officer and 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, which is administratively attached to the Mayor's Office of 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. The Ethics Commission is administratively attached to the Department of the Corporation Counsel.

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, which is administratively attached to the Department of Budget and Fiscal Services.

FIRE COMMISSION

Seven members, five-year staggered terms.

The Fire Commission appoints and conducts annual performance reviews of 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. The commission 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, which is administratively attached to the Department of Community Services, 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)

Fourteen 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); a 10th member is appointed by the eight voting members; and the board has four additional non-voting, ex-officio members, two who are appointed by the President of the State Senate and two who are appointed by the Speaker of the State House of Representatives, to terms as determined by each respective presiding officer.

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, eight members are appointed by the Mayor, 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, which is administratively attached to the

Department of Community Services, 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, which is administratively attached to the Department of Budget and Fiscal Services, 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 and the Department of Transportation Services on the city's planned and existing bikeways, promotes safety and education programs for bicyclists, and seeks to improve communication and interaction 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, which is administratively attached to the Department of Community Services, 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

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

The Oahu Workforce Development Board is administratively attached to the Department of Community Services and 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 American Job Center Hawaii.

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 and conducts annual performance reviews of 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 municipal 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.



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 consist of 437 volunteer board members serving as advisory groups to the Honolulu City Council, the city administration, departments and 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 2018 were:

Tyler Dos Santos-Tam, Chair

Robert Stubbs, Vice Chair

Kevin Rathbun, Second Vice Chair

Joby North III

Richard Oshiro

Claire J. Tamamoto

Bryan Choe

Jonathan Ching

Robert Finley (July 2017 – July 2017)

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

- Initiated door-to-door outreach to expand educational efforts and 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 posters and flyers;
- Conducted presentations to Lions Clubs, schools and student organizations, and participated as a booth vendor in various community festivals;
- Provided updates and presentations to all 33 neighborhood boards regarding the expanded outreach efforts and other issues of importance to the boards;
- Utilized social media and videos to highlight the actions taken by various neighborhood boards in an effort to keep the general community aware of the effectiveness of the neighborhood board system;
- Solicited input from the boards, the public and the NCO on proposed amendments to the Neighborhood Plan, then selected 14 proposed amendments and conducted public hearings, and plans to finalize the amendments by the end of 2018;
- Provided parliamentary procedure training in Roberts Rules of Order for staff, who are now members of the National Association of Parliamentarians.

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OFFICE OF CLIMATE CHANGE, SUSTAINABILITY AND RESILIENCY

Joshua W. Stanbro, Executive Director and Chief Resilience Officer

POWERS, DUTIES AND FUNCTIONS

The official responsibilities of the Office of Climate Change, Sustainability and Resiliency (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 reports to the Mayor and City Council regarding overall performance in meeting resilience targets and objectives, coordinates 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 is part of 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 100RC 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 non-governmental organization resilience tools; and membership in a global network of peer cities to share best practices and challenges.

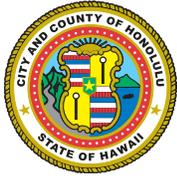
Honolulu's resilience initiative includes a unique focus on coastal and economic challenges. CCSR is leading resilience-building efforts to help Oahu prepare for, withstand and bounce forward from the "shocks" – catastrophic events such as hurricanes, fires and floods – and "stresses" – slow-moving disasters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

Fiscal Year 2018 represented the first year of funding and allocation of seven positions to address CCSR duties and responsibilities.

ACCOMPLISHMENTS

- Secured \$610,000 in external funding from the Hawaii Community Foundation (HCF) Uluono Initiative, Silicon Valley Community Foundation, Funders' Network for Smart Growth and Livable Communities – Partners for Places grant program, HCF Koaniani Fund, and HCF National Resource Conservation Endowment Fund;
- Completed Phase I of the Rockefeller Foundation's 100RC Resilience Strategy process in March 2018; the primary output from Phase I was Honolulu's Preliminary Resilience Assessment, which will inform Honolulu's Resilience Strategy;
- Collected 2,100 resilience perception surveys, presented at 32 of 33 Oahu neighborhood boards, and held 219 meetings with key stakeholder groups;
- Created a resource website, www.resilientoahu.org, which garnered more than 1,400 unique website visitors;
- Launched a pilot program with the Corporation for National and Community Service, and brought on four AmeriCorps VISTA members who will substantially increase the city's capacity to build Honolulu's Resilience Strategy, and engage and educate community stakeholders;
- Created the City Resilience Team, composed of executive heads from 15 city departments and agencies, to help coordinate the city's plans and projects surrounding resiliency;
- Filled all allocated staff positions, increasing staffing from one full-time employee to seven full-time employees;
- Facilitated and administratively staffed all meetings of the city's Climate Change Commission.

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MAYOR'S OFFICE OF CULTURE AND THE ARTS

Misty M. Kelai, 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 pre-eminence 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 that 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 manages the Art in City Buildings program, oversees art and cultural programming, and partners with organizations.

The Commission on Culture and the Arts determines the acquisitions funded by Art in City Buildings, determines the acceptability of works of art offered as gifts to the city, makes recommendations on the aesthetic standards of city facilities, and makes recommendations regarding the preservation, advancement and dissemination of culture and the arts to the citizenry of Honolulu. Members of the Commission for Fiscal Year 2018 were:

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

Art in City Buildings

As reported in the Art in City Buildings 2018 Annual Inventory, the Art in City Buildings collection holds 1,069 active works of art, two of which are loans. A collection database is accessible online through the agency's webpage on the city website.

ACCOMPLISHMENTS

- Issued \$20,000 service contract under the MOCA Event Coordination program to Hawaii Maoli, a nonprofit organization, to produce Mango Jam Honolulu (July 2017) and Kapolei City Lights (December 2017);
- Coordinated 11 events on the Frank F. Fasi Civic Center grounds that attracted more than 76,000 attendees;
- Held 24 exhibits in the courtyard, Lane Gallery and third floor of Honolulu Hale; and seven exhibits at Kapolei Hale;
- Managed 54 events in the Mission Memorial Auditorium attended by 9,275 people;
- Scheduled 229 hearings, meetings and workshops in the Mission Memorial Building Hearing Room;
- Performed 92 conservation maintenance treatments on public art, and completed three conservation treatments;
- De-accessioned by demolition "Geckos Delight," a 1978 mural by John Nippolt for the Paul L. Breese Animalani, later known as the Honolulu Zoo Herpetarium, funded by the Comprehensive Employment Training Act;
- Acquired "Alexander Joy Cartwright, Jr. Field," a 2018 monument by Alan S. Hayashi, for Alexander Joy Cartwright Field, gift of the Honolulu Firefighters Foundation, First Hawaiian Bank, Nordic PCL and Oahu Cemetery;
- Commissioned "Games of Mililani," a 2017 mural by Kaiili Kaulukukui, for the Mililani Mauka District Park Comfort Station.



"Games of Mililani," a 2017 mural by Kaiili Kaulukukui, at Mililani Mauka District Park.

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OFFICE OF ECONOMIC DEVELOPMENT

Edwin P. Hawkins Jr., Executive Director

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, focusing 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.

OED's activities are concentrated in five areas: 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.

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. OED's outreach to international groups and organizations often results in

goodwill and benefits to the city through donations, both monetary and in-kind, from international benefactors.

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 can 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

The Hawaii Tourism Authority (HTA) provides funding support to qualified programs that perpetuate Hawaiian culture, preserve natural resources and present community

events. OED administers the contract between HTA and the City and County of Honolulu, and evaluates various Oahu organizations under three community-based programs. HTA-CEP supports community-oriented programs, festivals and special events promoting culture, education, health and wellness, nature, agriculture, sports, technology and “voluntourism” for the enjoyment of residents and visitors. Kukulu Ola supports programs that enhance, strengthen and help to perpetuate the Hawaiian culture by supporting cultural practitioners, craftsmen, musicians and artists. Aloha Aina supports programs that help preserve and enhance the quality of Hawaii’s treasured natural resources for the enjoyment of current and future generations to ensure that Hawaii’s resources are protected, respected and perpetuated.

ACCOMPLISHMENTS

- Assisted with coordination of \$175,000 in city support services for 26 community festivals, parades and events that strengthen communities by increasing support of local businesses and creating pride among community members working together toward a common goal;
- Contracted with the Hawaii Tourism Authority to evaluate 31 programs and events in their Kukulu Ola, Aloha Aina and Community Enrichment Programs; staff conducted site visits and interviews, attended events, and evaluated all HTA programs under this contract;
- Assisted with the planning and coordination of the inaugural Pacific Rim Cup, a professional soccer tournament featuring international soccer stars from Japan, Canada and the United States; the three-day soccer tournament at Aloha Stadium brought thousands of soccer aficionados from all over the world to Honolulu, resulting in significant economic benefits to the city;
- Prepared and assisted Mayor Kirk Caldwell and his representatives in receiving and welcoming foreign dignitaries, including the mayors of Uwajima, Miura City, Chigasaki, and Sakai City, Japan; the mayor of Ebeye, Kwajalein Atoll, Marshall Islands; the consuls general of the Republic of Korea, Japan, Pakistan, the Netherlands, Australia and Austria; and the Taipei Economic and Cultural Office (TECO) Director of Taiwan; these visits facilitated collaborative discussions on agricultural production and techniques, joint business opportunities, tourism enhancement, and measures to address the effects of global climate change and sea level rise;
- Accompanied Mayor Caldwell to the International Mayor’s Forum on Tourism in Zhengzhou, the capital city of Henan Province, China, where the Mayor delivered a keynote address regarding the state of Chinese tourism to Hawaii and the need to develop quality experiences for tourists;
- Coordinated student exchange visits to Honolulu Hale where the Mayor, or his representatives, received student groups, including students from Shanghai, Education through Communication and Community students from Japan, Golden Bell students from Gachon University in South Korea, Knowledge in Investment Program students from Japan, and elementary students from Chigasaki, Japan;
- Facilitated a \$10,000 donation from the president of Japan’s largest Toyota dealer, Nagoya Toyopet Co. Ltd., to the Angel Network Charities Food Pantry for the relief and recovery of those affected by the severe flooding damage to East Oahu in April 2018; and donations by Japanese benefactors for the Thomas Square renovation project in preparation for Hawaiian Restoration Day, and to art projects under the auspices of the Mayor’s Office of Culture and the Arts;
- Assisted Oahu farmers and ranchers to improve their land stewardship practices of 865 acres, helped develop 14 soil conservation plans, and conducted 10 site visits to monitor implementation of the conservation plans; and provided consultations to farmers and nursery growers impacted by the April 13, 2018, flood via the disaster recovery centers established by the city, and conducted on-site assessments of flood-related damages on six farms located in Waimanalo and Hawaii Kai;
- Provided funding and support, through the Hawaii Farm Bureau, for seven local companies to participate in “Hawaii on the Hill,” sponsored by the Hawaii Chamber of Commerce and Sen. Mazie Hirono, where over 2,000 attendees and dignitaries sampled products from these local companies at the event on Capitol Hill;
- The Honolulu Film Office assisted major film and television projects, including additional filming by “Jurassic World: Fallen Kingdom” (Universal), “Triple Frontier” (Netflix), “Hawaii Five-0” (CBS Television Studios), “Magnum P.I.” (CBS Television Studios), “Das Traumschiff” (one of Germany’s longest-running television series), “Love and Pancakes” (Japanese feature), “Rocket Club” (local independent film), and numerous national and international television specials and commercials.



OFFICE OF HOUSING

Marc Alexander, Executive Director

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 those experiencing homelessness. The office coordinates city efforts with state and federal agencies, as well as private and nonprofit organizations.

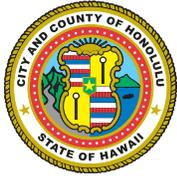
Mayor Kirk Caldwell's clear and principled vision – that the only permanent solution to homelessness in our community must incorporate both housing and an effective support system, and this can only be achieved when the city, state and service providers work closely together – has guided the city to a housing-focused approach to homelessness, as evidenced by the implementation of 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 during his second term.

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. The Mayors Challenge is a network of 517 elected officials including 450 mayors, 62 county and city officials, and five governors who have made a commitment to ensure homelessness is rare, brief and non-recurring, beginning with veterans.

ACCOMPLISHMENTS

- The total homeless count on Oahu declined for the first time since 2009: the January 2018 Point-in-Time Count of 4,495 homeless persons indicates a 9.4 percent decrease, or 464 fewer persons, compared to the January 2017 count of 4,959; declines were registered in specific subpopulations such as families, veterans, chronically homeless persons and the unsheltered homeless population;
- Developed two new programs that were included in Mayor Caldwell's Fiscal Year 2019 budget and approved by the City Council: a centralized and coordinated landlord engagement program, including remediation funding; and a navigation outreach program for seriously ill unsheltered homeless persons, which includes psychiatric and legal services support;
- Working together with the state's Homeless Programs Office and H.E.L.P., or Health, Efficiency, Long-term Partnerships, Honolulu launched an interagency and multidisciplinary outreach effort targeting unsheltered homeless persons, including verification of shelter space and transportation to shelters;
- Moved 397 veterans from homelessness to permanent housing, a 24 percent increase over FY 2017; and through collaboration with city, state, private and nonprofit providers, 1,505 homeless veterans have moved into permanent housing since January 2015;
- Published new community and provider resources: "10 Ways for the Community to Help People Experiencing Homelessness"; "Need Housing?" help cards, in collaboration with the state and Aloha United Way's 211 program; "Hawaii's Coordinated Homeless Crisis Response System" chart, in collaboration with the U.S. Department of Housing and Urban Development (HUD), state of Hawaii and Partners in Care; and "Homeless Veterans Flow Chart," led by U.S.VETS with the Mayors Challenge committee;
- Updated the HOU website, created an HOU logo, and added social media feeds for Facebook ([Facebook.com/HonoluluOfficeofHousing](https://www.facebook.com/HonoluluOfficeofHousing)) and Twitter (@HNL_HOU);
- Implemented HUD's required Coordinated Entry Systems (CES) for singles, families, youth, and survivors of domestic violence under the lead of Partners in Care; and the city's housing and homeless programs are actively integrating CES into contracting as appropriate;
- HOU now has access to the state's Homeless Management Information System (HMIS) for the purposes of generating reports for system and program level evaluation, especially for city-funded programs;
- Facilitated review of the city's Affordable Housing plan and recommendations to the Mayor, in collaboration with other city departments, including the Department of Planning and Permitting, Department of Land Management, Department of Budget and Fiscal Services, Department of Community Services, and Honolulu's Transit-oriented Development efforts.

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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 and County of Honolulu at public events and provides a wide variety of music for the educational and cultural needs of the community. Due to its cultural heritage, the band endeavors to maintain its observance of, and its participation in, all events that were established during the Hawaiian monarchy era.

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

ACCOMPLISHMENTS

- Showcased the band and glee club during 366 performances in Fiscal Year 2018;
- Performed weekly concerts at Iolani Palace and performed regularly at the Centerstage in Ala Moana Center, Queen Kapiolani Regional Park Bandstand, Royal Hawaiian Hotel Coconut Grove, Moana Surfrider Hotel, Windward Mall, Pearlridge Center, Waialua Bandstand, Town Center of Mililani, International Marketplace in Waikiki and Ka Makana Alii in Kapolei;
- RHB was featured in Hawaiian cultural and monarchical events including: Duke Kahanamoku statue program in Waikiki, 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 Floral Parade;
- Performed at other cultural and community parades including: Kailua Independence Day Parade, Honolulu Pride Parade, Wahiawa Veterans Day Parade, Kalihi Christmas Parade, Hawaii Kai Christmas Parade, Kaneohe Christmas Parade, Kaimuki Christmas Parade, Honolulu City Lights Public Workers' Electric Light Parade, Kapolei City Lights West Oahu Electric Light Parade, Haleiwa Christmas Parade, Martin Luther King Jr. Parade, Night in Chinatown Parade, Honolulu Festival Parade, St. Patrick's Day Parade, Memorial Day Parade, Pan Pacific Parade, and additional community parades.
- Performed community concerts at many other events, such as: Wahiawa District Park War Memorial Ceremony, Bastille Day Ceremony, Villages of Kapolei Association Recreation Center Fair, Waipahu Community School for Adults Commencement at the Pearl City Cultural Center, Taste of Kalihi, Martin Luther King Jr. program, Department of Parks and Recreation (DPR) Seniors Valentine Dance, Ewa Elementary School's Lincoln Day Program, Mayor's Prayer Breakfast, DPR May Day Program, Mayor's Memorial Day Ceremony, Moiliili Ohana Festival, Windward Community College Paliku Arts Festival, DPR Na Hula Festival, Mahatma Gandhi Day & International Day of Nonviolence, 9/11 Remembrance and Na Lei Aloha ceremonies, American Lung Association – LUNG FORCE Walk, Salvation Army Red Kettle and Angel Tree kickoff, Eat the Street at Kaala Elementary, Human Trafficking Awareness Walk & Fair at the Hawaii State Capitol, Easter Sunrise Service at the National Memorial Cemetery of the Pacific - Punchbowl, March of Dimes Charity Walk, 5th Annual Jingle Rock Run, Hawaii Book and Music Festival at the Frank F. Fasi Civic Center grounds, and the Honolulu Police Department Police Week memorial service;
- Featured the RHB at additional FY 2018 concert venues, including hospitals, nursing homes, adult care facilities and retirement communities, plus educational concerts at many preschools, elementary, middle and high schools;
- Entertained audiences in everything 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, continuing 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.



Royal Hawaiian Band at the Kaimuki Christmas Parade.



RHB performs weekly concerts at Iolani Palace..



DEPARTMENTS & AGENCIES

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BOARD OF WATER SUPPLY

Bryan P. Andaya, Chair; **Kapua Sproat**, Vice Chair; **David C. Hulihee**, **Kay C. Matsui**, **Ray C. Soon**, and Ex-Officio Members: **Ross S. Sasamura**, **Jade T. Butay**, **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 delivers potable and non-potable water to approximately 1 million customers on Oahu. 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 from 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 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, fire hydrants, water meters and automatic meter reading components. 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 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 for BWS use through purchase, condemnation, lease, easement and executive land order; recommends to the 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 the health of Oahu's water resources, conserves freshwater supplies, and plans for the expansion of water system infrastructure to ensure an adequate water supply for domestic use and fire protection 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

- Developed a five-year proposed Schedule of Rates and Charges and held four public hearings, made presentations to 15 neighborhood boards and 10 small special interest group meetings (realtors, developers, farmers, AARP), reaching more than 700 residents through these outreach efforts, as the BOD prepares to take action in August 2018;
- Completed 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, that are part of a larger effort to provide the fiscal capability to maintain and improve the infrastructure of water mains, water sources, pumps and reservoirs;
- May 2018 marked the third year of the Stakeholder Advisory Group (SAG) – a group of nearly 30 local residents, civic organization leaders, and business and environmental professionals, covering all City Council districts – whose purpose is to provide important feedback on the BWS Water Master Plan, financial plan, proposed rate study and other important initiatives such as water conservation, recycled water and watershed management; and the SAG effort demonstrates a commitment to increase responsiveness and transparency of public engagement and communications;
- To ensure greater transparency regarding policies and programs, the BWS began videotaping public activities such as the public hearings to announce proposed changes to the water rates, as well as all board of directors meetings, which are aired on Olelo and are also available for viewing on-demand at the BWS website;
- Conducted 47,152 chemical tests; 31,304 microbiological tests; and collected 18,036 samples from BWS sources, distribution systems and treatment facilities to ensure all water served is safe to drink; tests performed this fiscal year include regulatory compliance testing, groundwater quality testing and response to customer inquiries about water quality;
- Responded to 321 main breaks, or about 15 breaks per 100 miles of pipeline, and awarded \$55 million in construction contracts and more than \$11 million in professional service contracts for projects to maintain and improve 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; and scheduled construction work for the Kailua, Kamehame, Kaneohe, Manoa, Moiliili and Wahiawa areas; and initiated design work for future construction in the Aiea, Aliamanu, Honolulu, Kaneohe, Kapolei, Nuuanu, Palolo, Sand Island, Waianae, Waikale, Waikiki, Waimanalo and Waipio areas;
- Initiated the implementation phase of the 20-year, \$33 million Energy Savings Performance Contract with NORESO LLC to implement renewable energy and operational improvements that guarantee enough energy savings over the next 20 years to pay for the contract;
- The North Shore Watershed Management Plan (WMP) was adopted by the City Council and State Commission on Water Resources Management, which completes four of eight watershed management plan components of the Oahu Water Management Plan; continued with the Ewa and Central Oahu WMP, initiated work on the Primary Urban Center WMP and secured funding for the East Honolulu WMP; these long-range water resource protection and water use and development plans are concurrent with, and support, the city's Development and Sustainable Communities Plans for Oahu; and the WMP's guide the BWS long-range capital improvement program to ensure adequate natural and alternative water supplies are available to meet Oahu's future water needs;
- Participated in the Hawaii Community Foundation's Freshwater Council establishing the Freshwater Blueprint that sets statewide 2030 goals for water conservation, reuse and storm water capture; and incorporated these goals in the BWS Water Master Plan to provide metrics and fund the expansion of watershed management and water conservation programs;
- Developed a mobile software platform to improve operations and enhance customer service by instantaneously capturing work activity in the field.



DEPARTMENT OF BUDGET AND FISCAL SERVICES

Nelson H. Koyanagi Jr., Director

Peter M. Biggs, Deputy Director (July 2017 – October 2017)

Manuel T. Valbuena, Deputy Director (January 2018 – 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 six boards and commissions.

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 together with 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 24 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 (HUD) Community Development

Block Grant (CDBG); 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

- Awarded by the Government Finance Officers Association of the United States and Canada with its Certificate of Achievement for Excellence in Financial Reporting for the Fiscal Year 2017 Comprehensive Annual Financial Report and also awarded the city with its Distinguished Budget Presentation Award for the FY 2018 Budget;
- Received, reviewed, evaluated, analyzed and finalized the city's FY 2019 executive operating program and \$2.61 billion budget proposal; this was \$160.64 million more than the previous fiscal year appropriation, an increase of 6.56 percent; the majority of the increase was for collective bargaining salary increases and other non-discretionary costs such as retirement contributions, Federal Insurance Contributions Act (FICA), bus service subsidies and the solid waste fund;
- Implemented the executive operating program and budget that included deactivated position cuts of \$25 million;
- Submitted a balanced FY 2019 budget with no proposed tax increases that ensured provision of core services, repair and maintenance of facilities and infrastructure, housing and homelessness, parks, transportation and mandated requirements;
- Successfully procured all departmental contracts in priority areas, including city park revitalization, road repaving, and sewer system infrastructure repair, maintenance and improvement;
- Received an Outstanding Agency Accreditation Achievement Award from the National Institute for Governmental Purchasing for excellence in public procurement through compliance with established standards and sound procurement practices;

- Assessed 301,333 tax parcels for Assessment Year 2018, including 133,880 condominium units and 361,045 buildings, and allowed 165,887 exemptions, as of Oct. 1, 2017;
- Treasury investments earned \$28 million in FY 2018 interest income, as compared with \$10 million in FY 2017; bond issuances included \$416 million general obligation bonds, \$350 million index floating rate general obligation bonds, and wastewater system revenue bonds of \$252 million direct purchase, and \$325 million public market offering bonds; real property tax collected over \$1.1 billion and accelerated foreclosure actions by one year, which reduced the delinquent receivables; and Collections reorganized staff to create a Miscellaneous Accounts Receivable section to focus on improving certain city receivable functions;
- Met the HUD timeliness deadline for expenditure of CDBG funding;
- Worked with the Department of Information Technology to replace obsolete software with an in-house solution to create the FY 2019 budget books.



DEPARTMENT OF COMMUNITY SERVICES

Gary K. Nakata, Director (July 2017 – August 2017)
Pamela A. Witty-Oakland, Director (October 2017 – present)
Susan L. Fernandez, Deputy Director (July 2017 – May 2018)
Rebecca J.I. Soon, Deputy Director (June 2018 – 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 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 Program and Homeownership Option Program; decent, safe and sanitary housing for low- and moderate-income households through the Rehabilitation Loan Program that provides interest-free loans to homeowners to repair their homes to meet housing standards; and the Down Payment Loan Program that provides interest-free loans to low- and moderate-income families to help them achieve homeownership.

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, Affordable Housing Fund, National Housing

Trust Fund and the Housing Opportunities for Persons with AIDS programs. The division is 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. In addition, it 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. CBDD 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. The division further 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 (WH) Division's 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 of the American Job Center Hawaii and provides a broad range of workforce development and related services that address the 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 program 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's Workforce Development Council and the local workforce boards in each county cooperatively 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, selecting a One Stop Operator, and monitoring and certifying Oahu's American Job Center Hawaii Network.

ACCOMPLISHMENTS

- Housing Choice Voucher Program served 3,574 families; registered 1,467 landlords and converted 1,267 landlords or their agents to electronic funds transfer to reduce costs and streamline payments; served 111 veterans with Veteran Affairs Supportive Housing Vouchers; and the Family Self-Sufficiency Program enrolled 107 families and graduated eight families who received \$82,957 in escrow savings;
- Down Payment Loan Program processed five loans totaling \$200,000, and the Rehabilitation Loan Program processed two loans totaling \$720,941;
- Expanded the Hale Mauliola Housing Navigation Center to increase capacity from 83 to 104 clients, and the state land lease was extended for another four years; since beginning operations in November 2015, the center has connected more than 275 clients to housing opportunities; and the center, operated by the Institute for Human Services, provides unsheltered homeless individuals with low-barrier, short-term housing that enables them to stabilize, find work, procure missing necessary documents and pursue individual housing solutions;
- The Housing First program continues to provide permanent supportive housing to 315 households experiencing homelessness, and has demonstrated an overall housing retention rate of 80 percent since 2014;

- CBDD funded \$8.7 million dollars of property acquisition, which provided over 30 additional units for Oahu's permanent affordable housing inventory, as well as a food distribution center, which is estimated to assist 53,000 low-to-moderate income households annually with access to a wide assortment of free food weekly; and Community Development Block Grant funds were also utilized to install photovoltaic panel systems and a new septic tank system at a transitional housing facility to assist in both economic viability and environmental sustainability;
- EAD logged 30,669 contacts, of which 13,096 were incoming calls, 11,629 were outgoing calls, 4,214 were home visits, 1,175 were fax referrals, 482 were emails, and 73 were other contacts; these contacts resulted in senior citizens receiving services to help them age in their homes and communities;
- EAD logged 2,133 calls regarding the Kupuna Caregiver Program, a pilot project designed to help working caregivers remain in the workforce; during this first year, EAD conducted 145 assessments resulting in 87 people being authorized to receive adult day care services; and 77 percent of caregivers indicated that their overall stress burden had been reduced as a result of this program;
- Qualified individuals utilized 8,391 units of services through WH, which prepared them for employment, college, advanced occupational training, or attainment of a diploma or a diploma equivalent; and WH provided information and services to 623 employers to help address their workforce development needs;
- WH's Rent To Work Program provided rental subsidies to 48 families experiencing homelessness, all of whom were working and completed financial literacy training;
- The city's GIA fund issued 72 new grants for \$7.5 million, and managed 125 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: Finance, Infrastructure and Community Services, Real Estate and Land Use, and 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; and 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 Commission¹

The mission of the Ethics 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

- Worked collaboratively with the state of Hawaii, the other counties, and the Department of Budget and Fiscal Services, Department of Human Resources, Honolulu Fire Department, Honolulu Police Department, and Honolulu Emergency Services Department during several interest arbitrations to negotiate collective bargaining agreements with the public unions representing fire fighters, police officers, ocean safety officers, and the Hawaii Government Employees Association;
- Assisted with the acquisition of a conservation easement to preserve a freshwater spring in Honolulu that feeds into Kanewai Fishpond, the Paiko Wildlife Sanctuary and Maunalua Bay through the use of Clean Water Natural Land Funds;
- Assisted the Department of Facility Maintenance and the Department of Information Technology in negotiating a non-exclusive license agreement with Mobilite LLC, for the use of the city's street light poles to provide communication services to the residents of the city;
- Supported the city's initiatives to create additional affordable housing through all stages of project development, from property acquisition through project occupancy and operations, including assisting with: the acquisition of 436 Ena Road; the development and issuance of solicitations for service providers at 431 Kuwili Street; the issuance of a new 65-year lease to the state of Hawaii and the issuance of an Affordable Housing Fund grant to support the rehabilitation of the Na Lei Hulu Kupuna affordable senior housing project; and the property transactions and contracts for Kauhale Kamaile in Waianae and Kahauiki Village near Sand Island, both of which opened to families this past year;

¹ The Ethics Commission is attached to the Department of the Corporation Counsel for administrative purposes only.

- Successfully defended the city and its employees in numerous lawsuits, including: obtaining a defense verdict in favor of the city in a jury trial before the U.S. District Court involving a Title VII employment retaliation claim, and the 9th Circuit Court of Appeals affirmation of a the U.S. District Court's dismissal of a claim that Honolulu Police Department officers failed to provide proper medical care;
- Successfully negotiated a settlement with the U.S. Department of Justice with regard to the Servicemembers Civil Relief Act, which allows the city to dispose of abandoned cars on city roadways;

COUNSELING & DRAFTING	Outstanding C&D Requests as of 7/1/2017	New Requests Received FY 2018	Total Request Workload FY 2018	Requests Completed and Closed FY 2018	Outstanding C&D Requests as of 6/30/2018 ³
Requests for Legal Services	5,314	1,171	6,485	1,024	5,461
Requests for Review and Approval of Legal Documents	1,808	6,379	8,187	6,063	2,124
Pre-lawsuit Cases ²	1,577	376	1,953	115	1,838
State and Federal Court Cases	512	535	1,047	523	524

² Adversarial proceedings before city or state administrative bodies.

³ Gross amount due to backlog of cases that are ready to be closed that have not yet been closed.

LITIGATION	Outstanding LIT Requests as of 7/1/2017	New Requests Received FY 2018	Total Request Workload FY 2018	Requests Completed and Closed FY 2018	Outstanding LIT Requests as of 6/30/2018
Pre-lawsuit Cases ⁴	726	509	1,235	563	672
State and Federal Court Cases	85	216	301	66	235
Subpoena Duces Tecum Requests	158	372	530	345	185

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

- The Ethics Commission completed strategic planning in March 2018, which was the culmination of 18 months of public meeting discussions, development and drafting, and outreach to stakeholders; this first such plan sets forth a blueprint for the future and will be revisited in 2020 (year three), 2022 (year five), and 2024 (year seven), and the Commission intends for the plan to be dynamic — a flexible and directional touchstone for Commissioners and staff;
- The Commission successfully trained 9,686 of the city's officers and employees, including board and commission members, via its new learning management system (LMS) launched in August 2017; the LMS delivered an online ethics training course, administered a quiz and survey, tracked learner progress and managed record-keeping.

ETHICS COMMISSION⁵	FY 2015	FY 2016	FY 2017	FY 2018
Contacts Received (requests for advice, concerns, misc. inquiries)	307	344	268	613
Contacts Answered (requests for advice, concerns, misc. inquiries)	319	219	182	601
Ethics Concerns Received	93	111	86	58
Employees Trained	858	5,172	809	9,686 ⁶
Board, Commission Members Trained	85	0	0	176
Disclosures Received (financial, conflict of interest, outside interest, candidate, nomination, other)	715	746	774	841
Ethics Commission Meetings	9	16	14	11
Advisory Opinions Issued	4	1	3	1
Lobbyist Registrations, Annual Reports Received	213	213	268	323

⁵ The Ethics Commission is attached to COR for administrative purposes only.

⁶ As of June 30, 2018, with one department pending, but in progress.



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, driver licensing and State ID 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 communicates public information.

The department also administers the city's vehicle towing contracts, and manages the 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 matters.

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 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, moped registration, 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 and bicycle 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, employees and all other stakeholders, including the media and city vendors. The division provides onsite and in-house print, layout, and graphic design services; maintains the city's extensive collection of traditional and electronic publications; and manages the long-term storage of city records.

ACCOMPLISHMENTS

- Expanded the AlohaQ appointment system for driver license services to an additional Driver Licensing Center and four Satellite City Halls, making the convenience of appointments available at nine locations; the expanded appointment system helps to address the driver license renewal surge caused by the combination of eight-year license renewals, federal Real ID documentation requirements and the new Gold Star ID designation program;
- Removed from public roadways nearly 3,000 abandoned and derelict vehicles that blight communities, and secured much-needed storage space for abandoned and derelict vehicles that customers ask the city to tow;
- Issued 73,521 driver licenses and 42,071 state identification cards;
- Registered 754,447 vehicles;
- Issued license plates for 1,888 mopeds under new law requiring annual registration and safety inspection of mopeds;
- Logged 24,973 interactions with customers, resulting in 10,579 queries and 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;
- Issued nearly 2,600 dog licenses;
- Issued 12,254 disability parking placards;
- Handled an estimated 1,000 media inquiries, social-media posts and requests for congratulatory and commemorative certificates, messages, proclamations and photographs;
- 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 solutions to 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, and permit application processing; 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.

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 and 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

- Repaved 358 lane miles of roads;
- Completed improvements to the Honolulu Zoo hippo filtration and reptile complex at a cost of \$3 million;
- Completed improvements to the Kahala Neighborhood Park backstop at a cost of \$700,000;
- Completed improvements to the Pearl City Corporation Yard at a cost of \$3.8 million;
- Completed phase two of Thomas Square improvements at a cost of \$1.3 million;
- Completed improvements to play apparatus in various parks at a cost of \$1 million, gym reroofing and improvements to the second floor ceiling at the Waianae District Park at a cost of \$600,000, and improvements to the Ewa Beach Skate Park at a cost of \$200,000;
- Completed structural improvements to the gym at the Waimanalo District Park at a cost of \$3,100,000, and improvements to the comfort station at the Maili Beach Park at a cost of \$700,000.



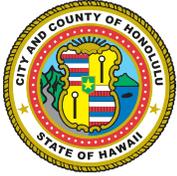
Completed the sand volleyball and irrigation project at the Ala Moana Regional Park at a cost of \$500,000.



Completed gym reroofing at the Manoa District Park at a cost of \$1.2 million.



Completed the in-house design for the LED lighting improvements in Waikiki, including the Kapiolani Park esplanade at a cost of \$94,000 for materials only; installations were completed by the Department of Facility Maintenance.



DEPARTMENT OF EMERGENCY MANAGEMENT

Melvin N. Kaku, Director

Hirokazu Toiya, Deputy Director (July 2017 – Present)

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 educational programs critical to community-level resiliency; and sustaining the city's Emergency Operations Center (EOC) capability by facilitating situational awareness, planning, and strategic management utilizing a risk-based all-hazard approach for both natural and man-caused hazards.

ACCOMPLISHMENTS

- Received grant from Fiscal Year 2016 Pre-Disaster Mitigation Program to contract for city's Multi-Hazard Pre-Disaster Mitigation Plan Update; completion of this update plan every five years ensures that the City and County of Honolulu is eligible for project grants under the Federal Emergency Management Agency's hazard mitigation assistance programs;
- Contracted American Sign Language (ASL) services for all EOC press conferences;
- Prepared the initial 70-hour Debris Clearance Draft Plan;
- Successfully launched second year of a multiyear public-private partnership with the Hawaii Chapter of the American Red Cross for training an additional 220 city employees in emergency shelter operations; training these employees to be shelter support workers satisfies the requirements identified in Administrative Directive 220 (July 10, 2013);
- Supported 128 community emergency preparedness fairs, and mentored 21 active voluntary community emergency preparedness groups in various workshops, training and exercises;
- Awarded a grant from the National Tsunami Hazard Mitigation Program of the National Oceanic and Atmospheric Administration/National Weather Service to purchase tsunami evacuation signage for Phase II – Oahu Coastal Communities Evacuation Planning Project for Hawaii Kai to Waipahu;
- Prepared and published new tsunami educational brochure in 14 languages, including Hawaiian;
- Participated in the Honolulu Airport Emergency Working Group, which was formed by airline carriers.

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HONOLULU EMERGENCY SERVICES DEPARTMENT

James Howe, Director
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, and disaster planning activities in coordination with other local, state, federal and private organizations. The department also provides physical and medical evaluations for personnel as required for their positions, 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; and driver's training for MECS and Emergency Medical Technicians. The EMS Division 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. Lifesaving services performed by city lifeguards include ocean rescues, emergency medical treatment, mobile patrol and response, and educational/prevention strategies directed toward 24 million beachgoers 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

- Secured funding from the state Legislature for a new 24-hour ambulance station, the first new station on Oahu in six years;
- Produced an instructional video for city employees on the Closed Points of Distribution Program where, in the event of a widespread biological emergency incident, the city would dispense lifesaving medications, antibiotics and vaccines to city employees and their families;
- EMS dispatchers answered 120,291 emergency 911 calls and provided pre-arrival instructions; and EMS paramedics and emergency medical technicians responded to 96,267 calls for emergency medical care and transported 58,647 patients;
- On July 14, 2017, Honolulu EMS responded to the seven-alarm high-rise fire at the Marco Polo condominium complex where they treated 12 patients, transported five patients to area emergency rooms, and provided medical support to the HFD;
- Honolulu Ocean Safety performed more than 2.5 million preventative actions, rescued 3,340 beachgoers, administered first aid to 123,317 beachgoers, and treated 1,318 people who required emergency medical services;

- Ocean Safety lifeguards rescued hundreds of participants in the July 4, 2017, Waikiki flotilla, and EMS treated and transported nearly a dozen of the participants to local emergency rooms;
- Ocean Safety hosted the July 2017 State of Hawaii Drowning Prevention and Ocean Safety Conference, which included a celebration of 100 years of lifeguarding on Oahu honoring lifeguards who died on the job and those who are no longer living;
- Ocean Safety identified interim storage facility locations at city beach parks to store life-saving equipment including all-terrain vehicles, rescue watercrafts, oxygen and medical supplies, and began the design and permitting phase for the city's first ocean safety operations base station.



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 revenues generated from 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 maintains strict enforcement of all concessions-related activities to ensure compliance with contract terms and conditions.

Building Services Division

The Building Services Division comprises of two sections: Trades and Maintenance. The division provides departmentwide support to the Blaisdell Center, Waikiki Shell, Honolulu Zoo, Thomas Square, 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 section provides groundskeeping, 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 and community events for our guests while maximizing revenues to support operations at these venues.

Customer Services comprises three sections: Sales and Marketing, Productions, and the 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 merchandise concessions. The Box Office oversees computerized ticketing services, creates the ticketing maps in conjunction with promoters, 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 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

- Awarded concession contracts for soft drink pouring rights, Ewa Villages food and beverage, Pali pro shop, Kapiolani Park food concession, Ala Wai Golf Course food concession, beach services at Kuhio Beach, and the Hanauma Bay tram;
- Completed the repairs on the Neal S. Blaisdell Center, including concrete spall repairs on the parking structure; roof recoating and skylight replacements of the Storage and Trades building; recoating of the Exhibition Hall administration office roof; repaving repairs in the Exhibition Hall load-in areas; and crews completed 827 special-repair work orders for the department;
- Blaisdell Center facilities were booked for a combined total of 544 event days and welcomed 823,781 guests, with the Exhibition Hall being the busiest facility with more than 300,000 guests;

- Attracted major concerts and events at the Neal S. Blaisdell Center including: comedian Jo Koy, who set a new “single performer’s ticket sales” record at this venue; performances by Hawaii’s own Jack Johnson; concerts by Luke Bryan, Lana Del Rey, Sam Hunt and Russ; first-time shows such as Paw Patrol Live! and ASAP Live; popular local events such as the Made in Hawaii Festival, The Great Aloha Run, and numerous career and job fairs; and season performances of local performing arts groups like the Hawaii Opera Theatre, Hawaii Symphony Orchestra, Ballet Hawaii and Hawaii Youth Symphony;
- Issued Requests for Proposals in January 2018 to “Design, Build, Finance, Operate, and Maintain the Ala Wai Golf Course Driving Range and Other Golf Related Activities”; the Golf Course Division made a conditional award in April 2018 to Topgolf Hawaii, a partnership between Topgolf USA Inc. and local companies The MacNaughton Group and Kobayashi Group, to develop and operate a multi-tiered golf driving range facility;
- Generated \$8.6 million in revenues from green and cart fees with 376,895 total rounds played; issued 2,948 new golf ID cards and 1,394 replacement cards; and 6,421 junior golfers took advantage of an ordinance change in Fiscal Year 2018 allowing them to play at no charge;
- Replaced the old Reptile House at the Honolulu Zoo with a new Ectotherm Complex featuring exhibits of endangered Kamehameha Butterflies and Giant Japanese Salamanders;
- The Honolulu Zoo celebrated, in observance of Earth Day, the 100th birthday of three Galapagos tortoises, the most senior residents at the zoo; hosted an International Union for Conservation of Nature Red List of Threatened Species workshop; acquired an African crested porcupine; provided medical care for and rehabilitated a wild wallaby brought to the zoo by the state Department of Agriculture; acquired an orange baboon tarantula from the Department of Agriculture amnesty program; and hatched an Asian fairy-bluebird chick;
- Completed the zoo’s planning phase for water system upgrades; constructed a new viewing deck and exhibit renovations for the sun bear, a new roof for the bongo antelope barn, and new guardrails in the Keiki Zoo; resurfaced the gharial (Asian crocodilian) pool; installed a new lion viewing glass; upgraded the nene exhibit yard; installed new air curtains in the gift shop; and purchased three new office trailers for the zoo animal keepers.



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 and 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 (CIP), 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 114 million gallons of wastewater daily.

Division of Collection System Maintenance

The division operates and maintains 2,100 miles of the gravity sewer system, 71 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 monitors and provides 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.

Wastewater Engineering & Construction Division

The Wastewater Division plans, designs and constructs CIP-funded wastewater related facilities, including repair and upgrade to the collection and conveyance systems and wastewater treatment facilities. The division is responsible for

project planning, including engineering studies, preparation of environmental impact statements and environmental assessments, land acquisition requests, permit processing, preparation of project design and administering project construction contracts. The Wastewater Division transitioned into the department in accordance with Charter Amendment 16 that was approved by voters in November 2016.

ACCOMPLISHMENTS

- Completed the \$375 million Kaneohe-Kailua Wastewater Conveyance and Treatment Facilities Project 18 days ahead of schedule; the 3-mile gravity sewer tunnel and treatment infrastructure includes a new pump station, headworks (where preliminary treatment occurs), a generator building, odor control facilities and tunnel influent facility;
- Reduced sanitary sewer overflows by 27 percent from corresponding period in Fiscal Year 2017;
- Rehabilitated nearly 11 miles of wastewater pipe, cleaned approximately 732 miles of wastewater pipe and smoke tested almost 23 miles of sewer pipes;
- Completed plans, specifications or notices to proceed on 30 wastewater projects totaling more than \$450 million;
- Completed expansion of the \$1.7 million Collection System Maintenance Baseyard building, adding workspace for 13 additional employees and a covered open space area for meetings and training;
- Recognized by the National Association of Clean Water Agencies for the efforts of eight wastewater treatment plants (WWTP), which received Peak Performance Awards for permit compliance; among them was the Waianae WWTP, garnering a Platinum 16 Award for 16 consecutive years with 100 percent compliance;
- Completed the south side top loading system at Keehi Transfer Station;
- Completed refurbishment of the 25-year-old H-POWER waste processing facility.

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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 repair and maintenance programs for city roads, bridges, streams, flood control systems, traffic striping and signs, public buildings and their adjoining parking facilities, 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, the 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 the city's sidewalk nuisance and stored property ordinances, referred to as SNO/SPO.

The Office of the Director and Chief Engineer (CEO) directs and oversees programs and administrative 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 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 2,465 vehicles/equipment under its jurisdiction: 1,948 on-road/highway vehicles, 327 off-road/non-highway equipment, and 190 miscellaneous equipment (e.g., trailers, forklifts, compressors, generators, etc.).

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. The division is responsible for the enforcement of 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 Department of Environmental Services, Division of Refuse Collection and Disposal, 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 yards or baseyards. Four baseyards serve the Honolulu district, which includes Honolulu, Sand Island, Auahi Street, and College Walk, while seven baseyards located in Kailua, Kaneohe, Pearl City, Laie, Waialua, Wahiawa and Waianae serve the rural districts.

ACCOMPLISHMENTS

- Reduced the environmental impact of the AES 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, as the division remains fully committed to using alternative fuels such as biodiesel and propane;
- Introduced the use of telematics devices on some city vehicles in an effort to monitor engine performance and alert AES of potential problems with the vehicle as part of a broader effort to use advanced technology to enhance fleet operational efficiencies, help to reduce costs and improve driver safety;

- Moved closer to opening a Driver Training Facility at the Kapolei Corporation Yard that is almost completed and will include a new office building, crane training pad, practical driving course, off-road equipment training area and storage warehouse;
- Continued to maintain 53,500 street lights and, in coordination with the Department of Design and Construction, began converting these street lights to LED; upgraded lighting fixtures at the Queen's Surf Beach Park esplanade and Kuhio Beach Park; and installed a new street lighting system in Varona Village;
- Continued implementation of Indefinite Delivery/ Indefinite Quantity Project for the reconstruction of 93,518 square feet of concrete sidewalks that included areas from Kaneohe to Kailua, and in Aiea, Crestview, Ewa Beach, Makakilo, Mililani, Waikale, Waipahu, Waipio and West Loch; the project includes reconstruction of concrete sidewalks, driveways, curbs and gutters, arboricultural work, and adjustment of utility boxes, frames and covers;
- Cleaned 39,938 curb miles of roadways using mechanical street sweeping equipment; in-house crews reconstructed 21,446 square feet of sidewalks, resurfaced 16.27 lane miles of roadways and patched 20,987 potholes; and as part of an ongoing pavement preservation program, DRM's contractor performed 33,499 linear feet of crack seal work in Aiea, Pearl City and Pacific Palisades, 3.3 lane miles of slurry seal treatment in Salt Lake, and 17.2 lane miles of seal coat in Pearl City and Aiea;
- Completed solicitation of new property management contracts for 11 housing projects; installed a new roof at Harbor Village; completed a paint-and-spall repair project on Kulana Nani buildings A and B; repaved the Westlake Apartments parking lot; and installed a new building entry system, new fire pump controller and jockey pump controller at Chinatown Gateway Plaza;
- Responded to over 400 complaints of illicit discharges and illegal connections that resulted in the issuance or processing of 48 Letters of Warning, 225 Notices of Violation and 36 Notices of Order; performed more than 400 inspections of assorted industrial and commercial businesses; conducted in excess of 3,400 third-party construction inspections throughout the island; and conducted 177 site visits to inspect private facilities for their post-construction Best Management Practices;
- Coordinated and participated in more than 85 islandwide cleanup and outreach events in support of the department's volunteer programs including Adopt-A-Block, Adopt-A-Stream and Storm Drain Marking, plus expos, workshops, exhibits and special events; these events reached out to more than 66,800 people and included efforts by 1,460 volunteers; and our print, TV, radio and internet campaigns reached millions of people.



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 a variety of terrains including steep mountain ranges, wildlands and agricultural fields; structures that 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 (CIP) 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 and hybrid vehicles, photovoltaic systems, and new weapons of mass destruction monitoring and identification devices.

ACCOMPLISHMENTS

- Responded to a seven-alarm high-rise fire at the Marco Polo condominium complex on July 14, 2017; the response included a total of 126 firefighters and six civilians: 15 engine, six aerial, and two rescue companies; two fire suppression Battalion Chiefs; one rapid response vehicle; one helicopter and one helicopter tender; the Fire Chief, Deputy Fire Chief and two Assistant Chiefs; the Occupational Safety and Health Battalion Chief; the Public Information Officer; a Fire Investigator; Headquarters and TRB personnel; and 75 self-contained breathing apparatus cylinders;

- Provided written testimony to the City Council regarding Bills 69, 101 and 102, and to the Residential Fire Safety Advisory Committee meetings; recommendations were coordinated, resulting in the passage of Act 18-14 providing improved fire safety for existing high-rise residential buildings;
- City and County of Honolulu Type 3 Incident Management Team members were deployed from April 16 to May 6, 2018, to support the Kauai Emergency Management Agency with a weather-related event; Honolulu Fire Department personnel, along with personnel from the Department of Emergency Management, the Honolulu Emergency Services Department, and the Honolulu Police Department provided Kauai County with an effective management resource for a coordinated response, resource assignments and tracking, effective communications, incident documentation and mentorship.
- Since May 12, 2018, HFD Incident Management Team members have been deployed to Hawaii County to assist with emergency operations due to the Kilauea eruption, and personnel continue to assist as necessary on a weekly rotation basis;
- Utilizing CIP and CDBG funds, procured three engine apparatuses, one quintuple combination pumper-aerial apparatus, 14 SUVs and two cargo vans;
- With a gift from the State Farm Arson Dog Program, HFD implemented the Canine Arson Detection Program that included the acquisition of Kukui, HFD's arson dog;
- Received and processed the following grants: U.S. Department of Homeland Security via the State of Hawaii, Department of Defense, Office of Homeland Security: \$200,000 to procure two rehabilitation trailers and equipment; \$50,000 for dive rescue training; \$125,000 for hazardous materials detection equipment; State Department of Transportation: \$45,000 for cordless vehicle extrication tools; and Federal Emergency Management Agency via the Hawaii Emergency Management Agency: \$105,000 for the Waikiki Fire Station hardening project.



HONOLULU AUTHORITY FOR RAPID TRANSPORTATION

Damien Kim, Chair; **Terrence Lee**, Vice Chair; **John Henry Felix**, **Terri Fujii**, **Glenn Nohara**, **Ember Shinn**, **Hoyt Zia**, and Ex-Officio Members:

Jade Butay (November 2017 – present)

Ford Fuchigami (July 2017 – October 2017)

Kamani Kualaa (November 2017 – present)

Wesley Machida (November 2017 – present)

Tobias Martyn (November 2017 – present)

Kathy Sokugawa

Wes Fryzstacki

Kalbert Young (November 2017 – present)

Krishniah N. Murthy, Interim Executive Director and CEO (July 2017 – August 2017)

Andrew S. Robbins, Executive Director and CEO (September 2017 – present)

POWERS, DUTIES AND FUNCTIONS

The Honolulu Authority for Rapid Transportation (HART) is authorized to develop 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; preparing and adopting annual operating and capital budgets; making administrative policies and rules to effectuate its functions and duties; and to promote and assist Transit-oriented Development (TOD) projects near fixed guideway system stations that promote transit ridership.

HART is governed by a 14-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, most significantly in completing the guideway superstructure on the first half of the alignment: Maintenance and Storage Facility 100 percent complete; West Oahu Farrington Highway Guideway 99.9 percent complete; Kamehameha Highway Guideway 99.9 percent complete; H2R2 Ramp construction 100 percent complete; West Oahu Station Group is 48 percent complete; Farrington Highway Station Group is 60 percent complete; Kamehameha Highway Station Group is 22 percent complete; Airport Section Guideway and Stations are 21 percent complete; Airport Section Utilities Construction is 100 percent complete; Core Systems contract is 50 percent complete, with system component installation, testing and railcar manufacturing ongoing;
- Selected and appointed Andrew S. Robbins as HART's permanent Executive Director and Chief Executive Officer following a lengthy international search process;

- Secured additional funding through the collective efforts of the state Legislature, the Mayor, the City Council and other stakeholders via Act 1 (2017), which was signed into law by Gov. David Ige in September 2017 following a Special Session of the Hawaii Legislature; Act 1 (2017) extended the General Excise Tax (GET) for three additional years, reduced the state retention of GET gross proceeds from 10 percent to 1 percent, and raised the Transient Accommodation Tax from 9.25 percent to 10.25 percent for 13 years; and city Ordinance 17-48 provided the enabling county legislation;
- Pursuant to Act 1 (2017), the board of directors welcomed Senate appointees Kalbert Young and Wesley Machida, and House of Representatives appointees Tobias Martyn and Kamani Kualaa as non-voting, ex-officio members;
- Worked collaboratively with the city Department of Transportation Services (DTS) in developing a transition plan for operations and maintenance pursuant to Charter Amendment 4; and continued to review organizational development, staffing requirements, knowledge transfer protocols and operational readiness;
- Commenced testing of the multimodal fare collection system, which utilizes smart card technology, in collaboration with DTS;
- Developed and delivered a Recovery Plan and Updated Financial Plan in collaboration with the Federal Transit Administration, the Mayor, the City Council and the HART board of directors, which confirmed the resources to complete the 20.1 miles and 21 stations as specified in the Full Funding Grant Agreement;
- Participated in the Risk Refresh Workshop, a critical component of the Recovery Plan, with the Project Management Oversight Contractor.

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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 charter, 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 and 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. The branch 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 (C&P) plans, develops and administers the city's classification and pay plans; conducts research on classification and pay matters; recommends pricing for new classes; 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 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 (ISWC)

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 (HIOSH) 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

- Provided 50.5 hours of training to 1,184 participants; training topics included Prevention of Sexual Harassment for Managers and Supervisors, Respectful Workplace Policy Training, Accessible Alterations and Common Errors, Service Animals and the ADA, and Understanding Diversity and Generational Differences to Prevent Discrimination;
- Conducted 57 in-house safety and health inspections pursuant to DHR's Early Detection by Inspection Program to assist department managers and supervisors in reducing the risk of occupational injuries and illnesses, and verify compliance with HIOSH/ Occupational Safety and Health Administration (OSHA) regulations and workplace safety standards;
- Handled 1,391 new workers' compensation claims and 2,041 active claims, and argued 116 contested case administrative hearings at the Disability Compensation Division;
- Received and evaluated 14,234 civil service employment applications;
- The Honolulu Police Department evaluated an additional 4,392 applications after EPS successfully trained and assisted the HPD Career Center with recruitment and examinations for metropolitan police recruit and police radio dispatcher positions;
- Reviewed and completed 1,563 requests for action including position creations, reallocations, revised position descriptions and personal service contracts;
- In Fiscal Year 2018, 5,588 employees participated in 20,061 hours of Training Branch-sponsored courses and events, a 2 percent increase over FY 2017 attributable to the automated external defibrillator training offered to our workforce;
- Concluded negotiations with United Public Workers Bargaining Units 1 and 10, resulting in agreements that provided both units with a four-year agreement, effective July 1, 2017, to June 30, 2021;
- Concluded interest arbitration hearings for State of Hawaii Organization of Police Officers Bargaining Unit 12, resulting in a four-year agreement for the period July 1, 2017, to June 30, 2021;
- Concluded interest arbitration hearings for Hawaii Government Employees Association Bargaining Unit 14, resulting in a two-year agreement for the period July 1, 2017, to June 30, 2019.



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 enterprisewide 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. The division 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. The division is 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. The division plans, designs, develops, implements, optimizes and oversees: the citywide applications for voice, data, and video; all mainframe, servers and storage requirements throughout the city; and the architecture necessary to provide connectivity among all technologies including mainframe-, server- and storage-based technologies. TSD determines, analyzes and prepares reports on systems usage and capacity requirements, and proactively reviews requirements to determine future needs.

The division directs, administers, plans, coordinates and implements the city's infrastructure to interface with federal, state and military Public Safety Answering Points

(PSAPs) for the operation of Wireless Enhanced 911 system and next generation 911 system; and provides technical guidance and recommendations to the Oahu PSAPs on the islandwide 911 communications systems.

TSD 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. The division also prepares and manages contracts for servers, voice, and electronic storage components and systems.

ACCOMPLISHMENTS

- In Fiscal Year 2018, DIT developed HNL Info Alert, an administrator console enabling multiple departments to release information directly to the public and keep the public better informed; this enhancement to HNL Info has eliminated the city's dependency on paid notification applications;
- To further advance the capabilities of Lokahi, a smart city enterprise system, DIT integrated Phase II of the Department of Transportation (DTS) street permits and Department of Design and Construction projects, which enables users to enter street permit information and better correlate project information;
- Released Motor Vehicle Application Programming Interface in beta, which provides web services for motor vehicle dealers to modernize their registration systems;
- Developed the Fiscal Year 2019 Budget Book using Adobe InDesign, allowing DIT to better support the budget book process and eliminating about \$20,000 in licensing and maintenance costs;
- Deployed 140 Small Form Factor personal computers running Windows 10 to Honolulu Fire Department, replacing Windows 7 devices; and distributed and deployed 549 Intel Next Unit of Computing devices running Windows 8 to the Department of Parks and Recreation (DPR), the Department of Planning and Permitting, and the Department of Emergency Services, saving on power and replacing Windows XP on the city's network;
- Expanded the capabilities of AlohaQ to enable the public to schedule appointments for driver licensing and State ID services at the Waianae Driver Licensing Center (DLC) and Wahiawa DLC, and schedule appointments for driver license renewals and duplicates at the Fort Street Mall Satellite City Hall (SCH), Hawaii Kai SCH and Windward City SCH; these locations, added to the AlohaQ system during FY 2018, are in addition to AlohaQ appointment availability at the Kapalama DLC, Kapolei DLC, Koolau DLC and Pearlridge SCH, along with the Kapalama SCH, which only accepts AlohaQ appointments for motor vehicle services;
- Completed transition of all city agencies to Metalogix email archive system, allowing users to archive emails and their attachments without overcrowding Exchange servers with data;
- Implemented City Phishing Education campaign to educate city employees on the effects of email phishing, and provide feedback and tips on preventative measures so that they avoid falling victim to phishing emails;
- Deployed Video Telecommunication units to Department of Facility Maintenance – Automotive Equipment Services, Corporation Counsel, DTS and DPR;
- To deter vandalism, DIT brought network connectivity, networked camera surveillance and monitoring capabilities to Waimanalo Gym and Waialae Beach Park; DIT also provided cameras and YouTube live streaming to the Honolulu Zoo to monitor the new baby sloths.



DEPARTMENT OF LAND MANAGEMENT

Sandra S. Pfund, Director

POWERS, DUTIES AND FUNCTIONS

The Department of Land Management (DLM) protects, develops and manages 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 develops and implements 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, and acquisitions funded by the Clean Water and Natural Land Fund.

Fiscal Year 2018 represents the first year of funding and position allocations for DLM operations. The department has made considerable strides in addressing its responsibilities by working collaboratively with city departments to begin the consolidated management of existing city properties under its Asset Management Division; establishing the Asset Development Division, which oversees the acquisition and development of city property for affordable/homeless housing and other city real property needs; and the Finance Division that will focus on financing incentives for housing and increasing city revenues.

ACCOMPLISHMENTS

- Initiated the formation of the seven-member Clean Water and Natural Lands Advisory Commission, established Rules of Practice and Procedure, and initiated the conduct of regular meetings;
- Transacted a conservation easement for Kanewai Spring in Niu Valley under the Clean Water and Natural Lands Fund to protect the spring from development threat;
- Completed the development of Kauhale Kamaile, a 16-unit modular housing project in Waianae for homeless or formerly homeless Leeward coast families who earn 50 percent of the area median income (AMI); the property was fully occupied within three weeks and includes a resident manager unit and an Americans with Disabilities Act (ADA) compliant unit;
- Completed laundry facility upgrades and the conversion of two one-bedroom/one-bath units into a one-bedroom/one-bath unit and a two-bedroom/one-bath ADA compliant unit at the city's 1727 S. Beretania Street Project in Moiliili; the property is available to persons earning at or below 50 percent AMI, and experiencing or at risk of becoming homeless;
- Completed the design and construction of a self-contained sewer system for the Hale Mauiola Navigation Center, providing clients with a new bathroom facility constructed in converted shipping containers and a sustainable wastewater system that separates black water and gray water;
- Secured a four-year lease extension with the state Department of Land and Natural Resources (DLNR) for the Hale Mauiola Navigation Center with the preparation and submittal of an Environmental Assessment, with a finding of no significant impact, to DLNR's Board of Land and Natural Resources;
- Completed the purchase of a residential building at 436 Ena Road in Waikiki that provides 33 affordable rentals for persons earning 60 percent AMI;
- Completed the purchase of a former office building at 1902 Young Street in Moiliili for the development of 30 affordable permanent rentals;
- Completed the purchase of a former dormitory at 1936 Citron Street in Moiliili for the development of 30 affordable permanent rentals intended for single mothers with children;
- Completed a staffing reorganization to consolidate property management staff positions from the Department of Facility Maintenance and the Department of Budget and Fiscal Services under DLM's Asset Management Division.

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DEPARTMENT OF THE MEDICAL EXAMINER

Christopher B. Happy, M.D., Chief Medical Examiner

Rachel A. Lange, M.D., Deputy Medical Examiner (July – October 2017)

Masahiko Kobayashi, M.D., Ph.D., Deputy Medical Examiner (October 2017 – present)

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 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.

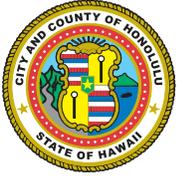
The MED supports a variety of programs and initiatives designed for broad public benefit including: community educational outreach programs targeted to teenagers relating to DUI and drug abuse prevention; statewide, multidisciplinary child death review programs; interagency domestic violence fatality reviews; multijurisdictional maternal mortality reviews; donor organ and tissue procurement programs; academic training and internships, including forensic scientists, 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 to report in the National Violent Death Reporting System, thereby assisting 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, medicolegal investigators who scrutinize both medical and legal aspects, laboratory technologists, autopsy assistants and administrative personnel.

ACCOMPLISHMENTS

- Investigated 3,030 deaths;
- Investigated 29 cases determined to be homicides;
- Assumed jurisdiction in 1,155 cases;
- Performed 572 autopsies;
- Performed 583 external examinations;
- Facilitated 72 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 areas. In addition to 86 beach right of ways and seven pedestrian malls, the city has 298 park properties encompassing 4,960 acres.¹ Among the facilities in the parks inventory are 82 recreation centers, 21 swimming pools, 213 comfort stations and 150 playgrounds. DPR's flagship "Summer Fun" program has served our communities since 1944. In Fiscal Year 2018, more than 11,000 children and teens registered for this popular program at 61 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, coordinating the event with federal, state and city agencies, and numerous businesses and community organizations.

DPR provides parks and recreational opportunities that are 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, training, personnel management and labor relations. 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.

Division of Urban Forestry

The Division of Urban Forestry manages the city's horticulture and botanical garden programs. The horticulture program is responsible for maintaining trees along public roadways, in parks and pedestrian malls, including planting, pruning and removal as necessary. The division also operates the city nurseries and tree farms, Queen Kapiolani Garden, and maintains the landscaped areas of Kuhio Beach.

The Honolulu Botanical Gardens consists of five botanical gardens, covering over 650 acres, which conserve and display over 9,000 plants representing over 5,000 species from almost 200 plant families. The gardens also administer the Community Recreational Gardening Program at 10 sites across the island.

Park Maintenance and Recreation Services Division

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

Maintenance Support Services provides repair and maintenance for projects in 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 our popular Seniors Valentine Dance; the state's longest running Lei Day Celebration; the Na Hula Festival, the state's longest running annual non-competitive hula event; the Talk Story Festival, which is the state's oldest storytelling event; and aquatics and sports tournaments.

ACCOMPLISHMENTS

- Renovated 18 comfort stations to include paint, tile, microguard, stall partitions and new fixtures; resurfaced 113 hard surface courts at 24 parks; and completely refurbished 23 play apparatuses;
- Completed roof and gutter renovations at Palolo Valley District Park, Manoa Valley District Park and Wahiawa District Park; finished the sand volleyball court and irrigation project at Ala Moana Regional Park; completed the swimming pool pump room and office renovations at Manana Neighborhood Park; renovated the skateboard facility at Ewa Beach Community Park with the addition of new skate structures and cement pad; and completed the Wahiawa District Park skateboard facility;
- Hanauma Bay Nature Preserve attracted 859,795 visitors during FY 2018 and continues to gain worldwide recognition as a model for marine preservation; and completed phase three of the facility's rockfall mitigation project;
- Completed 4,222 work orders, work programs and project requests through our Maintenance Support Services;

¹ The differences in total park properties and acreage from the Fiscal Year 2017 annual report are due to a reassessment of the DPR inventory.

- Attracted 411,989 visitors to the five Honolulu Botanical Gardens sites, representing an overall attendance increase of 22 percent over FY 2017, with a notable 59 percent attendance increase at Foster Botanical Garden;
- Received seeds from Green Legacy Hiroshima, allowing the botanical gardens to join 86 partners in 33 countries to preserve plants that survived the atomic bombing of Hiroshima in 1945; the seeds will be planted at the gardens and other city locations as a message of peace;
- The Honolulu Botanical Gardens successfully germinated 11 rare double coconut palms (*Lodoicea maldivica*) after pollinating our female palm with pollen received from the Singapore Botanical Garden in 2012;
- Raised the profile of Foster Botanical Garden, which bloomed its 16th corpse flower since 2013, a natural phenomenon that continued to draw visitors, media coverage and online interest.



DEPARTMENT OF PLANNING AND PERMITTING

Kathy K. Sokugawa, Acting Director

Timothy F.T. Hiu, Deputy Director

Eugene H. Takahashi, 2nd Deputy Director (January 2018 – 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 (TOD), 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 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 subcommittee, 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 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 (NPDES) permit requirements

ACCOMPLISHMENTS

- Finalized the TOD Design Guidelines;
- Initiated updates to the Land Use Ordinance and Primary Urban Center Development Plan;
- Submitted the proposed Revised General Plan, Central Oahu Sustainable Communities Plan, and the Ala Moana and Halawa TOD Plans to City Council;
- Introduced the Downtown and Kalihi Neighborhood TOD Plans that were adopted by the City Council;
- Approved the Koa Ridge and Hoopili Urban Design Plans;
- Completed Oahu address update for the 2020 Census Local Update of Census Addresses Operation;
- Established new policies to facilitate subdivision and frontage improvement projects;
- Proposed the new affordable housing requirement and financial incentives that were adopted by the City Council;
- Created a new NPDES unit within the department's Building Division;
- Increased the types of building permit applications that can be filed online.



HONOLULU POLICE DEPARTMENT

Cary Okimoto, Acting Chief of Police (December 2016 – October 2017)

Susan Ballard, Chief of Police (November 2017 – present)

William R. Axt, Acting Deputy Chief of Police (July 2017 – November 2017)

Clayton G. Kau, Acting Deputy Chief of Police (July 2017 – August 2017)

Alan Bluemke, Acting Deputy Chief of Police (August 2017 – October 2017)

John D. McCarthy, Deputy Chief of Police (December 2017 – present)

Jonathon Grems, Deputy Chief of Police (December 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 serving and protecting with aloha.

ACCOMPLISHMENTS

- Began the Health, Efficiency, Long-Term, Partnerships (H.E.L.P.) Honolulu project and opened the Joint Outreach Center, a community space that provides social services and healthcare for the homeless and coordinates the efforts of police, outreach workers and volunteer medical providers;
- Conducted a body-worn camera pilot program to test and evaluate all aspects of the technology, including its equipment, infrastructure, support, policies and training;
- Received and managed 33 external grants worth more than \$13 million, which provided funding for 48 HPD projects such as youth programs, law enforcement presentations, traffic safety, and sexual assault kit testing;
- Completed testing of 1,100 sexual assault kits from 1992 to 2016 through a \$2 million National Sexual Assault Kit Initiative grant from the U.S. Department of Justice, resulting in 62 matches in the FBI's Combined DNA Index system;
- Reduced on-scene investigation times by 10 percent using new equipment that creates 3D scans of traffic collision scenes;
- Renovated all seven scenario rooms in the Colburn Crime Investigation Building that were severely damaged by a flood in 2008 and utilized the renovated rooms to support realistic, scenario-based training;
- Seized over 306 pounds of narcotics valued at more than \$2.6 million from mid- to high-level drug trafficking individuals and organizations in collaboration with the members of the Drug Enforcement Administration, Department of Public Safety, and the Navy Criminal Investigative Service;
- Received 13 Ford Police Interceptor sedans for patrol, ordered 10 BMW motorcycles, and awarded contracts to purchase 30 Toyota Prius C hybrid vehicles for parking enforcement and 90 Ford Police Interceptor sport utility vehicles for patrol;
- Upgraded 95 percent of portable and 80 percent of mobile radios to become compatible with the City and County of Honolulu's new Project 25 radio system;
- Served 25 gambling-related search warrants, investigated and closed 81 of 87 gambling-related complaints, arrested 64 subjects, and seized more than \$1.77 million in U.S. currency and property, including 287 gambling machines.

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DEPARTMENT OF THE PROSECUTING ATTORNEY

Keith M. Kaneshiro, Prosecuting Attorney

Christopher D.W. Young, First Deputy (July 2017 – November 2017)

Chasid M. Sapolu, First Deputy (December 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, as well as appeals heard by the Hawaii Intermediate Court of Appeals and Hawaii Supreme Court. The office also provides advocacy services for victims of crime.

The office is comprised of approximately 105 deputy prosecutors and 180 support staff, which includes clerical workers, investigators and victim-witness counselors assigned to various divisions.

Appellate

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

Career Criminal

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

Domestic Violence

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

Elder Abuse

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

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.

Juvenile

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

Misdemeanor and Traffic

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

Sex Assault

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

Sex Trafficking

Unit dedicated to investigating and charging crimes involving human trafficking.

Screening and Intake

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

Trials

Deputies prosecute cases in Circuit Court. These include misdemeanor jury demand trials as well as felony cases such as murder, manslaughter, negligent homicide, robbery, burglary, assault and arson.

Victim/Witness Kokua

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

White Collar Crime

Investigates and prosecutes cases involving financial fraud and computer-based cybercrimes, including theft, identity theft, money laundering and wire fraud.

ACCOMPLISHMENTS

- The PAT's White Collar Crime Unit secured convictions in theft cases totaling more than \$10 million, including the largest white collar crime in Honolulu history in which an accountant stole \$6.9 million from a local nonprofit; a case in which a bookkeeper was found guilty of 311 felony offenses for embezzling \$1.3 million from a landscaping company; and a case in which a managing partner at one of the state's largest certified public accountant firms was sentenced to 20 years in prison for diverting \$440,000 from company coffers into his own pocket;

- Six massage parlors operating as brothels in urban Honolulu were shut down as a result of investigations initiated by the PAT; the crackdown on these illegal businesses resulted in several felony racketeering convictions and rid neighborhoods of unwanted illicit activity;
- Helped facilitate expansion of the Community Outreach Court (COC) program to Wahiawa and collaborated with the Hawaii Judiciary and the Office of the Public Defender on the court's planned move to Waianae; 74 people participated in COC during Fiscal Year 2018, 632 non-violent cases were adjudicated, 35 COC participants got off the street and into housing, and taxpayers benefited from 1,386 hours of community service work performed by COC participants;
- The Prosecutor's Safe House provided a secure place for 17 victims of either domestic violence or sex trafficking to live while criminal cases were pursued against their abusers; the 24-hour protection provided by Safe House staff gave these women the support, confidence and peace of mind to testify against their abusers.



DEPARTMENT OF TRANSPORTATION SERVICES

Wes Frysztacki, Director
Jon Y. Nouchi, Deputy Director

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; rail and 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

Three branches in the Transportation Planning Division provide transportation planning and federal financial funding resources. The Regional Planning Branch supports Oahu's data-driven regional modal plans that guide the city's transportation improvement project selection. The Regional Planning Branch also coordinates, reviews and comments on transportation and environmental studies for consistency with the application of national best-practice multimodal principles, traffic congestion mitigation and roadway safety elements. The Federal Compliance Branch seeks federal funds for the city's transportation improvements and ensures that projects seeking federal assistance are qualified, vetted and programmed in the Transportation Improvement Program. The Planning Studies Branch collects, organizes, and evaluates pertinent and measurable transportation data necessary to conduct traffic and analysis, formulate capacity demands, and initiate safety measures such as traffic signals, crosswalks and speed limits. The Planning Studies Branch also manages the city's on- and off-street parking performance.

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 is comprised of three branches that oversee the city's public transit system, including TheBus, TheHandi-Van, and the operations and maintenance of the high-capacity fixed guideway rapid transit system. 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

- Completed advanced planning, initiated Alternatives Analysis, and obligated funds for preliminary engineering of the Ala Wai Bridge Project, which will provide additional pedestrian, bicycle and emergency access over the Ala Wai Canal between the Waikiki, Ala Moana and McCully-Moiliili neighborhoods;

- Gained affiliate member status in the National Association of City Transportation Officials to encourage the consistent use of national industry best practice guidelines in Complete Streets design elements;
- Coordinated the city's submission to the Oahu Metropolitan Planning Organization for 2019-2022 Transportation Improvement Program projects;
- Successfully applied for more than \$42 million in Federal Transit Administration grants to secure funding for capital assets and transit operations; completed 161 survey reports for traffic (vehicle and bicycle) volume and speed classification; and installed 1,026 additional smart parking meters in the McCully-Moiliili and University areas;
- Installed traffic signals at the intersections of Harding Avenue and Seventh Avenue, and Diamond Head Road and Makapuu Avenue; added protected left turn signals at the Pacific Heights Road and Pauoa Road intersection; and coordinated with BikeShare Hawaii to permit Biki bike stations in Waikiki and Downtown Honolulu;
- Implemented TheBus service improvements, including additional service for routes 2 (Waikiki/School/Middle), 20 (Waikiki/Pearlridge), 43 (Waipahu/Honolulu/Alapai), 55 (Honolulu/Kaneohe/Haleiwa), 411 (Makakilo Heights), 414 (Palahia/Makakilo/Kapolei), and 416 (Kapolei Circulator); modified routes 62 (Honolulu/Wahiawa), 85 (Windward Express-Kaneohe), 96 (Waipio Gentry Express), 99 (Wahiawa/Mililani/Waipahu/Kapolei), 401 (Waianae

Valley), 412 (Panana/Kapolei), 503 (Mililani/Launani Valley), and PH3 (Wahiawa Heights-Pearl Harbor Express); initiated redesign of Windward bus routes, completed public engagement, and continued to review the proposed restructuring of routes 55 (Honolulu/Kaneohe/Haleiwa), 56 (Honolulu/Kailua/Kaneohe), 57 (Kailua/Waimanalo/Sea Life Park), 57A (Kailua/Enchanted Lake), 65 (Honolulu/Kahaluu), 70 (Lanikai/Maunawili), 77 (Waimanalo/Kaneohe), 85 (Windward Express/Kaneohe), 87 (Windward Express-Kailua), PH4 (Kaneohe/Kahaluu/Pearl Harbor Express), and PH5 (Windward/Pearl Harbor Express); and provided approximately 210,000 paratransit trips through several nonprofit agencies, which provided additional capacity to TheHandi-Van and more direct trips for the clients of these agencies;

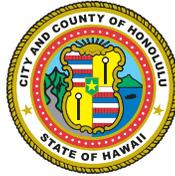
- Continued planning and coordination with the Honolulu Authority for Rapid Transportation to address current construction impacts to TheBus service and facilitate bus-rail integration, including planning for connector bus service between Ala Moana Center and Waikiki, and installation of "HOLO," a multimodal electronic fare collection system to serve bus and rail transit riders;
- Completed 45 bus stop improvements, including constructing or repairing 40 bus shelters and construction of five new pedestrian transit connections consisting of new concrete sidewalks, curb ramps and driveways; and placed 39 new transit vehicles into revenue service, including: 27 handi-vans; four low-floor, clean diesel, 29-foot buses; and eight low-floor, clean diesel, 40-foot buses.



Completed Phase I of the Kalaheo Avenue and Kailua Road intersection improvements in December 2017, creating a pseudo-roundabout to address congestion concerns.



Completed Hamakua Drive bikeway improvements in March 2018, creating buffered bike lanes for eight-tenths of a mile from Kailua Road to Keolu Drive.



LEGISLATIVE BRANCH & OFFICES

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Message from Council Chair **ERNEST Y. MARTIN**



For Fiscal Year 2018 and several years preceding it, the City Council has spoken clearly through words and actions that affordable housing must be our highest priority if we are to give our children any real chance to stay home and realize their own dreams. From a policy level, increasing the stock of affordable housing units for purchase or rent is also a key tool to help the city make some real progress in managing our homeless crisis.

We also fully understand that we have many other needs that cannot be ignored. Despite the midyear transition in leadership at the council, the commitment to public health and safety, creating a more age-friendly city, restoration of public assets to the people, and keeping strict oversight over rail's finances has never wavered. Quality of life issues have also kept the council busy, from maintenance and upkeep of basic infrastructure such as roadways and parks, to reining in scofflaws who illegally build massive and unsightly homes in traditional neighborhoods.

Affordable Housing

The council tackled the critical shortage of affordable housing on Oahu by passing a pair of bills designed to increase production of affordable housing, encourage dispersal of affordable housing throughout the City and County of Honolulu, and maintain the units as affordable for a longer period of time. Ordinance 18-10 established an affordable housing requirement (AHR) for most large new private developments and substantial rehabilitations of 10 or more dwelling units, varying according to whether the units are for sale or rental, onsite or offsite, islandwide or within a Transit-oriented Development (TOD). Ordinance 18-1 helps to offset the costs of the AHR by providing financial incentives in the form of real property tax exemptions and waivers of wastewater system facility charges, building permit and plan review fees, and park dedication fees that apply to affordable rental dwelling units.

By enacting Ordinance 18-17, the council expanded real property tax relief for certain properties that are used as low-income rental housing by modifying the definition of "low-income rental housing" to include households earning 80 percent (up from ~ 50 percent) of the city's area median income for the applicable household size, or less. The council also adopted Resolutions 17-176, CD1, and 17-177, CD1, approving preliminary plans and specifications, including exemptions from certain planning, zoning and other development requirements for two affordable housing projects: Ohana Ola O Kahumana, a transitional affordable housing project at Lualualei, and Keahumoa Place, a multi-family rental housing project in Kapolei, under Section 201H-38 of the Hawaii Revised Statutes.

Toward a More Age-Friendly City

The council adopted Resolution 18-68 requesting that the city administration support the realization of the improvements suggested for Wahiawa in the Honolulu Complete Streets Implementation Study Location Report at California Avenue from Kamehameha Highway to Wahiawa District Park. It also adopted Resolution 18-1, CD1, urging the city administration to maximize the incorporation of Complete Streets restriping into ongoing repaving projects in order to ensure that street designs accommodate all users regardless of their age, ability or preferred mode of transportation. The council also adopted Resolution 18-54 requesting the city administration study and implement a Complete Streets Project for at least that portion of Kapolei Parkway between its intersections with Renton Road and Kamokila Boulevard.

Quality of Life

To address the problem of illegal large residential buildings, often called monster homes, the council enacted Ordinance 18-6, which placed a moratorium for a maximum time of two years on the city's issuance of new building permits for certain large detached dwellings in residential zoning districts. The moratorium applies to dwellings with a floor area that is more than 70 percent of the total lot size, and it is intended to provide time for the city to explore and evaluate the problem of illegal use of large detached dwellings in residential zoning districts. The ordinance also established a 10-member Task Force on Large Detached Dwellings to provide input and advice to the Planning Commission and the Department of Planning and Permitting (DPP) on long-term solutions to the problems associated with the regulation of monster homes. It also adopted Resolution 17-198 urging the DPP to increase inspections and enforcement, consider modifying the department's administrative rules, and propose to the council any legislation deemed necessary to address the problem of illegal use of large residential structures in residential zoning districts.

- Through Ordinance 18-16, the council closed a legal loophole that previously allowed a golfer to play two nine-hole rounds for less than it costs to play a full 18 holes; beginning July 1, 2018, the ordinance increased green fees per round of golf for twilight or 9-hole rounds by \$3 for persons without a golf identification card and provided for three annual \$2 increases for motorized cart fees at certain municipal golf courses, with the revenues used to maintain services at the municipal golf courses;
- By enacting Ordinance 18-2, the council renamed the Ala Napunani Street bicycle lanes in memory of Zachary Manago, a celebrated Moanalua High School all-star baseball player and graduate, who advocated for cycling but was killed in a hit-and-run accident during an organized bicycle ride;
- To encourage sports participation and tourism, the council adopted Resolutions 18-73 and 18-67 urging the city administration to facilitate the development of a racetrack or raceway park on Oahu and to construct a world-class indoor and outdoor beach/sand volleyball facility near the entrance to the Ala Wai Golf Course;
- By enacting Ordinance 17-37, the council strengthened and extended prior restrictions on the use of plastic bags provided to customers by retailers at check-out; beginning Jan. 1, 2020, Ordinance 17-37 will prohibit the use of plastic film bags that are less than or equal to 10 mils in thickness provided at the point of sale for the purpose of transporting most groceries or other merchandise;
- The council also enacted Ordinance 18-07 that facilitates the disposal of weeds, garbage, trash and waste from vacant lots by increasing the size and dimensions of lots subject to city disposal requirements;
- The council adopted Resolution 18-55 urging the city administration to increase the city's urban tree canopy to at least 35 percent by 2035;
- The council adopted Resolution 18-63, FD1, urging the city administration to implement the transition to an all zero-emission city electric bus system, vehicle motor pool and automotive fleet;
- Adopted Resolution 17-284, CD1, urging the city administration to curtail the use of synthetic herbicides and to conduct a one-year pilot project to test nontoxic weed control alternatives;
- To promote sustainability, the council adopted Resolution 17-269 urging the Department of Facility Maintenance to replant a portion of the Kapolei Parkway medial strip with native, drought-resistant plants and to collaborate with the Board of Water Supply on a plan to properly maintain the new plantings.

Rail

In FY 2018, the council took a number of steps to advance the Honolulu Rail Transit Project (Rail Project) and to ensure accountability and control costs as it moves forward. It adopted Resolution 17-199, CD1, to request that the Honolulu Authority for Rapid Transportation (HART) board of directors conduct an economy and efficiency audit to determine the causes for the cost overruns for the Rail Project, and Resolution 17-263 urging the city administration and HART to utilize public private partnerships to fund Rail Project improvements.

The council also enacted Ordinance 17-48 to authorize a three-year extension, to Dec. 31, 2030, of the county transportation surcharge on general excise and use taxes (GET) in compliance with Act 1, passed by the Hawaii State Legislature in September 2017. Act 1 provided an additional \$2.1 billion funding for the Rail Project by extending Oahu's surcharge on the GET and by raising the state's transient accommodation tax (TAT) from 9.25 percent to 10.25 percent for 13 years. It enacted Ordinance 18-27 to authorize the issuance and sale of \$1.19 billion in bonds from the Transit Improvement Bond Fund for projects in the HART Capital Budget and Program Ordinance for FY 2019.

The City Council adopted Resolution 17-266 to approve the Recovery Plan for the Rail Project, which included consideration of the expected Act 1 funding, submitted to the Federal Transit Administration (FTA) on Sept. 15, 2017. It adopted Resolutions 18-7 through 18-15 and 18-17 to approve the acquisition of various real property easements by HART in Honolulu, allowing HART to proceed with condemnation if unable to negotiate a sale with the owners.

The council approved Resolution 17-328, CD1, to request the Department of Transportation Services, Department of Human Resources, and HART conduct a workforce study to assess the staffing requirements for the city's entire multimodal transportation system and report their findings to council by Dec. 31, 2019. It also adopted Resolution 18-38 to establish a permitted interaction group of Councilmembers to meet with federal officials to discuss the FTA's review and approval of the city's Sept. 15, 2017, Recovery Plan.



Ernest Y. Martin, City Council Chair
City and County of Honolulu



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 performance audits: Audit of the City's Section 8 Tenant-Based Assistance Program; Audit of the City's Bulky Item Collection Service; Audit of Housing First, Community Assistance Program and Hale Mauliola Homeless Programs; Audit of the City's Recycling Program; and Audit of the Department of Parks and Recreation's Performance Metrics FY 2015 – FY 2017;
- Issued the following reports: 2017 Service Efforts and Accomplishments Report; 2017 National Citizen Survey Results and four supplemental reports; 2017 Citizen-Centric Report; OCA Annual Report; and the Status of Audit Recommendations Report – Fiscal Year 2017;
- Administered the Comprehensive Annual Financial Audit (CAFR) contract for the city financial statements including four financial audits; the Sewer Fund, the Public Transportation System-Bus and Paratransit Operations, Single Audit of Federal Financial Assistance Programs, and the related Management Letter;
- Issued request for proposals and awarded new, five-year CAFR contract to Accuity LLP;
- Participated in peer reviews of the City of Portland, Audit Services Division, Portland, Oregon; and the City of Jacksonville, Office of the Council Auditor, Jacksonville, Florida;
- Mentored six college students through the OCA internship program.

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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 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 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 35 public officials, appointed agency heads, deputies, and board and commission members;
- Generated \$9,717.63 in revenue, mainly from voter certificate fees and voter lists;
- Received and filed 80 financial disclosures from elected officials, candidates for elected office, and appointed agency heads and deputies.

Council Assistance

- Council Meetings and Hearings: Regular Sessions – 12, Special Sessions – 3, Public Hearings – 12;
- Legal Notices Published: Public Hearing Notice – 14, Change of Meeting Location – 1;
- Speakers at Council Meetings/Public Hearing – 740;
- Honorary Certificates: Floor Presentation – 182, Community Presentation – 459, Retiree Certificate – 126;
- Standing Committee Meetings – 97 total Meetings: Business, Economic Development and Tourism – 2, Budget – 17, Executive Matters and Legal Affairs – 10, Parks, Community and Customer Services – 10, Planning – 9, Public Health, Safety and Economic Development – 3, Public Health, Safety and Welfare – 9, Public Works, Infrastructure and Sustainability – 10, Transportation – 6, Transportation and Planning – 6, Zoning and Housing – 15;
- Speakers at Committee Meetings – 888;
- Committee Reports – 413.

Council Information Section

- Legislative Items Published: Ordinances – 66, Bills Passed Second Reading – 108, Resolutions – 6;
- Meeting Notices Filed Pursuant to §92-7 Hawaii Revised Statutes (HRS) – 691;
- Communications: Council – 370, Departmental – 778, Mayor's Messages – 182, Miscellaneous – 4,292;
- Bills Introduced: Passed First Reading – 86, Veto Overridden – 0, Returned Unsigned – 6, Filed on Floor – 0, Filed per Revised Ordinances of Honolulu (ROH) §1-2.4 – 32, Pending – 92;
- Resolutions Introduced: Adopted – 287, Filed on Floor – 0, Filed per ROH 1-2.5 – 30, Pending – 65;

- Petitions – 17;
- Rules and Regulations Filed – 0;
- Documents: Deeds – 25, Easements – 64, Extracts Certified – 1.

Elections

- In anticipation of the 2018 elections, the division worked with election officials statewide to ready the new voter registration system's inaugural election; the work focused on ensuring that the new voter registration system meets the requirement to conduct an election, with a particular emphasis on integration with the division's absentee balloting modernization program;
- As of June 30, 2018, the City and County of Honolulu had 488,566 registered voters (466,330 active voters and 22,236 fail-safe¹ voters).

¹ Fail-safe voters are registered, but have not voted and must be retained on the voter registration files for two election cycles pursuant to federal law before being removed from the voter registration list.



CITY COUNCIL

Ron Menor, Chair (July 2017 – March 2018)

Ernest Y. Martin, Chair (April 2018 – present)

Ikaika Anderson, Vice Chair (July 2017 – March 2018)

Kymerly Marcos Pine, Vice Chair (April 2018 – present)

Floor Leader (July 2017 – March 2018)

Carol Fukunaga, Floor Leader (April 2018 – present)

and **Brandon J.C. Elefante**, **Ann H. Kobayashi**, **Joey Manahan**, 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 public transit authority known as the Honolulu Authority for Rapid Transportation (HART);
- Adopts measures that will yield sufficient funds 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 (DPP);
- 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 (BFS);
- 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 2018, 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 2018, the City Council adopted resolutions and enacted ordinances on a broad 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:

Affordable Housing

- Tackled the critical shortage of affordable housing on Oahu by passing a pair of bills designed to increase production of affordable housing, encourage dispersal of affordable housing throughout the City and County of Honolulu, and maintain the units as affordable for a longer period of time: Ordinance 18-10 established an affordable housing requirement (AHR) for most large, private developments and substantial rehabilitations of 10 or more dwelling units, varying according to whether the units are for sale or rent, onsite or offsite (on a zoning lot other than the project site), islandwide or within a TOD zone; and Ordinance 18-1 helps to offset the costs of the AHR by providing financial incentives in the form of real property tax exemptions and waivers of wastewater system facility charges, building permit and plan review fees, and park dedication fees that apply to affordable rental dwelling units;
- By enacting Ordinance 18-17, the council expanded real property tax relief for certain low-income rental housing properties by modifying the definition of "low-income rental housing" to include households earning 80 percent or less of the city's area median income for the applicable household size; the previous income threshold was 50 percent or less;
- Adopted Resolutions 17-176, CD1, and 17-177, CD1, approving preliminary plans and specifications, including exemptions from certain planning, zoning and other development requirements for two affordable housing projects in Kapolei, under Section 201H-38 of the Hawaii Revised Statutes: Ohana Ola O Kahumana, a transitional affordable housing project at Lualualei Homestead Road, and Keahumoa Place, a multi-family rental housing project.

Preserving the Quality of Residential Areas

- To address the problem of illegal large residential buildings, aka monster homes, the council enacted Ordinance 18-6 placing a moratorium, for a maximum of two years, on the city's issuance of new building permits for certain large detached dwellings in residential zoning districts; the moratorium applies to dwellings with a floor area that is more than 70 percent of the total lot size, and is intended to provide time for the city to explore and evaluate the problem of illegal large detached dwellings in residential zoning districts; the ordinance also established a 10-member Task Force on Large Detached Dwellings to provide input and advice to the Planning Commission and the DPP on long-term solutions to the problems associated with the regulation of monster homes;

- Adopted Resolution 17-198 urging the DPP to increase inspections and enforcement, consider modifying the department's administrative rules, and propose to the council any legislation deemed necessary to address the problem of illegal large residential structures in residential zoning districts.

Parks and Recreation

- Through Ordinance 18-16, the council closed a legal loophole that allowed a golfer to play two nine-hole rounds of golf for less than it cost to play a full 18-hole round; the ordinance increases green fees by \$3 per round of golf for twilight or nine-hole rounds for persons without a golf identification card, and provides for three annual increases of \$2 for motorized cart fees at certain municipal golf courses; the fee increases take effect in FY 2019 and the revenues will be used to maintain services at the municipal golf courses;
- Ordinance 18-2 renamed the Ala Napunani Street bicycle lanes in memory of Zachary Manago, a celebrated Moanalua High School graduate, all-star baseball player, and bicycling advocate who was killed in a hit-and-run accident during an organized bicycle ride;
- To encourage sports participation and tourism, the council adopted Resolutions 18-73 and 18-67 urging the city administration to facilitate the development of a racetrack or raceway park on Oahu, and to construct a world-class indoor and outdoor beach volleyball facility near the entrance to the Ala Wai Golf Course.

The Environment

- Enacted Ordinance 17-37 strengthening and extending prior restrictions on the use of plastic bags provided to customers by retailers at checkout; effective Jan. 1, 2020, the ordinance will prohibit the use of plastic film bags with a thickness of 10 mils or less provided at the point of sale for the purpose of transporting most groceries or other merchandise;
- Enacted Ordinance 18-07 that facilitates the disposal of weeds, garbage, trash and waste from vacant lots by increasing the size and dimensions of lots subject to city disposal requirements;
- Adopted Resolution 18-55 urging the city administration to increase the city's urban tree canopy to at least 35 percent by 2035;
- The council adopted Resolution 18-63, FD1, urging the city administration to implement the transition to a zero-emission city electric bus system, vehicle motor pool and automotive fleet;
- Adopted Resolution 17-284, CD1, urging the city administration to curtail the use of synthetic herbicides and conduct a one-year pilot project to test nontoxic weed control alternatives;
- To promote sustainability, the council adopted Resolution 17-269 urging the Department of Facility Maintenance to replant a portion of the Kapolei Parkway median strip with drought-resistant native plants and collaborate with the Board of Water Supply on a plan to properly maintain the new plantings.

Complete Streets

- Adopted Resolution 18-68 requesting that the city administration support improvements suggested in the Honolulu Complete Streets Implementation Study Location Report for Wahiawa, on California Avenue from Kamehameha Highway to Wahiawa District Park;
- Adopted Resolution 18-1, CD1, urging the city administration to maximize the incorporation of Complete Streets restriping into ongoing repaving projects to ensure that street designs accommodate all users regardless of their age, ability or preferred mode of transportation;
- Adopted Resolution 18-54 requesting the city administration study and implement a Complete Streets Project for at least the portion of Kapolei Parkway between Renton Road and Kamokila Boulevard.

Rail Project

- To ensure accountability and control costs, the council adopted Resolution 17-199, CD1, requesting the HART board of directors conduct an economy and efficiency audit to determine the causes for the cost overruns for the Honolulu Rail Transit Project; and Resolution 17-263 urging the city administration and HART to utilize public-private partnerships to fund rail project improvements;
- Enacted Ordinance 17-48 authorizing a three-year extension, to Dec. 31, 2030, of the county transportation surcharge on General Excise and Use Tax (GET) in compliance with Act 1, passed by the Hawaii State Legislature in September 2017; Act 1 provides an additional \$2.1 billion in funding for the rail project by extending Oahu's GET surcharge, and raising the state's transient accommodation tax for 13 years from 9.25 percent to 10.25 percent;
- Enacted Ordinance 18-27 to authorize the issuance and sale of \$1.19 billion in bonds from the Transit Improvement Bond Fund for projects in the HART Capital Budget and Program Ordinance in FY 2019;
- Adopted Resolution 17-266 approving the Recovery Plan for the Rail Project, which included consideration of the expected Act 1 funding, submitted to the Federal Transit Administration (FTA) on Sept. 15, 2017;
- Adopted Resolutions 18-7 through 18-15 and 18-17 approving the acquisition of various real property easements in Honolulu by HART, and allowing HART to proceed with condemnation if unable to negotiate a sale with the owners;
- Adopted Resolution 17-328, CD1, requesting the Department of Transportation Services, Department of Human Resources, and HART conduct a workforce study to assess the staffing requirements for the city's entire multimodal transportation system and report their findings to the council by Dec. 31, 2019;
- Adopted Resolution 18-38 to establish a permitted interaction group of Councilmembers to meet with federal officials and discuss the FTA's review and approval of the city's Sept. 15, 2017, Recovery Plan.

Transit-oriented Development

- To foster more livable communities, respond to local conditions, take full advantage of transit and support the public's investment in the rail project, the council enacted Ordinance 17-54 amending the city's Land Use Ordinance, Chapter 21 of the Revised Ordinances of Honolulu 1990 (ROH), to establish TOD special districts for those areas within approximately one-half mile around the Honolulu Rail Transit Project stations, and establish standards for development within those districts;
- Adopted Resolution 17-265 urging the formation of partnerships between the city and private entities to establish a TOD loan program for the development and preservation of affordable housing in TOD special districts using Denver's Regional TOD fund as a model;
- Adopted Resolution 16-247, CD1, FD1, approving the Downtown Neighborhood TOD Plan to serve as a basis for an ordinance to be drafted by the DPP, and reviewed by the Planning Commission, creating TOD zones around the Iwilei, Chinatown and Downtown Honolulu rail project stations, and establishing applicable TOD development regulations;
- Adopted Resolution 17-333, CD1, FD1, approving a conceptual plan for the development of ProsPac Tower, a 41-story residential and commercial development within a quarter mile of the future Ala Moana rail transit station with 429 units, commercial spaces, recreational amenities, and bicycle and off-street vehicle parking.

Public Safety

- Mindful of the harmful effects of smoking, especially on children, the council enacted Ordinance 17-53 expanding the city's no smoking ordinances to regulate electronic smoking devices and prohibit smoking in vehicles when minors are present;
- To minimize pedestrian injuries, the council enacted Ordinance 17-39 prohibiting pedestrians from viewing a mobile electronic device while crossing a street or highway;
- Enacted Ordinance 18-13 amending the City Traffic Code (ROH Chapter 15) clarifying that mopeds are considered "vehicles" for the purposes of city ordinances, which allows for the removal, towing and disposal of abandoned, or unsafely or illegally parked vehicles;
- Following the serious injury of a noted triathlete by a drift racing vehicle on Tantalus Drive, the council enacted Ordinance 18-15 prohibiting motor vehicle drifting and drift racing on public roadways in the City and County of Honolulu;
- Adopted Ordinance 17-51 prohibiting parking in front of sidewalk curb ramps to preserve access to the ramps for persons with disabilities;
- Adopted Resolution 18-80, FD1, approving the expenditure of federal Safe Routes to School (SRTS) Special Fund monies to implement a county-level SRTS program in the city, allocating \$291,317 in funds accepted from the state of Hawaii Department of Transportation;

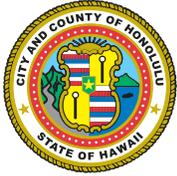
- Adopted Resolution 18-27 requesting the city administration conduct an assessment of the city's response to the Jan. 13, 2018, false ballistic missile alert issued by the Hawaii Emergency Management Agency.

Fire Safety

- Four people perished and more than 200 apartment units suffered a combined fire loss of \$107 million in the July 14, 2017, high-rise fire at the Marco Polo condominium complex on Kapiolani Boulevard in Moiliili; the 36-story complex was built in 1971 before the city began requiring automatic sprinkler systems in high-rise buildings; and in the wake of this tragic event, the City Council took steps to evaluate and determine the best approach to ensure fire safety in Honolulu high-rise dwelling units, while taking into consideration the significant cost of retrofitting buildings with automatic sprinkler systems;
- Adopted Resolution 17-195, CD1, urging the Mayor to provide an update of the 2005 report of the Residential Fire Safety Advisory Committee, which had been established in 2004 following an earlier residential high-rise fire, by either reconvening the 2005 Advisory Committee or establishing a new advisory committee;
- Adopted Resolutions 17-244, FD1, and 17-341 to establish two permitted interaction groups, each consisting of three Councilmembers, which held community meetings to provide information and promote discussion on fire safety regulations, measures to improve fire safety in residential buildings, fire insurance plans and policies, condominium loans and financing, and ways to mitigate the cost of implementing fire safety measures;
- The council enacted Ordinance 18-14, amending the city Fire Code, ROH Chapter 20, to require that existing high-rise residential buildings built before 1975 and over 10 stories high, undergo a life safety evaluation and implement fire safety upgrades as required by the Honolulu Fire Department that may include sprinkler systems, provided that a high-rise condominium or cooperative would be permitted to opt out of retrofitting their buildings with automatic sprinkler systems if they choose instead to implement certain alternative fire safety and public notification measures;
- Adopted Ordinances 18-8 and 18-9 to provide incentives, in the form of fee waivers and tax credits, for eligible real property owners to install automatic sprinkler systems in certain high-rise residential buildings constructed before 1993 that are over 75 feet above the highest grade.

Miscellaneous

- **Fiscal responsibility:** To enhance collection efforts when city property is damaged, the council enacted Ordinance 18-18, amending ROH Section 41-25.3, to authorize the BFS to bill the person responsible for damage to public property, constituting a public nuisance, for the actual or estimated costs associated with the repair, cleaning or replacement of the damaged property, plus any administrative expenses; previously the ordinance allowed only reimbursement of actual repair or replacement costs; and the council adopted Ordinance 18-4 establishing a \$164 monthly fee for permits allowing recreational stops by tour vans or vehicles at Waimanalo Bay Beach Park, and using the revenue from these permit fees to fund staffing and enforcement at the park;
- **Public Health:** Adopted Resolution 17-360 urging the city administration to recognize and support The Blue Zones Project so that the county may become a Blue Zone where residents live measurably longer and happier lives;
- **Accountability:** Implemented a recent charter amendment by enacting Ordinance 17-44 to institute a process for the review every five years of certain city boards and commissions to determine whether the charter provisions or ordinances establishing these boards and commissions should be retained, amended or repealed;
- **Road Repairs:** Adopted Resolutions 18-39 and 18-40 urging the city administration to develop a pothole repair schedule and expedite the rehabilitation of the city-owned portion of Kamehameha Highway near Heeia.



OFFICE OF COUNCIL SERVICES

James Williston, Director

Galen Onouye, Deputy Director (July 2017 – December 2017)

Warren Senda, Deputy Director (January 2018 – 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, 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 that 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; 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 Queen Kapiolani Regional Park.

ACCOMPLISHMENTS

With a staff of 24, composed of a director, deputy director, seven attorneys, eight policy analysts, two ordinance revision staff and five administrative support staff, the Office of Council Services accomplished the following tasks and projects in Fiscal Year 2018:

Research and Consultative Activities

- As the research and drafting arm of the council, OCS completed 1,178 assignments pursuant to council and Councilmember requests for service that included 337 bills for ordinances, 398 resolutions, 70 memoranda, and 373 other assignments such as email responses to requests, budget worksheet and committee report review, and digests of items on committee agendas; 579 of these were “RUSH” assignments, requiring completion within two work days from assignment; 27 bills drafted or amended by OCS at the request of a Councilmember were enacted as ordinances; and 151 resolutions drafted or amended by OCS were adopted;
- Provided consultative assistance for 85 committee meetings, including eight executive sessions, and 15 council meetings and public hearings, of which one was held at Kapolei Hale;
- Assisted the council’s Budget Committee and Councilmembers in reviewing, analyzing and amending the 10 budget and revenue measures that constituted the budgets for the executive and legislative branches, as well as for HART;
- In March 2018, released the 18th annual “Issue Profile, Status of the City’s Finances” analysis report in digital format, which provides the council with a historical and comparative context to review the upcoming city budget and fiscal trends.

Revisor Activities

- Prepared more than 90 sections and 175 pages of the ROH, incorporating language from 38 new codified ordinances, released two policy resolution updates and completed 12 corresponding web updates;
- Reviewed and responded to technical recommendations made by American Legal Publishing Corp., the contractor selected by competitive procurement to recodify the Revised Ordinances of Honolulu.

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;
- Provided leadership in the efforts to furnish Councilmembers with electronic access to all agenda items and necessary ancillary resources during council and council committee meetings through the iLegislate app; and assisted with interviews and selection of a council technology specialist;
- Drafted, in coordination with the Department of Information Technology and the Council Chair's office, a digital resource security policy for the legislative branch;
- Conducted 11 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 historic and current news clippings related to the city and council;
- Supported Honolulu's representative to the Hawaii State Association of Counties (HSAC), and provided on-site conference operations assistance and volunteer coordination for the June 2018 HSAC Conference hosted by the Honolulu City Council;
- Prepared and updated numerous references and resources for the legislative branch, including new electronic and print materials.

