

DEPARTMENT AND AGENCY REPORTS

for Fiscal Year July 1, 2014 to June 30, 2015

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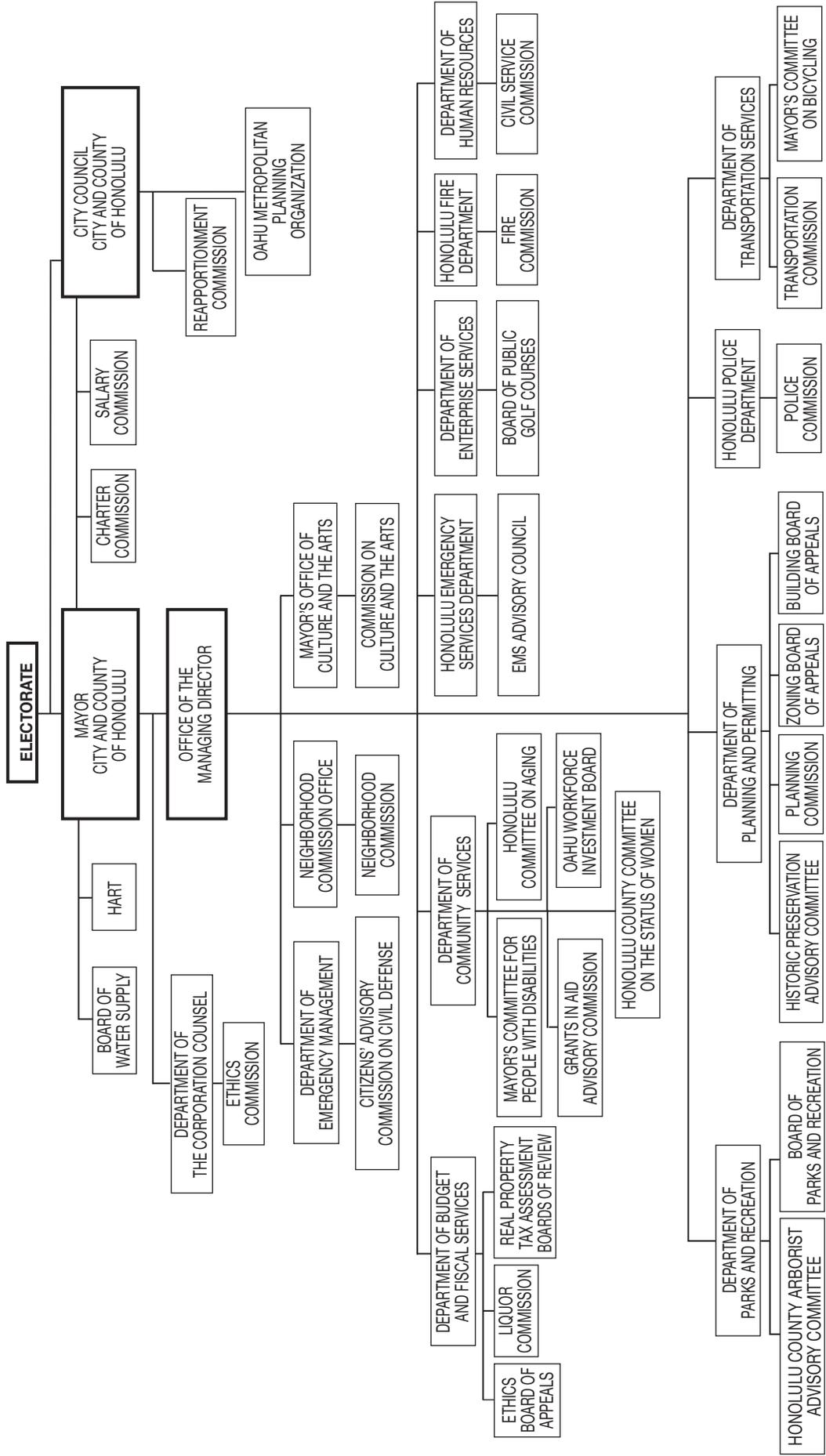
Department and Agency Reports of the City and County of Honolulu for
Fiscal Year Ending June 30, 2015, published December 26, 2015

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

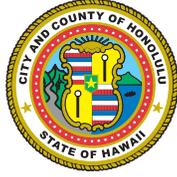
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| <p>1. Not later than ninety days after the close of the fiscal year, each agency of the city shall make an annual written report of its activities to the mayor in such form and under such rules and regulations as the mayor may prescribe.</p> <p>2. Not later than one hundred eighty days after the close of the fiscal year, the mayor shall publish an annual written report con-</p> | <p>cerning 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: “Wā Po’e – The Time of People” by Solomon Enos, a mural installed at the Wahiawa Transit Center.
Courtesy of Mayor’s Office of Culture and The Arts.*

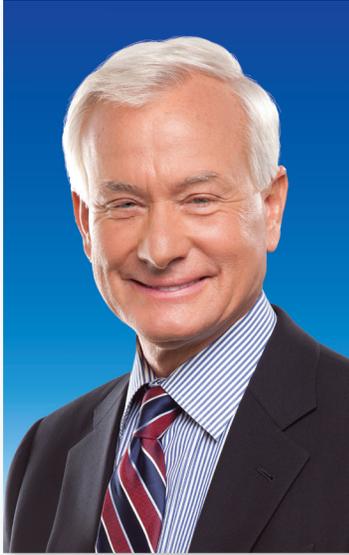
CITY AND COUNTY OF HONOLULU CHART OF BOARDS, COMMISSIONS AND ADVISORY BODIES FISCAL YEAR 2015



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Message from Mayor **KIRK CALDWELL**



I am proud to present the accomplishments of the City and County of Honolulu for Fiscal Year 2015.

Our dedicated staff and employees have worked diligently to accomplish a record number of priorities. Public safety is the primary role of government, and we continue to provide the necessary funding for equipment and training requirements for our fire, police, and emergency services teams, making Honolulu one of the safest cities in the nation.

A predominant theme this year was implementing initiatives to bring public transportation into the 21st century. Construction of rail, the largest public works project in the state's history, is in full swing. We are switching from a car-centric culture to creating a transportation multi-modal network, implementing the 2013 complete streets ordinance to safely and efficiently move pedestrians, bicyclists, riders, and drivers. Additionally, we engaged the community to develop Honolulu as an Age Friendly City, from kupuna to keiki. As our population ages rapidly, we need to ensure that we are providing infrastructure and high-quality services for all ages, particularly our older population.

We are committed to increasing our affordable housing supply to benefit lower-income households and young families who struggle to make ends meet each month, and are working daily to tackle the issues of the chronic homeless population, creating laws that facilitate "compassionate disruption," and guiding people off the streets into shelter. We are making our parks safer and more enjoyable for the entire family, launching a new community initiative, *Our Parks, Together*, to engage the public in this effort. We are paving more roads, meeting our goal of resurfacing 1,500 lane miles in five years, and rebuilding and upgrading our sewer system.

I am deeply indebted to the dedicated city employees for continuing to serve the people of the City and County of Honolulu with pride and distinction.

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

Kirk Caldwell, Mayor
City and County of Honolulu

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EXECUTIVE OFFICE

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OFFICE OF THE MAYOR

Kirk Caldwell, Mayor

Ember Lee Shinn, Managing Director (July 2014 – December 2014)

Roy K. Amemiya, Jr., Managing Director (January 2015 – present)

Georgette 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 for the coordination of all administrative activities, sees that these are conducted honestly, efficiently, and lawfully, and enforces the provisions of the Charter, the ordinances of the city, and all applicable laws.

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

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

GOALS

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

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

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

For the first time in the city's history, the administration adopted a zero-based budget in departments primarily funded by General Funds and Highway Funds. In order 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

Mayor Caldwell's administration continued to improve TheBus service for public transit customers during Fiscal Year 2015. Service improvements included extension of Route E to serve Waikiki, which provides more workers in the visitor industry with a one-seat ride from Ewa Beach and Waipahu. Route 40 service to University of Hawaii West Oahu was extended to serve the campus all day long, seven days a week. A Pearl City shuttle bus route along Kamehameha Highway was initiated to mitigate rail construction delays. In addition, ongoing adjustments are being made to bus service for rail construction, Ala Moana Shopping Center construction, and other construction and roadwork projects. Several new vehicles were purchased during FY 2015 to replace aging vehicles in TheBus fleet, including twenty-nine 40-foot low-floor, clean diesel buses and four 60-foot articulated low-floor, clean diesel buses. Finally, the last of our 99 new paratransit vehicles arrived during FY 2015.

Repaving Roads

In FY 2015, the city paved 214 lane miles for a total of 832 since January 1, 2013. The \$118 million appropriated in the FY 2014 Capital Improvement Program budget (CIP) has now been contracted. For FY 2015, \$19.3 million of the \$132 million appropriation has already been contracted. Mayor Caldwell's five-year road plan aims to improve all 1,500 lane miles of roads that are considered in less than "fair" condition, as assessed by an independent study conducted in 2012. The Mayor has committed to releasing a quarterly status report on the roads projects to help the public and the City Council track the work and understand how funds are being spent.

In order to maintain roads that are still in good condition, an additional \$3 million was budgeted for pavement preservation projects, such as slurry seal and sealcoating.

Improving Our Sewer System, Infrastructure Repair, and Maintenance

The sewer system is a critical component of our city's infrastructure. As part of a 10-year program that began in 2010 to rehabilitate 144 miles of sewer pipe and clean 500 miles of sewer pipe per year, the city rehabilitated 122 miles of sewer pipe and cleaned approximately 600 miles of sewer pipe in FY 2015. Two major sewer projects are underway – the Kaneohe/Kailua Conveyance Sewer Tunnel and the Ala Moana Wastewater Pump Station Force Mains 3 and 4. Other major sewer projects planned

are Kaneohe Bay 3 force main pipe replacement, Mililani Wastewater Pre-Treatment Facility storage and headworks upgrade, and the airport sewer structural rehabilitation/reconstruction, Phase 2. As part of Honolulu's Consent Decree (CD) with the Environmental Protection Agency (EPA), the city has completed 381 - or 78 percent - of the 484 projects outlined by the EPA. Another project not related to the CD is the completion of Wahiawa Wastewater Treatment Plant Improvements, where sustainability meets innovation. It is the first Membrane Bioreactor (MBR) facility the city has built. The facility treats raw wastewater to R-1 water, which is the highest quality of recycled water classified by the state. The water can be used for any form of irrigation, including food crops.

Caring For Our Parks

Improving our parks is a key component of Mayor Caldwell's commitment to invest in the core services that touch the lives of residents across the island. Mayor Caldwell has committed an additional \$2 million to renovate 24 comfort stations and 16 playground apparatus. These projects will have an immediate positive impact on the experiences of Honolulu residents and visitors.

Mayor Caldwell believes that parks are our front lawns. By investing in our parks, we can build pride in our communities. Engaging community partners to adopt our parks will maximize the benefits of investing in Honolulu's parks and will inspire community stewardship of parks and recreation facilities. This year, the Department of Parks and Recreation (DPR) partnered with the Waikiki Business Improvement District to open a 24-hour comfort station at Kuhio Beach Park. DPR also opened three new parks: Ewa-Puuloa District Park, Kahiwelo Neighborhood Park, and Ala Wai Dog Park. In addition, the department completed expansion of Banzai Skate Park, the restoration of Mother Waldron Neighborhood Park, and the replacement of lights at Ala Wai Baseball Field.

Building Rail Better

The Honolulu Authority for Rapid Transportation (HART) made major progress with the Honolulu rail transit project this year. Construction crews have built nearly 200 support columns and have completed more than three miles of elevated guideway work from the east Kapolei/Ewa area into Waipahu. The balanced cantilever section of the guideway now crosses over a large portion of the H-1 Freeway between Waipahu and Pearl City. HART's Rail Operations Center, located between Waipahu High School and Leeward Community College, is more than 70 percent complete. The shells of HART's rail cars are in production in factories in Italy, soon to be shipped to California for final assembly, before being transported to Honolulu in early 2016. HART has also awarded contracts to local companies to begin construction on the first six of the system's 21 rail stations.

HART's community outreach efforts continue to be strong and have focused on businesses impacted by rail construction. HART has established a Business Outreach Program to assist businesses, and HART's staff meets regularly with business owners and managers along the

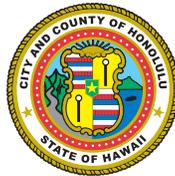
rail route. Additionally, HART participated in hundreds of community meetings, presentations, and events held this fiscal year, providing greater transparency and the opportunity for residents to share their input.

Transit-oriented Development (TOD)

Mayor Caldwell's team has been working with communities throughout the rail corridor to finalize neighborhood TOD plans and implement projects to enhance neighborhoods around the transit stations. The Mayor's TOD sub-cabinet is coordinating infrastructure and access improvements to facilitate development and connectivity, including sewer and water system projects and upgrades to sidewalks, bikeways, and roads connecting to the rail stations. The team has drafted updated codes, zoning, and an islandwide housing strategy, and is working on a financial toolkit and district infrastructure financing strategies. A Chinatown Action Summit was held to identify near-term improvements to make the neighborhood cleaner, safer, more active, and businesses more successful. Planning is underway on three catalytic projects: the Pearlridge Transit Center, Kapalama Canal, and the Neal S. Blaisdell Center. A developer was competitively selected to negotiate with the city to build the new senior development in Chinatown, Halewaiolu Residences. This will be the first transit-oriented development on city-owned land. The proposal includes 151 affordable rental units, community space, small retail units, and a tai-chi garden.

Homelessness

In June 2014, Mayor Caldwell announced the city's Housing First strategy to reduce chronic homelessness on Oahu. The Mayor's plan combined housing and services with enforcement action designed to ensure that our public spaces are accessible for all. In November 2014, the city partnered with the Institute of Human Services to implement its Housing First Program, placing chronically homeless persons and families from Waikiki, Downtown/Chinatown, and the Leeward Coast in permanent supportive housing. With a \$3 million operating budget, the goal is to shelter and provide treatment to 115 households by the end of 2015.



OTHER EXECUTIVE OFFICES

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CITY BOARDS, COMMISSIONS & COMMITTEES

City boards, commissions, and committees are advisory in nature and were established in order to provide government agencies with citizen participation. Members of these bodies are appointed by the Mayor and confirmed by the City Council, except where otherwise noted. Members do not receive salaries or other forms of compensation.

BOARD OF PARKS AND RECREATION

Nine members, five-year staggered terms.

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

BOARD OF PUBLIC GOLF COURSES

Seven members appointed by the Mayor without City Council confirmation, terms are co-terminus with the Mayor.

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

BOARD OF WATER SUPPLY

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

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

BUILDING BOARD OF APPEALS

Nine members, five-year staggered terms.

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

CITIZENS ADVISORY COMMISSION ON CIVIL DEFENSE

Five members, five-year staggered terms.

The Citizens Advisory Commission on Civil Defense advises the Mayor, the City Council, and the Director of the Department of Emergency Management on matters

pertaining to disaster emergency planning and operations; and promotes community participation, understanding and interest in civil defense preparation.

CIVIL SERVICE COMMISSION

Five members, five-year staggered terms.

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

COMMISSION ON CULTURE AND THE ARTS

Eleven members, five-year staggered terms.

The Commission on Culture and the Arts assists the city with the preservation of the artistic and cultural heritages of all people residing in Honolulu. The commission also makes recommendations concerning the "Art in City Buildings Ordinance" in connection with the acquisition of art works and the acceptance of works of art offered as gifts. Recommendations are made in the area of community aesthetics to the executive and legislative branches of the city after reviewing all planned and existing city buildings, grounds, and facilities.

ETHICS COMMISSION

Seven members, five-year staggered terms.

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

ETHICS BOARD OF APPEALS

Five members, five-year staggered terms.

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

FIRE COMMISSION

Five members, five-year staggered terms.

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

GRANTS IN AID ADVISORY COMMISSION

Seven members, five-year staggered terms.

The Grants in Aid Advisory Commission is charged with reviewing applications and making recommendations relating to the distribution of monies from the Grants in Aid fund to non-profit organizations that provide services to economically and/or socially disadvantaged populations, or provide services for public benefit in the areas of the arts, culture, economic development, or the environment.

HISTORIC PRESERVATION ADVISORY COMMITTEE

Seven members appointed by the Mayor without City Council confirmation, terms are co-terminus with the Mayor.

The Historic Preservation Advisory Committee advises the Mayor and Director of the Department of Planning and Permitting on matters relating to the preservation of historic artifacts, sites, buildings, and all other properties of historic significance to the people of the City and County of Honolulu.

HONOLULU AUTHORITY FOR RAPID TRANSPORTATION (HART)

Ten members, five-year staggered terms. (Three members are appointed by the Mayor; three by the City Council; three ex-officio members designated by the charter: The Director of the city Department of Transportation Services, the Director of the State Department of Transportation, and the Director of the city Department of Planning and Permitting (non-voting); the tenth member is appointed by the eight voting members.)

The HART Board determines the policy for the planning, construction, operation, maintenance, and expansion of the fixed guideway system. The board appoints the executive director, approves and adopts the operating and capital budgets, and controls the rail transit funds. The board also sets rates and fees with the ultimate goal of HART and the fixed guideway system to become self-supporting.

HONOLULU COMMITTEE ON AGING

Number of members not limited, terms are co-terminus with the Mayor. (Includes one elected official; one ex-officio liaison member from the State Policy and Advisory Board on Elderly Affairs.)

The Honolulu Committee on Aging advises the Mayor and the Department of Community Services, Elderly Affairs Division, on issues and needs of the elderly. Subcommittees on Advocacy, Planning, and Senior Recognition assist with policy and program development.

HONOLULU COUNTY ARBORIST ADVISORY COMMITTEE

Nine members, terms co-terminus with the Mayor (includes one ex-officio member, the Director of the Department of Planning and Permitting.)

The Arborist Advisory Committee is established by

state statute and is attached to the Department of Parks and Recreation. Members include representatives of landscape architecture, certified arborists, and others involved in community beautification or ecological sciences. The committee researches and makes recommendations to the City Council and property owners on ways to protect, preserve, and enhance exceptional trees.

HONOLULU COUNTY COMMITTEE ON THE STATUS OF WOMEN

Number of members not limited, four-year staggered terms which are co-terminus with the Mayor.

The Honolulu County Committee on the Status of Women advises the Mayor and the State Commission on the Status of Women on matters of concern to Oahu's women. Its duties include the public recognition of women's contributions, assessment of changes in women's status, and promotion of equality for both sexes.

LIQUOR COMMISSION

Five members, five-year staggered terms.

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

MAYOR'S ADVISORY COMMITTEE ON BICYCLING

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

The Mayor's Advisory Committee on Bicycling advises the Mayor on the city's planned and existing bikeways, promotes safety and education programs for bicyclists, and seeks to improve communication between public and private agencies concerned with bicycling.

MAYOR'S COMMITTEE FOR PEOPLE WITH DISABILITIES

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

The Mayor's Committee for People with Disabilities makes recommendations on modifications to public facilities, and generally advocates, promotes and advises on how the special needs of the disabled community can be better served and interwoven with those of the general community.

NEIGHBORHOOD COMMISSION

Nine members, five-year staggered terms. (Four members are appointed by the Mayor, four by the City Council; the ninth member is appointed by the Mayor and confirmed by the City Council.)

The Neighborhood Commission periodically reviews and evaluates the effectiveness of the Neighborhood Plan and the neighborhood boards. The commission also assists in the formation and the operation of neighborhood boards, upon request.

OAHU WORKFORCE INVESTMENT BOARD (OWIB)

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

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

PLANNING COMMISSION

Nine members, five-year staggered terms.

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

POLICE COMMISSION

Seven members, five-year staggered terms.

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

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

Five members per board, five-year staggered terms.

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

SALARY COMMISSION

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

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

TRANSPORTATION COMMISSION

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

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

ZONING BOARD OF APPEALS

Five members, five-year staggered terms.

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

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NEIGHBORHOOD COMMISSION OFFICE

Nicole A. Velasco, Executive Secretary (July 2014 – May 2015)
Bryan K. Mick, Acting Executive Secretary (May 2015 – present)

POWERS, DUTIES, AND FUNCTIONS

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

Neighborhood Boards

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

Neighborhood Commission

The Neighborhood Commission was officially 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.

In Fiscal Year 2015, the commission held nine regular meetings, one special meeting, and seven committee meetings. On behalf of the commission, the Neighborhood Commission Office (NCO) distributed 1,479 paper sets of agenda and minutes. An additional 6,834 agendas and sets of minutes were distributed electronically.

The nine members of the Neighborhood Commission for FY 2015 were:

Sylvia Young , Chair	Loryn Guiffré	Claire J. Tamamoto
Robert Finley , Vice Chair	Richard Oshiro	Russell Yamanoha
Tyler Dos Santos-Tam	Robert Stubbs	Charles Zahn

MISSION

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

INSTALLATION CEREMONY

The Neighborhood Commission Office held the Installation Ceremony for the newly elected board members on June 27, 2015. A general overview and history of the Neighborhood Board System, information on the use and features of the office website, and an informational brief on board budgets were presented to the 169 board members in attendance. The Office of Information Practices provided a training presentation on the Sunshine Law.

2015 NEIGHBORHOOD BOARD ELECTIONS

The NCO held its biennial Neighborhood Board elections. The 2015 Neighborhood Board Elections garnered more than 600 candidates for 437 open seats, a 29.9 percent increase in candidates from 2013.

In preparation for the election period, the NCO utilized traditional and digital media campaigns, conducted outreach at public events, and hosted workshops to promote election awareness. The Harvard Kennedy School's Ash Center selected the 2013 Neighborhood Board Digital Elections as a 2015 Bright Ideas recipient in recognition of converting the elections from a paper and postal-based process to an all-digital election.

NCO TWEETUP 2: EMPOWERING YOU THROUGH NEIGHBORHOOD BOARDS

On December 9, 2014 the NCO hosted the NCO Tweetup 2: Empowering you through Neighborhood Boards, focusing on the Neighborhood Board Elections and candidate recruitment. Over 60 participants received information about how to apply as a candidate in the election, and engaged in interactive discussions on the role and value of boards in the community.

The effort was honored by Government Social Media, winning a 2015 Golden Post Award for Best Social Media for Citizen Engagement. The event placed third among more than 30 entries from throughout the country, and was the only entry from the state of Hawaii to be named a finalist.

COMMUNITY FOR KEIKI MONTH

For the second year in a row, the NCO dedicated April 2015 as "Community for Keiki" month to inspire board members to invite youth community members and to consider issues affecting our keiki population. Board chairs were encouraged to invite student groups, schools, and other keiki-focused organizations to present and participate at their April meetings. The NCO staff participated in the

keiki month campaign by visiting various middle and high schools to present information about the neighborhood board system, and to explain how participation can be a resource for public service and leadership-building.

MINOR AMENDMENTS TO THE NEIGHBORHOOD PLAN

In early 2014, the commission solicited input from the boards, the public, and the commission office on possible amendments to the Neighborhood Plan. From the amendments proposed, the commission selected sixteen to be vetted in public hearings held on June 14, 2014. The commission adopted the amendments on February 23, 2015 and these became effective April 19, 2015.

EXPANDING BOARD MEMBER CIVIC ENGAGEMENT

On June 5, 2015, Governor Ige signed into law Act 91 relating to Neighborhood Boards and amending Hawaii Revised Statutes (HRS) 92-82. This law created a new permitted interaction group where all members of a neighborhood board may attend a public meeting concerning board business held by another entity.

Mayor Kirk Caldwell originally submitted this bill as part of his legislative packet at the request of the NCO. It was drafted as a result of consistent and widespread complaints regarding the inability of neighborhood board members to attend informational meetings due to the effects of the Sunshine Law on neighborhood boards.



MAYOR'S OFFICE OF CULTURE AND THE ARTS

Misty M. Kela'i, Executive Director

POWERS, DUTIES, AND FUNCTIONS

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

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

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

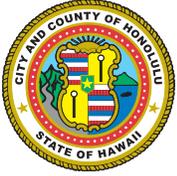
MISSION

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

ACCOMPLISHMENTS

- The Mayor's Production Grant program issued \$142,850 in funds to 18 non-profit organizations;
- Art in City Buildings program acquired four works in Fiscal Year 2015;
- Art in City Buildings program completed 92 conservation maintenance treatments in FY 2015;
- Coordinated 17 city-sponsored events, attracting more than 232,150 attendees;
- Hosted 17 exhibits with more than 53,000 attendees;
- Managed 70 events with 11,870 attendees at the Mission Memorial Auditorium;
- Managed more than 312 meetings, public hearings, and workshops in the Mission Memorial Hearings Room.

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OFFICE OF ECONOMIC DEVELOPMENT

Linda Chu Takayama, Executive Director (July 2014 – April 2015)

Nicole A. Velasco, Executive Director (May 2015 – present)

POWERS, DUTIES, AND FUNCTIONS

The Mayor's Office of Economic Development (OED) is responsible for cultivating tourism and hospitality, agriculture, film, and other industries; advancing small businesses; strengthening relationships with state, military, federal, and international partners; and coordinating cultural and community festivals and special events.

In Fiscal Year 2015 OED emphasized public-private partnerships in five categories: Small Business Development and Community Revitalization, Agriculture, Film, International Relations and Sister-City Programs, and the Hawaii Tourism Authority Community Product Enrichment Program (CPEP).

MISSION

OED partners with Oahu's businesses, non-profit groups, and communities to support economic growth and enhance the quality of life for the residents of the City and County of Honolulu.

SMALL BUSINESS DEVELOPMENT AND COMMUNITY REVITALIZATION

POWERS, DUTIES, AND FUNCTIONS

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

ACCOMPLISHMENTS

OED awarded 15 grants ranging in amounts from \$3,000 to \$20,000, for a total of \$158,000.

AGRICULTURE

POWERS, DUTIES, AND FUNCTIONS

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

ACCOMPLISHMENTS

- Established a working group to follow up on the proposed actions from two value-added technology

forums to process turmeric and sweet basil, and also to work with the Hawaii Farm Bureau to conduct marketing surveys for these two products;

- Assisted Paina Hawaii, a company under a grant from the State of Hawaii Department of Agriculture, in measuring the level of ionizing radiation absorbed in 14 export-ready commodities, nine of which have been completed and three pending approval from the USDA-Plant Protection and Quarantine;
- Established an internal city working group to coordinate actions on the little fire ant and coconut rhinoceros beetle;
- Awarded three grants totaling \$58,000 to support agriculture-related programs.

HONOLULU FILM OFFICE

POWERS, DUTIES, AND FUNCTIONS

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

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

ACCOMPLISHMENTS

- Developed and implemented national and international marketing strategies and campaigns (print, online, outdoor, B2B tradeshows, events, and outreach) in partnership with key industry organizations, including the Producers Guild of America, the Association of Independent Commercial Producers, and the Association of Film Commissioners International;
- Assisted major film and television projects, including *Jurassic World* (Universal Pictures), *Hawaii Five-0* (CBS Television Studios), and *Aloha* (Sony Pictures Studios);
- Provided assistance to approximately 500 projects varying in scope (feature films, television series, commercials, still photography campaigns, and new media projects);

- Contributed, in partnership with the Oahu Visitors Bureau, to the development and implementation of film tourism campaigns for *Jurassic World* (Universal Pictures) and *Aloha* (Sony Picture Studios);
- Key supporter of Producers Accelerator track in the Hawaii International Film Festival's (HIFF) Creative Lab program to help develop local filmmakers;
- Film office director was elected to the board of directors of the global organization, the Association of Film Commissioners International, and elected by the board as 1st Vice President and Treasurer.

ACCOMPLISHMENTS

In FY 2015, OED awarded 27 grants ranging in amounts from \$5,000 to \$30,000, for a total of \$325,000.

INTERNATIONAL RELATIONS AND SISTER-CITY PROGRAM

POWERS, DUTIES, AND FUNCTIONS

International relations play a vital role by enhancing Honolulu's unique and rich cultural, social, and economic diversity. Each month, OED responds to an average of more than 50 international communications and coordinates seven international courtesy calls.

Since 1959, Honolulu's Sister-City Program has grown to 32 established sister-city relationships with cities around the world. Sister-City programs have the potential to provide numerous benefits, such as developing new business contacts and gateways into new markets and product lines, and give local businesses a competitive edge abroad by reducing fees in business negotiations, attracting foreign-fee-paying students, and facilitating knowledge/technology sharing and joint research.

ACCOMPLISHMENTS

- Coordinated and staffed visits by 88 foreign delegations;
- Coordinated mayoral trips to Japan sister cities, Nagaoka, Hiroshima, and Chigasaki;
- Coordinated mayoral trip to Korea, including visits to sister cities Incheon and Seoul;
- Produced the Honolulu-Chigasaki Sister-City Agreement signing ceremony and sister-chamber signing event;
- Produced the Honolulu-Candon Sister-City Agreement signing ceremony.

HAWAII TOURISM AUTHORITY'S (HTA) COUNTY PRODUCT ENRICHMENT PROGRAM (CPEP)

POWERS, DUTIES, AND FUNCTIONS

OED administers the Hawaii Tourism Authority-County Product Enrichment Program (HTA-CPEP), providing grants annually to various Oahu organizations. Through the HTA-CPEP program, OED develops new, and enhances existing, community-based tourism events, experiences, attractions, and projects related to agriculture, culture, education, health and wellness, and nature or technology. The program complements Hawaii's traditional resort product and assists in Honolulu's economic diversification.



OFFICE OF HOUSING

Jun Yang, Executive Director

POWERS, DUTIES, AND FUNCTIONS

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

MISSION

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

Honolulu's Housing First model focuses efforts on the chronically homeless, the most visible and vulnerable homeless population. This population presents the greatest challenge to service providers because of substance abuse and mental health issues. Mayor Caldwell's \$3 million Housing First program seeks to house 115 chronically homeless households in the Waianae, Downtown/ Chinatown, and Waikiki areas by October 31, 2015.

ACCOMPLISHMENTS

- In November 2014, the city contracted with the Institute for Human Services to administer the Housing First Program. The Housing First Program specifically focused on housing and providing wrap-around services to 115 chronically homeless households in three priority areas: Waianae, Downtown/Chinatown, and Waikiki;
- In February 2015, Mayor Caldwell signed onto the Mayors Challenge to End Veteran Homelessness, a national campaign from the Department of Housing and Urban Development, and championed by President Obama's administration and First Lady Michelle Obama. The goal of the challenge is to house and shelter all unsheltered homeless veterans across the island of Oahu by the end of 2015. The challenge coordinates the combined efforts of homeless services providers, the Department of Veteran Affairs, city and state government agencies, community organizations, business partners, and landlords to help our veterans;
- In May 2015, Mayor Caldwell announced the selection of the priority proposer to enter into negotiations with the city on the new senior development, Halewaiolu

Residences, in Chinatown. As the first transit-oriented development on city-owned land in the urban core, the proposed development plans include 151 affordable rental units, community space, small retail units, and a tai-chi garden. Halewaiolu is aligned with Age Friendly initiatives that encourage more ground-floor activity, Complete Street designs, and affordable rental housing units.

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ROYAL HAWAIIAN BAND

Clarke L.K. Bright, Bandmaster

POWERS, DUTIES, AND FUNCTIONS

The Royal Hawaiian Band 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. In honor of 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.

The Royal Hawaiian Band is comprised 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.

MISSION

The mission of the Royal Hawaiian Band is to promote and foster music, preserve the Hawaiian musical culture, inspire young musicians, and enrich the lives of the people of Hawaii.

ACCOMPLISHMENTS

During Fiscal Year 2015 the band and glee club provided a total of 372 performances.

Weekly concert performances are ongoing at the Iolani Palace on Fridays. Other regular performances were scheduled at the Ala Moana Center Stage, Royal Hawaiian Hotel Coconut Grove, Moana Hotel, Kahala Mall, Windward Mall, Pearlridge Center, Waialua Bandstand, and Millilani Town Center.

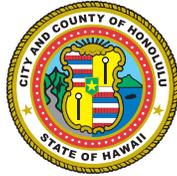
On September 25, the Royal Hawaiian Band performed at the historic Hawaii Theatre's "Ma o Ke Kai e Pili Ai Kakou," (The Ocean Connects Us All), featuring John Cruz, Gary Aiko, Karen Keawehawaii, Malia Kaai, Chelsie Anguay, Nola Nahulu's choir, and a premiere performance of "The Fantastic Voyage," composed by Hawaii's own Michael-Thomas Foumai.

Hawaiian cultural and monarchical events featured the band at the Prince Lot Hula Festival, Queen Liliuokalani's Onipaa and birthday commemoration, Queen Emma's memorial, King Kalakaua's birthday celebration and Royal Guard review, Prince Kuhio Parade, Princess Kaiulani birthday celebration, Aloha Festivals "Royal Court" presentation, Aloha Festivals Waikiki Hoolaulea, Aloha Festivals Floral Parade, King Kamehameha Floral Parade, and the city-sponsored May Day celebration and Na Hula Festival.

The band performed for other cultural and community events, including the Honolulu and Kapolei City Lights parades, Wahiawa Veteran's Day parade, Waikiki Holiday parade, Kaimuki Christmas parade, Haleiwa Christmas parade, Kailua 4th of July parade, Pan-Pacific parade, St. Patrick's Day parade, Martin Luther King, Jr. parade, Night in Chinatown parade, Honolulu Festival parade, and numerous other community parades. Community concerts were performed at many other events, including: I Love Liliha Festival, Korean Festival, Chinese Moon Festival, Vietnamese Festival, Scottish Festival, Filipino Fiesta, Bastille Day, Taste of Kalihi Festival, Moiliili Ohana Festival, and Windward Community College Arts Festival. Concerts at other venues included hospitals, nursing homes, adult care facilities, and educational concerts at many local preschools, middle schools, and high schools.

From the sounding of the *Pu* (conch shell) and the opening *oli* (chant) to the musical, vocal, and hula styling of its multi-talented members, the Royal Hawaiian Band continues to promote and perpetuate the music and culture of Hawaii, and provide a unique musical experience for local residents and visitors.

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DEPARTMENTS & AGENCIES

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BOARD OF WATER SUPPLY

Duane R. Miyashiro, Chair; **Adam C. Wong**, Vice-Chair; **Theresia C. McMurdo**; **David C. Hulihee**; **Kapua Sproat**; **Ross S. Sasamura**, Ex-Officio; **Ford N. Fuchigami**, Ex-Officio; **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.

The BWS is the largest municipal water utility in the state of Hawaii. In Fiscal Year 2015, the BWS delivered potable and non-potable water to approximately one 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 by water transmission and distribution fees. It receives no tax money from the city. The BWS also pursues federal and state grants to help subsidize BWS projects.

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

The BWS consists of the following 11 divisions:

Capital Projects Division, Communications Division, Customer Care Division, Field Operations Division, Finance Division, Information Technology Division, Land Division, Office of the Manager and Chief Engineer, Water Quality Division, Water Resources Division, and Water System Operations Division.

MISSION

The mission of BWS is to provide a safe, dependable, and affordable water supply now and into the future, focusing in three strategic areas: resource, operational, and financial sustainability.

ACCOMPLISHMENTS

BWS employees work diligently to provide safe, dependable, and affordable water service to customers by concentrating their efforts to achieve the BWS's strategic goals:

Resource Sustainability (Safe)

- The BWS conducted 27,030 chemical tests and 9,475 microbiological tests on samples collected from its

water sources, distribution systems, and treatment facilities to ensure all water served is safe to drink. Chemical tests performed this fiscal year include monitoring BWS wells near the Navy Red Hill Bulk Fuel Facility in response to a fuel leak reported by the Navy in January 2014. Since that date, the BWS has been working with the U.S. Environmental Protection Agency and the Hawaii Department of Health, conducting its own studies to assess the impact the leak may have on the groundwater aquifer.

- In June 2015, BWS completed its annual production and delivery of the Consumer Confidence Report (CCR), also known as the Water Quality Report, to all BWS customers. The report provides information on the quality of the water delivered from the BWS system and was mailed to all customers on record. The report is also available at www.boardofwatersupply.com. The department also placed ads in Honolulu newspapers, including various ethnic language publications, to inform community members of the distribution.
- On August 2, 2014, the BWS celebrated the 25th anniversary of the Halawa Xeriscape Garden Open House and Unthirsty Plant Sale. The event was attended by more than 2,000 people who learned about water conservation. The event received a 2015 Koa Award from the Public Relations Society of America (PRSA), Hawaii Chapter.
- BWS staff held 24 outdoor water conservation classes at the Halawa Xeriscape Garden. These classes focused on reducing water use through efficient landscaping.
- The BWS sponsored its 37th annual Water Conservation Week Poster Contest and the 7th annual Water Conservation Week Poetry Contest, receiving more than 1,400 posters and 275 poems from more than 50 Oahu schools, focused on the theme "Water Matters – Conserve It." All winning entries will be featured in the 2016 Water Conservation Calendar, scheduled for distribution in December 2015.
- Potable water demand has decreased by approximately 9 percent from 1990 to 2015 due to advanced water conservation efforts, economic incentives from sewer and water rate increases, recycled water, public education, and leak detection and repair programs in the BWS water system.
- The North Shore, Ewa, and Central Oahu Watershed Management Plans (WMP) have been completed with the North Shore and Ewa WMPs expected for adoption in FY 2016. These are long-range water resource protection and water use and development plans for the city that are concurrent with and support its

Development and Sustainable Communities Plans for Oahu. The WMPs guide the BWS's long-range capital improvement program, ensuring that adequate natural and alternative water supplies are available to meet Oahu's future growth.

- Recycled water is an important conservation strategy to reduce potable water consumption to extend our high-quality water supplies. Recycled water use from the Honouliuli Water Recycling Facility provides an alternative water supply in Ewa for irrigation and industrial purposes. Recycled water production from the BWS Honouliuli Water Recycling Facility averaged approximately eight million gallons per day. BWS is seeking State of Hawaii land to construct an elevated recycled water reservoir, which will increase recycled water use in Ewa.

Operational Sustainability (Dependable)

- In February 2015, the BWS conducted a customer satisfaction survey with the assistance of Ward Research. The purpose of the survey was to establish baseline measures of customer satisfaction and other factors related to how the public perceives the BWS. Overall findings indicate that the majority of Oahu residents are strongly satisfied with the BWS and have a high level of trust in the BWS.
- The BWS developed and piloted a New Hire Onboarding Checklist for supervisors to supplement the orientation process and nurture the success of new employees. Onboarding gives new employees a clear understanding of the BWS's mission and their role on the BWS team.
- The BWS is in its third year of a three-year comprehensive Water Master Plan to provide a 30-year capital improvement program for the capacity expansion, and repair and replacement of aging water infrastructure. The Water Master Plan applies new technology and best practices in planning and engineering tools in a system-wide condition assessment of all water system assets (pumps, pipelines, reservoirs, and treatment plants) and will guide the update of the BWS financial plan to ensure sufficient funding for infrastructure needs, while keeping water rates affordable.
- In response to Federal Executive Order 13636, the BWS has increased its focus on improving critical infrastructure security and resilience. The BWS has recruited an Information Systems Security Officer (ISSO) to lead this effort, and has initiated activity to establish a cyber security program. Preliminary assessments by the ISSO have been completed, and an in-depth assessment and strategic risk review analysis by an expert cyber security firm is underway.
- The BWS's nationally recognized Geographic Information System (GIS) database and applications continue to be upgraded for best in class industry functionality and performance. This system gives users access to GIS layers and updated imagery, and integrates map service sharing with other city departments. Use of aerial imagery to leverage

geospatial capabilities was piloted, resulting in activities planned for FY 2016 to gather and incorporate more imageries, increasing the value of the GIS.

- The BWS continues to upgrade its computerized maintenance management system. Testing of the new mobile solution to be used in the field and the overall upgrade is anticipated to be completed in mid-FY 2016.
- BWS staff responded to 294 main breaks, or about 14 breaks per 100 miles of pipeline.
- BWS staff helped protect Oahu's water resources and prevent damage to BWS infrastructure by handling 7,708 One Call locate requests and providing in-field support for 889 water line leaks and breaks. The BWS leak detection team proactively looked for and identified leaks in the BWS system and used the data collected to schedule planned repairs to the water system. The BWS staff proactively investigated 20,857 meters to ensure accurate and timely billing, and assisted 3,718 customers with concerns about bills reflecting high water consumption.
- BWS staff assisted 152,116 customers: 142,693 (93.8%) by phone; 4,693 (3.1%) in-person; 2,764 (1.8%) via online forms; 1,692 (1.1%) through email; and 274 (0.2%) by mail and fax. The average response time for phone calls was 90 seconds and electronic inquiries received a response within one business day.
- In preparation for the upcoming construction of the Nuuanu Reservoir No. 4 Dam Improvements, BWS elected to conduct a public fishing day to help remove any fish from the reservoir before it was dredged and the water level lowered. BWS received 1,375 applications to participate, and 160 applicants were given fishing slots.

Financial Sustainability (Affordable)

- More than \$15 million in construction contracts and more than \$3.2 million in professional services contracts were awarded by the Capital Projects Division as of June 15, 2015. The major programs include the following:
 - **Water Main Replacement Program:** Aging and corroded water mains are systematically identified and replaced throughout the municipal water system to improve system reliability, reduce main breaks, and to ensure sufficient system pressure during periods of peak demand. In conjunction with main replacement projects, existing fire hydrants are replaced and new hydrants are installed to improve fire protection and ensure that current standards are met. Over \$9 million in water main construction projects were awarded by the Capital Projects Division. Once completed, these projects will improve the water systems in the Nuuanu, Waianae, and Wilhelmina Rise areas. Design contracts were awarded for water main replacements in Kailua, Kamehameha Heights, and Moiliili.

- **Water Facility Improvement Program:** Identification and improvements of deficiencies to the appearance and integrity of aging BWS water facilities continues. These facilities include water reservoirs, wells and booster stations, and administrative offices belonging to the department. During this fiscal year, new construction contracts were awarded to repair, renovate, repaint, and/or reroof the Beretania Public Service Building, Microbiological Laboratory and Parking Lot, Kalihi Pump Station, Makaha 242 Reservoirs No. 1 & 2, Mauna Olu 530 Non-potable Reservoir, Pearl City 865 Reservoir, Waialae Iki Booster No.1, Waiau 285 Reservoir, Waiau 550 Reservoir, Wailupe Line Booster, and Waimalu 217 Reservoir. New design contracts were awarded for facility improvements at Kalihi Corporation Yard and installation of security fencing at various locations.
- **Mechanical and Electrical Renovation Projects:** Renovation projects ensure the dependable service and operational efficiency of the BWS's pump and booster stations. Construction contracts were awarded for the renovation of the mechanical and/or electrical systems at the Aina Koa Booster I, Hoaeae Wells, Kaamilo Wells, Kunia Wells III, Manoa Well II, Maunawili Booster, Pacific Heights Booster, and Waipio Heights Wells II. Design contracts were awarded for renovation work at Halawa Wells and Booster No. 2, Makiki 180 Reservoir, Mililani Wells II, Moanalua Wells, Pearl City Wells I, Pearl City Wells II, Punanani Wells, Waialae Iki 180 Reservoir, and Waialae Iki Well.
- In November 2014, the BWS received a low-interest loan through the Drinking Water State Revolving Funds (DWSRF) administered by the State Department of Health. The loan was used to refinance outstanding bonds and resulted in more than \$6 million of interest savings. The BWS issued \$144,985,000 in water system revenue bonds on December 9, 2014. The Series 2014A and Series 2014B bonds were sold at a value of 3.36 percent. Combined with the savings from the bond sale, the BWS realized savings of more than \$19 million in interest or nearly \$1 million per year for the next 23 years. These savings will be reinvested into the BWS water system infrastructure, which will result in better reliability and will help offset some of its future water service improvement projects. The bond ratings from Moody's Investors Service and Fitch Ratings are Aa2 and AA+, respectively.
- BWS staff received mail-in payments via lockbox, which continued to be the most popular method of payment for BWS customers, with 41 percent utilizing the service, down 7 percent from last fiscal year. Automatic bill payments accounted for 30 percent of the BWS's total bill collections, a 5 percent increase from the previous fiscal year. Credit card payments accounted for 11 percent of payments, a 2 percent increase over last fiscal year. Of these credit card

payments, 8 percent were completed online, while 3 percent were processed by phone or over the counter. Walk-in customers and payments made at Satellite City Hall locations remain steady at 3 and 4 percent respectively.

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DEPARTMENT OF BUDGET AND FISCAL SERVICES

Nelson H. Koyanagi, Jr., Director
Gary Kurokawa, Deputy Director

POWERS, DUTIES, AND FUNCTIONS

The responsibilities of the Department of Budget and Fiscal Services (BFS) include the following:

- 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;
- Overseeing equipment inventories to ensure assets are properly accounted for and safeguarded.

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

MISSION

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 excellent bond rating of the city.

ACCOUNTING & FISCAL SERVICES DIVISION POWERS, DUTIES, AND FUNCTIONS

- Provide financial services to departments and agencies;
- Review the manner in which public funds are received and expended;
- Ensure that funds expended from operating and capital budgets are approved in accordance with budget ordinances;
- Prepare centralized payroll;
- Liquidate claims;
- Prepare financial statements and reports on city operations.

ACCOMPLISHMENTS

- Worked with the Budgetary Administration Division, and city departments and agencies in preparation for the Fiscal Year 2016 operating budget;
- Provided financial planning, guidance, and analytical support to departments and agencies to meet their goals and objectives;

- The city was awarded the Certificate of Excellence in Financial Reporting by the Government Finance Officers Association (GFOA) for its FY 2014 Comprehensive Annual Financial Report (CAFR). It has received this prestigious award for 28 of the last 29 years;
- Prepared the BFS Director's Quarterly Financial Reports for the last quarter of FY 2014 and the first three quarters of FY 2015;
- Completed federally funded grants reports for:
 - Transportation;
 - Homeland Security;
 - Housing and Urban Development;
 - Justice, Labor, and Health;
 - Human Services;
- Assisted with the upgrade and implementation of the financial, payroll and human resource management portions of the City and County of Honolulu Enterprise Resource Planning System (Advantage version 3.10) project.

BUDGETARY ADMINISTRATION DIVISION POWERS, DUTIES, AND FUNCTIONS

As required by the City Charter and under the direction of the Mayor, the Director of BFS shall prepare the operating and capital program and budget, and prepare the necessary budget ordinances, amendments or supplements.

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

ACCOMPLISHMENTS

- Received, reviewed, evaluated, analyzed, and finalized the Mayor's FY 2016 executive operating program and budget proposal, which totaled \$2.28 billion. This was \$139 million more than the previous fiscal year appropriation, an increase of 6.5 percent. The majority of the increase was for non-discretionary costs such as retirement contributions, FICA, debt service, negotiated salary increases, subsidies to the bus service, and solid waste fund;
- Exercised fiscal prudence by:
 - Funding Other Post-Employment Benefit (OPEB) liabilities (\$52 million). This exceeds the amount required by State law and will contribute to long-term savings to the city.

- Adding \$30 million to the Fiscal Stability Fund to bring the fund balance to the optimal level of 8 percent of general and highway fund operating expenses per the city's debt and financial policy (Resolution 06-222).
- Improved budgeting practices and processes by utilizing zero-based budgeting rather than the usual incremental budgeting;
- Deactivated position cuts of \$29 million;
- Funded \$24 million in equipment in the operating budget rather than through general obligation bonds, since financing short-term equipment with long-term bonds is not a fiscally prudent practice;
- No proposed tax increases or revenue enhancements;
- Execution of the executive operating program and budget.

FISCAL CAPITAL IMPROVEMENT PROGRAM (CIP) ADMINISTRATION DIVISION POWERS, DUTIES, AND FUNCTIONS

The fiscal Capital Improvement Program (CIP) Administration Division administers the management and analysis relating to the following areas:

- City's six-year CIP program;
- Citywide revenue;
- Central accounts;
- Long-range financial planning programs;
- U.S. Department of Housing and Urban Development's Community Development Block Grant;
- HOME Investment Partnerships;
- Emergency Solutions Grant;
- Housing Opportunities for Persons With AIDS programs.

ACCOMPLISHMENTS

- Performed CIP and long-range planning;
- Developed the city's six-year financial plan. Received, reviewed, evaluated, analyzed, and finalized the Mayor's FY 2016 Executive Capital Budget and Program and related revenue, miscellaneous and debt service functions of the executive operating budget; prepared all ordinances and resolutions relating to the operating budget and program, capital budget and program, and reports as required;
- Conducted ongoing review and evaluation of the capital budgetary allotments, and analysis and development of debt service projections for the city;
- City awarded the Distinguished Budget Presentation Award by the GFOA for the 2014 budget, the 16th year it has received this award;
- Reviewed and evaluated the capital budget program schedules to ensure capital expenditures for the fiscal year were made as appropriated and authorized, and were consistent with the six-year capital program;

- Analyzed and developed estimates of the city's revenues, central accounts, and long-range financial planning programs (including ongoing monitoring and analysis of the city's general and special revenue funds, and enforcement of operating provisional accounts);
- Ensured that individual special funds and the general fund were in balance upon submission of the budget proposal to the City Council;
- Worked in conjunction with the Budgetary Administration, Treasury, and Accounting Divisions to develop debt service appropriation amounts.

FEDERAL GRANTS UNIT OF BUDGET DIVISION ACCOMPLISHMENTS

- Completed the city's 2016 – 2020 Consolidated Plan, which is a comprehensive planning document identifying the housing and community development needs and priorities of the City and County of Honolulu over the next five years for the following programs:
 - **Community Development Block Grant program (CDBG):** provides the opportunity to develop viable urban communities by providing decent housing and a suitable living environment, and expanding economic opportunities, principally for low- and moderate-income persons;
 - **HOME Investment Partnerships (HOME) program:** supports activities to build, buy and/or rehabilitate affordable housing for rent or homeownership, or providing direct rental assistance to low-income persons;
 - **Emergency Solutions Grants (ESG) program:** supports activities to provide basic shelter and essential supportive services to persons experiencing homelessness or who are at risk of experiencing homelessness;
 - **Housing Opportunities for Persons With AIDS (HOPWA) program:** provides housing assistance and related supportive services for low-income persons with HIV/AIDS and their families;
- Completed the city's 21st Year Action Plan, detailing through June 30, 2016 (FY 2016) projects to be undertaken by the city for the CDBG, HOME, ESG, and HOPWA programs;
- Implemented and administered a Request for Proposals (RFP) process for selection and award of FY 2016 CDBG/HOME projects;
- Completed the city's Consolidated Annual Performance and Evaluation Report (CAPER) for the CDBG, HOME, ESG, and HOPWA programs for the period ending June 30, 2014 (FY 2014);
- Completed tasks as required for compliance with the city's citizen participation plan, coordinated consultation meetings with service providers, beneficiaries, and the general public; issued public notices of hearing/meetings on program-related matters, substantive changes to action plans, and

availability of public reports for review; issued notices of fund availability; and responded to program comments and complaints;

- Provided technical program assistance to various city agencies and private non-profit organizations;
- Monitored internal and sub-recipient compliance with federal, state, and local laws.

INTERNAL CONTROL DIVISION POWERS, DUTIES, AND FUNCTIONS

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.

ACCOMPLISHMENTS

Annual recurring audits, reviews, and evaluations

- Completed quarterly cash audits and prepared statements of the amount and kind of funds in the City Treasury, as required by the City Charter;
- Administered the Integrity Hotline;
- Provided ongoing citywide and departmental reviews to ensure accountability and proper use of city funds expended through the purchasing card program;
- Monitored city agency compliance with petty cash and change fund policies and procedures;
- Prepared the city's consolidated local central service cost allocation plan and indirect cost rates, and assisted departments and inter-governmental agencies with application of rates;
- Monitored the low-income housing compliance requirements for 14 projects in the multi-family housing program;
- Reviewed and provided updates to the BFS policies and procedures manual;
- Updated and developed new policies for the Administrative Directives manual.

Special studies and investigations

- Maintained the fraud awareness and internal control Intranet information website;
- Performed financial analysis and support for various ongoing investigations alleging fraud;
- Completed transaction reviews and provided guidance regarding potential irregularities reported by various city agencies;
- Provided internal control review and analysis services to various departments on a project-by-project basis;

- Performed a comprehensive public service company tax revenue review that facilitated reporting compliance, identified non-filers, and initiated the collection of outstanding prior-year tax revenues, inclusive of assessed penalties and interest;
- Evaluated requests by various departments to amend petty cash and change fund amounts;
- Performed trend and comparative analysis for various city tax revenue sources and estimated the degree of county surcharge compliance via a seven-year baseline study;
- Compiled statistics for the credit card program;
- Addressed take-home vehicle issues and monitored compliance with city policies and procedures;
- Performed analysis and review of departmental and employee overtime and compensatory time to assist in the development of overtime monitoring report;
- Compiled supporting documentation and assisted in the collection of restitution from individuals ordered by the courts to reimburse the city;
- Participated as a member on the city's Deferred Compensation Plan committee;
- Provided consultation and full costing reimbursement computations to the Department of Customer Services for the state's share of motor vehicles program costs after collecting state taxes and fees;
- Assisted the Honolulu Police Department in contracting billing and collection services for analysis of parking receipt deposits;
- Assisted the Department of Enterprise Services in monitoring concession annual sales audit reports;
- Assisted Oahu Transit Services (OTS) in the implementation of online card payments for monthly bus passes.

PURCHASING DIVISION POWERS, DUTIES, AND FUNCTIONS

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 resulting from 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.

ACCOMPLISHMENTS

- Awarded roads-related contracts totaling \$106,650,556 for the rehabilitation of streets and reduction of potholes;
- Awarded parks-related contracts totaling \$25,766,925 for construction, maintenance, and repair of city parks facilities;
- Awarded sewer-related contracts totaling \$227,203,293 to improve the city's sewer infrastructure to meet the demands of the future and the deadlines of the Global Consent Decree;
- Awarded transportation-related contracts totaling \$34,965,188 for improvements to enhance the city's bus system, create multimodal systems that promote all forms of transportation, and expand Complete Streets and age friendly access;
- Awarded energy-related contracts totaling \$14,462,502 to invest in energy conservation and efficiency, renewable and alternative energy to reduce the city's energy costs, and improve the long-term sustainability of our environment;
- Recovered \$881,695 of city resources through the sale of surplus city personal property.

REAL PROPERTY ASSESSMENT DIVISION (RPA)

POWERS, DUTIES, AND FUNCTIONS

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

The division's mission is to annually provide the City Council of Honolulu 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.

ACCOMPLISHMENTS

To accomplish its mission, the division identified all real property parcels and owners; appraised parcels; processed exemption claims and dedication petitions; notified owners of the property assessments; resolved real property tax appeals; and maintained and updated maps, ownership records, valuation records, and other division files relating to real property.

Administrative/Technical Branch

- The Administrative/Technical Branch conducted internal audits to ensure that assessment values are in compliance with standards established by professional appraisal and assessment organizations for real property tax codes, rules, and ordinances.

Mapping Branch

- The Mapping Branch has updated the technology it utilizes to process ownership and mapping changes. This includes the use of scanned images of recorded documents and the updating of parcel data to the Geographic Information System (GIS) base map.

Support Services Branch

- The Support Services Branch processed exemption claims, Board of Review appeals, and Tax Appeal Court cases. It also prepared adjustments to taxes resulting from amended property values, appeal decisions, and the sale of government parcels.

Assessment Branch

- The Assessment branch, as of October 1, 2014, assessed 295,651 tax parcels for Assessment Year 2015, including 129,732 condominium units and 346,250 buildings. A total of 161,159 exemptions were allowed. The Assessment Branch implemented an electronic presentation system for all Board of Review Appeals.

RISK MANAGEMENT

POWERS, DUTIES, AND FUNCTIONS

Risk Management is responsible for the overall risk financing plan and support services for the city's departments, agencies, staff, and business partners, including Board of Water Supply (BWS), Honolulu Authority for Rapid Transportation (HART), and OTS.

ACCOMPLISHMENTS

- Successfully negotiated enhanced renewal terms and conditions for the city's five property and casualty insurance programs, consisting of more than 25 individual policies of insurance;
- Coordinated six bulk claim reviews with city insurers, claims adjusters, and staff from the Department of Corporation Counsel;
- Coordinated jurisdictional inspections of over 100 permitted boilers and other pressure vessels in accordance with state requirements;
- Issued more than 100 letters of self-insurance in support of city operations and activities;
- Instrumental in negotiating with local U.S. Navy representatives to accept city self-insurance in lieu of commercial insurance as required under numerous licenses, rights of way, and other contracts;
- Coordinated a \$4 million claim for damage to the Sand Island Wastewater Treatment Plant;
- Received, recorded, and distributed more than 500 reports of accidents and losses;
- Reviewed more than 100 contracts, leases, permits, and other documents identifying potential risks, and provided recommended insurance requirements as appropriate;
- Reviewed nearly 200 certificates of insurance to verify compliance with applicable city requirements;
- Prepared and submitted statutory financial responsibility documentation for city-owned underground fuel storage tanks and municipal solid waste landfills;
- Made 17 site visits to various city locations and operations.

TREASURY DIVISION

POWERS, DUTIES, AND FUNCTIONS

The Division of Treasury 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.

ACCOMPLISHMENTS

- The division issued and sold city bonds, and paid interest on and redeemed the bonds as required. It also billed and collected a variety of revenues and assessments including:
 - Real property taxes;
 - Improvement and business improvement district assessments;
 - Refuse disposal fees;
 - Refuse collection fees;
 - Real property rentals;
 - Concession contracts;
- Real property taxes accounted for approximately two-thirds of the city's general fund revenues. In FY 2015, the division billed 284,012 accounts for \$966.1 million and total taxes collected were \$935.8 million;
- The city assesses a charge to property owners in approved improvement districts for certain public improvements and services that benefit those owners. In FY 2015, improvement district accounts numbered 27 that paid a total of \$6,433;
- The business improvement districts assess a charge to property owners for services that benefit these owners. There were 5,319 accounts that paid a total of \$2.4 million;
- The city charges commercial haulers a refuse disposal fee for utilizing one of the city's landfills or other solid waste disposal facilities. In FY 2015, there were 205 active accounts that produced revenue of \$53.6 million;
- Commercial customers incur a monthly refuse collection fee based on their average refuse volume for curbside pickup. In FY 2015, commercial customers numbered 563 and remitted fees of \$483,421.

Cash and Debt Management

The branch 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.

ACCOMPLISHMENTS

- During FY 2015, deposits of \$3.3 billion and disbursements of \$2.4 billion flowed through the city treasury;
 - Managed an average daily cash balance of \$2.4 billion. Of that balance, treasury funds represented \$1.7 billion, while Board of Water Supply funds, Housing Development funds and Transit funds were \$261.9 million, \$14 million and \$357.5 million, respectively;
 - The city earned \$4.1 million in interest income in the fiscal year. Treasury funds generated \$1.2 million (average yield of 0.08 percent);
 - There were no General Obligation Tax Exempt Commercial Paper Notes outstanding as of June 30, 2015;
 - As of June 30, 2015, the outstanding general obligation bonds totaled \$2.89 billion, of which \$575.22 million were for housing, H-POWER and solid waste disposal, and \$0.80 million were for sewer projects. In addition, the outstanding wastewater system revenue bonds totaled \$1.63 billion, the water system revenue bonds totaled \$239.15 million, the notes and state loans payable for the wastewater system totaled \$245.29 million, and the notes and state loans payable for the Board of Water Supply totaled \$62 million;
 - Of the total debt of \$5.07 billion as of June 30, 2015, \$2.32 billion is considered to be direct tax-supported debt for legal debt margin purposes;
 - Achieved asset-to-debt ratio of 98.90 percent (the state constitution limits the asset-to-funded-debt ratio of any county to no less than 85 percent);
- Net assessed valuation of taxable real property:
- | | |
|--|------------------|
| 100% of fair market value | \$187.72 billion |
| 15% of net assessed valuation of taxable real property | \$28.16 billion |
| Net funded debt..... | \$2.07 billion |
| Ratio of debt-to-assessed valuation..... | 1.10% |
- The city's general obligation bonds are rated Aa1 by Moody's Investors Service and AA+ by Fitch Ratings. Its wastewater system revenue bonds senior series are rated by Aa2 by Moody's Investors Service and AA by Fitch Ratings. The wastewater system revenue bonds junior series are rated Aa3 by Moody's Investors Service and AA- by Fitch Ratings.

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DEPARTMENT OF COMMUNITY SERVICES

Gary K. Nakata, Director

Barbara Yamashita, Deputy Director (March 2015 – 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; 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 comprises the following divisions: Community Assistance, Community Based Development, Elderly Affairs, WorkHawaii, Office of Grant Management, and the Oahu Workforce Investment Board. Administrative support is provided through the department's Administrative Services Section.

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

MISSION

DCS is a community partner creating opportunities to improve the quality of life for the people of Oahu.

COMMUNITY ASSISTANCE DIVISION

POWERS, DUTIES, AND FUNCTIONS

The Community Assistance Division (CAD) provides:

- Rental assistance to eligible low-income families participating under the federally funded Section 8 programs, which consist of:
 - *Housing Choice Voucher Program* – providing monthly rent payment subsidies for qualified Section 8 families;
 - *Family Self-sufficiency (FSS) Program* – designed to help families ease off government subsidies and transition into social and economic self-sufficiency;
 - *Homeownership Option Program (HOP)* – allows eligible Section 8 families to apply their Housing Choice Voucher Program assistance towards homeownership assistance rather than rent;
- Decent, safe, and sanitary housing for low- and moderate-income households through Rehabilitation Loan Programs, consisting of:
 - *Rehabilitation Loan Program* – provides rehabilitation loans to qualified owner-occupant homeowners, allowing them to repair and correct

deteriorated and hazardous conditions on the property, and accessibility improvements for family members with disabilities;

- *Honolulu Solar Loan Program* – provides interest-free loans for qualified homeowners to cover the cost of installing a solar water heating or photovoltaic (PV) system, including repair work to correct deficient conditions on the property for the installation;
- Assistance to low- and moderate-income families to achieve homeownership via the Down Payment Loan Program.

ACCOMPLISHMENTS

- Housing Choice Voucher Program:
 - Served 3,565 families;
 - Converted 1,589 landlords or their agents from paper checks to direct deposit, leading to better efficiency in payments and reduction of costs;
 - Registered approximately 1,915 landlords in the program;
 - Paid \$41,020,214 in rent subsidies;
 - Processed 29 new applications and 21 new vouchers for the Family Unification Program;
 - Registered 433 new families;
 - Completed 6,198 residential inspections;
 - Conducted 3,831 client placements and re-examinations;
 - Transitioned 204 families from Section 8 participation;
- Family Self-sufficiency (FSS) Program:
 - Registered 136 families in the FSS program;
 - Assisted 13 FSS families to successfully complete their goals, graduate from the program, and receive a total of \$85,801 in escrow savings;
- Homeownership Option Program (HOP):
 - Registered four new homeowners, three of whom are subsidy free;
- Rehabilitation Loan Program:
 - Received 38 rehabilitation loan applications out of 132 requests for application;
 - Processed seven new residential loans to qualified homeowners, for a total of \$1,276,450;
- Honolulu Solar Loan Program:
 - Obtained one rehabilitation loan that involved repairs related to and installation of PV systems.

COMMUNITY BASED DEVELOPMENT DIVISION POWERS, DUTIES, AND FUNCTIONS

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

ACCOMPLISHMENTS

- Acquisition and rehabilitation of Hibiscus Hills Apartments, an 80-unit rental apartment complex;
- Completion of 84 affordable rental housing units at Hale Mohalu II;
- 347 affordable rental housing units undergoing planning, construction or renovation:
 - Villages of Moae Ku Phase Three – 52 units;
 - Hale Mohalu II Family – 84 units;
 - Kooloaula Phase II – 188 units;
 - Independent Living Waipahu – 23 units specially designed for persons with disabilities;
- Renewal of five leases for special needs housing projects;
- Funding for 12 projects that support the development and renovation of public facilities and one property acquisition:
 - Alternative Structures Incorporated – Plumbing Replacement Project and Septic Tank System Upgrade;
 - CFS Real Property, Inc. – Ka Pa Ola Shelter Renovation with security improvements;
 - Goodwill Industries of Hawaii – Installation of photovoltaic system for the Ohana Career and Learning Center;
 - IHS, the Institute for Human Services – Emergency Shelter Capital Improvements including electrical and ventilation upgrades;
 - Kokua Kalihi Valley – Gulick Elder Center Rehabilitation including Americans with Disabilities Act (ADA) improvements;

- Kokua Kalihi Valley – Warehouse Renovation Project to renovate and utilize a warehouse property;
- Pacific Housing Assistance Corporation – Senior Residence at Iwilei;
- Parents And Children Together – Ohia Domestic Violence Shelter Renovation including photovoltaic systems installation and bathroom upgrades;
- Waikiki Health – Dental Clinic;
- Domestic Violence Action Center – Provided funds for the acquisition of a new unit for domestic violence victims;
- Kalihi Palama Health Center Project – for Phase II of a new office and medical examination facility;
- Waimanalo Health Center – Goebert Training Center, including ADA improvements;
- HOPWA:
 - Provided rental assistance to an average of 25 persons with HIV/AIDS and their families;
 - Assisted an average of six units per month with short-term rent, mortgage, and utility payment assistance;
 - Extended housing-related supportive services for approximately 130 persons with HIV/AIDS;
- Continuum of Care (CoC) Homeless Assistance Programs:
 - Secured \$9.9 million through the CoC program, providing homeless services to 2,160 persons, including 411 rental subsidies in 2015;
- Emergency Solutions Grants Program:
 - Provided support to nine homeless programs through the ESG Programs.

ELDERLY AFFAIRS DIVISION POWERS, DUTIES, AND FUNCTIONS

The Elderly Affairs Division (EAD) is the designated Area Agency on Aging (AAA) in Honolulu. Its objectives are 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, inter-agency linkages, information sharing, brokering, monitoring, and evaluation.

EAD provides five core services: caregiver, nutrition, health and wellness, supportive services, and elder rights. In addition, it facilitates evidence-based health promotion services and case management, and serves as an information and referral resource for the elderly and vulnerable in our community.

ACCOMPLISHMENTS

- Provided outreach, information, and referral services via the Information and Assistance (I&A) program to approximately 12,655 people through exhibits at community fairs, home visits during case assessments of the elderly, group presentations, and calls received by the Senior Hotline;
- Provided individualized, language-specific assistance to isolated and disabled older adults and their families;
- Provided 202,586 meals, of which 139,357 were home delivered meals, and 63,229 in a congregate dining setting;
- Provided 30,238 baths;
- 2,697 persons were touched by the Family Caregiver Program receiving counseling, support and training;
- In total, approximately 27,000 people were served over 410,000 units of service by EAD and its contracted service providers.

OAHU WORKFORCE INVESTMENT BOARD POWERS, DUTIES, AND FUNCTIONS

The Oahu Workforce Investment Board (OWIB) is mandated by the federal Workforce Innovation and Opportunity Act (WIOA) of 2014. This Act was signed into law by President Obama in July 2014, and it 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, labor market analysis, convening workforce stakeholders, engaging employers, developing career pathways, as well as the selection and oversight of vendors to operate the Oahu WorkLinks centers.

ACCOMPLISHMENTS

- Ongoing implementation of the new federal Workforce Innovation and Opportunity Act (WIOA) of 2014;
- Partnered with neighbor island local workforce investment boards on activities of mutual interest related to WIOA;
- Hosted roundtable discussion with U.S. Secretary of Labor, Thomas Perez.

WORKHAWAII DIVISION

POWERS, DUTIES, AND FUNCTIONS

The WorkHawaii Division aims to develop a quality workforce for Honolulu's businesses, and empower adults and youth to meet the current and future needs of employers.

The division is designated by the Oahu Workforce Investment Board as the lead agency for the four Oahu WorkLinks centers (also known as American Job Centers). The centers provide services that address the needs of job seekers and businesses.

ACCOMPLISHMENTS

- 23,556 job seekers received workforce information and assistance islandwide;
- 9,176 job seekers obtained employment;
- 931 businesses participated in job postings, job fairs, on-the-job training, layoff assistance, and tax credit programs;
- The Hoala Program provides job preparation services for public assistance recipients and people with disabilities to help them meet work requirements:
 - 1,550 public assistance recipients were served;
 - 470 individuals with disabilities were served;
- The Case Management and Employment Service program with the State Department of Human Services Division of Vocational Rehabilitation placed 80 people with disabilities in jobs;
- Youth Services Center:
 - YouthBuild Honolulu met its goal with the enrollment of 74 participants. To date, 62 completed and received certificates in pre-apprenticeship construction training, 25 obtained high school diplomas, 19 secured employment and one enrolled in post-secondary education;
 - The Juvenile Justice Center provided 575 first-time offenders with counseling services to prevent further involvement in the juvenile justice system, resulting in 75 percent not re-offending;
 - The Be A Jerk Campaign received 5,000 pledges from adults to not provide alcohol to minors;
 - The Creating Employment Opportunities program met its goal with the enrollment of 140 young adults who were previously in the juvenile justice system. To date, 58 participants have obtained a high school diploma, 83 participants obtained employment, and six participants enrolled in post-secondary education;
 - The LifeSkills Training program provides classroom prevention training relating to alcohol and tobacco, designed for middle and high school students. One Department of Education school, one private school, and a partnership with a social service community agency participated in the program, resulting in 300 students successfully completing the training;
- The Rent to Work program provided initial rental subsidies to 87 homeless families and individuals, and a total of 122 families/individuals. One hundred percent of the families that received rental subsidy assistance are working and completed financial literacy certification. Forty-nine families/individuals completed one or two years with the program, and are no longer receiving subsidy assistance;
- The Family Self-Sufficiency Program served 86 families, enrolled nine new families, and graduated one family. Families pursued goals of successfully maintaining employment, completing Financial Literacy Certification and life skills training while accumulating savings in their escrow accounts.

OFFICE OF GRANTS MANAGEMENT POWERS, DUTIES, AND FUNCTIONS

The Office of Grants Management administers the city's Grants in Aid (GIA) fund for the purpose of developing, implementing, and supporting non-profit projects, services, and programs that address community needs consistent with the city's established priorities to address at-risk populations, including: (1) services to economically and/or socially disadvantaged populations; (2) services for public benefit in the areas of the arts, culture, economic development and environment; (3) social services for the poor, aged and youth; (4) health services, including for those with physical or developmental disabilities; (5) educational, manpower, or training services; and (6) services to meet a definitive cultural, social, or economic need within the city.

ACCOMPLISHMENTS

- Negotiated, executed, and implemented 32 GIA awards worth \$5.3 million from FY 2015;
- Negotiated, executed, and implemented 44 General Fund awards worth \$1.4 million from FY 2015;
- Managed 52 GIA awards worth \$5.1 million from FY 2014;
- Managed 10 awards worth \$1.6 million carried over from FY 2013;
- 75,651 (estimated) participants served.



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 Charter or other laws.

The department has two divisions:

1. Counseling and Drafting Division (C&D), including Real Property Tax
2. Litigation Division (LIT)

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

MISSION

The mission of the department is to meet the diverse legal needs of its clients by providing proactive advice, and effectively representing and litigating, while maintaining the highest standards of professionalism and ethics.

ACCOMPLISHMENTS

Given the supportive role of this department within the city's organizational structure, many of the department's accomplishments are reflected in the accomplishments of the Mayor, the City Council, and the various city agencies. This department's key accomplishments reflect the diversity of its legal practice.

- **Equal Employment Opportunity (EEO).** The department supports the citywide EEO effort to comply with applicable federal, state, and city laws and regulations relating to non-discrimination in employment, programs, and activities. COR assisted in the training of the city's human resource professionals, administrative staff, and managers and supervisors with regard to providing reasonable accommodations to qualified individuals with disabilities under the Americans with Disabilities Act.
- **Honolulu Authority for Rapid Transportation (HART).** The department provides legal counsel and representation to HART, which is responsible for the

largest public capital project in state history. COR provided legal advice regarding agreements with utilities and third parties; contract administration; land use, environmental and construction permitting; state and city legislation; project financing; the development of a multimodal fare collection system; broadband connectivity; real estate acquisitions; and numerous public record requests. COR represents HART in procurement protests and eminent domain proceedings.

- **Kapaa-Kalaheo Landfill Consent Decree.** On behalf of the city's Department of Environmental Services, COR negotiated a consent decree with the U.S. Environmental Protection Agency, thus resolving claims relating to the city's closure of the Kapaa and Kalaheo landfills in the 1990s. Under the consent decree, the city has agreed to install a large scale photovoltaic (PV) system at the city's H-POWER waste-to-energy facility, which will generate renewable energy that replaces fossil fuels and reduces greenhouse gas emissions and the operational energy costs of H-POWER.
- **Procurement Protests.** COR continued to defend against numerous bid protests and appeals filed under the state Procurement Code. COR obtained a favorable ruling in a challenge to the city's solicitation for upgrades to the Honouliuli Wastewater Treatment Plant and favorably resolved bid protests regarding solicitations for the Kailua Regional Wastewater Treatment Plant, the city's Joint Traffic Management Center, road rehabilitation projects, and water main projects.
- **Public Access to Public Places.** COR provided legal counsel to the city administration and City Council on various initiatives to ensure that public places remain accessible to the general public. For example, COR assisted with the crafting of various legislation (bills for ordinances regarding park closures, sidewalk nuisances, stored property in public spaces, and sit/lie restrictions on public sidewalks) and the implementation and enforcement of those measures.

COUNSELING AND DRAFTING DIVISION

As of the end of Fiscal Year 2015, the Counseling and Drafting Division (C&D) comprised six sections: 1) Finance; 2) Infrastructure and Community Services; 3) Real Estate and Land Use; 4) Personnel and Parks; 5) Labor Litigation, Public Safety and Service; and 6) HART.

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, and advances and presents testimony on the city's position on legal issues presented in state legislation;
- Reviews and approves as to form and legality legal documents to which the city is a signatory;
- Attends meetings of the City Council, the Council committees, and the city boards and commissions;
- Provides legal representation on behalf of the city in city and state 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.

Statistics

The requests addressed by C&D are categorized in Chart A below by the nature of the requests and assignments, namely: opinion requests, drafting requests, requests for review and approval of legal documents, pre-lawsuit cases, and certain cases filed in the state and federal courts in the State of Hawaii.

In resolving appeals before the State Tax Appeal Court in FY 2015, the Finance Section (Real Property Tax) retained approximately \$3.4 million in total taxes and approximately \$1.6 million above the tax amounts claimed by the appellant taxpayers.

LITIGATION DIVISION

The Litigation Division (LIT) provides certain legal representation of the city 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, 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.

Statistics

The number of pre-lawsuit claims, lawsuits, and subpoena duces tecum requests addressed by LIT are set forth in Chart B.

CHART A	Outstanding C&D Requests as of 7/1/2014	New Requests Received FY 2015	Total Request Workload FY 2015	Requests Completed and Closed FY 2015	Outstanding C&D Requests as of 6/30/2015 ³
Requests for Legal Services	3731	1414	5326	696	4450
Drafting Requests ¹	102	154	256	149	107
Requests for Review and Approval of Legal Documents	1229	6275	7504	6075	1429
Pre-lawsuit Cases ²	223	65	288	27	261
State and Federal Court Cases	1106	468	1574	226	1348

¹ Drafting requests are requests to draft or review bills, resolutions, leases, easements, contracts, affidavits, etc.

² Adversarial proceedings before city or state administrative bodies.

³ Gross amount due to backlog of cases that are ready to be closed that have not yet been closed. (i.e. approximately 777 requests for legal services yet to be closed)

CHART B	Outstanding LIT Requests as of 7/1/2014	New Requests Received FY 2015	Total Request Workload FY 2015	Requests Completed and Closed FY 2015	Outstanding LIT Requests as of 6/30/2015
Pre-lawsuit Cases ⁴	1949	499	2448	1698 ⁵	750 ⁶
State and Federal Court Cases	263	52	315	181	134
Subpoena Duces Tecum Requests	146	60	206	57	149

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

⁵ Amount includes backlog from previous fiscal years.

⁶ Gross amount includes backlog of cases that are ready to be closed that have not yet been closed. (Approximately 570 claims yet to be closed)

HONOLULU ETHICS COMMISSION⁷

Charles W. Totto, Executive Director and Legal Counsel
Laurie A. Wong, Associate Legal Counsel

POWERS, DUTIES, AND FUNCTIONS

The purpose of the Ethics Commission (Commission) is to ensure that city officers and employees understand and follow the standards of conduct governing their work for the public. The Commission's main focus is to deter conflicts of interest and the misuse of government resources or positions by city personnel. The Commission implements its objectives through a balance of training programs, advisory opinions, enforcement actions and legislation.

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

ACCOMPLISHMENTS

Ethics Training

The Commission staff continued the mandatory ethics training program for all elected officials, managers, supervisors, and board and commission members. Honolulu's mandatory ethics training and retraining program is one of the most ambitious in the United States. More than 18,000 public servants have been trained since the law was enacted in 2001. In FY 2016, the Commission plans to conduct its second round of ethics training for all 8,500 city officers and employees.

Advice and Enforcement

The Commission handled the requests for advice and complaint investigations as reflected in Chart C.

The Commission rendered four formal advisory opinions and recovered civil fines totaling \$58,100 against two former councilmembers. In both cases, the Commission approved the civil fine under a stipulated settlement agreement with each councilmember for allegedly accepting prohibited gifts from lobbyists and for allegedly failing to publicly disclose conflicts of interests resulting from the acceptance of the prohibited gifts before voting on bills in which the lobbyists had an interest. In one case, the councilmember also allegedly reimbursed himself from his city vehicle allowance for car expenses that were already being paid by his campaign fund.

Additionally, the Commission expanded its investigative abilities by working with the Hawaii State Department of the Attorney General's Investigation Division.

CHART C	Outstanding Matters as of 7/1/2014	New Matters Received FY 2015	Total Workload FY 2015	Matters Completed and Closed FY 2015	Outstanding Matters as of 6/30/2015
Requests to the Ethics Commission/ Staff for Ethics Advice	19	307	326	319	7
Investigations into Misconduct Complaints	39	93	132	75	57

⁷ The Commission is attached to the Department of the Corporation Counsel for administrative purposes only.

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DEPARTMENT OF CUSTOMER SERVICES

Sheri T. Kajiwara, Director

POWERS, DUTIES, AND FUNCTIONS

The Department of Customer Services (CSD) consists of three divisions: Motor Vehicle, Licensing, and Permits; Satellite City Hall; and Public Communications. In addition to administering all of Oahu's motor vehicle registration and titling programs, the department also processes payments and sales for numerous city services, issues business licenses, provides printing services, manages and archives city records, helps coordinate various city events, and facilitates public communication through its information and complaints branches.

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

MISSION

The mission of the Department of Customer Services is to meet the needs of the public by providing quality service, interacting by phone, electronically, or in person.

MOTOR VEHICLE, LICENSING, AND PERMITS DIVISION

POWERS, DUTIES, AND FUNCTIONS

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

The division is divided into three branches: Motor Vehicle, Driver's License, and Special Services. The licensing administrator, assistant licensing administrator, Office Services Section and Accounting Services Section provide administrative and support services to these branches.

ACCOMPLISHMENTS

The MVL, at the administrative level, is responsible for issuing publication rack permits for the Waikiki Special District and sidewalk use permits.

- Issued 31 dispensing rack permits for publication dispensing racks in the Waikiki Special District;
- Issued 813 sidewalk use permits.

Accounting Services Section

- Remitted \$76,933,612 (gross receipts of \$80,738,287, less county expenses of \$3,804,675) to the Department of Transportation;
- Processed 552 refunds totaling \$197,644.

Motor Vehicle Branch

- Implemented a print-on-demand system at all Satellite City Hall locations for delivery of printed certificates of registration and decals for vehicle registration renewals. The system increases efficiency in processing, reduces administrative costs, and aims to decrease the number of emblem replacements due to theft;
- Registered 876,513 motor vehicles and trailers;
- Issued 20,264 duplicate certificates and 5,896 out-of-state vehicle permits;
- Issued 24,797 replacement plates;
- Issued 29,360 replacement emblems;
- Recorded 184,143 ownership transfers;
- The administrative unit processed 147,704 online renewals via the internet, and registered 6,901 vehicles through the Fleet Dealer Registration program.

Driver's License Branch

- Processed 30,344 initial driver's licenses;
- Processed 53,657 driver's license renewals;
- Processed 38,660 learner's permits;
- Processed 36,110 duplicate driver's licenses;
- Processed 1,256 taxicab and four pedicab operator's certificates;
- Processed 55,580 written tests and 199 oral tests in English;
- Administered 1,670 driver's license written knowledge examinations in 13 foreign languages, including Chinese, Simplified Chinese, Chuukese, Hawaiian, Ilocano, Japanese, Korean, Marshallese, Samoan, Spanish, Tagalog, Tongan, and Vietnamese;
- Processed 50,057 applications for State identification cards;

- Issued 1,976 commercial driver's licenses and permits;
- Processed 4,822 safety responsibility cases in Fiscal Year 2015, affecting 7,855 licensed drivers and 2,580 registered owners of vehicles involved in major traffic accidents;
- Issued 2,838 security notices to individuals who were at fault for major traffic accidents, and 1,981 notices to defendants convicted in court of certain serious traffic related offenses;
- Processed 1,898 SR-21 certificates, 1,469 SR-22 certificates, and 48 cash security deposits totaling \$135,700;
- Processed 631 SR-26 certificates, which are insurance companies' notifications of insurance policy cancellations, and refunded 25 cash security deposits totaling \$46,900;
- Investigated 15,384 abandoned vehicle complaints;
- Issued 2,261 abandoned vehicle citations;
- Processed 6,147 unclaimed vehicles for sale at public auction;
- Inspected 6,033 reconstructed vehicles;
- Inspected 4,473 taxicabs;
- Investigated 97 complaints regarding taxicabs;
- Investigated 26 complaints regarding tow companies;
- Conducted 96 safety inspection/reconstruction permit investigations;
- Conducted 438 inspections of safety inspection stations;
- Certified 214 safety inspector's licenses;
- Suspended one certified safety inspector's license;
- Issued 53 notices of violation.

Special Services Section

The section issued 64,698 licenses and permits, including:

- 37,275 bicycle and moped licenses;
- 15,056 dog licenses;
- 10,568 loading zone permits;
- 827 bus stop parking permits;
- 277 taxi stand parking permits;
- 695 business licenses issued.

SATELLITE CITY HALL DIVISION POWERS, DUTIES, AND FUNCTIONS

The division provides essential services and information for various city and state agencies at 9 storefront offices on the island of Oahu. The offices are located at Ala Moana Center, Fort Street Mall, Hawaii Kai, Kalihi, Kapolei, Pearlridge Center, Wahiawa, Waianae, and Windward City.

The Satellite City Hall offices primarily process motor vehicle registration and titling transactions, and offer an array of other services to the public, including the collection

of water bill and real property tax payments; the sale of monthly bus passes and spay/neuter low-cost certificates; and the issuance of dog, bicycle, and moped licenses. Permits issued by SCH include those for disabled parking, picnics, loading zones, bus stop parking, and fireworks. The offices also issue voter registration and certification forms, and provide information about various city and county programs. Driver's license renewal services are provided at four locations: Fort Street Mall, Hawaii Kai, Pearlridge Center, and Windward City.

ACCOMPLISHMENTS

- Aloha Q, a virtual line queuing system, added a cell phone text messaging capability at the Pearlridge SCH;
- Deployed a web-based appointment system to the Motor Vehicle Registration Office located at Joint Base Pearl Harbor-Hickam.

PUBLIC COMMUNICATIONS DIVISION POWERS, DUTIES, AND FUNCTIONS

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

ACCOMPLISHMENTS

Complaints Branch

- Processed and referred 12,030 new concerns received via telephone, online problem reports, the Honolulu 311 smartphone app, email, mailed correspondence, fax, or in person;
- Closed 11,079 complaints, averaging 923 complaints closed per month during FY 2015;
- Assisted or referred almost 16,000 phone callers seeking assistance with city services;
- Conducted quarterly customer service surveys at select Motor Vehicle, Licensing and Permits offices and Satellite City Hall locations to measure customer service improvements;
- Implemented call intake and customer feedback improvements to improve the customer service experience for the public and internal stakeholders.

Design and Print Center

- Designed over 1,350 flyers, informational pamphlets, catalogs, newsletters, and signs;
- Completed 1,100 graphics and print requests;
- Produced almost 10 million digital and offset impressions;
- Performed more than 1,100 bindery operations, producing over six million printed pages.

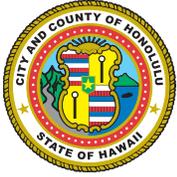
Information Branch

- Responded to 714 requests for proclamations, messages, certificates, photographic support, and event coverage;
- Received over 17,000 phone calls for information about the city and its services;
- Provided more than 30 hours of video content that was aired on Olelo Community Television, including the live broadcasts of the Mayor's State of the City address, Hurricane Iselle press conferences, and budget press conferences;
- Provided event planning and executive support for multiple city-sponsored events;
- Produced the City and County of Honolulu Department & Agency Reports for FY 2014;
- Conducted quarterly customer service surveys at select Motor Vehicle, Licensing and Permits offices and Satellite City Hall locations to measure customer service improvements.

Municipal Reference Center

- Supported telephone, in-person and email requests for confidential records management assistance;
- Coordinated over 140 appointments for access to confidential records and the return or pull of over 500 records;
- Managed and organized the intake or removal of over 750 boxes of confidential records;
- Conducted more than 5,000 reference center transactions, to include:
 - 800 items updated in the online Hawaii CARD Catalog Network;
 - Addition of almost 400 items in compliance with the Revised Ordinances of Honolulu (ROH), (1990) §2-21;
 - Intake of over microfilm reels for permanent record retention;
 - Supported customer access to test preparation study guides, historical annual reports, historical code books and ordinances, land use and development reports, environmental assessments, soil reports, and neighborhood board meeting minutes.

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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 planning, design, and construction management of the city's Capital Improvement Program (CIP). DDC administers the planning, 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 planning, design, and construction management services necessary to implement client needs. The five divisions are:

- Civil Division
- Facilities Division
- Mechanical/Electrical Division
- Wastewater Division
- Land Division

Each division works with city agencies to identify and program long-term needs and create the annual CIP. 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.

MISSION

In consultation with the appropriate client agencies and stakeholders, the department manages authorized improvements to the city's public buildings, streets, roads, bridges and walkways, wastewater facilities, parks and recreational facilities, transportation systems, and drainage and flood improvements, and provides technical assistance when required.

CIVIL DIVISION

POWERS, DUTIES, AND FUNCTIONS

The Civil Division plans, 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 project

planning, engineering studies, alternative analysis, preparation of environmental documents, processing of permit applications, preparation of Plans, Specifications, and Estimates (PS&E) for construction, and administration of consultant and construction contracts. In addition, the Civil Division oversees the soil/materials testing laboratory.

The Fiscal Year 2015 CIP budget for the civil program were approximately \$142 million, including \$132 million for the Rehabilitation of Streets program. For the Rehabilitation of Streets program, approximately 214 lane-miles of roadway were substantially completed in FY 2015, including Meheula Parkway (from Kamehameha Highway to Mauka End), Waipio Uka Street (from Kamehameha Highway to Ka Uka Street), Waialae Avenue (from Old Waialae Road to 17th Avenue), Oahu Avenue (from Kapiolani Boulevard to Ala Moana Boulevard), Oahu Avenue (from East Manoa Road to Manoa Road - Mauka), Hahaione Street (from Hawaii Kai Drive to Mauka end), and Kilauea Avenue (from Hunakai Street to Kilauea Place).

ACCOMPLISHMENTS

Significant Construction Projects Completed in FY 2015

	Construction Cost
Rehabilitation of Streets, Unit 68 (Pearl City Area).....	\$14,945,179
Rehabilitation of Localized Streets, Phase 11A (Waialae Nui, Waialae Iki, and Aina Haina Area)....	\$11,942,834
Rehabilitation of Localized Streets, Phase 8A (Mililani Area).....	\$9,264,656
Waimalu Stream Dredging	\$6,035,987
Kahaluu Debris Basin Reconstruction	\$1,769,689
Palani Street Drainage Improvements.....	\$1,196,524
Rehabilitation of Saint Louis Bridge	\$689,701
Rehabilitation of Waialele Road Bridge	\$408,032
Rehabilitation of Liholiho Bridge.....	\$157,989
Kalihi Street Bridge Repairs	\$128,322
Hanapepe Loop Drain Outfall Improvements.....	\$160,650
Pupukea Road Rockfall Mitigation Phase II	\$1,794,075

The Civil Division, in coordination with the Department of Facility Maintenance (DFM), continues to meet the challenge of making Honolulu a better, safer, and more economically vibrant city. The increased CIP, coupled with new environmental requirements and budget restraints, have created additional challenges for the division.

**FACILITIES DIVISION
POWERS, DUTIES, AND FUNCTIONS**

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.

ACCOMPLISHMENTS

Significant Construction Projects

Completed in FY 2015	Construction Cost
Kailua Police Station Parking Lot Expansion.....	\$900,000
Waialua Corporation Yard National Pollutant Discharge Elimination System (NPDES) Improvements Phase 1.....	\$900,000
Honolulu Zoo Hippo Filtration System.....	\$3,010,000
Waipahu Police Training Academy Gym Floor Replacement.....	\$600,000
Pawaa Fire Stations Improvements.....	\$1,600,000
Ted Makalena Golf Course, New Cart Paths FY 2013.....	\$400,000
Waianae Police Station Replacement.....	\$16,000,000
Waikiki Fire Station Roof and Structural Improvements.....	\$800,000
Design-Build for Play Apparatus at Various Parks (Pohakupu Mini Park, Enchanted Lake Community Park, Kalaheo Neighborhood Park, and Palolo Valley District Park).....	\$900,000
Design-Build for Play Apparatus at Various Parks (Maili Community Park, Pupuole Street Mini Park, Lehua Community Park, and Waipahu Uka Park)....	\$800,000
Design-Build for Play Apparatus at Various Parks (Koko Head Neighborhood Park, Kalihi Valley District Park, Wahiawa District Park, and Aweoweo Beach Park).....	\$1,300,000
Maili Beach Park Comfort Station Improvements.....	\$700,000



Waianae Police Station

**MECHANICAL/ELECTRICAL DIVISION
POWERS, DUTIES, AND FUNCTIONS**

The Mechanical/Electrical Division (MED) plans, designs, and manages construction of roadway lighting projects, electrical and mechanical upgrades to existing facilities, including lighting retrofits and air conditioning upgrades, and develops long-range planning of energy conservation projects with 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, and indoor electrical, lighting, fire alarm and public address systems.

ACCOMPLISHMENTS

Significant Planning and Design Projects Completed in FY 2015

	Project Cost
City Hall Corporation Counsel Steno Room Air Conditioning System Improvements.....	\$24,378
Islandwide LED Street Light Conversion.....	\$119,810
Kahuku Police Station Air Conditioning System Improvements.....	\$125,000
Kaneohe District Park Improvements to Swimming Pool Filtration System.....	\$25,000
Kapaolono Community Park Secondary Electrical Service.....	\$77,671
Kapolei Hale Air Conditioning System Improvements.....	\$75,000
Manoa Valley District Park Ballfield Lighting Replacement.....	\$201,000
Miilani Street Light Replacement Phase III.....	\$110,000
Neal Blaisdell Center Utility Infrastructure Improvements.....	\$35,000
Upgrade of Security Cameras At Various Police Facilities, Phase I.....	\$66,000

Significant Construction Projects Completed in FY 2015

	Construction Cost
Ala Wai Community Park Replacement of Baseball Field Lighting System.....	\$2,855,354
Blaisdell Center Pikake Room Air Conditioning System Improvements.....	\$456,529
Festoon Trolley and Electrical Cable System for Various Fire Stations, Phase II.....	\$149,220
Halawa Corporation Yard Building D Electrical Upgrades.....	\$1,028,364
Honolulu Police Department Headquarters Cooling Tower Reconstruction.....	\$1,054,753
Honolulu Police Department Headquarters Parking Structure Ventilation Improvements.....	\$75,181
Honolulu Police Department Headquarters Replacement of Pre-cooling System.....	\$693,286
Kapolei Corporation Yard Installation of Photovoltaic System.....	\$267,655

Kapolei Hale Conference Room Air Conditioning System Improvements.....	\$203,467
Neal S. Blaisdell Concert Hall Transformer Replacement.....	\$338,364

**WASTEWATER DIVISION
POWERS, DUTIES, AND FUNCTIONS**

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. Responsibilities include project planning, engineering studies, alternative analysis, preparation of environmental documents, land acquisition requests, permit processing, preparation of project design documents, and administration of consultant and construction contracts.

ACCOMPLISHMENTS

The Wastewater Division plays a vital role, along with the Department of Environmental Services (ENV) in complying with the requirements of the Global Consent Decree (GCD) issued to the city on December 17, 2010. At the completion of the fifth year of reporting to the Environmental Protection Agency (EPA), ending June 30, 2015, all milestones and requirements of the GCD have been met.

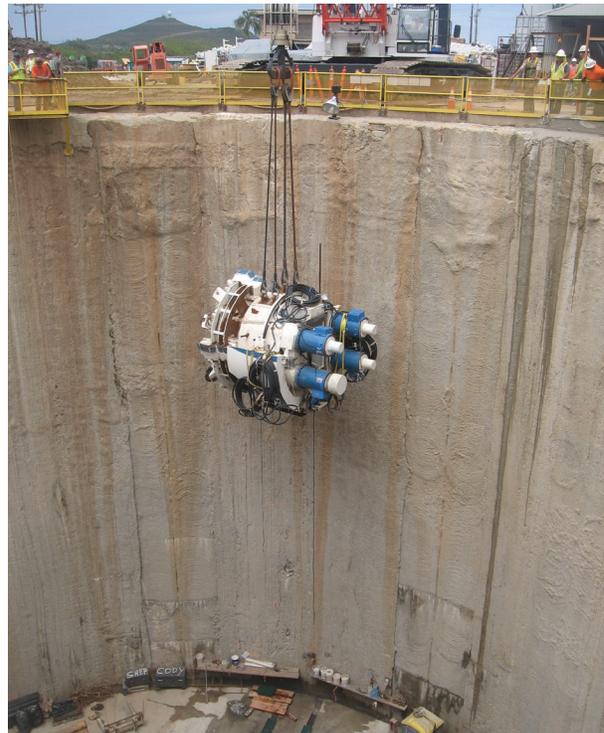
Significant Construction Projects Completed in FY 2015 **Construction Cost**

Airport Sewer Structural Rehabilitation/ Reconstruction, Phase 2.....	\$5,389,000
Ala Moana Boulevard/Auahi Street Sewer Rehabilitation, Phase 2.....	\$11,393,000
Kailua Treatment Plant Tunnel Preparation.....	\$1,500,000
Hanawai Circle Sewer Rehabilitation.....	\$3,077,000
Hart Street WWPS Old Force Main Improvement, Phase 2.....	\$1,061,000
Kailua WWTP Gates, Valves, and Other Miscellaneous Improvements.....	\$3,473,000
Mililani WWPTF Headworks Upgrade.....	\$2,205,000
Sand Island WWTP Solids Handling Return Flow Lift Station.....	\$3,646,000
Wilder Avenue and Metcalf Street Sewer Rehabilitation.....	\$853,000

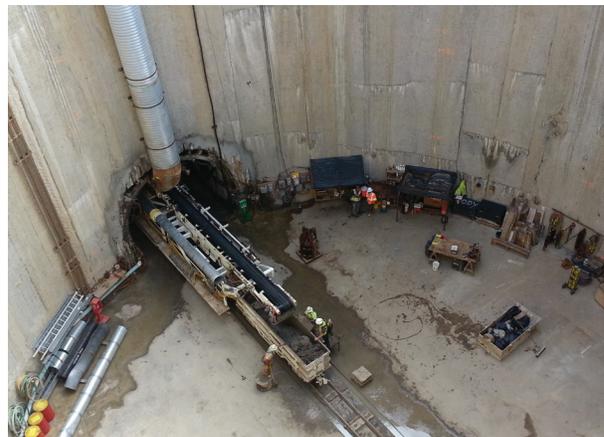
Significant Construction Projects Ongoing in FY 2015 **Construction Cost**

Ala Moana WWPS Force Mains 3 & 4.....	\$120,000,000
Sand Island WWTP Expansion Phase 2.....	\$70,000,000
Kaneohe/Kailua Sewer Tunnel.....	\$180,000,000
Kailua Tunnel Influent Pump Station and Headworks.....	\$100,000,000
Sand Island WWTP Solids Handling.....	\$30,000,000
Honouliuli WWTP Secondary.....	\$440,000,000

The Wastewater Division, in coordination with ENV and the Department of Planning and Permitting (DPP), continues to ensure that our wastewater facilities safely and reliably serve the citizens of the City and County of Honolulu.



Kailua Influent Pump Station and Tunnel Boring Machine



Kaneohe Kailua Sewer Tunnel Shaft

**LAND DIVISION
POWERS, DUTIES, AND FUNCTIONS**

The Land Division provides land and engineering survey, title search, real property appraisal, negotiation, and document preparation services in connection with the acquisition of lands and easements required for city projects and activities. Acquisitions include various roadways, utility, and access rights-of-way; sites for wastewater collection and treatment facilities; sites for solid waste collection/disposal/transfer activities; and sites required for such public uses as parks and playgrounds, golf courses, police and fire stations, and corporation and bus yards.

ACCOMPLISHMENTS

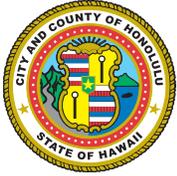
The following is an accounting of the number of jobs by department that were assigned to the Land Division for FY 2015. The jobs included work from all our sections, such as survey, acquisition, appraisal, document, and title search. Each job involved multiple properties, with an average of approximately 20 properties per assignment.

- I. Department of Design and Construction.....385
- II. Assignments for Other City Agencies
 - A. Board of Water Supply..... 3
 - B. Department of Budget and Fiscal Services.....145
 - C. City Council 15
 - D. Department of Community Services 5
 - E. Corporation Counsel.....30
 - F. Department of Customer Services.....5
 - G. Department of Environmental Services..... 14
 - H. Department of Facility Maintenance54
 - I. Mayor’s Office.....1
 - J. Department of Parks and Recreation27
 - K. Department of Planning and Permitting..... 244
 - L. Department of Transportation Services..... 19
 - M. Neighborhood Boards 4
- III. Assignments for State of Hawaii Properties41
- IV. Dedications by Private Sector.....178
- V. Miscellaneous.....41

- Request for Eminent Domain Proceedings13
- Documents90
 - Acquisition Documents Processed28
 - Dedication Documents Recorded 76
- Correspondence and Miscellaneous Reports4,911

LAND SERVICES SUMMARY OF ACCOMPLISHMENTS

- Parcel and Land Court Maps80
 - Maps Reviewed.....20
 - Number of Parcels.....117
- Descriptions.....234
 - Reviewed/Stamped.....284
 - Title Searches Checked.....126
- Topographic Maps.....129
- Field Surveys.....839
- Appraisals by Staff.....465
 - Fee Parcels.....55
 - Easement and Rentals.....175
 - Parcels Reviewed20
 - Park Dedications215
- Title Searches..... 1,297
- Research Assignments8,197
 - Abstract Section.....2,247
 - Document Section.....4,285
 - Negotiations Section.....508
 - Survey Section 1,152
- Negotiations.....3,578
- Parcels Acquired139
 - Condemnation2
 - Negotiations28
 - Dedications116



DEPARTMENT OF EMERGENCY MANAGEMENT

Melvin N. Kaku, Director
Peter J.S. Hirai, CEM, Deputy Director

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:

1. Implementing public awareness, preparedness, and education programs critical to community-level resiliency regarding disasters, major emergencies, and acts of war or terrorism;
2. Synchronizing response and recovery between the public and private sectors;
3. Sustaining the city's Emergency Operations Center (EOC) capability by facilitating situational awareness, planning, and management;
4. Strategic planning utilizing a risk-based all-hazard approach for both natural- and man-caused hazards.

MISSION

The Department of Emergency Management's mission is to plan and prepare for, respond to, and recover from disasters to protect public health, safety, and welfare. DEM responds to disasters, major emergencies, and acts of war or terrorism by activating the city's Emergency Operations Center.

ACCOMPLISHMENTS

DEM responded to, monitored, and supported many emergency and planned events during Fiscal Year 2015. The city EOC was activated 30 days during FY 2015 (includes full and partial activations).

EOC activation occurred for the following major events in FY 2015:

- **2014 Tropical Cyclone Season (June-November 2014):** three named storms entered the Central North Pacific, or Hawaiian waters; two additional storms originated in Hawaiian waters (Tropical Storm Wali and Hurricane Ana).
 - **Hurricane Iselle:** Iselle strengthened to a category 3 hurricane and entered Hawaiian waters on August 5, 2014. The city EOC was fully staffed and prepared for a hurricane strike on Oahu; for the first time, a City Call Center (768-CITY) was established and took hundreds of calls from a concerned public. Iselle made landfall in Hawaii County on August 8, and spared Oahu any severe effects.
 - **Hurricane Ana:** Ana formed in Hawaiian waters on October 13, 2014. The city EOC was fully staffed and prepared for a tropical storm approaching from

the southeast. Again, the 768-CITY number was activated and staffed to field hundreds of inquiries. Ana passed south of the main Hawaiian Islands and caused increased rainfall, but no severe effects.

- **2014 Honolulu Marathon:** DEM assisted the Honolulu Police Department for the Honolulu Marathon.
- **2014 Blue Angels:** DEM was part of the City Unified Command Post supporting the Blue Angels Airshow on September 27 & 28, 2014. City responders were prepared to respond to any contingency or emergency.

Other significant achievements in FY 2015:

- Public education programs supported more than 120 outreach events that focused on emergency preparedness messaging to the public;
- Increased the involvement of volunteer community-based emergency preparedness committees;
- Coordinated Tsunami Awareness Month activities in April 2015;
- Utilized social media to provide emergency public information;
- Conducted 23 Community Emergency Response Team (CERT) classes with more than 350 graduates from various parts of the island;
- Installed three new outdoor warning sirens to provide early warning for disasters and upgraded 13 sirens to solar power;
- Coordinated hurricane exercise Makani Pahili/Vigilant Guard 2015, with 27 participating agencies at the city EOC;
- Conducted multiple hazardous materials (HAZMAT) safety awareness activities with public agencies, private industry, and citizens to enhance preparedness;
- DEM received the 2014 Healthcare Association of Hawaii Award for Community Service;
- Hoomakaukau O Waimanalo was recognized as a StormReady/TsunamiReady Community;
- Deputy Director Peter Hirai awarded the 2014 Elwood J. McGuire Award by the Law Enforcement and Security Coalition of Hawaii;
- Established four new emergency preparedness volunteer community groups, increasing Oahu's total to 15;
- Kailua became the first community to be recognized as a NOAA Weather-Ready Nation Ambassador.

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HONOLULU EMERGENCY SERVICES DEPARTMENT

Mark K. Rigg, 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, 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; injury prevention, public education, disaster planning activities in coordination with other local, state, federal, and private organizations. Additionally, provides physical and medical evaluations for personnel as required for their positions or maintenance of licensure or physical fitness standards.

EMERGENCY MEDICAL SERVICES DIVISION POWERS, DUTIES, AND FUNCTIONS

The State Department of Health (SDOH) contracts with the city to provide emergency medical services on Oahu.

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

HESD provides training for outside emergency providers, including:

- Continuing medical education;
- Clinical training partnership with Kapiolani Community College;
- Clinical training for the Honolulu Fire Department (HFD) and Honolulu Police Department (HPD);
- Mobile Emergency Care Specialist (MECS) Training Program; driver's training for MECS and Emergency Medical Technicians (EMT);
- EMS worked cooperatively to provide optimal responses to medical emergencies through a first responder co-response agreement with the Honolulu Fire Department, and the Ocean Safety and Lifeguard Service Division. Military response agencies also work cooperatively with EMS.

ACCOMPLISHMENTS

- EMS Communications Center received nearly 100,000 emergency 911 calls from the public, resulting in more than 84,000 ambulance responses, and 54,000 patients transported to an emergency facility;
- EMS completed its first year on the 12-hour pilot project, saving the city roughly \$1,000,000 in overtime;
- EMS developed its first medical response bicycle team which is comprised of paramedics and EMTs who can respond to medical emergencies in large crowds;
- EMS restored a city bus and configured it into an Ambubus, a bus equipped with medical supplies and cots that can transport multiple patients during a mass casualty incident;
- Revived the EMS Jr. Paramedic program. Twenty-two high school students participated in the free four-week program taught by city paramedics and EMTs during the summer of 2015;
- Coordinated with multiple agencies to provide extensive medical support for the Honolulu Marathon, 4th of July festivities at Ala Moana Beach, and Lions Day Parade.

OCEAN SAFETY AND LIFEGUARD SERVICES DIVISION

POWERS, DUTIES, AND FUNCTIONS

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

ACCOMPLISHMENTS

In Fiscal Year 2015, Ocean Safety made hundreds of rescues and took thousands of preventative actions, which included verbal warnings utilizing public announcement systems and warning signs.

- Launched the www.hawaiiibeachsafety.com website;
- Secured a mobile response facility at Kewalo Basin for a rescue watercraft;
- Secured funding for a rescue boat for the south shore;

**HEALTH SERVICES BRANCH
POWERS, DUTIES, AND FUNCTIONS**

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

HEALTH PROMOTION

Vaccination programs include administering the Hepatitis B series to Ocean Safety Officer, and EMS and HFD recruits, saving the city \$50-\$80 per employee. Staff performs Tuberculosis (TB) and post-exposure Tuberculosis testing, as well as vaccination for Hepatitis B and Tetanus shots.

LABORATORY

The Medical Examination Section performed the following services:

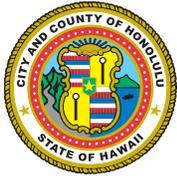
- Measurement of vital signs
- 12-lead electrocardiogram (EKG)
- Pulmonary function testing (PFT)
- Vision testing
- Hearing testing
- Urinalysis/microscopy
- Urine drug screen collection
- Capillary blood glucose analysis
- Farnsworth D15 testing
- Immunizations
- TB screening

STATISTICS:

Annual physicals (including pre-employment physicals)	2,390
DOT/crane and hoist physicals	819
Hearing tests	4,142
Vision tests	3,799
Pulmonary Function Testing (PFT)	1,287
Electrocardiogram (EKG)	2,692
DUI blood draws	307
DUI hospital draws	123
Return to Work Evaluations	558
Priority Placements	55
Fit For Duty	21
Medical Review Officer reviews Summer (1,079), HPD (1,695), HFD (672), Pre-employment (462)	3,908

ACCOMPLISHMENTS

- Upgraded and installed hearing software; instructions can now be given via headset in various languages;
- Laboratory passed annual inspection;
- Coordinated Hepatitis B vaccination clinics with Department of Parks and Recreation which saved the city \$60 per employee receiving the Hep B series;
- Processed more than 4,000 employees and 8,000 records.



DEPARTMENT OF ENTERPRISE SERVICES

Gerald H. Saito, Director (July 2014 – October 2014)
Ford N. Fuchigami, Director Designate (November 2014)
Guy H. Kaulukukui, Director Designate (April 2015 – present)
Tracy S. Kubota, Deputy Director (July 2014 – November 2014)
 Acting Director (December 2014 – April 2015)
 Deputy Director (April 2015 – present)
Garrick K. Iwamuro, Acting Deputy Director (January 2015 – April 2015)

POWERS, DUTIES, AND FUNCTIONS

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

DES is comprised of five program areas: Administration, Building Services Division, Customer Services Division, Golf Course Division, and the Honolulu Zoo Division. 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.

MISSION

The mission of DES is to manage and market a diversity of community-oriented facilities and services for the use and benefit of the public, offering cultural, recreational, and educational opportunities and events on a self-supporting basis.

ACCOMPLISHMENTS

DES encourages efficiency and operational cost-savings by focusing on obtaining necessary resources, filling essential positions, and repairing and replacing aging facilities and obsolete equipment. As part of its ongoing strategy, department fees and rates are reviewed periodically, and any revenue enhancement proposals are carefully analyzed. DES continues to optimize the effectiveness and efficiency of department-wide operations and improve customer service. Finally, DES continues to aggressively market its facilities and services as well as promote work-related safety.

REVENUES	FY 2015
Concessions, Various other Concessions	\$3,336,295
Auditoriums, Rentals, Services, and Event Concession.....	\$5,516,062
Golf Course Green Fees, Cart Rental, Food Concession, etc.....	\$9,482,110
Honolulu Zoo Admission, Food Concession, etc.....	\$4,808,422
Total Revenues	\$23,142,890

EXPENDITURES	FY 2015
Administration	\$787,821

Building Services	\$4,192,673
Customer Service	\$1,642,710
Golf Courses.....	\$9,569,676
Honolulu Zoo.....	\$5,577,017
Total Expenditures	\$21,769,896

CONCESSIONS MANAGEMENT POWERS, DUTIES, AND FUNCTIONS

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

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

ACCOMPLISHMENTS

- Concession agreements awarded in Fiscal Year 2015 include the Koko Head Regional Park stables, Honolulu Zoo parking lot, Ala Wai food concession, Ala Moana food concession, and Hanauma Bay snorkel concession;
- DES prepared bid proposals to be solicited in FY 2016 for the Honolulu Zoo parking lot, Blaisdell Center parking and valet concession, Haleiwa Beach Park lunch wagon, Waimea Bay Beach Park lunch wagon, Ted Makalena Golf Course pro shop, Pali Golf Course pro shop, Blaisdell Center food concession, Central Oahu Regional Park food concession, Hanauma Bay food concession, Waikiki Beach food concession, Koko Head Regional Park stables, Kuhio Beach services concessions, and the Blaisdell Center and Waikiki Shell ATM concessions.

BUILDING SERVICES DIVISION POWERS, DUTIES, AND FUNCTIONS

The Building Services Division is comprised of Trades and Maintenance/Set-Up sections. It is the function of the division to provide departmentwide support to the Blaisdell Center, Waikiki Shell, Honolulu Zoo, six municipal golf courses, and designated city concessions. The Trades section consists of air conditioning, electrical, plumbing,

painting, sound, stage lighting, and small engine repair technicians. The Maintenance/Set-Up section crews provide groundskeeping, event set-up, custodial services, and maintenance for the Blaisdell Center and the Waikiki Shell, and supply general maintenance support for other facilities managed by DES.

ACCOMPLISHMENTS

- The Maintenance/Set-Up sections supported more than 400 different events and completed 100 percent of work orders requested at the Blaisdell Center's 447,000 square foot campus and the Waikiki Shell's seven-acre site;
- The staff attended safety training for occupational safety and health topics, hazardous materials, and other safety measures, including Spill Prevention and Containment, and Best Management Practices (storm water management) training. Critical staff participated in the Makani Pahili 2015 hurricane exercise;
- The Trades section completed more than 630 maintenance and repair tasks. These tasks included painting several areas at the Blaisdell Center, city golf courses, the Honolulu Zoo, and the Waikiki Shell. Several air conditioning/refrigeration, electrical and plumbing installations and repairs were performed at DES facilities as well as several concessions. A local area network and software that allows more reliable monitoring of the various Blaisdell Center air conditioning systems were installed to reduce energy consumption and costs.

CUSTOMER SERVICES DIVISION

POWERS, DUTIES, AND FUNCTIONS

The Customer Services Division manages the business and patron operations of the Blaisdell Center and the Waikiki Shell. It encourages extensive and varied entertainment choices for the people of Honolulu while maximizing revenues generated to support operations at the Blaisdell Center and the Waikiki Shell.

Customer Services comprises three sections: Sales and Marketing, Productions, and Box Office. Sales and Marketing is responsible for preparing bookings for the Blaisdell Center and the Waikiki Shell. Productions is responsible for producing shows, 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 manage the event staff, food and beverage, parking, valet service, and novelty concessions. The Box Office manages the sale of all admission tickets to events at the Blaisdell Center and the Waikiki Shell.

ACCOMPLISHMENTS

- The Blaisdell Center welcomed 700,000 guests to its facilities; the Exhibition Hall was the busiest facility with nearly 350,000 guests;

- The Center's facilities were booked 591 days: Waikiki Shell 37 days, Arena 146 days, Concert Hall 198 days, Exhibition Hall 210 days, and the meeting rooms were used nearly every day;
- Major concerts and events included artists Sir Elton John, Miranda Lambert, Jason Mraz, Diana Ross, Neil Sedaka, Herb Alpert, Avenged Sevenfold, George Benson, Lee Brice, Chris Young, John Fogerty, and comedians Gabriel Iglesias, Bill Maher, Brian Regan, and Daniel Tosh;
- Local performers included Jack Johnson, Henry Kapono, Augie T, Ballet Hawaii, Hawaii Opera Theater, Hawaii Symphony Orchestra, and Hawaii Youth Symphony;
- Sports events included high school state cheerleading, volleyball, and wrestling championships, college basketball and volleyball, and mixed martial arts.

GOLF COURSE DIVISION

POWERS, DUTIES, AND FUNCTIONS

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 evaluated for quality of playing conditions and facilities. Food concessions, along with pro shops and a driving range, are monitored at various courses.

In its 19th year of operations, the automated tee time system provides fair and equitable access to all golfers. More than 116,000 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.

ACCOMPLISHMENTS

- More than 2,600 golf ID cards were issued;
- Six hundred golf gift cards were sold;
- More than 1,600 replacement golf ID cards were issued;
- Total rounds played were 400,869;
- Green fee and cart rental fee revenues totaled \$8.9 million.

HONOLULU ZOO DIVISION

POWERS, DUTIES, AND FUNCTIONS

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

ACCOMPLISHMENTS

- The Honolulu Zoo continued to address concerns and conservation issues in order to prepare for the next accreditation with the Association of Zoos and Aquariums (AZA), including:
 - Upgrades to the chimpanzee, hippopotamus, Nile crocodile, hyena, baboon, lion, aardvark, and meerkat exhibits;
 - Asphalt walkways in the zoo were resurfaced by the Department of Facility Maintenance;
 - The Education building and Hale Kokua (keeper building) were repainted;
- The Honolulu Zoo hosted 592,780 visitors;
- The Zoo's Facebook page has accumulated more than 13,000 followers and continues to grow;
- In April of 2015, two-toed sloth and siamang babies were born at the zoo;
- The city sponsored a Bike to the Zoo Day on May 24, which provided bicyclists free admission to the Zoo;
- On May 30, the Zoo hosted its Conservation Fest/ Biodiversity Day.

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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. The department operates and maintains sewer lines, treatment plants, wastewater pump stations, landfills, refuse/recycling pickup, cesspool pumping, and storm water permit programs. ENV encompasses the following divisions: Administrative Support, Refuse, Wastewater Treatment and Disposal (WTD), Collection System Maintenance (CSM), and Environmental Quality (EQ).

MISSION

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 POWERS, DUTIES, AND FUNCTIONS

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

ACCOMPLISHMENTS

- **Work and Asset Management (WAM):** Migrated back-end database from Windows server to IFL (Linux on mainframe) saving licensing costs for the Oracle database;
- **Storm Water Quality (SWQ) Move to Department of Facility Maintenance (DFM):** Preparations have been underway to support SWQ's move to DFM. Preparations included hard-coding the employees' new position numbers into the WAM system, so DFM can continue to use the timekeeping feature until another solution is identified. Also addressed file storage, transfer of computer equipment and telephone accounts, provisioning a new database server and security groups for access to network and DocuShare resources;
- **File Storage:** Increased storage capacity for the ENVARK server by 64 terabytes to accommodate 10 years of CSM's Closed Circuit Television (CCTV) video files;
- **Networking:** Honolulu, Pearl City, Keehi refuse facilities, and 12 wastewater pump stations were connected to the City Fiber Network;

- **Geographic Information System (GIS):** Refuse automated collection routes islandwide were successfully optimized with the GIS fleet routing software.

REFUSE DIVISION POWERS, DUTIES, AND FUNCTIONS

The division oversees collection, disposal, and management of Municipal Solid Waste (MSW), including recycling, municipal landfills, and H-POWER, the city's waste-to-energy plant.

ACCOMPLISHMENTS

- More than \$67 million in electrical sales from H-POWER to HECO;
- H-POWER installed new sewage sludge receiving and processing system, enabling the city to divert 20,000 tons of sewage sludge from the landfill to H-POWER;
- Since the inception of the bulky enforcement program, the city has seen an 88% compliance rate with residents taking corrective action to avoid penalty. Inspectors have issued more than 600 Notices of Violation (NOV) for illegal bulky items, with approximately 70 NOV's escalating to Notices of Order (NOO) where fines were imposed;
- Recycled nearly 476,000 tons from the waste stream, while diverting more than 78% of municipal solid waste from the landfill.

DIVISION OF WASTEWATER TREATMENT AND DISPOSAL POWERS, DUTIES, AND FUNCTIONS

The division operates nine wastewater treatment plants (WWTP) and the pretreatment facilities on the island of Oahu. The municipal facilities treat approximately 105 million gallons of wastewater daily. In addition, the city conveys and/or treats wastewater from a number of state, private, and military wastewater systems.

ACCOMPLISHMENTS

The division received the National Association of Clean Water Agencies (NACWA) Peak Performance Awards: Gold (Wahiawa WWTP, Waianae WWTP, Honouliuli WWTP, Kahuku WWTP, Laie Wastewater Reclamation Facility, Paalaa Kai WWTP, Waimanalo WWTP); Silver (Kailua Regional WWTP).

**WASTEWATER TREATMENT PLANT
FLOW CHART FY 2015**

Treatment Plant	Millions of Gallons Treated	Daily Avg. (Millions)
Honouliuli	9,398.12	25.75
Kahuku	71.21	0.20
Kailua	4,226.22	11.58
Laie	157.38	0.43
Paalaa Kai	38.55	0.11
Sand Island	22,485.65	61.60
Wahiawa	563.72	1.54
Waianae	1,308.76	3.59
Waimanalo	197.94	0.54
Totals	38,447.56	105.34

DIVISION OF COLLECTION SYSTEM MAINTENANCE

POWERS, DUTIES, AND FUNCTIONS

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

ACCOMPLISHMENTS

- 551 total miles cleaned, of which 416 miles were unique gravity main sewer pipes;
- Repaired or rehabilitated 17 sewer miles;
- Smoke tested 31 miles of sewer mains and laterals.

DIVISION OF ENVIRONMENTAL QUALITY POWERS, DUTIES, AND FUNCTIONS

The division oversees pretreatment, storm water, air, wastewater, and receiving water quality, and provides monitoring, analyses, and compliance with state and federal regulatory agencies. The pretreatment program monitors wastewater to prevent the discharge of substances that might be harmful to the environment or cause damage to the sewer system. Commercial industrial dischargers into the sewer system must be approved by the Regulatory Control (RC) Branch.

ACCOMPLISHMENTS

- Issued 527 Industrial Wastewater Discharge Permits;
- Performed 55 project reviews on building permits to install grease removal devices;
- Issued 395 Wastewater Discharge Order notices, 28 Letters of Order and 8 NOVs;
- Water Quality Laboratory performed 63,323 analyses on 32,435 samples;
- Three major National Pollutant Discharge Elimination System (NPDES) permits (Honouliuli WWTP, Kailua Regional WWTP, and Sand Island WWTP) were renewed with significantly different sampling and analytical requirements. The Water Quality Laboratory adapted operations to meet these changes and continued to provide timely monitoring results for compliance.

Wastewater Revenues FY 2015 (Estimates)

Sewer Service Charges.....	\$404,875,484
WW System Facility Charges.....	\$9,977,600
Other Revenue.....	\$5,995,200
Total Wastewater Revenue.....	\$420,848,284

2010 Wastewater Consent Decree Update

On December 17, 2010, a Global Consent Decree, subsequently amended, was entered among the city, the United States Environmental Protection Agency, the Hawaii Department of Health, and several non-governmental organizations. The consent decree outlines a program of improvements to the wastewater collection and treatment systems on the island of Oahu. Highlights of work completed or started in FY 2015 include:

- CIP Projects: Kaneohe Bay three force main pipe replacement, Mililani WWPTF storage and headworks upgrade, Airport sewer structural rehabilitation/reconstruction, Phase 2.
- The city has completed 381 of 484 milestones in the decree, finishing four straight years of 100 percent compliance.

ENV Capital Improvement Projects

Below is a list of ENV-only construction projects. The Department of Design and Construction (DDC) provides a complete list of all city construction projects, including other ENV construction projects.

Wastewater Treatment and Disposal Division Projects

Miomio Wastewater Pump Station	
Re-roof Pump Building (completed).....	\$20,650
Paiko Drive Wastewater Pump Station	
Re-roof Pump Station Building (completed).....	\$18,236
Uwalu Wastewater Pump Station	
Re-roof Pump Station Building (completed).....	\$23,729
Mililani Pretreatment Facility	
Re-roof Administration Building (ongoing).....	\$48,000
Honouliuli Wastewater Treatment Plant Re-roof No. 1 and No. 2 Primary Clarifier Buildings and Blend Tank Pump Room (ongoing).....	\$59,180
Laie Wastewater Reclamation Facility Ultraviolet Disinfection System Replacement (ongoing).....	\$655,900
Sand Island Wastewater Treatment Plant Ultraviolet Transmittance Sensors Replacement (ongoing).....	\$33,613
Sand Island Wastewater Treatment Plant Building 9 Replace Chillers (ongoing).....	\$505,855
Kailua Regional Wastewater Treatment Plant Replace Biotower No. 1 Center Column Assembly and Repair Biotower No. 1 and No. 2 Covers (ongoing).....	\$468,888
Kailua Regional Wastewater Treatment Plant Frontage Landscaping (ongoing).....	\$314,927
Energy Savings Performance Contract for Kailua RWWTP (ongoing).....	\$15,922,832

Environmental Quality Division Projects

Honolulu Fire Department Waipahu Vehicle Maintenance Facility, National Pollution Discharge Elimination System (NPDES) Improvement (ongoing)	\$1,430,405
Honolulu Police Department Kalihi Station NPDES Improvements (ongoing).....	\$848,905
Storm Drainage Best Management Practices (BMP) in the vicinity of Kaelepulu Pond – Kamahele Ditch (ongoing).....	\$392,920
Storm Drainage BMP in the vicinity of Kaelepulu Pond – Catch Basin Improvements (ongoing)	\$205,205
Salt Lake Hydrodynamic Separator and Inlet Screening Devices (ongoing)	\$730,950
NPDES Erosional Area Improvements at Lanikuhana Ditch (ongoing).....	\$231,707
NPDES Erosional Area Improvements at Honowai Drainage Ditch (ongoing).....	\$230,260
NPDES Erosional Area Improvements at Lilipuna Road (ongoing).....	\$15,888

Collection System Maintenance Division Projects

Rehabilitation of Sewer Lines on Oahu (ongoing).....	\$12,561,096
Wastewater Pump Station Electrical and Supervisory Control and Data Acquisition (SCADA) Improvements (ongoing).....	\$15,042,950
Sewer Manhole Hydraulic Improvements (ongoing)....	\$2,540,000

Refuse Division Projects

Solid Waste-to-Energy Facility H-POWER Refurbishment (ongoing).....	\$4,903,986
Solid Waste-to-Energy Facility H-POWER Improvements for Processing Sewage Sludge (Substantially Completed).....	\$10,560,000
Oahu Secondary Landfill Site Selection Study (ongoing).....	\$1,300,000

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DEPARTMENT OF FACILITY MAINTENANCE

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

POWERS, DUTIES, AND FUNCTIONS

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

Three major divisions comprise the department: Automotive Equipment Service (AES), Public Building and Electrical Maintenance (PBEM), and Road Maintenance (DRM). The Office of the Director and Chief Engineer directs and oversees programs and services. It also oversees garage management and property management activities for seven public garages, two metered public garages, six municipal surface parking lots, twelve residential properties, and one commercial property.

MISSION

The mission of DFM is to provide efficient, effective, accountable, and progressive management of its fiscal and functional responsibilities, focusing on the well-being of the communities (public, other departments, and employees) it serves.

DIVISION OF AUTOMOTIVE EQUIPMENT SERVICE

POWERS, DUTIES, AND FUNCTIONS

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

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

ACCOMPLISHMENTS

- Reduced the environmental impact of the vehicle fleet by replacing older vehicles and purchasing more fuel efficient vehicles for the Motor Pool fleet and the various city agencies. The division increased its use of alternative fuels such as biodiesel, propane, and ethanol blended gasoline;
- Implemented a plan with a parts supplier to maintain a vehicle and equipment parts inventory for vehicles and equipment up to 18,000 lbs. Gross Vehicle Weight Rating (GVWR) and to manage an on-site service counter in support of the Division of Automotive Equipment Service (AES), Light Equipment Repair Shop, which will reduce the time it currently takes to locate and obtain replacement parts for the wide range of vehicles and equipment it supports.

PUBLIC BUILDING AND ELECTRICAL MAINTENANCE DIVISION

POWERS, DUTIES, AND FUNCTIONS

The Public Building and Electrical Maintenance Division (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.

ACCOMPLISHMENTS

- The Repair and Maintenance Branch completed 4,000 work orders for carpentry, plumbing, masonry, painting, mechanical, electrical, and air-conditioning repairs;
- The Traffic and Electrical Maintenance Services Branch maintained 51,797 street lights by replacing 11,227 defective or burned-out street light lamps; 4,822 photo-electric controls; and 1,440 luminaries. The branch also completed 484 joint-pole changeovers and 599 work orders for repair and maintenance work related to indoor and outdoor lighting at various parks, recreation centers, and botanical gardens at Hanauma Bay, the Honolulu Zoo, and the Neal S. Blaisdell Center.

DIVISION OF ROAD MAINTENANCE POWERS, DUTIES, AND FUNCTIONS

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

The division operates from 11 corporation baseyards. Four baseyards (Honolulu, Sand Island, Auahi Street, and College Walk) service the Honolulu district. Rural baseyards are located in the districts of Kailua, Kaneohe, Pearl City, Laie, Waialua, Wahiawa, and Waianae.

ACCOMPLISHMENTS

- Resurfaced 8.49 lane miles of roadways and patched 32,976 potholes in Fiscal Year 2015;
- Mechanically swept 39,530 curb miles to meet the National Pollution Discharge Elimination System (NPDES) permit requirements. DRM crews also cleaned 836 storm drains and inspected 2,036 storm drains;
- Continued implementation of the pavement preservation program designed to apply cost-effective treatments (such as slurry seal coatings, seal coat, crack sealing, and other less costly maintenance techniques) to prolong roadway life and reduce the rate of roadway deterioration;
- Implemented its first Indefinite Delivery/Indefinite Quantity (IDIQ) Pavement Preservation construction contract involving slurry seal in the Village Park and Waipahu areas. The scope of work included crack sealing; furnishing and applying Slurry Seal Mix II to existing asphalt concrete pavement surfaces; resurfacing/reconstruction of asphalt concrete pavement; and restoration of pavement striping, markings and pavement markers. Fifty-seven lane miles were slurry sealed;
- Executed its second IDIQ Pavement Preservation construction contract involving slurry seal in the Nuuanu Valley, Pauoa Valley, and Pacific Heights areas. Thirty-seven lane miles are planned to be slurry sealed;
- Executed its first IDIQ Pavement Presentation construction contract involving seal coat treatment in

the Waipio, Crestview, and Seaview areas. The scope of work included crack sealing; furnishing and applying seal coat to existing asphalt concrete pavement surfaces; resurfacing/reconstruction of asphalt concrete pavement; and restoration of pavement striping, markings, and pavement markers. Twenty lane miles are planned to be seal coated;

- Collaborated with the University of Hawaii (UH) and Hawaii Asphalt Paving Industry (HAPI) on UH research project, *Performance Monitoring of Pavement Preservation Treatments in Honolulu*. UH was awarded a federal grant through the Center for Highway Pavement Preservation (CHPP) to study the performance of various pavement preservation treatments. Various products were provided by HAPI vendors/contractors. These products were applied to test sections of local streets in Pearl City and Waipahu with similar traffic and weather conditions. The treated areas will be monitored regularly by UH students to document pavement condition and product effectiveness;
- Managed a contract with Sam O. Hirota, Inc. that provided MicroPAVER distress data, a street condition dataset which includes the Pavement Condition Index (PCI) and street inventory imagery for approximately 3,500 lane miles of city maintained streets. Driving images were completed. Data analysis is currently in process to convert each street into a PCI;
- Malama O Ka Aina volunteer adoption program supported graffiti cleanups on the pedestrian bridges near Kalihi Waena Elementary School, Central Middle School, and Pearl Harbor Historic Trail; temporary patching of sidewalks on the Safe Sidewalk volunteer program; and continued support of the Adopt-A-Stream and Adopt-A-Block volunteer programs;
- Continued to enforce Stored Property and Sidewalk Nuisance Ordinances with one Honolulu Police Department (HPD) officer and two Park Roving Patrol employees, addressing improperly stored personal property and sidewalk nuisances islandwide;
- Constructed a two-mile bike lane cycle track project on South King Street from Alapai to Isenberg Streets;
- Replaced 30,570 square feet of asphalt sidewalk and transported 25 barriers for placement in the Honolulu Zoo;
- Resurfaced the Medical Examiner's parking lot;
- Established eight new permanent positions to enforce Stored Property and Sidewalk Nuisance Ordinances, and participated with HPD and property owners in addressing improperly stored personal property in Waikiki and other areas;
- Established and filled 15 permanent positions to meet service demands due to de-privatization of median landscaping contracts.



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 fire fighting, rescue, emergency medical, and hazardous materials (HM) response for the entire island of Oahu. These duties are performed in a wide variety of terrain that include steep mountain ranges, wildlands, and agricultural fields; structures which comprise a modern metropolitan city, including industrial complexes, business centers, government complexes, high-rise resorts, condominiums, and high-density urban residential dwellings; and the ocean surrounding the island.

The HFD consists of 1,127 uniformed personnel and 65 civilians, totaling 1,192 employees. Personnel are organized into four divisions: Administrative Services Bureau, Fire Operations, Planning and Development, and Support Services.

MISSION

The HFD shall provide for a safer community through prevention, preparedness, and effective emergency response.

ADMINISTRATIVE SERVICES BUREAU POWERS, DUTIES, AND FUNCTIONS

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

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

ACCOMPLISHMENTS

- Utilizing a \$2.6 million Assistance to Firefighters Grant (AFG), the HFD purchased the latest National Fire Protection Association (NFPA)-approved self-contained breathing apparatus (SCBA) system;
- The HFD received six Kovatch Mobile Equipment apparatuses in the third quarter of Fiscal Year 2015. One aerial and five engine apparatuses were placed in service in January and February 2015;

- In the Fiscal Year 2016 Operating Budget, the HFD requested to reallocate vacant fireboat positions to create one Account Clerk and three Administrative Captain positions. Reallocating these positions will allow the HFD to increase support personnel without affecting the department's overall position count;
- The temporary worksite at the Kalihi Fire Station was completed on May 15, 2015. This facility was erected to house Engine 4 and its crew during renovations at the Kuakini Fire Station, which started in May, 2015;

FIRE OPERATIONS POWERS, DUTIES, AND FUNCTIONS

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

ACCOMPLISHMENTS

- The HFD and the Honolulu Police Department negotiated a new lease agreement with the State of Hawaii, Department of Transportation (DOT) Airports Division for hangar space along the south ramp of the Honolulu International Airport;
- The HFD secured a new maintenance contractor, Phoenix Heliparts, for the two McDonnell Douglas 500 Notar helicopters. Phoenix Heliparts is repairing both helicopters; addressing structural, mechanical, and electrical issues; and fabricating specialized modifications that adhere to the Federal Aviation Administration's requirements;
- Rescue personnel were trained in the use and care of dry suit/full face mask dive equipment, hardware and wireless underwater communications, dive team organization, search patterns, scene evaluation, victim recovery, and underwater investigations;
- Trench rescue training was conducted at the Charles H. Thurston Fire Training Center and covered skills such as team safety, scene safety, proper shoring techniques, moving heavy objects, breaking and breaching, and utilizing ladders in rescue operations;

- After 63 years of serving the community, the Fireboat Moku Ahi was relinquished to the state DOT. The HFD no longer has a fireboat company;
- The HFD activated its Incident Management Team in preparation for Hurricanes Iselle and Julio;

PLANNING AND DEVELOPMENT POWERS, DUTIES, AND FUNCTIONS

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.

ACCOMPLISHMENTS

- The 2013 State Homeland Security Grant (SHSG) funded:
 - Medical dive, dive rescue, and public safety diver courses from January to May 2015.
 - The purchase of dive and technical rescue training equipment.
 - An Incident Command System 305 course.
 - Travel expenses for three HFD personnel to attend the All-Hazards Incident Management Team (AHIMT) conference in Robstown, Texas.
 - The HFD's participation with the Blue Angels and Makani Pahili exercises.
- The 2014 SHSG funded:
 - Chemical, biological, radiological, nuclear, and explosives and AHIMT training.
 - Several HM detectors for the HM crew.
 - Compressed gas safety classes in March 2015.
 - An 18' trailer to store/transport the AHIMT equipment for field deployment.
 - Two rapid response vehicles.
- The HFD was awarded a 2014 Urban Area Security Initiative (UASI) grant of \$130,000 to procure two rapid response vehicles;

- In June, 2014, the HFD was awarded an AFG grant of \$2,365,920 to purchase SCBAs, 400 harnesses, 1,050 face pieces, and 730 cylinders;
- In November, 2014, the HFD was awarded \$100,000 from the Department of Land and Natural Resources (DLNR), Division of Forestry and Wildlife (DOFAW) Volunteer Fire Assistance Program for the construction and delivery of a tandem-axle, 32' rehabilitation trailer;
- During 2015, HFD submitted grant applications and was awarded \$10,000 from the DLNR, DOFAW; \$461,000 from the SHSG; and \$200,000 from the UASI;
- During FY 2015, Fire Communication Center personnel answered 28,588 phone calls on the Next Generation 911 system; dispatched and managed 52,020 emergency incident responses, with a call-processing time of 70 seconds or less 90 percent of the time; and processed 262 fire incident reports requests;
- Use of the city's 800 MHz trunking radio system will be extended to the Honolulu Authority for Rapid Transportation (HART). Thirty portable radios will be issued to HART, which will enable direct communication with Oahu's first responders. This interoperability allows quicker response times in the event of an emergency involving the rail system;

SUPPORT SERVICES POWERS, DUTIES, AND FUNCTIONS

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

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

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

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

ACCOMPLISHMENTS

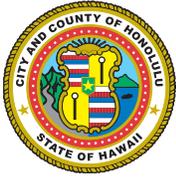
Fire Prevention Bureau

- As a member of the State Fire Council, adopted NFPA 1, 2012 Edition as the new state fire code in August 2014;
 - In September 2014, the 29th edition of the Fire Fighter's Safety Guide was distributed to more than 100,000 elementary school students statewide;
 - Processed more than 11,000 permits for firecrackers in 2014-2015 and provided a permit exchange program for people unable to purchase firecrackers during the New Year's Eve holiday. Provided testimony for Honolulu City Council Bill 5 (2014) regarding the potential use of consumer fireworks and fireworks permit refund;
 - Implemented the use of Surface Pro 3 tablet computers and mobile hotspots for Fire Inspectors, thus enabling them access to the city's network to enter fire inspection and preplan data remotely;
 - Conducted more than 7,500 new and re-inspections of high-risk occupancies, including high-rise residential and business buildings, schools, hospitals, shopping malls, industrial facilities, restaurants, and nightclubs;
 - The HFD's Fire Investigations section responded to 116 major fires to determine fire origin and cause;
 - The Plans Checking section reviewed 2,951 plans submitted through the city's permitting process, performed 427 fire alarm acceptance tests, and witnessed 96 commercial cooking fire protection acceptance tests;
 - The Community Relations/Education section conducted 126 fire prevention education classes and events for 35,900 attendees. These included career presentations, evacuation drills, fire safety and fire extinguisher training classes, fire safety displays at fairs, and Keiki Fire Safety House appearances;
 - On January 19 and 20, 2015, in partnership with the International Brotherhood of Electrical Workers Local 1186 and the American Red Cross, the HFD conducted smoke alarm installations. Approximately 320 smoke alarms were installed in 85 homes throughout Oahu.
- A successful International Fire Service Accreditation Congress site visit was held December 16-18, 2014. In April 2015, the HFD received its reaccreditation certificate;
 - Three hundred seventy-five personnel were recertified to the Emergency Medical Technician (EMT) level via the National Registry of EMT from December 2014 to March 2015. In March and April 2015, American Heart Association Basic Life Support Health Care Provider recertifications were conducted for more than 1,100 HFD personnel;
 - Coordinated and provided 109 vehicles for automobile extrication training for the entire department;
 - Completed initial and refresher HM Technician training for 350 personnel. Delivered HM competency testing as a validation of skills and implemented refresher training for HM First Responder Operations for 1,100 fire fighters and an HM Incident Management class for over 400 Chiefs, Captains, and Fire Fighter III's;
 - Twenty members of the 100th FFR Class graduated at the Hawaii Okinawa Center on February 27, 2015. Their training encompassed 32 weeks (151 days) and more than 1,200 hours of instruction;
 - On April 6, 2015, the 101st FFR Class, comprised of 39 HFD FFRs and five state FFRs, commenced training. Graduation is scheduled for November 6, 2015. Training will include 32 weeks (150 days) and more than 1,200 hours of instruction;
 - The TRB coordinated implementation of TargetSolutions, a web-based training and documentation management program for the fire industry. The software was implemented in May 2015.

Training and Research Bureau

- Managed and coordinated Fire Ground Survival training for 60 trainers and trained 843 Fire Operations personnel. The course focused on situational awareness and techniques to assist fire fighters during adverse situations;
- Improved communications through the installation of a wireless Internet connection, hotspots throughout the TRB, and upgrade to smart phones. Installed a large sprung structure for improved training and apparatus maintenance;
- Twenty-four members of the 99th Fire Fighter Recruit (FFR) Class graduated at the Hawaii Okinawa Center on August 21, 2014. Training encompassed 32 weeks (150 days) and more than 1,200 hours of instruction;

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HONOLULU AUTHORITY FOR RAPID TRANSPORTATION

Ivan Lui-Kwan, Chair; Donald G. Horner, Vice-Chair; Robert Bunda, William Hong, Keslie Hui, Damien Kim, Carrie Okinaga, George Atta, Ex-Officio; Michael Formby, Ex-Officio ; Ford N. Fuchigami, Ex-Officio; Daniel Grabauskas, Executive Director and Chief Executive Officer; Brennon Morioka, Deputy Executive Director

POWERS, DUTIES, AND FUNCTIONS

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

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

MISSION

HART’s mission is to plan, design, construct, operate, and maintain Honolulu’s high-capacity, fixed guideway rapid transit system.

ACCOMPLISHMENTS OVERVIEW

During Fiscal Year 2015, HART’s fourth year of existence, the agency, the HART Board of Directors, staff, and consultant team made significant progress toward achieving the vision of bringing a quality rail transit system to Oahu.

Most notably, HART secured funding for the completion of the Honolulu Rail Transit Project (H RTP) with the passage of the extension of the General Excise Tax (GET) surcharge.

HART made great strides in construction with 176 columns constructed, more than 1,500 concrete guideway segments erected, and 130 guideway spans between columns in place in FY 2015. All told, more than three miles of guideway are now complete. The shell of the first rail car has also been completed.

HART, Ansaldo Hawaii Joint Venture (AHJV), the city Department of Transportation Services (DTS), and Oahu Transit Services (OTS) continued their work in exploring synergies and efficiencies in building, maintaining, and operating the H RTP, as well as bus/rail multimodal opportunities.

BUDGET AND FINANCE

Budget

The Fiscal Year 2016 Operating and Capital Budgets were submitted to the Mayor and the City Council for their consideration and input. The budgets did not include any request for city general fund monies. However, the Operating Budget included funds for reimbursement to the city’s general fund for staff support from various city departments and Central Administrative Services expense. The budgets were adopted by the Board on June 25, 2015 in the following amounts:

Operating Budget	\$29,212,000
Capital Improvement Budget	\$422,249,700
Total FY 2015 Approved Budget	\$451,461,700

Funding

Local funding for the H RTP from the one-half percent (0.5 percent) GET county surcharge totaled \$1.469 billion from January 2007 through April 2014.¹ The Hawaii State Legislature passed legislation in May 2015 that would extend the GET surcharge through 2027; House Bill 134 became law on July 14, 2015.

Federal Section 5309 New Starts revenue appropriated for HART to date is \$1.056 billion. If Congress appropriates the \$250 million included in the FY 2016 Transportation and Housing and Urban Development appropriations bills, federal funding for HART will be \$1.306 billion against a total of \$1.55 billion in the Full Funding Grant Agreement.

In cooperation with the Department of Budget and Fiscal Services (BFS), DTS, and the Mayor, HART executed a Memorandum of Understanding (MOU) with the City and County of Honolulu, which memorializes a plan to decrease the total amount to be borrowed, achieving optimum financing cost, and providing protection to the city’s financial condition. The plan will result in an effective savings of approximately \$60 to 75 million.

PLANNING, UTILITIES, PERMITS, RIGHT-OF-WAY Planning and Environmental

The Planning and Environmental Division again played a key role in securing the clearances necessary for the H RTP to advance, including acceptance of HART’s burial treatment plan by the Oahu Island Burial Council, acceptance by the state Historical Preservation Division of the Archaeological Inventory Survey plan for the City Center section, and completion of key environmental post-Record of Decision documents for the Federal Transit Administration (FTA).

¹As of June 30, 2015

HART continued to coordinate with and support other entities with regard to TOD, including the Department of Planning and Permitting, which has primary responsibility for developing TOD neighborhood plans and zoning regulations for station TOD areas. HART also participated in the city Managing Director's TOD group – part of the Mayor's initiative to "build rail better."

Utilities and Permits

During FY 2015, the division oversaw utility relocation work in the first ten miles. HART staff worked to resolve issues with third party utilities, the power supply needs of the Rail Operations Center (ROC, formerly known as the Maintenance and Storage Facility), and on future relocation issues, particularly along Dillingham Boulevard.

Right-of-Way

In FY 2015, the Right-of-Way Division acquired access to approximately 90 percent of the land area required for the H RTP while remaining under budget by \$10.4 million. Out of the 234 property acquisitions identified as needed for the H RTP, HART has acquired 81 properties. Out of 124 identified relocations, HART has completed 83.²

ENGINEERING, DESIGN AND CONSTRUCTION

Core Systems

AHJV is responsible for the design, construction, and delivery of 20 four-car vehicles and a train control system, which it will also operate and maintain over a 10-year period.

Elevators & Escalators Manufacture-Install-Maintain

Schindler Elevator Corporation completed equipment design in FY 2015. The substantial completion date will change to a later date predicated on the award of the design-build contracts for the east portion of the guideway.

Fare Collection System

Major progress was made in the area of fare collection, which is a joint effort between HART and DTS, the Department of Information Technology, and BFS. HART's new fare collection project manager assisted the Board in making decisions regarding a barrier fare collection system and pursuing procurement of a joint rail and bus fare collection system utilizing account-based smart cards. HART and DTS have substantially completed the drafting of an MOU memorializing the terms of the joint fare system, which would enable seamless transfers between bus and rail. Development of a request for procurement for the fare collection system is expected this summer, with manufacture scheduled for fall 2016.

West Oahu/Farrington Highway Guideway

Construction in the westernmost section of the H RTP alignment has continued to advance. To date, 176 columns have been constructed, with 130 spans between columns, comprising more than three miles of guideway built.³ Guideway construction has progressed eastward over Fort

Weaver Road, and the balanced cantilever structure near the H-1 and H-2 merge is expected to be completed in July.

West Oahu Station Group

The West Oahu Station Group comprises three stations – East Kapolei, UH West Oahu, and Hoopili – that were reallocated from a larger nine-station package in FY 2015 as part of HART's cost mitigation strategy. The West Oahu Station Group construction contract bids are currently being evaluated, with the contract award anticipated in the first quarter of FY 2016.

Farrington Highway Station Group

The Farrington Highway Station Group (West Loch, Waipahu Transit Center, and Leeward Community College Stations) were also reassigned from the larger station package as a cost-saving measure. The construction contract was awarded to Hawaiian Dredging in June 2015.

Rail Operations Center

The ROC consists of the Operations and Servicing Building, Maintenance of Way, Train Wash Facility, and Wheel Truing Building. Significant progress was made in FY 2015 on the ROC. The exterior walls of three of the structures have been raised, and tracks are being laid in the yard. The ROC is on schedule to be completed by spring 2016, in time for the start of delivery of the first rail cars.

Kamehameha Highway Guideway (KHG)

Work on the KHG section in FY 2015 focused on utility relocations, foundation test and method shafts, and road widening. To date, 32 foundation shafts have been dug, and guideway segment casting for the section has begun.³

Ramp H2R2

Ramp H2R2 is a loop ramp which connects in-bound Farrington Highway to in-bound Kamehameha Highway. The ramp was another component of the nine-station group that was revised in order to reduce costs. The construction contract for the ramp was awarded to Royal Contracting in May 2015.

Kamehameha Highway Station Group

The Kamehameha Highway Station Group consists of the Pearl Highlands, Pearlridge, and Aloha Stadium stations. The construction contract for the station group, which was part of the nine station group that was reorganized to reduce costs, is expected to be solicited in the first quarter of FY 2016.

Airport Section Guideway, Stations, and Utilities

Two construction contracts were planned and expedited in FY 2015: the Airport Section Utilities, for which construction is in progress; and the Airport Seven Piers, for which construction is complete. The contract for the construction of the guideway and stations is currently in procurement.

² HART Fiscal Year 2016 Business Plan

³ As of July 6, 2015

City Center Section Guideway, Stations, and Utilities

This section of the guideway has been combined with eight stations into a City Center Guideway and Stations design-build package scheduled to be advertised in late 2015. HART may issue an expedited utility contract.

OPERATIONS AND MAINTENANCE

The Operations and Maintenance Department continued to review all aspects of the H RTP from the operations and maintenance perspective to make recommendations to improve service, operability, maintainability, customer service, and cost effectiveness. In FY 2015, the department began work with the core systems contractor on a Maintenance Management Information System. The department also worked with DTS, OTS, and the HART Board of Directors on developing a fare policy.

SYSTEM SAFETY AND SECURITY

The System Safety and Security Department continued to focus its efforts in FY 2015 on developing a Safety and Security Certification Plan, which is required for certification by the FTA prior to revenue operation. Additionally, the Safety and Security Team collaborated with several law enforcement entities, the state Department of Transportation, and the state Oversight Manager to enhance security through design for the H RTP. The department has achieved an on-the-job injury rate of 0.6 injuries per 100,000 work hours – a rate well below the 3.8 injuries per 100,000 work hours for similar projects.

QUALITY ASSURANCE

The HART-established Quality Assurance (QA) system was effectively implemented by the Quality Assurance Department during the past year. The major focus of QA activities included performing audits and surveillances, mentoring, and training appropriate staff to ensure that suitable proficiency is achieved and maintained, and participating in Quality Task Force meetings with stakeholders. The QA team also reviewed, approved, and monitored the Quality Assurance Plans required of all contractors, consultants, and suppliers.

PUBLIC INFORMATION & COMMUNITY OUTREACH

Continuing its ongoing commitment to transparency, the Public Information and Outreach Department continued its multi-pronged approach in FY 2015 to keeping businesses and residents connected islandwide. The department maintained its strong construction outreach program to educate the public about field work, public safety during construction, and traffic impacts on the surrounding communities through community, town hall, HART Business Alliance meetings, as well as canvassing affected areas, disseminating traffic information to news media outlets, and staffing a 24-hour project hotline. HART's communications team sponsored media tours of the casting yard and the maintenance and storage facility, and on-site construction visits to explain to the media and the public how the guideway will be built. In partnership with state and city lawmakers, the HART Board of Directors began broadcasting its meetings on television and online, making its proceedings accessible to a wider audience.

CIVIL RIGHTS

In FY 2015, the Civil Rights Department staff focused on emphasizing HART's full commitment to a successful Disadvantaged Business Enterprise (DBE) effort by working directly with contractors and prospective DBE participants, and monitoring DBE participation. HART actively ensures that no person shall, on the grounds of race, color, creed, national origin, sex, disability, or age, be excluded from participation in, or denied the benefits of, or be subject to discrimination under any project, program, or activity funded in whole or in part through federal assistance. HART employs a proactive approach to recruiting by attending and sponsoring job fairs, posting job openings on the appropriate websites, and disseminating employment-related information to minority and female community organizations. HART will continue to actively solicit and encourage female and minority individuals to apply for open positions in anticipation of future hiring needs.

GOVERNMENT RELATIONS

During the 2015 state legislative session, the Government Relations Department worked closely with its various partners in the state and city to extend the GET surcharge beyond its sunset date of 2022. Thanks to this partnership, the Legislature passed House Bill 134, which was signed into law by Governor Ige, thereby extending the GET surcharge for five years, until 2027. HART will continue to work with its city partners, Honolulu's Mayor, and City Council to authorize the GET extension for five years.

The department also worked closely with the City Council and its committees to provide H RTP development updates relating to construction timelines, traffic advisories, interagency coordination to minimize impacts on traffic flow, contract issuances and change orders, transit station development, supplemental environmental impact statement efforts, as well as coordinated legislation that impacted the H RTP, including, but not limited to, HART's operating and capital budgets, issuance of general obligation bonds, revised debt financing plan, appointment of HART Board of Directors, and neighborhood TOD plans.

ADMINISTRATIVE SERVICES

In FY 2015, the Administrative Services Department worked to fill vacant positions with new employees; reassigned existing employees to areas where needed; make adjustments in employees' duties and responsibilities; make adjustments in the organizational structure of HART to meet the evolving requirements of the project; and functioned in the full spectrum of Human Resources services to include labor relations, classification and pay, and payroll time and attendance. At the end of FY 2015, HART had 127 positions filled out of the 139 positions authorized in the Annual Operating Budget. Out of the 127 positions filled, 106 of them were city employees and 21 were filled by the Project Management Support Consultant. The staffing level is designed to ensure that HART has the technical capacity and capability to manage the implementation of the H RTP and meet the requirements of the FTA for managing major New Starts projects.

Administrative Services also continued to provide support in the areas of information technology network and desktop support, lease and asset management, general office management, and multimedia administration and management. Administrative Services also assumed a new role designing, building, and administering a separate project-wide network which provides connectivity, file sharing, print servers, and network security to all entities working on the rail project.

CONCLUSION

With the support of many partners, FY 2015 was a year of significant progress. Construction continued at an unprecedented pace, the HRTTP's current and future financing remains secure, and HART remains well-positioned to deliver on its promise to build a safe, top-quality transit system for Oahu that will enhance our transportation network for generations to come.



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.

The department is organized into four major functional divisions: Employment and Personnel Services, Classification and Pay, Industrial Safety and Workers' Compensation, and Labor Relations and Training. The Equal Opportunity Office and the Enterprise Resource Planning Branch operate within the department's administrative function.

MISSION

The mission of the Department of Human Resources is to recruit, develop, and retain an outstanding workforce dedicated to quality public service for the City and County of Honolulu.

CIVIL SERVICE COMMISSION POWERS, DUTIES, AND FUNCTIONS

The primary function of the Civil Service Commission (CSC) is to prescribe rules to carry out the provisions of the City 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 a fair and objective decision is 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.

ACCOMPLISHMENTS

The CSC held ten meetings in Fiscal Year 2015.

Ms. Carolyn T. Onaga and Ms. Cindy S. Inouye were elected as Chair and Vice-Chair, respectively; Ms. Ethel L. Fleming, Mr. Alfred C. Lardizabal and Mr. Keone J. Nakoa served as members. Recruitment was actively conducted to fill the Civil Service Commissioner vacancy in FY 2015, for a total of five commissioners in the CSC.

- Civil Service Commission Appeals Heard: 12
- Cases Denied: 6
- Cases Withdrawn: 6
- Cases Dismissed: 1
- Cases Pending: 7

EQUAL OPPORTUNITY OFFICE POWERS, DUTIES, AND FUNCTIONS

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

ACCOMPLISHMENTS

- Provided 34 training presentations and programs during FY 2015, including topics covering Title VI and Language Access Plans, Title VII of the Civil Rights Act of 1964, the ADA, as well as 16 sessions of Prevention of Sexual Harassment training for new employees, and eight classes specifically dedicated to the responsibilities of managers and supervisors;
- Provided 3,315 hours of training to 1,181 participants.

The EO Office provides guidance and reviews internal complaints, formal charges filed by the Hawaii Civil Rights Commission (HCRC), the Equal Employment Opportunity

Commission (EEOC), and litigation asserting violation of civil rights laws, policies, and procedures.

During FY 2015, eight formal charges of discrimination were filed with the EEOC and/or HCRC.

During the same period, 12 cases involving charges of discrimination filed with EEOC/HCRC were closed.

ENTERPRISE RESOURCE PLANNING BRANCH POWERS, DUTIES, AND FUNCTIONS

The Enterprise Resource Planning (ERP) Branch designs, plans, develops, implements, and administers the day-to-day management of the City and County of Honolulu'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.

ACCOMPLISHMENTS

- Implemented Phase I of the Advantage HRM system upgrade;
- Upgraded the Meridian Global Learning Management System;
- Developed, tested, and distributed various reports to line departments as part of an upgrade of the infoAdvantage reporting system. Existing reports were modified and updated to better meet end user requirements;
- Developed and distributed *ad hoc* reports in response to requests from departmental staff and line departments;
- Implemented salary adjustments for all collective bargaining agreements;
- Continued deployment of paperless pay statements via Employee Self Service;
- Provided post-implementation support, such as developing new training guides and an online training video, conducting end user training and workshops, and addressing and resolving issues.

EMPLOYMENT AND PERSONNEL SERVICES DIVISION

POWERS, DUTIES, AND FUNCTIONS

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

Recruitment Section

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 on-boarding 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.

Examination Branch

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.

Benefits, Research, and Transactions Branch

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

ACCOMPLISHMENTS

- Conducted 194 recruitments;
- Reviewed 18,209 applications;
- Audited 308 internal promotions;
- Hired 940 employees from eligible lists;
- Processed 20,129 negotiated pay raises;
- Implemented pre-employment, fingerprint-based national criminal history record checks.

¹ Fire Fighter Recruit

Recruitment and Examination Activities

	FY 2014	FY 2015	% CHANGE
Recruitments			
New Open-Competitive and Promotional	265	194	-26.8%
Applications Received			
Open-Competitive and Promotional Examinations	15,826	18,209	15.06% ¹
Summer College Student Program	558	586	5.02%
Examinations			
Internal Departmental Competitive Promotions (Audited)	379	308	-18.7%
Applicants Placed on Eligible Lists	4,592	6,363	38.6%
Vacancies Filled from Applicants Referred	733	940	28.2%
Number of Vacancies	1,200	1,304	8.7%

Transactions Activities

	FY 2014	FY 2015
Entrance to Service:	4,538	3,710
In-Service Changes:	25,293 ²	20,129 ²
Separations:	1,515	1,423
GRAND TOTAL:	31,346	25,262

CLASSIFICATION AND PAY DIVISION POWERS, DUTIES, AND FUNCTIONS

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

ACCOMPLISHMENTS

- Completed a total of 809 classification actions;
- Made 13 revisions to the classification plan;
- Provided extensive management advisory services to a number of line departments, including the Department of Environmental Services, Department of Budget and Fiscal Services, Board of Water Supply, and Department of Parks and Recreation on various reorganization proposals; participated in the planning and implementation of the Stored Property Ordinance and Sidewalk Nuisance Ordinance programs in the Departments of Facility Maintenance, and Parks and

Recreation; and provided continued support and assistance to line agencies regarding the proper allocation of their positions;

- Conducted an HR Roundtable on Position Classification for Administrative Services Officers, Administrative Specialists, Human Resources Specialists and program managers to acquaint them with classification concepts and terminology, the reorganization process, and strategies for filling vacancies;
- Reviewed the proposed pricing of 33 new classes established by the State of Hawaii, the Judiciary, the Hawaii Health Systems Corporation, the Department of Education, and the counties of Hawaii, Maui, and Kauai, for equivalency with city classes, as required by Section 76-1, Hawaii Revised Statutes;
- Responded to eight surveys conducted by the Hawaii Employer's Council, as well as the 2014 Employer Associations of America National IT & Engineering Compensation Survey;
- Provided support to the Salary Commission in its hearings and deliberations, and continued to provide prevailing wage rate information and assistance to the Department of Budget and Fiscal Services Purchasing Division contractors and their employees.

INDUSTRIAL SAFETY AND WORKERS' COMPENSATION DIVISION

SAFETY BRANCH POWERS, DUTIES, AND FUNCTIONS

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

ACCOMPLISHMENTS

- Performed 17 safety inspections to ensure city facilities are in compliance with HIOSH;
- Conducted 31 training classes for supervisors, managers, and employees on safety matters, including electrical safety awareness, confined spaces, hazard communication, Occupational Safety and Health recordkeeping, lifting hazards and proper lifting techniques, excavation operations, respiratory protection, temporary traffic control measures, hearing conservation, and removal of waste and personal property from public areas;
- The Vehicle Accident Review Committee held hearings on 311 vehicle accidents and determined that 205 (65.9 percent) were avoidable;
- The Safe Driver Recognition and Awards Program recognized 271 employees for sustained superior driving performance.

² Collective bargaining adjustments

WORKERS' COMPENSATION BRANCH POWERS, DUTIES, AND FUNCTIONS

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.

ACCOMPLISHMENTS

- Conducted a training session entitled "The Employer's Survival Guide to Workers' Compensation" to provide departments and agencies with a basic understanding of workers' compensation principles from an employer's perspective. Attendees were given practical tools to ensure that claims reporting is done correctly, timely, and objectively. Participants were also taught proven best practices to assist in ensuring optimal claims outcomes, from both a time and cost-effectiveness standpoint;
- Adjusted a total of 3,314 workers' compensation claims in FY 2015. There were 1,352 new claims filed in FY 2015, a 6.4 percent decrease from FY 2014;
- The city's Vocational Rehabilitation Specialist provided vocational rehabilitation services to 315 city employees;
- The city's Medical Case Management Specialist provided medical assistance for 96 cases and monitored treatment to ensure that injured employees received appropriate medical care;
- Recovered \$426,567 from third parties who caused or contributed to injuries sustained by city employees.

LABOR RELATIONS AND TRAINING DIVISION POWERS, DUTIES, AND FUNCTIONS

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.

LABOR RELATIONS BRANCH POWERS, DUTIES, AND FUNCTIONS

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.

ACCOMPLISHMENTS

- Negotiations with Bargaining Units 2 (blue-collar supervisory), 3 (white-collar non-supervisory), and 4 (white-collar supervisory) commenced in June 2014 and resulted in two-year agreements for the period July 1, 2015 to June 30, 2017. The Employer and

Union tentatively agreed to new contracts in April 2015 and the contract settlements were ratified on April 28, 2015 and April 30, 2015;

- Continued negotiations for a new collective bargaining agreement with Unit 14, which was created in 2013 to represent first responder employees, including state law enforcement officers, and county ocean safety and water safety officers;
- FY 2015 began with 149 grievances pending at the employer level; 77 grievances were filed at the employer level in FY 2015, and staff resolved a total of 74 grievances. At the end of FY 2015, 80 grievances were pending arbitration.

TRAINING BRANCH POWERS, DUTIES, AND FUNCTIONS

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

- During FY 2015, training was provided to 4,523 employees in branch-sponsored classes, for a total of 18,161 training hours;
- A new Prevention of Workplace Violence for Supervisors and Managers training course was introduced, and a new Coaching for Performance course was created for executives and managers;
- A new supervisor/management curriculum, Developing Productive Work Relationships Through Collaboration, featured a series of courses including active listening, conflict resolution, and personality assessment training.
- **Meridian Software Upgrade**
During FY 2015, the city's learning management software was upgraded from version 9.2 to 14.3. The enhanced functionality added a new classroom seat reservation feature, and allows employees to print course completion certificates.
- **Pookela Fellows Program**
The Pookela Fellows Program provides college students with valuable work experience and allows city employees an opportunity to share their knowledge through a mentoring program. The program introduces students to government operations and showcases the city as a desirable place of employment. In FY 2015, 10 college students were accepted into the program. In an effort to provide students increased opportunity to experience real work settings, two additional months at full-time status during the summer were added to the program.
- **Trades Apprentices Program**
In partnership with Honolulu Community College, this program offers paid training to employees in various skilled trade occupations. Forty-two apprentices participated in trades apprenticeships in FY 2015 and seven apprentices completed the program.



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 the city's computer systems and telecommunications network. The department has five divisions: Application Services; Technical Support; Radio and Network Infrastructure; Enterprise Resource Planning (ERP) and Computer Service; and Operations.

MISSION

The Department of Information Technology 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.

ACCOMPLISHMENTS

Software Development

- Created Intranet website featuring an Application (App) Store, context-sensitive department pages, dashboards, and integrated directory support;
- Trained staff in Sencha software development framework for rapid development of responsive web applications;
- Migrated CityFYI web page to a more modern, user-friendly, and functionally enhanced intranet website;
- Developed People Search web app to replace the Department of Design and Construction Phone Directory app with vastly improved searching and browsing capabilities, flexible organizational structuring, and integration with IP telephony;
- Implemented Noodle Search web app integrated with DocuShare system for a cleaner document searching interface;
- Developed City Dashboard web app for city executives to review operating and Capital Improvement Program budgets with animation and rich interactivity;
- Implemented Emergency Operating Center (EOC) app featuring call tracking, Geographic Information System (GIS) integration, telephony, collaborative messaging, weather report, Nixle Integration, real-time local news streaming;
- Installed IBM Smarter Cities Intelligent Operations Center;
- Developed Park Backflow Tracking web app featuring geographic data collection with map service integration;
- Implemented a major upgrade to real property system IASworld 7.1 with Lightweight Directory Access Protocol single sign-on;
- Implemented Honolulu Fire Department's (HFD) Rank for Rank web application to streamline the scheduling of personnel;
- Upgraded EForms2 workflow system; implemented forms enhanced with more user-friendly functions;
- Upgraded Open Data (<https://data.honolulu.gov>) website with a new look and reorganized data categorization;
- Migrated six Internet applications to maintain Payment Card Industry compliance;
- Implemented HFD Sharepoint Portal website;
- Implemented Department of Customer Services' (CSD) Financial Responsibility website;
- Motor Vehicle Registration (MVR) - new application developed to scan and retrieve MVR documents;
- Prototyped Optical Character Recognition applications for scanned document workflow;
- Developed Aloha Q system, allowing a concierge to assess the customer's needs, assign a number, and place the customer in a "virtual" queue with an estimated service time. Customers can opt for electronic notification instead of waiting in line;
- Developed SMS proxy for secure bi-directional text messaging applications;
- Driver's License (DL) - online document checklist application developed to assist the public in determining required documents to renew or apply for a new DL or State ID prior to going to the Motor Vehicle, Licensing, and Permits division (MVLPL) or Satellite City Hall;
- Driver's License - completed major DL system modifications to meet the federal requirements set by the CDLIS 5.3.1 modernization project, the focus of which is to enhance the medical certificate standards and requirements for Commercial Driver's License (CDL) drivers;

- Driver's License – completed major DL system modifications to meet the federal requirements set by the CDLIS 5.3.2 modernization project, which established national standards and strengthened the requirements and procedures to acquire and retain a commercial learner's permit;
- Commercial Driver's License – implemented electronic knowledge testing (formerly written test) system for the statewide commercial driver's license program;
- Commercial Driver's License – implemented electronic skills testing (road test) system for the statewide commercial driver's license system;
- Real ID - provided ongoing support to all county MVLPS and State Department of Transportation (DOT) in their efforts to comply with the regulations set forth by the federal Real ID Act of 2005;
- Developed The Commercial Vehicle Information Systems Network (CVISN), a national program to provide motor carriers (truckers) with information about their vehicles from multiple government agencies. The scope included: (1) updating data model; (2) building new database; (3) updating network infrastructure for statewide access; and, (4) facilitating bulk renewal of vehicles via the internet for motor carriers and other fleets;
- Voter Registration (VR) – Provided 2014 elections support by accommodating enhancements and revisions to voter registration. In addition, provided statewide support for 2014 elections; developed mainframe Portable Document Format (PDF) generation of poll books; developed a web service to allow online voter registration system (state) to verify applicants against the driver's license database;
- Developed ANSI COBOL to PHP compiler using a lexical analyzer and parser generator;
- Began decommissioning of Systems Network Architecture printers with the development of C-language routines to intercept EBCDIC output and route PCL and PDF output to network printers and email servers;
- Developed utilities to translate Customer Information Control System maps into web applications.

Application and User Support

- Upgraded ERP ADVANTAGE suite of modules to release 3.10 and third-party software components;
- Updated ERP Business Objects XI software from Release 3 to Release 4;
- Replaced Personal Computers (PCs) owned by the city for five to seven years. During this fiscal year, 550 small form factor (SFF) PCs were purchased; 13 laptops were purchased at end of lease; purchased 35 SFF i5 PCs for AutoCAD users in the Department of Transportation Services (DTS); and four year-old PCs are being upgraded with additional memory, solid state drives, and operating system upgrades;

- Replaced 20 broken networked laser printers and/or multi-function printers (mfps);
- Purchased 1,012 office productivity software licenses to replace cloud-based version.

Security and Access Projects

- Completed the Access Control and Management System (ACAMS) at Alapai police headquarters;
- Implemented security controls to allow city-owned devices to connect via WiFi in conference rooms at Honolulu Hale and Kapolei to the city's network;
- Converted the Access Control Management software system at the Frank F. Fasi Municipal Building (FMB) from Lenel Onguard to Avigilon Access Control Manager;
- Implemented password reset controls to limit unauthorized access via social engineering;
- Completed specifications and applications for unified username assignment across disparate applications;
- Developed an Acceptable Usage of Information Technology Resources policy;
- Implemented procedures to systematically review the Active Directory for unauthorized users as well as membership to critical global groups;
- Implemented federation with Hawaii Integrated Justice Information Sharing to enable access to Justice Information systems as well as building in redundancy for our federation servers;
- Upgraded various security devices (Internet firewalls, Proxy, Anti-Malware, Anti-Spam, SIEM).

Data Center Operations

- Established enterprise document scanning services as a cost savings to help eliminate the need to store boxes of documents, protect aging original copies, tracking and retrieval in response to audits, and disaster preparedness;
- Implemented new security for mainframe printing to outer island and new secure connections for mainframe system;
- Conducted disaster recovery testing to ensure DIT readiness to support disaster preparedness, business continuity, public safety, and city services in the event of a major disaster scenario involving activation of the secondary data center in Kapolei;
- Implemented a monitoring system to check the availability of server resources, notify staff of outages, and provide extensive data for more informed decisions;
- Migrated from pSeries AIX to VMware x86 Linux architecture. This will reduce costs, provide higher application availability, improve business continuity, and increase IT productivity. This upgrade coincides with ERP 3.7 to 3.10 upgrade;
- Completed pilot project for Open Stack virtualized infrastructure.

Networking and Radio Projects

- Installed demographic coastal awareness cameras at Waimanalo, Lualualei, Kawela, and Kaaawa;
- Installed cameras at Kaaawa Fire Station, Kawela radio site, and wireless backhaul at the Aliamanu radio site;
- Installed camera and wireless backhaul at the Waimanalo and Lualualei radio sites, the Fasi Municipal Building, and Oahu Transit Services (OTS) to Aliamanu;
- Completed wireless deployments at Honolulu Hale, McCoy Pavilion, Department of Facility Maintenance (DFM) service garages, the Department of Community Services administration offices, the Honolulu Police Department (HPD) facilities, the Honolulu Authority for Rapid Transportation (HART) warehouse, the Fasi Municipal Building, the Medical Examiner facilities, and Kapolei Hale;
- Coordinated safety check iPad system;
- Core switches upgraded at Honolulu Hale, Neal S. Blaisdell Center, Waianae Wastewater Treatment Plant (WWTP), Kailua WWTP, Olomana Fire Station, and Prosecuting Attorney (PAT);
- Completed plans for initial 40Gb/sec leaf-spine data center network architecture;
- Installed new office wiring, HART 1st floor, Honolulu Zoo grounds maintenance, and Neal S. Blaisdell Sodexo;
- Installed Neal S. Blaisdell campus AC system network connectivity;
- Installed point-to-point network connectivity at Ocean Safety Koko Head Sub2, CSD Pearl Harbor, HPD/HFD Helicopter; installed fiscal internal control at Ala Wai Golf Course, OTS Administration, DFM Coning Yard, Prosecutor's Kapiolani Satellite, Kailua Fire Station, Hart Street Wastewater Pumping Station;
- Network installed fiber connectivity for Koko Head, HPD Kapolei Fuel Pump, Wahiawa DFM/ Environmental Services Refuse, Laie Wastewater Treatment Plant, and Moanalua Fire Station;
- Installed Honolulu Marathon cameras;
- Internet Firewall/Load Balancer appliances and switches upgraded at Honolulu Hale;
- Installed new office wiring for Honolulu Zoo Commissary;
- Installed cameras on FMB roof;
- Installed Honolulu Marathon cameras;
- Network installed fiber connectivity for Puu Papaa;
- Upgraded radio switches and routers at various microwave sites;
- Installed ICINGA Monitoring system for servers and network;
- Installed Netmotion Locality Server;
- DIT-MEDIAWEB and DIT-OLELO tv streaming;
- Ocean Safety-Kewalo office setup;
- Installed office wiring for Makiki District Park;
- HFD Wireless Access Points replacements;
- Created additional 10Gb/sec connectivity to Kapolei Hale;
- Firewall/Internet network upgrade;
- Relocated HPD Airport Narco/Vice bridge to HFD Airport Hangar bridge wireless connectivity due to move;
- Assist HPD main station with PA system integration;
- Installed chambers switches and Access Point, configured and terminated ethernet cabling between desks;
- Retune Bi-Directional Amplifier for cell phone coverage in basement for HFD dispatch;
- Install Access Point for real property office;
- Install Kuhio restroom camera;
- Provide internet access for Transit-oriented Development (TOD) symposium;
- Created additional connectivity Honolulu Zoo office;
- Created additional connectivity Makiki District Park;
- Created additional connectivity DTS Middle Street office.

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DEPARTMENT OF THE MEDICAL EXAMINER

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

POWERS, DUTIES, AND FUNCTIONS

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

The MED also provides direct or indirect support to a variety of programs and initiatives designed for broad public benefit:

- Community educational outreach programs targeted to teenagers relating to DUI and drug abuse prevention;
- Statewide, multidisciplinary child death review programs;
- Interagency domestic violence fatality reviews;
- Donor organ and tissue procurement programs;
- Academic training and internships, including medical students and pathology residents;
- Interagency and city mass casualty planning;
- Partners with the State Department of Health for purposes of National Violent Death Reporting System database maintenance.

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

MISSION

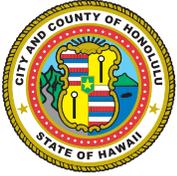
The Department of the Medical Examiner, as mandated by the Revised Charter of the City and County of Honolulu, serves the public through the investigation of sudden, unexpected, violent, and suspicious deaths.

ACCOMPLISHMENTS

- Hired a board-certified First Deputy Medical Examiner, two Medical Investigators, and a Medical Records Technician;
- Investigated 2,376 deaths;
- Assumed jurisdiction in 961 cases;

- Performed autopsies in 680 cases;
- Performed 276 external examinations;
- MED investigators visited 476 scenes of death;
- Investigated 31 cases determined to be homicides;
- Helped facilitate 59 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 public facilities and streets. The city has 296 parks that encompass more than 5,100 acres, 93 recreation buildings, 24 gymnasiums, and 21 swimming pools in its parks inventory. DPR's flagship "Summer Fun" program has served our communities since 1944. In Fiscal Year 2015, more than 10,000 children and teens registered for this popular program at our 62 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 Cemetery of the Pacific by coordinating the event with federal, state, city agencies, and numerous businesses and community organizations.

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

MISSION

The mission of the Department of Parks and Recreation is to enhance the quality of life for all people in our community by providing excellence in parks and recreation programs and services.

EXECUTIVE SERVICES DIVISION POWERS, DUTIES, AND FUNCTIONS

The Executive Services Division provides administrative, managerial, and personnel services support to the department relating to budget, planning, park rules and regulations, labor relations, staff training, safety, purchasing, and payroll operations.

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.

ACCOMPLISHMENTS

- In FY 2015, the camping reservation system completed 7,201 permits for 225 campsites;
- The collection of camping fees generated \$321,611.50 in revenue to the city.

URBAN FORESTRY DIVISION POWERS, DUTIES, AND FUNCTIONS

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

The Honolulu Botanical Gardens (HBG) is comprised of five botanical gardens.

ACCOMPLISHMENTS

- Removed 533 hazardous and/or invasive trees, and cleared 13 major sites of invasive species;
- Monitored the health of 43,856 trees;
- Performed early tree care and low pruning of 2,975 trees, planted 742 park and street trees islandwide, and assumed maintenance responsibility for 934 trees along streets turned over to the city by developers;
- Monitored a membership of more than 2,000 gardeners in 11 community gardens who participate in recreational gardening;
- HBG attracted 303,241 visitors, of which 64,189 participated in educational classes and passive recreation programs;
- HBG conserved 9,164 live plant accessions (5,070 taxa and 193 families). Notable new accessions included *Encephalartos woodii*, endemic to South Africa and extinct in the wild, and *Hibiscus fragilis*, native to Mauritius and critically endangered in the wild;
- HBG worked with biological science and conservation partners on the local, state, and federal levels to protect endangered native Hawaiian plants, and survey and help prevent the spread of invasive plants and insects, such as Miconia, Coconut Rhinoceros Beetle, Little Fire Ant, Erythrina Gall Wasp, and the Asian Bush Mosquito, a vector of human disease.

PARK MAINTENANCE AND RECREATION SERVICES DIVISION POWERS, DUTIES, AND FUNCTIONS

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, Recreation Support Services, and Maintenance Support Services.

Maintenance Support Services (MSS) provides expertise in repair and maintenance projects for our parks and facilities.

Recreation Support Services administers programs such as the People's Open Market, Senior Citizens Section, Therapeutic Recreation Unit, and events such as Senior Clubs, Lei Day, Na Hula Festival, aquatics, and sports tournaments.

ACCOMPLISHMENTS

- Operations
 - Hanauma Bay Nature Preserve's Visitor Center and Beach attracted 803,000 visitors in FY 2015;
 - Hanauma Bay Nature Preserve was awarded a carrying-capacity study and awarded production of a new video for the Visitor's Center;
 - The thatch roof was completed on the volunteer building at Hanauma Bay;
 - The copper flashing roof was completed on the comfort station at Hanauma Bay;
 - Completed Phase 2 of the parking lot reconstruction project at Kapiolani Bandstand;
 - Ewa-Puuloa District Park, an 18.51 acre park that includes a baseball backstop, two basketball courts with lighting, two volleyball courts, a parking lot, irrigation, and a comfort station was dedicated to the city by Haseko;
 - Kahiwelo Neighborhood Park, a 3.09 acre park that includes a field, basketball courts, play apparatus, parking lot, irrigation, and a comfort station was dedicated to the city by D.R. Horton;
 - Repainted 50 comfort stations and refurbished five play apparatuses islandwide;
 - Completed six full comfort station makeovers;
 - MSS work order system converted to an electronic form;
 - 47,698 individuals participated in the tiny tots, children, teens, adults, and seniors recreation programs;
 - DPR received a letter of commendation from the State of Hawaii for running the most efficient and largest Summer Food Service Program in Hawaii.
 - Resealed/refurbished 11 gymnasium floors;
 - Repaved five parking lots;
 - Parks maintenance staff and the Honolulu Police Department assisted the Department of Facility Maintenance in conducting more than 125 Stored Property Ordinance (SPO) and Sidewalk Nuisance Ordinance (SNO) enforcements. SPO and SNO enforcements allow the city to remove illegally stored items in parks or on sidewalks.
- Capital Improvement Projects
 - Ala Wai Community Park – Completed ballfield lighting reconstruction;
 - Kanewai Community Park – Completed Phase 1 of construction improvements to include retaining wall, pedestrian walkways, and stairs;
 - Manoa Valley District Park – Replaced fire alarm system;
 - Kalihi Valley District Park – Installed new electrical meter box;
 - Lanakila District Park – Completed field light project;
 - Kapolei Regional Park – Repaved Manuwai Street parking lot;
 - Kipapa Neighborhood Park – Replaced electrical switch gear;
 - Maili Beach Park – Renovated recreation facility;
 - Wahiawa District Park – Repaved gymnasium parking lot;
 - Waianae District Park – Closed cesspool and sewer connection;
 - Banzai Rock Beach Support (Skate) Park – Completed Phase 2 of the parking lot reconstruction and expansion project;
 - Waimanalo Bay Beach Park – Upgraded wastewater system;
 - Waimanalo District Park – Connected wastewater system to sewer line;
 - Waipio Peninsula Soccer Park – Finished two new comfort stations.



DEPARTMENT OF PLANNING AND PERMITTING

George I. Atta, Director
Arthur D. Challacombe, Deputy Director

POWERS, DUTIES, AND FUNCTIONS

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

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

MISSION

DPP's mission is to provide the public with efficient, timely service that is responsive and effective in guiding development to protect our unique resources and environment; provide livable neighborhoods that are compatible to their adjacent communities; provide a community that is responsive to the residents' social, economic, cultural, and recreational needs; and ensure the health and safety of our residents.

HONOLULU LAND INFORMATION SYSTEM (HoLIS)

POWERS, DUTIES, AND FUNCTIONS

This organization provides coordination, management, and oversight of the city's Geographic Information System (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 (AutoPermits), commonly referred to as POSSE.

ACCOMPLISHMENTS

- Permit system enhancements:
 - Electronic Plans (ePlans) for grading and site development permits;
 - ePlans for all new buildings;
 - ePlan public workshops;
 - ePlan pre-screen qualifications established;
 - Online payment for master tracts;
 - Update fees for lot determination and construction plan;
 - New building site plans and addressing standards;
 - Added details for National Pollutant Discharge Elimination System (NPDES) Low Impact Development and Best Management Practices;
 - Updated electrical contractor licensing requirements;
 - Completed upgrade of POSSE and Oracle databases;
 - Scanning of building plans current to February 2015;
- Street rehabilitation status maps;
- Age friendly city report maps and web maps;
- Transit-oriented Development (TOD) zoning before/after web map;
- Deployed open geospatial data portal with bike paths and TOD zoning changes;
- Extreme Tsunami Evacuation Zone maps;
- Ala Moana Beach Park public workshop maps;
- Beach access public web maps;
- Major construction project intranet web map;
- Building and construction plan scanning;
- Storm drain facility inventory and NPDES data updates;
- Honolulu Fire Department building footprint edits and updates;
- GIS and POSSE system infrastructure upgrades.

CUSTOMER SERVICE DIVISION

POWERS, DUTIES, AND FUNCTIONS

The Customer Service Division (CSD) operates a consolidated permit counter to handle customer inquiries about various permit requirements and forms; processes residential and other minor permits; intakes permit applications/plans to be routed to other appropriate divisions; and collects all permit fee payments. Additionally, the CSD operates as the department's information center

that maintains historical and current records pertaining to the city's properties and permits, which are also available for the general public's use; administers the code enforcement civil fine program; inspects existing buildings, apartments, dwellings, and structures in response to customer complaints, requests for investigation for possible violations of various codes, requirements, rules, and regulations; and processes referrals from other government agencies to inspect establishments in conjunction with its programs for licensing. The CSD is comprised of five branches: Permit Issuance, Data Access and Imaging (DAIB), Code Compliance (CCB), Residential Code Enforcement (RCEB), and Commercial & Multi-Family Code Enforcement (CMFCEB).

ACCOMPLISHMENTS

Permit Issuance Branch:

- Issued 18,825 building permits, which generated a total construction valuation of \$2,693,861,038;
- The total number of permits issued to install solar products was 2,559, creating the total construction valuation of \$405,926,145 for Fiscal Year 2015.

Data Access and Imaging Branch:

- DAIB utilizes its consolidated historical permit records archive system to service customers with a high volume of retrieval, reproduction, and distribution. In addition to staff-generated research for customer reporting, the branch provides customer access to computer terminals to allow direct, self-help access to property data maintained in the city's land use management and optical records system. During FY 2015, DAIB received 16,241 phone calls, retrieved 23,391 files, received and processed 313 subpoena requests. DAIB also serviced 20,551 walk-in customers and replicated more than 85,000 document pages.

Code Compliance Branch:

- In FY 2015, the department's inspectors issued 2,575 Notices of Violation (NOV) for non-compliance with the city's ordinances and codes and reviewed 302 shoreline special management permit applications. Of these NOV, 443 were referred to CCB for issuance of Notices of Order (NOO), to include assessed civil fines. Of the 443 NOO issued, 183 cases have been corrected and closed, and 260 cases remain active (either the violations are corrected but the civil fines remain outstanding, or the violations are not corrected and the associated civil fines are not paid). The correction rate for the NOV issued during the fiscal year is 65 percent, and the amount of civil fines collected was \$503,934. The branch is also responsible for processing and renewing Nonconforming Use Certificate applications.

Residential Code Enforcement Branch:

- During FY 2015, RCEB inspectors serviced 5,772 "requests for investigation" in response to complaints which resulted in the issuance of approximately 1,300 NOV. RCEB issued 665 violations for sidewalk obstructions and damages, and 473 violations for housing and zoning codes. In addition, 574 work

requests were forwarded to the Department of Facility Maintenance for sidewalk repairs. Also, 1,081 investigations were conducted related to illegal transient vacation rentals and bed and breakfast operations.

Commercial & Multi-family Code Enforcement Branch:

- During FY 2015, CMFCEB investigated more than 700 complaints, 477 condominium conversions, 45 assisted living facilities, and issued more than 240 NOV. More than 40 of the violation notices issued were referred to CCB for follow-up procedures. CMFCEB also investigates all sign-related complaints.

PLANNING DIVISION

POWERS, DUTIES, AND FUNCTIONS

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 (PIM) 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. The Planning Division also develops the city's TOD program, which includes developing community-based neighborhood plans in conjunction with rail transit and developing increased public awareness of the benefits of TOD; reviews the Executive Capital Improvement Program and Budget for conformance to the General Plan and development plans; prepares an annual report of the current status of land use and other data pertinent to the implementation of development plans; and develops land use forecasting models to prepare forecasts of population, housing, and employment based on land use policies expressed in the Oahu General Plan and the Development Plans, which are used as the basis for the Oahu Regional Transportation Plan and other long-range infrastructure master plans. Additionally, the Planning Division provides assistance to the OMPO with respect to land use and population planning issues, and participates on various standing and *ad hoc* OMPO committees; as the city's liaison to the U. S. Bureau of Census, maximizes accuracy and completeness of the decennial census; and develops products to make the census data relevant to planning applications and more useful to the public. The division is comprised of four branches: Community Planning, Development Plans and Zone Changes, Planning Research, and Policy Planning. The division also temporarily hosted TOD staff, which became its Transit-oriented Development Division in June 2015.

ACCOMPLISHMENTS

Development of the TOD program. There will be a total of eight neighborhood TOD plans, each one covering one to three rail station areas. Neighborhood TOD plans in pre-final form include East Kapolei (three stations),

Downtown (three stations), and Ala Moana (1 station). The status of the other five plans are:

- The Waipahu Neighborhood TOD Plan (two stations) was adopted by the City Council under Resolution 14-47, CD1;
- The Aiea-Pearl City Neighborhood TOD Plan (three stations) was adopted by the City Council under Resolution 14-71 in September, 2014;
- The Kalihi Neighborhood TOD Plan (three stations) is under consideration by City Council under Resolution 15-46;
- The draft Downtown Neighborhood TOD Plan (three stations) will be presented to the Planning Commission in July 2015;
- Progress was made on developing the Airport Plan (three stations) and the Halawa Plan (Aloha Stadium). As of June 2015, advisory committees were formed, public meetings held, and assessments of existing conditions and opportunities completed. Alternative development scenarios are being prepared;
- In partnership with other city and state agencies, the TOD program is planning and developing catalytic projects that will incentivize private sector developments in key TOD neighborhoods. Projects include Pearlridge Transit Center and Plaza, Kapalama Canal revitalization, and Neal S. Blaisdell Center master plan, as well as upgrades to sidewalks, bikeways, and roads connecting to the rail stations;
- Exploration of value capture strategies and creative financing tools to support TOD projects and infrastructure are continuing;
- A well-attended TOD Symposium was held on November 22, 2014;
- In November, 2014, a community meeting was held to present draft TOD zoning maps for Waipahu;
- Support is being provided to the newly formed State TOD Task Force, which seeks to formulate plans for state lands located near transit stations;
- A draft Islandwide Housing Strategy was published in September, 2014, outlining the need for affordable housing and key actions to be taken to address housing needs, including an island-wide regulatory policy and accessory dwelling unit (ADU) ordinance;
- A Chinatown Action Summit was held on June 27, 2015, to identify potential near-term priority projects, including increased public safety and walkability, with new economic vitality through emerging “makers” industries. These projects will support the rail station at Nimitz Highway and Kekaulike Street;
- The TOD program became a permanent division of DPP in Spring 2015, with some staff promoted from within DPP and some newly hired.

Long Range Planning. Charter-required plans continue to be updated:

- A second public draft of the Oahu General Plan continues to be prepared, with distribution intended before the end of 2015;

- The public draft of the Koolau Poko Sustainable Communities Plan (SCP) was released in November 2014;
- The public draft of the Central Oahu SCP was released in January 2015.

The identification of Important Agricultural Land (IAL), required by state law, proceeded with public information meetings in April 2015, and launching of interactive maps to help define and review criteria to identify IAL.

Continued support is provided to the following initiatives: Board of Water Supply watershed management plans, OMPO updated Oahu Regional Transportation Plan, the University of Hawaii West Oahu Strategic Land Use Plan, State Office of Planning’s Land Use Law Evaluation and Ocean Resources Management Plan update, particularly as it relates to climate change issues.

Discussions continue on the Urban Design Plans for Koa Ridge and Hoopili. Required by their respective zone changes, these plans will have a deep impact not only on how these major urban development will look, but also how they relate to their respective host regions.

Other Accomplishments. A pilot online survey was conducted on overall customer satisfaction with DPP services. Although the response rate was low, the responses represented a broad range of DPP customers, from frequent visitors to occasional applicants.

The department continues its active social media presence. It has an updated TOD website, Facebook page, and a Twitter account. New applications have been utilized, including onsite interactive voting and online public engagement, such as Crowdfire and MindMixer. Public interest and followers have been steadily growing. The TOD Facebook has more than 800 “likes” and the DPP Twitter site has more than 500 followers.

The division accomplished the following major activities:

	FY 2012	FY 2013	FY 2014	FY2015
State Land Use Boundary				
Amendments				
Preliminary reviews	0	1	1	0
Supplemental petitions processed	1	2	2	2
Amendments greater than 15 acres processed	2	0	0	0
Amendments of 15 acres or less processed	0	2	0	0
Zone Changes				
Zone change applications processed	11	14	10	10
Applications rejected	0	2	2	2
Application approved by City Council	3	9	5	5
Applications denied	0	0	0	0
Special Use Permit applications processed	6	6	0	6
Applications accepted	3	1	0	3
Amendments approved by Planning Commission	1	0	0	2

Zoning District Boundary Adjustments (ZDBA)			
ZDBA requests processed	3	3	0
Requests approved	3	3	0
Unilateral Agreement Compliance			
Permit reviews	278	306	246
Affordable Housing agreement			
reviews/approval	6	6	13
Affordable Housing household			
eligibility certifications	28	37	17

PIM revisions and project reviews			
Requests processed	1	2	1

Environmental Documents			
Environmental documents			
reviewed	31	35	28
Draft or Final Environmental			
Assessments	13	16	23
Environmental Impact Statements			
(EIS) and EIS prep notices	7	3	4
Pre-Consultation presentations for			
Environmental Assessments	5	12	8

Budget Reviews			
Executive Branch projects			
reviewed	153	180	124
BWS projects reviewed			
	154	150	158

Planning Commission			
The Planning Commission performed the following major activities:			
	FY 2012	FY 2013	FY 2014
	FY2015		
Meetings held	17	17	11
Actions taken	4	4	16

**LAND USE PERMITS DIVISION (LUPD)
POWERS, DUTIES, AND FUNCTIONS**

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

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

In addition to its land use and CZM responsibilities, the LUPD reviews and processes applications for exemptions

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

ACCOMPLISHMENTS

During FY 2015, the LUPD processed and/or initiated the following LUO amendment proposals:

- Comprehensive LUO amendments to establish a special district and other zoning regulations for the implementation of TOD in general, and for the Waipahu and West Loch TOD neighborhood plan areas in particular;
- A Council-initiated bill to replace Ohana dwelling units with accessory dwelling units (ADU) [Resolution No. 14-200, then Bill 21(2015)];
- A DPP-initiated alternative bill to establish ADUs as an additional option to Ohana dwellings [Bill 20(2015)];
- An LUO housekeeping bill, which is anticipated to be ready for Planning Commission consideration in late Summer 2015.

The LUPD also actively participated during FY 2015 in the following: the Mayor’s Advisory Arborist Committee, the TOD Subcabinet, and the HART Historic Preservation Committee.

For FY 2013, FY 2014, and FY 2015, the totals for new assignments received and processed annually by the LUPD are summarized below:

	FY 2013	FY 2014	FY 2015
Total new assignments	1,266	1,282	1,262
New permits	410	337	359
Minor modifications to			
existing permits	105	107	143
CZM-related assignments	199	217	257
Zoning clearances/			
confirmations	182	168	162
Average number of new			
assignments per day	4.63	5.09	5.01

Zoning Board Of Appeals (ZBA)

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

erroneous finding of a material fact, or that the director had acted in an arbitrary or capricious manner, or had manifestly abused discretion.

The Zoning Board of Appeals accomplished the following major activities:

	FY 2013	FY 2014	FY 2015
Meetings.....	12	14	14
Appeals of director's actions.....	10	3	15
Withdrawn or Invalid.....	5	8	5
Upheld Appeal.....	0	0	0
Denied Appeal.....	4	6	0

BUILDING DIVISION

POWERS, DUTIES, AND FUNCTIONS

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

ACCOMPLISHMENTS

There has been an increase in online processing of building permits during the last two fiscal years. The net result has been improved customer service to the public. Third-party review processing of commercial projects is a major component of this process, and this has steadily increased. Approximately one-third of the commercial building permits, or 800 building permits, are issued each year via a third-party review. This private-public cooperation provides the public the option to use a certified third-party building code review in lieu of city staff for the building permit issuance. This approach serves as a back-up to permit processing when there is a shortage of city plan review staff for commercial jobs. The department continues to reduce its backlog of electrical inspections of photovoltaic permits through the hiring of electrical inspectors to fill its vacancies.

SITE DEVELOPMENT DIVISION

POWERS, DUTIES, AND FUNCTIONS

The Site Development Division is responsible for the review, approval, and inspection of new subdivisions and their associated improvements; proposed infrastructure improvements necessary to support new development such as streets, utilities, bridges, drainage, flood control, street lights, traffic signs and markings; work within the city's rights-of-way; improvements to existing city infrastructure; proposed construction in flood hazard areas; and grading work. The division is comprised of four branches: Civil

Engineering, Subdivision, Traffic Review, and Wastewater. The division has a major role in fulfilling the city's NPDES permit requirements.

ACCOMPLISHMENTS

Civil Engineering Branch

This fiscal year's performance summary as compared to the previous year is shown below:

	FY 2014	FY 2015
Construction plan submittals received.....	1,403	1,073
Preliminary subdivision applications reviewed.....	232	208
Other reviews.....	193	175
Drain connection permits issued..... (includes grubbing and stockpiling).....	53	90
Trenching permits issued.....	587	592
Major complaints investigated/reports prepared (non-permit-related).....	1,318	1,147
Notices of Violation and order for grading (includes grubbing & stockpiling) Violations issued.....	1,593	856
Permit inspections.....	51	27
Subdivisions/ordinance No. 2412 Projects inspected.....	25,036	23,184
Building permits reviewed.....	73	69
Encroachment variance applications reviewed.....	2,746	3,341
	99	110

Subdivision Branch

This fiscal year's performance summary as compared to the previous year is shown below:

	FY 2014	FY 2015
Subdivisions/Consolidations/Easements/Site Development Plans Applications received.....	221	198
Actions taken.....	471	572
Withdrawn or closed.....	8	13
Rejected (incomplete).....	2	1
Approved by director.....	117	111
Denied by director.....	0	1
Park Dedication Applications Application received.....	32	55
Withdrawn or closed.....	1	6
Rejected (incomplete).....	0	0
Approved by director.....	19	32
Denied by director.....	0	0
Flood Variances Application received.....	4	1
Withdrawn or closed.....	0	1
Rejected (incomplete).....	0	0
Approved by director.....	0	0
Denied by director.....	0	0
Other Applications Processed Street name applications.....	5	5
Flood determinations.....	0	3
Miscellaneous correspondence.....	67	62
Plans Received Construction plans (includes grading plans).....	298	315

Traffic Review Branch

This fiscal year's performance summary as compared to the previous year is shown below:

	<u>FY 2014</u>	<u>FY 2015</u>
Construction plans reviewed/approved	768	832
Land Use permits/projects reviewed	362	402
Building permits approved	241	275
Subdivision applications reviewed	312	254
Road-widening setback inquiries	793	841
Construction and bond estimate certifications	6	9

Wastewater Branch

This fiscal year's performance summary as compared to the previous year is shown below:

	<u>FY 2014</u>	<u>FY 2015</u>
Sewer connection permits issued	474	390
Preliminary subdivision plans reviewed	221	195
Subdivision/Development construction plans reviewed.....	510	655
Sewer adequacy studies conducted.....	959	914
Ohana applications reviewed.....	40	63
Adequacy and private developments evaluated	101	57
Master plans evaluated/engineering reports	9	6



HONOLULU POLICE DEPARTMENT

Louis M. Kealoha, Chief of Police
Dave M. Kajihira, Deputy Chief of Police
Marie A. McCauley, Deputy Chief of Police

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;
- Service of processes and notices in civil and criminal proceedings.

MISSION

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

- INTEGRITY
- RESPECT
- FAIRNESS

Webber Seavey Award

The HPD was a semifinalist for the prestigious 2014 Webber Seavey Award for Quality in Law Enforcement. The Crime Analysis Unit implemented the Alakai Akamai Makai (Intelligence Led Policing) program, which uses analytical methods to track criminal activity and, ultimately, solve crimes. This demonstration of innovation in the law enforcement field has led to an 18 percent decrease in robberies and a 12 percent decrease in residential burglaries.

Enhanced Security Partnership

The HPD builds partnerships by fostering stronger connections with organizations in Honolulu. Working with these partners is an investment that better prepares officers for police situations.

The Major Events Division facilitated extensive field training in Fiscal Year 2015, which included the active shooter training programs, held with the assistance of other state and local organizations. This program utilizes the Advanced Law Enforcement Rapid Response Training format and provides the realism of active shooter responses. Roughly 1,100 HPD officers and 111 officers from other agencies were trained in FY 2015.

Another inter-agency collaboration served the Specialized Services Division's (SSD) effort to improve tactical responses to incidents. Working with the Hawaii National Guard, the SSD arranged for the 93rd Civil Support Team to host the Kai Malu O Hawaii Training Exercise in May 2015. Such training proved useful as the SSD Bomb Chem-Bio Detail responded to 28 bomb call-outs and conducted 88 bomb sweeps.

Equipment Upgrade

Police equipment was upgraded to enhance officers' safety and their ability to serve the people of Honolulu. After 24 years, the Smith and Wesson 5906 pistol was replaced with the Glock 17; a lighter, more compact firearm that holds more rounds. Unlike the 5906, the Glock has a modifiable grip to accommodate the comfort of officers of different sizes. The Glock is used by approximately 7,500 law enforcement agencies, including major federal agencies and the military.

Taking advantage of technology, new specifications were developed for state-of-the-art law enforcement flashlights. Not only will the new lights be more compact, the more durable aluminum body should reduce replacement costs, and its light-emitting diodes (LED) are far brighter and last much longer than the old bulbs.

Lights on all patrol subsidized vehicles were also converted from single strobe to LED light bars. Motorists favorably received the improved visibility of the new lights. The brighter light bars also enhance police presence and potentially deter crime. These advantages come with long-term cost savings, as LEDs are extremely long lasting and virtually maintenance free.

Community Partnerships

In FY 2015, the HPD partnered with organizations to develop several programs and special events. Dormitories and evening accessibility pose challenges for college campus security. District 7 initiated a University of Hawaii Student Housing Security Watch that was tailored to the student lifestyle. Housing staff were trained to optimize the dissemination of crime information, activity reporting, and networking. Officers also made themselves available at all hours for direct assistance.

Sit-Lie Law

The new 2014 sit-lie law makes business districts across Oahu safe and accessible. The HPD's enforcement campaign rolled out in phases. First, the public was educated on the expectations and consequences of the law. Patrol officers then began warning violators without issuing citations. Finally, the full extent of the ordinance

was enforced. By the end of FY 2015, approximately 5,920 warnings were given, 260 citations were issued, and 6 arrests were made for violations and incidents related to the expansion of the law.

CALLS FOR SERVICE

Departments	FY 2014	FY 2015	% Change
HPD	799,074	864,121	8.1%
HFD ¹	31,166	29,394	-5.7%
EMS ²	90,677	96,003	5.9%
OSLS ³	327	612	87.2%
Miscellaneous ⁴	55,167	6,819	-87.6%
Total	976,411	996,949	2.1%

Source: Hawaiian Telcom

¹ Honolulu Fire Department

² Honolulu Emergency Services Department Emergency Medical Services Division

³ Honolulu Emergency Services Department Ocean Safety and Lifeguard Services Division

⁴ Miscellaneous calls include, but are not limited to, calls transferred to the HPD's alternate call center; Poison Center; ACCESS (Suicide and Crisis); and neighbor island dispatch centers.



DEPARTMENT OF THE PROSECUTING ATTORNEY

Keith M. Kaneshiro, Prosecuting Attorney

POWERS, DUTIES, AND FUNCTIONS

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

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

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

Appellate

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

Career Criminal

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

Domestic Violence

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

Elder Abuse

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

Juvenile

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

Misdemeanor and Traffic

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

Screening and Intake

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

Trials

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

Investigative Services

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

Victim/Witness Kokua

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

MISSION

The mission of the Prosecuting Attorney's office is to promote and ensure public safety and order through effective, efficient, and just prosecution.

ACCOMPLISHMENTS

- Completed the purchase of a 24-unit apartment building that will become the Honolulu Family Justice Center, which will provide consolidated social services, education, job training, and long-term transitional housing for victims of sex trafficking, sex assault, and domestic violence;
- Extradited and convicted two California men who installed credit card reading devices in ATMs in Waikiki and then used the captured information to make counterfeit cards. Both were sentenced to 20 years in prison;
- Obtained convictions against three pimps in the office's ongoing effort to prosecute sex traffickers. Since 2011, PAT has charged 22 defendants with promoting prostitution. Eight cases have gone to trial and seven pimps have been sentenced to prison;
- Continued to provide top-quality deputy training, that included a lecture on *The Neurobiology of Trauma and the Forensic Experiential Interview* by Russell Strand, Chief of Behavioral Sciences at the U.S. Army Military Police School at Fort Leonard Wood, Missouri.

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DEPARTMENT OF TRANSPORTATION SERVICES

Michael D. Formby, Director
Mark N. Garrity, AICP, 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 cycle tracks/lanes/paths; intermodal facilities and operations with rail; traffic control systems; traffic safety; rules and regulations for city-owned streets and roadways; "Complete Streets" implementation; and the design and construction of transportation facilities and systems. Chapter 17, Section 6-1703 of the Revised Charter of the City and County of Honolulu delegates the following responsibilities to the department:

- a) 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;
 - b) Locate, select, install, and maintain traffic control facilities and devices;
 - c) Provide educational programs to promote traffic safety;
 - d) Promulgate rules and regulations pursuant to standards established by law.
- (d) Review and make recommendations on the annual budget prepared by the Director of the Department of Transportation Services;
 - (e) Receive, review, and make recommendations on complaints regarding the systems, programs, and facilities under the Department of Transportation Services;
 - (f) Recommend changes to the public transit fare structure when deemed necessary and appropriate;
 - (g) Review and make recommendations concerning the performance of public transit and other transportation system contractors under the jurisdiction of the Department of Transportation Services;
 - (h) Submit an annual report to the Mayor and City Council.

The commission shall make the recommendations authorized under this subsection to the Director of the Department of Transportation Services, Mayor, and Council.

2. Except for purposes of inquiry, neither the Transportation Commission nor its members shall interfere in any way with the administrative affairs of the Department of Transportation Services (Reso. 95-205).

MISSION

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

TRANSPORTATION COMMISSION POWERS, DUTIES, AND FUNCTIONS

The Transportation Commission provides DTS with guidance on its administration and operations, and recommends appropriate changes to public transit fare structure.

1. The transportation commission shall:
 - (a) Adopt rules for the conduct of its business;
 - (b) Evaluate at least annually the performance of the Director of the Department of Transportation Services and, if appropriate, make recommendations to address the results of the evaluation;
 - (c) Review and make recommendations on rules concerning the administration and operation of the Department of Transportation Services;

ACCOMPLISHMENTS

- Two commission vacancies were filled and four meetings were conducted in Fiscal Year 2015, providing the public an opportunity to present input on agenda topics;
- Created a commission subcommittee to review and make recommendations on complaints involving DTS systems, programs, and facilities;
- Evaluated the performance of the DTS Director;
- Continued ongoing review concerning the performance of public transit and other transportation system contractors;
- Made recommendations on the DTS annual operating and capital improvement budgets for FY 2016;
- Made recommendations as to the public fare structure related to the University Bus Pass Program as necessary and appropriate.

TRANSPORTATION PLANNING DIVISION POWERS, DUTIES, AND FUNCTIONS

The Transportation Planning Division provides transportation planning and federal financial funding resources. The division consists of three branches:

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

ACCOMPLISHMENTS

- Coordinated the funding of multimodal concepts and connectivity projects within TOD areas and rail stations;
- Programmed several capital improvement projects which included intersection and roadway improvements, traffic signals, bus acquisition, bus stop improvements, bicycle projects, and Joint Traffic Management Center;
- Satisfied the Federal Disadvantaged Business Enterprise and Equal Employment Opportunity goals and commitments;
- Initiated more than 75 traffic data and speed study reports, resulting in safer roadways and intersections;
- Reviewed approximately 150 reports regarding environmental assessments, traffic impact assessments, and development studies emphasizing Complete Streets concepts and multimodal approaches and connectivity;
- Incorporated new pedestrian, bicycle, and vehicular transportation projects into the Transportation Improvement Program, resulting in approximately \$17 million in new federal highway funds and \$35 million in new transit funds, to maintain and purchase new buses and Handi-Vans;
- Contracted the environmental and planning phases for the Pearlridge Bus Transfer Center and Plaza TOD project, which will service the adjacent rail station and possibly provide additional private-public transit oriented development housing;
- Led the Federal Transit Administration triennial review of the city's bus operations and compliance with the use of federal funds and circulars.

TRAFFIC ENGINEERING DIVISION POWERS, DUTIES, AND FUNCTIONS

The Traffic Engineering Division conducts studies and analysis 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.

ACCOMPLISHMENTS

- Installed the city's first protected bike lane along South King Street between Alapai Street and Isenberg Street in December 2014. Two-way conversion was completed in May 2015;
- Installed the city's first dragon street art at the intersection of South King Street and Kekaulike Mall at the entrance to Chinatown;
- Completed Kapolei Parkway Urban Core 4A and Urban Core 5 in October 2014, a federal aid Capital Improvement Project (CIP);
- Completed construction CIP project to install left turn lanes and left turn traffic signals at the intersection of Waiakamilo Road and Dillingham Boulevard;
- Conducted the "Be Safe, Be Seen" Halloween Pedestrian Safety Campaign in Honolulu's elementary schools;
- Hosted pedestrian safety booths at 20 fairs and community events with more than 8,300 visitors;
- Conducted 14 safety presentations at various senior living facilities and senior groups, reaching 444 seniors;
- Promoted the city's "Ped Man" safety campaign to 1,763 elementary school students;
- Completed construction of the Diamond Head/Monsarret Avenue/Makapuu Avenue/18th Avenue Bikeway Improvements CIP project in April 2015;
- Initiated a new federal aid CIP project to build the Kuakini Street Extension;
- Completed construction of a new marked crosswalk with curb ramps on Kahuhipa Street at Kawa Street and Kuahelani Avenue near Kipapa Elementary School;
- Initiated the city's second protected bike lane along South Street between Ala Moana Boulevard and Kapiolani Boulevard;



Groundbreaking for the city's first protected bike lane



Installed the city's first protected bike lane along South King Street between Alapai Street and Isenberg Street



Installed the city's first dragon street art at the intersection of South King Street and Keakaulike Mall at the entrance to Chinatown



Completed construction of a new marked crosswalk with curb ramps on Kahuhipa Street at Kawa Street and Kuahelani Avenue near Kipapa Elementary School

TRAFFIC SIGNALS AND TECHNOLOGY DIVISION

POWERS, DUTIES, AND FUNCTIONS

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.

ACCOMPLISHMENTS

- Construction groundbreaking for the city's Joint Traffic Management Center (JTMC) was held in April 2015. The total construction contract is \$53.6 million and construction is scheduled to be completed by mid-2017. The JTMC will provide a secure, protected, data-rich, collaborative environment for transportation, transit, public safety, and emergency management personnel and services;
- Installed two new traffic signals and upgraded two signalized intersections;
- Installed thirteen bicycle signals along King Street for the protected two-way bicycle lane;
- Expanded traffic camera and signal communication to Waikele/Waipio area;
- Broadcasted live and up-to-date radio traffic reports from the Traffic Management Center;
- Implemented traffic control for various First Amendment marches;
- Reviewed and issued 12,656 usage permits;
- Reviewed and issued 91 parade/block party permits;
- Reviewed and issued 133 oversize/overweight permits;
- Reviewed and issued 74 bike/run permits;
- Reviewed and issued 5 First Amendment permits;
- Responded to and repaired approximately 7,154 traffic signal malfunctions and operational reports;
- Field inspected and performed interim adjustments of signal operations for 113 intersections.



Installed thirteen bicycle signals along King Street for the protected two-way bicycle lane



Groundbreaking for the city's Joint Traffic Management Center (JTMC)

PUBLIC TRANSIT DIVISION POWERS, DUTIES, AND FUNCTIONS

The Public Transit Division (PTD) is responsible for oversight of the city's public transit system, including both TheBus and TheHandi-Van. PTD is comprised of three branches:

- **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;
- **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;
- **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

- Implemented various TheBus service improvements. Restored Route E to serve Waikiki. Increased Route 40 service to University of Hawaii West Oahu. Initiated Pearl City Shuttle Route along Kamehameha Highway to mitigate rail construction delays. Initiated interlining to improve service operations and efficiency. Ongoing schedule adjustments and minor service modifications;
- Completed development of specifications for an electronic fare media ("smart card") fare collection system for the bus-rail integration;
- Continued ongoing training for transit personnel in safety/security/emergency preparedness and participation in community-based emergency preparedness fairs/events;
- Implemented ongoing service adjustments and modifications for rail construction, Ala Moana Shopping Center construction, and other construction and roadwork affecting bus service;
- Continued short and long-range planning for bus improvements in Waikiki, including but not limited to, planned bus-rail intermodal operations via a "circulator" bus route between the Ala Moana Center Transit Station and Waikiki;
- Conducted ongoing planning and coordination focusing on: (1) Near-term adjustments to bus operations to respond to anticipated delays associated with rail construction; (2) Mid-term bus service changes assuming limited rail service; and (3) Long-term bus service changes based on full opening of the rail system;

- Conducted a total of 4,516 functional assessments for paratransit eligibility, with 237 applicants deemed conditionally eligible, 1,528 deemed temporarily eligible, 2,678 deemed unconditionally eligible, and 73 deemed ineligible;
- Provided 160,324 paratransit trips through three existing transportation services operated by Goodwill Industries of Hawaii, The Arc in Hawaii, and Special Education Center of Hawaii. These projects provide additional capacity to TheHandi-Van and provide more direct trips to these agencies' clients. Goodwill Industries also operates a Kalaeloa shuttle service that complements the city's regular circulator Route 415. The shuttle provided 56,809 midday and late-night trips between the Kalaeloa transitional shelters and the Kapolei Transit Center, and provides a vital link to jobs and services for area residents;
- Introduced TheHandi-Van real-time scheduling on October 16, 2014. Real-time scheduling allows TheHandi-Van riders to request more exact pick-up times, such as 9:20 or 10:45 a.m., instead of being limited to on-the-hour scheduling. Recognized as a "best practice" in the paratransit industry, real-time scheduling was expected to take full advantage of TheHandi-Van's computer scheduling system, allowing vans to be used more efficiently and offering more timely service to riders. Although these benefits have not yet been fully realized, DTS continues to work with transit services contractor, Oahu Transit Services, Inc., to address and resolve operational issues;
- Procured new transit vehicles:
 - Ninety-nine <30-foot paratransit vehicles;
 - Twenty-nine 40-foot low-floor, clean diesel buses;
 - Four 60-foot articulated low-floor, clean diesel buses.



LEGISLATIVE BRANCH AND OFFICES

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Message from Council Chair ERNEST Y. MARTIN



As we embark on a new fiscal year, the Honolulu City Council's actions over the past year makes it clear that managing the problem of homelessness is the Council's top priority for the city. More than \$60 million was appropriated over the past two fiscal years. Granted, it will take more than money to effectively manage this problem as the complexities of homelessness often do not lend themselves to simple solutions. The Council's intent this year is to inject some urgency into finding workable and effective solutions, beginning with the most obvious – locating and providing affordable housing and suitable shelter.

With the goal of increasing the availability of housing, the Council approved the Hoopili mixed-use development and waived zoning and fee requirements for two low- and moderate-income housing projects, one in McCully-Moiliili and one in Kakaako. The Council also reprogrammed federal Community Development Block Grant funds to the Kaneohe Elderly Housing Project.

In the city's capital improvement budget, the Council included \$32 million specifically for the acquisition, lease, development, and/or renovation of facilities to relocate homeless individuals and families from public areas. We also provided more than \$7 million from the Affordable Housing Fund to plan, pre-develop, finance, acquire, design, renovate, and construct low-income affordable housing. Additionally, the Council approved over \$6.8 million in Community Development Block Grant funds for grants or loans to nonprofit organizations or city agencies to undertake housing and other programs for low-income individuals and families.

The Council has already declared its position with regard to keeping clear our public sidewalks and other thoroughfares. Over the past year, the Council expanded the areas covered under the sit-lie laws to permit businesses around the island, not just Waikiki, to be able to conduct commerce without persons obstructing entryways or deterring customers.

Homelessness is a societal symptom with a variety of causes. There is no single answer that will solve it. It demands that all of us cooperate and take some ownership in providing answers and resources. For the coming year, the Council also intends to seek greater involvement and commitment of resources from the state by working more closely with the Governor and the State Legislature.

Construction of the city's rail transit continues apace. The Council approved a combined \$615 million budget for the semi-autonomous Honolulu Authority for Rapid Transportation (HART), with nearly \$600 million for capital funding.

Local businesses along the planned route are acutely feeling the impact of rail construction. To help alleviate some of their losses, the Council approved a policy for the city to provide mitigation assistance and technical service programs to those businesses.

Meanwhile, as construction of the guideway and rail stations intensifies, the Council adopted a number of resolutions in anticipation of the fact that many key land parcels around the planned stations could be the catalyst for successful transit-oriented development projects.

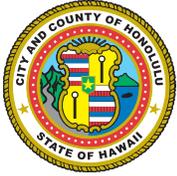
Following the 2014 election, the Council greeted three new councilmembers and welcomed back two others who were re-elected. A number of the campaign messages called for more transparency and openness in city government. The newly reconstituted Council improved its outreach to the public by redesigning its website, hosted an open house as part of a national effort to engage citizens to learn more about county government, and approved a measure to televise HART board meetings over the local public access cable channel. The Council also helped to streamline government by eliminating outdated requirements and requiring certain agencies, boards, and commissions to make available their public notices, decisions, and rules.

Councilmembers also remained very active in the Hawaii State Association of Counties and the National Association of Counties by assuming greater leadership roles. These types of participation are important for Honolulu because the growth we are experiencing creates issues that are also being faced by other municipalities. The sharing of information helps to minimize costly mistakes and gives Honolulu access to some of the best practices being implemented across the nation. It also gives Honolulu a greater voice on the national stage on matters that affect us, such as environmental and energy policies, management of municipal waste and wastewater systems, planning and design of more people-friendly cities, and new technologies to make city government more responsive and efficient.

Please review this year's report for a more detailed view of the many actions approved by the City Council. We are fully aware of the challenges that still loom ahead. As a Council, we are unified in our desire to make city government the best it can be, and to protect and preserve this very special place we call home.

A handwritten signature in black ink, appearing to read "Ernest Y. Martin". The signature is stylized with a large initial "E" and a long, sweeping underline that extends to the right.

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, 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.

MISSION

OCA's mission is to promote honest, efficient, effective, and fully accountable city government. OCA conducts audits and examinations of city departments, programs, services, and activities, and provides the City Council, city management, and the public with independent and objective information regarding the economy, efficiency, and effectiveness of those activities.

ACCOMPLISHMENTS

- Audit of Select Management and Operational Practices at the Board of Water Supply (Resolution 13-201, FD1);
- Audit of the Department of Customer Services' Motor Vehicle, Licensing and Permits Program (Resolution 13-27);
- Audit of the Funds Appropriated for Bicycle Projects (Resolution 10-297);

- Service Efforts and Accomplishments (SEA) Report for the Fiscal Year Ended June 30, 2014;
- The National Citizen Survey™, City and County of Honolulu (2014);
- The National Citizen Survey™, City and County of Honolulu (2014) supplemental reports on Community Livability, Dashboard Summary of Findings, Trends Over Time, and Technical Appendices;
- City and County of Honolulu Citizen-Centric Report FY 2014;
- City and County of Honolulu Comprehensive Annual Financial Report (CAFR) FY 2014;
- Auxiliary financial audits for the Sewer Fund; the Public Transportation System—Bus and Paratransit Operations; Single Audit of Federal Financial Assistance Programs; and the related Management Letter;
- OCA Annual Report FY 2014;
- Audit Recommendations Status Report FY 2014;
- Selected by the Institute of Internal Auditors (IIA) as one of the top 20 performance audit offices in the nation and cited in IIA articles, reports, and podcasts;
- Cited by Association of Government Accountants (AGA) national headquarters for citizen-centric accomplishments.

OCA participated in professional support activities which included:

- Served as AGA-Hawaii Chapter President, and served on the chapter Board of Directors and various committees;
- Participated in a panel discussion and conducted a presentation on Citizen-Centric reporting at the 2014 AGA's Professional Development Conference in Orlando, Florida;
- Served on Association of Local Government Auditors' (ALGA) Board of Directors and various committees;
- Participated in a panel discussion and presented audit results to attendees at the 2015 ALGA Annual Conference;
- Provided professional, administrative, training, and audit assistance and support to the Office of the County Auditor – Kauai County, Office of the County Auditor – Maui County, Office of the Legislative Auditor – County of Hawaii, and Office of the Auditor – State of Hawaii;

- Served as team leaders or team members for the peer reviews of the Office of the City Auditor for the City of Palo Alto, California; Wayne County Office of Auditor General, Detroit, Michigan; and the City of Scottsdale City Auditor's Office, Scottsdale, Arizona;
- Mentored college students through the OCA internship program;
- Gave presentations to accounting students from the University of Hawaii, Manoa and West Oahu campuses, on job opportunities in governmental auditing and accounting;
- Served as a board member on the University of Hawaii at Manoa, Shidler School of Business, School of Accountancy Advisory Board;
- Coordinated two 3-day audit training workshops for Hawaii state and local auditors.



OFFICE OF THE CITY CLERK

Bernice K.N. Mau, City Clerk (July 2014 – December 2014)

Glen I. Takahashi, City Clerk (June 2015 – present)

Acting City Clerk (January 2015 – June 2015)

POWERS, DUTIES, AND FUNCTIONS

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

Staffed with 30 positions, the Office of the City Clerk is organized under the following four operating units: Administration, Council Assistance, Office Services, and Elections.

The Clerk, with the assistance of a department executive staff assistant and two secretaries, directs all programs and activities of the office.

ACCOMPLISHMENTS

Oaths of Office

During Fiscal Year 2015, 60 public officials, appointed agency heads, deputies, and board and commission members were administered the oath of office in accordance with Section 13-118 of the Revised City Charter.

Disclosure of Financial Interests Statements

Seventy disclosures were received in FY 2015, of which 15 were candidate disclosures. Elected officers and appointed agency heads and deputies are required to disclose their financial interests annually by January 31, and file statements with the Clerk when taking or leaving office. Candidates for elective city office are also required to file disclosures of financial interests statements with the City Clerk's office within 10 working days after the candidate-filing deadline.

Revenue

During FY 2015, the Clerk's office generated \$10,072 in revenue, mainly from voter certificate fees, voter lists, and candidate filing fees.

COUNCIL ASSISTANCE DIVISION

POWERS, DUTIES, AND FUNCTIONS

The Council Assistance Division is responsible for providing staff support to the City Council at all of its regular 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. Staffing includes a division head and an assistant division head, nine council/committee aides, one assistant council/committee aide, and three records and research technicians.

Since upgrading its electronic filing system in 2004 using the Docushare document management software, users as well as the public continue to enjoy access to research and printing full text of all public documents of the City Council, which include all communications, bills, resolutions, ordinances, agendas, committee reports, and minutes.

ACCOMPLISHMENTS

FY 2015 Workload Statistics

Council Meetings and Hearings

Regular Sessions	13
Special Sessions	2
Public Hearings	12

Legal Notices Published

Public Hearing Notice.....	13
Change of Meeting Location.....	2

Speakers

Council Meetings/Public Hearings	742
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Honorary Certificates Presented

Floor Presentation.....	178
Outside Presentation.....	432
Retirees Certificate	153

Standing Committee Meetings

Business, Economic Development & Tourism (from 1/2/15) ...	5
Budget.....	19
Executive Matters & Legal Affairs	12
Intergovernmental Affairs & Human Services (until 1/1/15)	3
Legislative Matters (from 1/2/15).....	0
Parks & Customer Services (until 1/1/15).....	2
Parks, Community & Customer Services (from 1/2/15).....	7
Public Safety & Economic Development (until 1/1/15).....	4
Public Health, Safety & Welfare (from 1/2/15)	6
Public Works & Sustainability (until 1/1/15).....	5
Public Works, Infrastructure & Sustainability (from 1/2/15)	6
Transportation	10
Zoning & Planning.....	16
Total Standing Committee Meetings	95

Speakers

Committee Meetings.....	980
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Committee Reports

Committee Meetings.....	406
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Information Section

Legislative Items Published

Ordinances 45
Bills Passes Second Reading..... 60
Resolutions (Second Reading-Charter Amendment and Real Property Tax Rate)..... 1

Meeting Notices Filed Pursuant To HRS 92-7 987

Communications Received

Council Communications..... 371
Departmental Communications 838
Mayor’s Messages.....163
Miscellaneous Communications3,429
Petitions 22

Bills Introduced

Passed 37
Veto Overridden 1
Returned Unsigned.....7
Filed on Floor0
Filed per ROH Sec. 1-2.4 22
Pending..... 94

Resolutions Introduced

Adopted 310
Filed on Floor.....0
Filed per ROH Sec. 1-2.5..... 21
Pending 76

Rules and Regulations Filed 3

Documents Processed

Deeds..... 27
Easements 14

Extracts Certified 13

OFFICE SERVICES DIVISION

POWERS, DUTIES, AND FUNCTIONS

The Office Services Division provides office management and support services for the Office of the City Clerk. Additionally, the section performs all functions concerning personnel and fiscal matters for the Clerk’s office, and provides audio, printing, mail, and messenger services for the legislative branch of the City and County of Honolulu. A staff of five, headed by the office manager, is organized into six functional units: office management, personnel, fiscal/inventory, sound, printing services, and mail and messenger services.

The printing unit prints the Order of Business for all council meetings and the agendas for meetings of all eight council committees, along with letterhead and business cards for all councilmembers, the City Clerk, the Office of Council Services, and the City Auditor. The audio unit provides all audio services for council and committee meetings held at Honolulu Hale, any meetings held at other locations, as well as other council events.

ELECTIONS DIVISION

POWERS, DUTIES, AND FUNCTIONS

The Elections Division is responsible for conducting all elections held in the City and County of Honolulu, and performs voter registration functions pursuant to the Revised

City Charter, and the laws of the State of Hawaii. The division also administers the Statewide Voter Registration System database on behalf of the state and the neighbor island counties.

Positions authorized to the Elections Division include an administrator, assistant administrator, elections specialist, and three senior election clerks. Eight additional senior election clerks hired on contract are authorized during the fiscal year covering the regular elections.

ACCOMPLISHMENTS

The division implemented the use of scanner/sorter mail technology for the 2014 elections, which resulted in more efficient processing and increased accountability of the returned absentee mail ballots. The scanner/sorter processed approximately 210,000 returned absentee ballots in the Primary and General Elections combined.

Voter Registration

As of June 30, 2015, the City and County of Honolulu had a total of 463,685 registered voters, of which 426,664 are active voters on file. There were also 37,021 fail-safe voters on file. 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

Councilmembers: **Ernest Y. Martin**, Chair; **Ikaika Anderson**, Vice Chair; **Ron Menor**, Floor Leader; and **Brandon J.C. Elefante**, **Carol Fukunaga**, **Ann H. Kobayashi**, **Joey Manahan**, **Trevor Ozawa**, and **Kymerly Marcos Pine**, Members.

POWERS, DUTIES, AND FUNCTIONS

The 1973 Revised Charter of the City and County of Honolulu expressly establishes the legislative branch to coordinate with the executive branch of city government and vests the 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 City Charter;
- Adopts the annual operating and capital programs and budgets to fund the delivery of city services in the following fiscal year, including the semi-autonomous public transit authority known as the Honolulu Authority for Rapid Transportation;
- Adopts measures that will yield sufficient moneys to balance the budget in the following fiscal year, including the setting of the annual real property tax rates and authorizing the issuance of general obligation bonds;
- Fixes fees and charges for city services and the use of city property or delegates that authority in some instances to the city's executive branch;
- Adopts policies and land use laws such as the general plan, development plans, and zoning regulations and processes;
- 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 city Department of Planning and Permitting (DPP);
- Makes requests to the City Auditor to conduct performance audits of city agencies and programs to determine whether laws, policies, and programs are being carried out in the most effective, efficient, and economical manner;
- Determines the necessity for taking private property for public purposes and authorizes proceedings in eminent domain;
- Confirms city department heads, and boards and commissions members nominated by the Mayor, and appoints members to certain commissions;
- Settles lawsuits and claims filed against the city, its officers and employees, and authorizes the initiation of lawsuits by the city;
- Approves the compromise of real property tax claims in excess of \$500 upon recommendation of the Director of the Department of Budget and Fiscal Services;
- Approves the abandonment or closing of city streets and roads upon recommendation of the city administration;
- Establishes fines and penalties for violations of city ordinances;
- Accepts, on behalf of the city, gifts of money, securities, other personal property, or real estate or interests in real estate;
- Authorizes agreements between the city and other governmental and quasi-governmental agencies and certain private grant agreements that place obligations on the city;
- Approves the appointment of special counsel and Special Deputies Corporation Counsel for the city, and for city officers and employees;
- Serves as trustees providing oversight over the land of the Kapiolani Park Trust;
- Exercises oversight of the work of the Honolulu Authority for Rapid Transportation, including approval of the issuance of general obligation bonds and of the condemnation of property necessary for the completion of the Honolulu rail transit project.

ORGANIZATION

The Council exercises its legislative policy making and oversight powers through the work of its standing committees. The standing committees serve as open forums for discussion, debate, and consensus building. They actively seek citizen participation in the legislative process by conducting meetings where individuals as well as representatives of neighborhood boards, small businesses, interested organizations, and affected industries are encouraged to share their opinions and ideas on city government programs and activities. The number and diversity of public testimonies received by the standing committees often form the basis for recommendations for Council action. In addition to the regularly scheduled committee meetings, the standing committees also hold informational briefings to focus on complex issues and study new initiatives for city programs and services. The Council also holds numerous meetings and public hearings, receiving additional public input on proposals before the Council.

As a result of the 2014 elections, the Council welcomed new Councilmembers Brandon J.C. Elefante and Trevor Ozawa, replacing Councilmembers Breene Harimoto and Stanley Chang, respectively. Councilmembers Anderson, Manahan, and Martin took leadership roles in the Hawaii State Association of Counties, and Councilmember Anderson has been nominated to serve on the National Association of Counties Board.

The Council also established a task force to look into improving the city's response to instances of domestic violence. The task force provided a preliminary report on its recommendations to the Council in May 2015.

The Council also funded and appointed half of the members of the 2015-16 Charter Commission, which is tasked with reviewing the City Charter and presenting any proposed amendments to the voters at the 2016 general election.

ACCOMPLISHMENTS

In Fiscal Year 2015, the Council worked to shape Honolulu into a more sustainable, less automobile-dependent, and healthier city.

PROMOTING RAIL TRANSIT, TRANSIT-ORIENTED DEVELOPMENT, AND TRANSPORTATION ALTERNATIVES

The FY 2016 budget for the Honolulu rail transit project was approved by the Council as requested by the Honolulu Authority for Rapid Transportation (HART). A total of \$596.5 million was appropriated for capital costs of the project, and \$19.2 million was appropriated for HART's operations (Ordinances 15-26 and 15-27, respectively). Understanding the importance of both state and city involvement and funding support if the project is to be successful, the Council adopted Resolution 15-79 urging HART officials to meet regularly with both state and city policymakers in order to keep them abreast of the progress of the project.

In view of the negative effects that project construction is having on local businesses, the Council adopted Resolution 15-118 to establish a city policy to implement mitigation assistance and technical services programs to assist these businesses. As the state has been considering leasing some public school properties or portions thereof to raise revenues, the Council adopted Resolution 15-5 urging the Department of Education to give priority to properties in proximity to rail transit stations that could serve as catalysts for Transit-oriented Development (TOD).

The Oahu Community Correctional Center (OCCC) is located in close proximity to the proposed Kalihi transit station. Given the inadequacy of OCCC's current site for its current use and the site's great potential for TOD, the Council adopted Resolution 15-78 urging the state to support the relocation of OCCC and urging the Councilmember for the area to establish a redevelopment task force to consider various redevelopment options for the property if OCCC is moved.

Ordinance 15-29 authorizes the Council to issue up to \$266 million in general obligation bonds to provide construction funding for the project. In FY 2015, the

Council approved Resolution 15-7, a Memorandum of Understanding between the city and HART to ensure that repayment of the bonds will not burden city property taxpayers in future years. The Council also adopted Resolution 15-18 urging HART not to divert federal funds that have traditionally been used for TheBus and the city's Handi-Van program to the project.

In May 2015, the Council enacted Ordinance 15-13, rezoning more than 1,200 acres in Ewa for the long-planned mixed-use (residential and commercial) Hoopili community. This community will provide much needed single-family and multi-family housing (including a set-aside for low- and moderate-income housing). The community has been designed to encourage use of multiple transportation modes and will include the planned Hoopili rail transit station, with portions of the development close to the planned University of Hawaii West Oahu transit station. Hoopili also retains some of its acreage for active agricultural use.

In accordance with "Complete Streets" initiatives, the Council approved Resolution 15-173, an intergovernmental agreement with the State of Hawaii to institute a bike sharing program in Honolulu, and, Resolution 15-136, establishing a wayfinding program for the city to assist bicyclists, pedestrians, and motorists.

IMPROVING PUBLIC ACCESS AND STREAMLINING CITY GOVERNMENT

In FY 2015, the Council progressed toward reducing red tape, government waste, and making Honolulu government more accessible to the public.

In recognition of National County Government Month in April 2015, the Council, with assistance from the city administration, hosted more than 300 visitors to City Hall, including groups of students from both public and private schools in various age groups, to share information on national and local county governments.

The Council also launched a new website in August 2014 and continued to televise its hearings and Council committee meetings. Understanding the importance of the rail transit project to the city's fiscal transportation and planning future, the Council adopted Resolution 15-80, urging HART to have its Board of Directors meetings televised.

In July 2014, the Council enacted Ordinance 14-24, which eliminated numerous outdated reporting requirements placed by prior Councils on the city administration.

To assist real property taxpayers who have appealed or are considering appealing their property assessments, the Council enacted Ordinance 15-4 to require the Real Property Tax Boards of Appeal to make available on the city's website all of their hearing notices, decisions, and rules.

SAFEGUARDING THE ENVIRONMENT

In FY 2015, the Council enacted several measures addressing threats to public health and the environment. In Ordinances 14-30, 14-31, and 14-34, the Council tightened the regulation of grading and stockpiling activities.

Ordinance 14-30 increases fines for non-compliance with a notice of grading code violation, provides stepped-up penalties for recurring violations, and allows the Director of DPP to order restoration of land to its pre-grading condition or seek injunctive relief. Ordinance 14-31 authorizes the Director to deny an after-the-fact grading permit to a person who has graded without a permit or to order such person to restore the land to its pre-grading condition. Ordinance 14-34 requires persons stockpiling materials on agriculturally zoned land to comply with all applicable laws and permit provisions.

The Council also enacted Ordinance 14-29, which clarifies the intent of a 2012 ordinance to limit the city's plastic bag ban to "checkout bags" and to allow "compostable" (rather than "non-biodegradable") plastic bags to be provided to customers at check-out.

The Council also adopted Resolution 14-175, requesting that a study be conducted on the environmental impacts of the continued use of single-use food service containers.

ENSURING ACCESS TO PUBLIC SIDEWALKS AND MALLS

One of the most difficult issues facing the Council in FY 2015 was how to ensure that public sidewalks and malls would be used for their intended purpose – as a route for transit from place to place.

In Ordinance 14-26, the Council established a general prohibition against persons sitting or lying on sidewalks (a "sit/lie ban") in the Waikiki Special District. Among others, exceptions are provided for persons suffering from a medical emergency or engaging in expressive activities. Violators are subject to fines only if persisting in a violation after being notified that their conduct is illegal.

In Ordinance 14-27, the Council prohibited persons from intentionally or knowingly urinating or defecating in the Waikiki Special District in a public place or place where the act is likely to be publicly observed. Exceptions include persons suffering from a verified medical condition and persons using public restrooms. Ordinance 14-28 applied the same prohibitions, subject to the same exceptions, on an islandwide basis.

Thereafter, the Council enacted Ordinances 14-35 and 15-14, both of which expanded the Waikiki sit/lie ban to a number of other commercial zones and street segments in the city. Unlike the Waikiki ban, which applies 24 hours a day, seven days a week, the broader bans apply only between the hours of 5:00 a.m. and 11:00 p.m., the hours when sidewalks are most heavily used.

By enacting Ordinance 15-1, the Council included Chinatown and downtown malls within the sit/lie ban for the hours from 5:00 a.m. to 7:00 p.m., the hours during which most business is conducted by merchants and institutions along the malls.

PROVIDING AFFORDABLE HOUSING OPPORTUNITIES AND ADDRESSING HOMELESSNESS

In addition to its approval of the Hoopili mixed-use development previously discussed, the Council approved zoning and fee waivers for two low- and moderate-income housing projects, one in McCully-Moiliili (Resolution 15-89) and one in Kakaako (Resolution 15-29), with a focus on low-income artists. The Council also reprogrammed (Resolutions 15-88 and -89) federal Community Development Block Grant funds to the Kaneohe Elderly Housing Project.

The Council again made the provision of housing, particularly for the homeless, a priority in the city's capital improvement budget ordinance for FY 2016, Ordinance 15-26. It included \$32 million specifically for the acquisition, lease, development, and/or renovation of facilities to relocate homeless individuals and families from public areas. The Council also included more than \$7 million from the Affordable Housing Fund for the planning, pre-development, financing, acquisition, design, renovation, and construction of low-income affordable housing; more than \$6.8 million in Community Development Block Grant funds for grants or loans to nonprofit organizations or city agencies to undertake housing and other programs for low-income individuals and families; nearly \$700,000 for nonprofits serving the homeless; and nearly \$3.4 million in federal HOME program funds for grants and loans to nonprofits developing affordable housing for low-income persons.

In Resolution 15-56, the Council reiterated its prior requests to the city administration to provide an update on the administration's Action Plan addressing the public health and safety issues associated with concentrations of homeless persons in the city.

THE CITY BUDGET

In addition to the Council's increases to capital funding to address homelessness, the Council supplemented the administration's recommended funding for rehabilitation of city streets by adding \$16 million. The Council also added funds to the capital budget for improvements to the Kaimuki Municipal Parking Lot and the Kaaawa radio tower, and for a number of recreational/cultural projects. These projects include acquisition or preservation of Ka Iwi Coastline mauka lands, land under the Kahuku Municipal Golf Course, and land near Kawela Bay; parks and park improvements in Makakilo and the Waianae Coast; Oneula Beach Park and a community park near Pearl Harbor; and construction of a community center in or near Pawaa In-ha Park.

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OFFICE OF COUNCIL SERVICES

Charmaine T. Doran, Director
James Williston, Assistant Director

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 which endanger the public interest and welfare."¹

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

SERVICES PERFORMED

OCS performs the following services:

- Conducts independent and comprehensive research necessary for the enactment of legislation upon the request of the Council;
- Provides assistance to the Council's standing committees by conducting background research, gathering pertinent data, and serving as resource persons to the committees;
- Supports meetings of the Council;
- Analyzes executive branch proposals, programs, bills, and reports at the request of the Council;
- Provides legal research and advice at the request of the Council;
- Prepares bills and resolutions requested by Councilmembers;
- Analyzes, prepares amendments for, and monitors the execution of the operating and capital budgets for the Honolulu Authority for Rapid Transportation (HART);
- Assists in review and preparation of the legislative budget;
- Provides information to individual Councilmembers;
- Prepares land use maps and provides Geographic Information System (GIS) services;

- Serves as Revisor of Ordinances, and supervises the revision, codification, and printing of the revised ordinances;
- Maintains web pages and databases for the revised ordinances and city policy resolutions;
- Assists the Council in fulfilling its responsibilities as a member of the Hawaii State Association of Counties;
- Assists the Councilmembers in their performance as trustees of Kapiolani Park.

ACCOMPLISHMENTS

With a staff of 19, comprised of a director, an assistant director, five attorneys, seven analysts, one revisor, and four administrative support staff, the Office of Council Services accomplished the following tasks and projects in Fiscal Year 2015.

RESEARCH AND CONSULTATIVE ACTIVITIES

As the research arm of the Council, OCS prepared 1,159 written responses to requests for service in FY 2015. These responses included roughly 270 bills, 414 resolutions, and 475 letters, legal memoranda, and other reports. Of the responses, an estimated 349 were for rush legislative assignments, requiring immediate completion. Another 400 committee reports were reviewed with less than a 48 hour turnaround. GIS maps were prepared for approximately 140 assignments.

OCS provided consultative assistance to 96 committee meetings and 15 Council meetings and public hearings, of which two were held outside of Honolulu Hale. Included in the tally were 17 executive session meetings, which were confidential as provided by law. Additionally, OCS reviewed more than 250 legislative items and communications submitted by the administration for consideration by the City Council.

Included in this workload was assistance provided to the Council in reviewing, analyzing and amending the eight measures that constituted the budgets for the executive and legislative branches, as well as for HART.

In March 2015, OCS released its 15th annual "Issue Profile, Status of the City's Finances" report. The report is intended to provide the Council with a historical and comparative context to review the upcoming city budget and fiscal trends.

OCS staff also completed more than 30 sessions of education and training. Additionally, 15 budget peer reviews of other municipalities were completed for the Government Finance Officers Association.

¹ 1971-72 Charter Commission.

With the help of the city's information technology specialists, OCS transitioned from a paper system to an electronic internal workflow.

REVISOR ACTIVITIES

In FY 2015, as Revisor of Ordinances, OCS amended 115 sections, more than 454 pages of the ROH. For policy resolutions, two updates that included 25 resolutions were completed. Additionally, a new public e-notice subscriber list was created for the ROH. For FY 2015, OCS received an achievement award in the public service category from the National Association of Counties for the ROH website.

SPECIAL PROJECTS AND OTHER ACTIVITIES

During FY 2015, OCS supported other city executive and legislative agencies as follows:

- Conducted orientation for incoming Councilmembers;
- Planned the 2015 inauguration ceremony for the City Council;
- Conducted a comprehensive review of requirements and drafting applicable legislation for the repeal of antiquated reporting requirements;
- Updated the OCS Quick Guide to Legislative Drafting for use by the executive branch agencies;
- Assisted the Council in developing new procedures for Executive Appointments, including a standardized resolution and application form;
- Assisted the legislative branch in preparing proposals for the executive and legislative budgets by conducting staff training and preparing appropriate spreadsheets, forms, and supporting information;
- Prepared a brief on transit impact mitigation measures for the City Council;
- Prepared and updated numerous references and resources for the legislative branch, including the creation of new electronic and print material related to both the council's budget process and advisory commissions;
- Revamped the web pages for the city's Revised Ordinances of Honolulu;
- Organized the Council's National County Government Month, Open House event and developing learning materials for attending students and Kupuna;
- Supported several other city community outreach activities, including Honolulu City Lights, Aloha United Way, and Food bank.

