OFFICE OF THE MAYOR
KE KE'ENA O KA MEIA
CITY AND COUNTY OF HONOLULU
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RICK BLANGIARDI
MAYOR
MEIA

MICHAEL D. FORMBY
MANAGING DIRECTOR
PO'O HO'OKELE

KRISHNA F. JAYARAM
DEPUTY MANAGING DIRECTOR
HOPE PO'O HO'OKELE

'23DEC18 AM 9:35 CITY CLERK

December 18, 2023

Mr. Glen I. Takahashi, City Clerk
530 South King Street, Room 100
Honolulu, Hawaii 96813

Dear Mr. Takahashi:

SUBJECT: Department and Agency Reports (DAR),
Fiscal Year Ending June 30, 2023

Please find attached two printed copies and a flash drive of the Department and Agency Reports of the City and County of Honolulu for the fiscal year ending June 30, 2023, as required by the Revised Charter of Honolulu, Article XII, Section 13-104 (2017 Edition).

Should you have any questions or concerns, please do not hesitate to contact Management Analyst Kevan Wong at 768-6608.

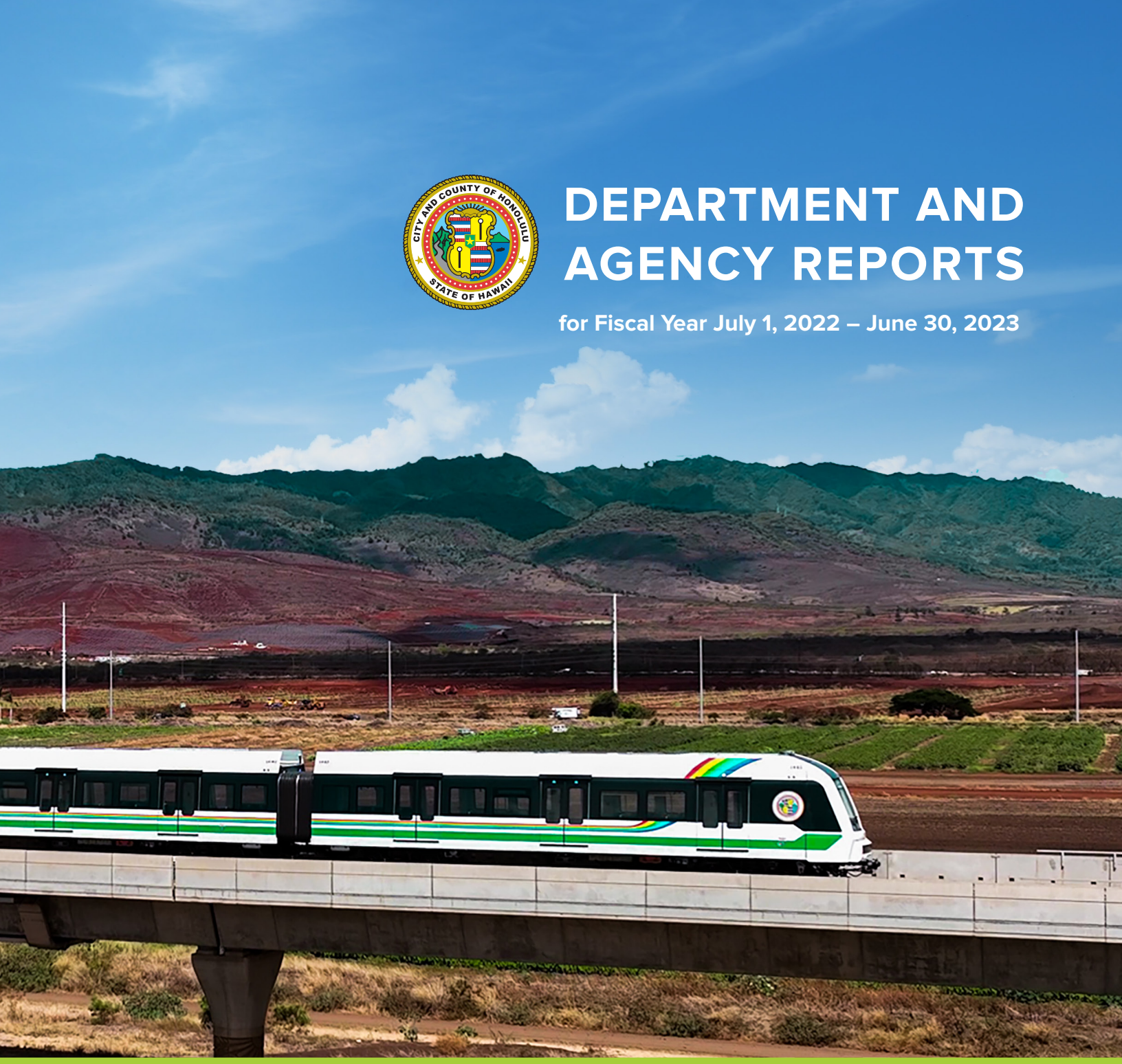
Sincerely,

Rick Blangiardi
Mayor

Attachments

DEPARTMENT AND AGENCY REPORTS

for Fiscal Year July 1, 2022 – June 30, 2023



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Department and Agency Reports of the City and County of Honolulu for
Fiscal Year Ending June 30, 2023, published December 26, 2023

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

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

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

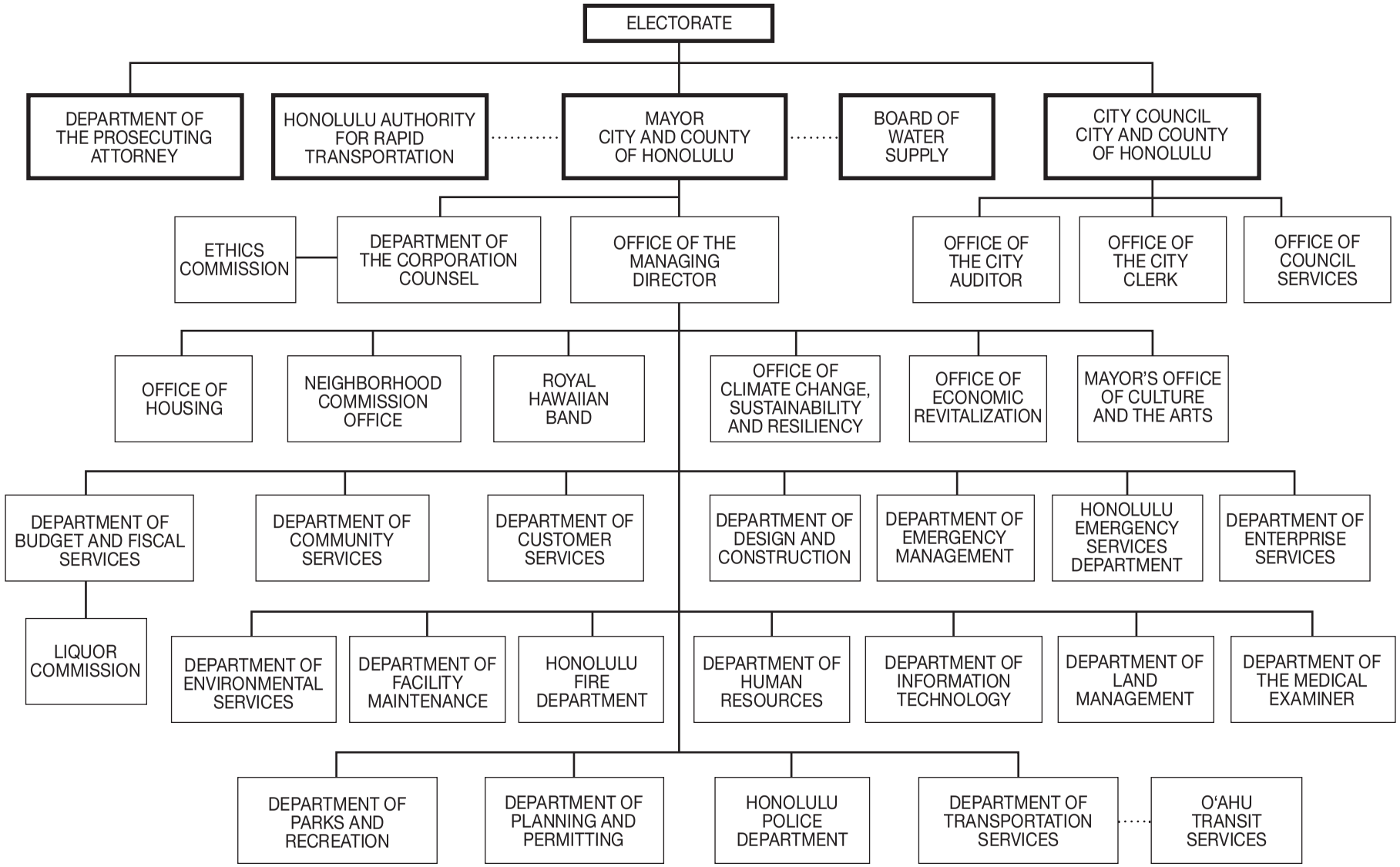
3. For the purpose of informing the public on the activities of the city during a fiscal year, the mayor may use radio and television media, in addition to the publication of the annual written report.

Cover images: The opening segment of Skyline, the City and County of Honolulu's new rail system, spans nearly 11 miles between Kualakaʻi East Kapolei Station and Hālawa Aloha Stadium Station. Skyline is the newest element in Oʻahu's multimodal transportation service options for residents and visitors, complementing TheBus, TheHandi-Van, designated bicycle lanes, pedestrian walkways, and surface roads.
Photos: Courtesy of Department of Customer Services.

CITY AND COUNTY OF HONOLULU

ORGANIZATIONAL CHART

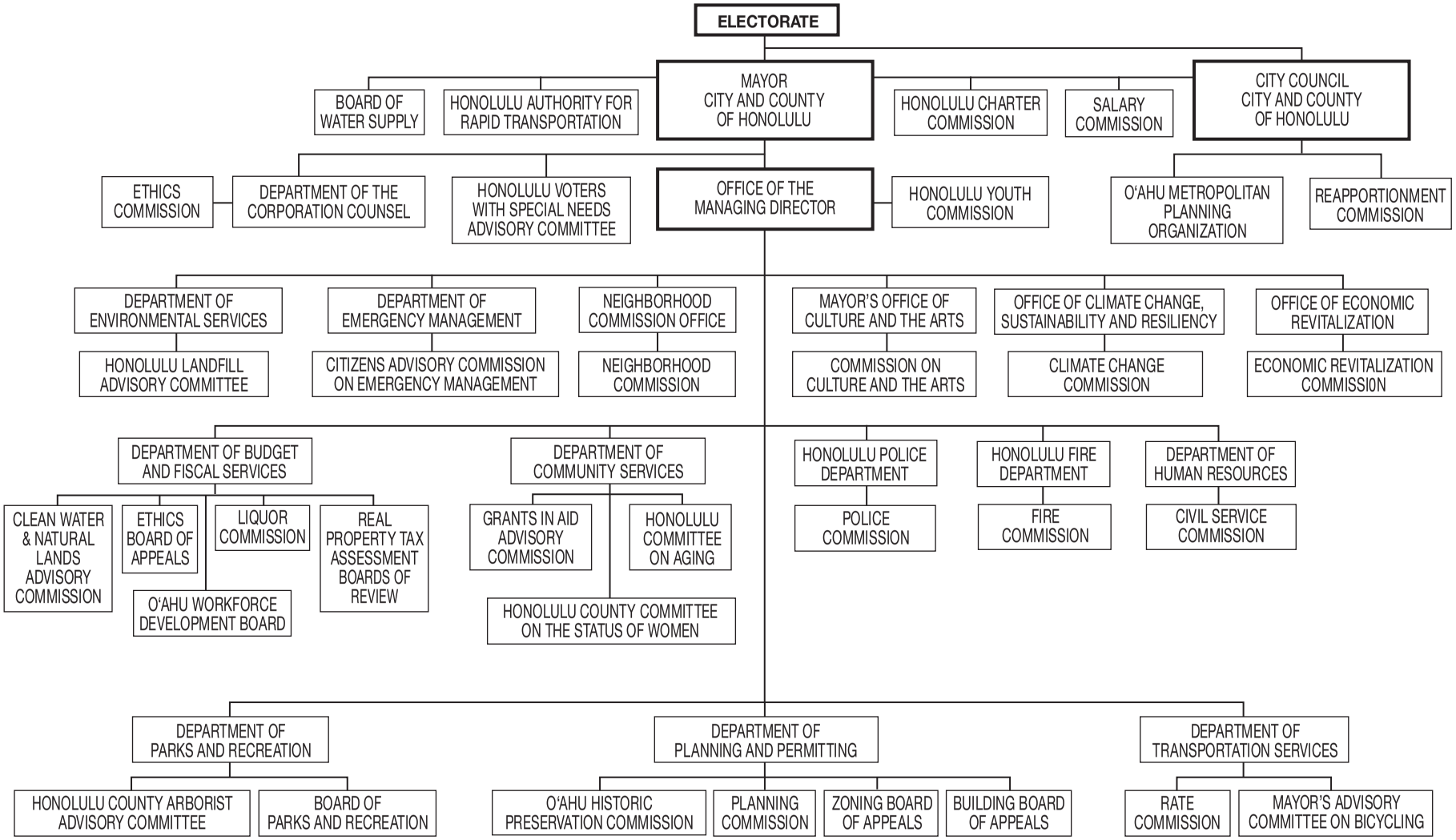
FISCAL YEAR 2023



CITY AND COUNTY OF HONOLULU

CHART OF BOARDS, COMMISSIONS AND COMMITTEES

FISCAL YEAR 2023



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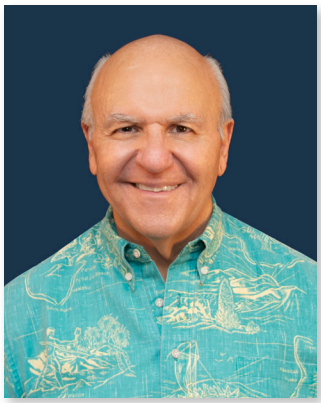
Message from Mayor RICK BLANGIARDI



With great privilege and honor, we are pleased to present the City and County of Honolulu's Department and Agency Reports for Fiscal Year 2023.

In a world of ever-evolving challenges, we remain steadfast in our commitment to problem-solving and fostering decisive leadership. The past two years have been a true testament to our dedication to transparent, efficient governance, and in this report, we reflect on the progress made in tackling the persistent issues — the wicked problems — that we face, collectively, on a daily basis. As we cross the halfway point of our current term in office, we continue to uphold our commitment to setting clear expectations and seeking innovative solutions, and focusing on improving the lives of our residents and the communities we serve on the beautiful island of O‘ahu.

The final day of Fiscal Year 2023 provided our most important update, a decades-in-the-making event that has transformative potential for the people who live, work and play on O‘ahu: Skyline, the operational name for the City and County of Honolulu's rail transit system, officially opened for revenue service to the general public on June 30, 2023. A grand opening ceremony in Hālawa marked the inaugural passenger rides of the first 10.75 miles of the system from East Kapolei to Aloha Stadium. Days prior, the Honolulu Authority for Rapid Transportation (HART), the agency responsible for the construction of the rail system, ceremoniously handed over the keys to the train to the Department of Transportation Services (DTS), which has assumed day-to-day operations of the system.

Skyline's impact had an immediate and substantial impact on the city's transportation infrastructure, with bus routes integrated into rail operations on the first weekend of operation. The opening of the system, though a significant milestone for HART, was far from their only focus. The agency continues work on the guideways and passenger stations of the next segment between Hālawa and Middle Street that is scheduled to open in the summer of 2025.

All of our rail-related efforts were buoyed by the Federal Transit Administration's (FTA) announcement on Sept. 30, 2022, that they had approved the city's 2022 Recovery Plan, which outlined HART's plan to see the project through to completion without exceeding forecast levels of available funding. The FTA's approval of the plan means HART is eligible to receive the remaining $744 million in federal funding under the Full Funding Grant Agreement and the first infusion of federal dollars for the project since 2017.

When we came into office, we challenged our team to think big, collaborate, and take advantage of each other's knowledge and expertise, particularly with regard to affordable housing, the single greatest issue currently facing our island residents. To that end, FY 2023 saw significant growth in the city's affordable housing efforts. In December 2022, we welcomed Craig Hirai, the state's former finance director, as the city's new chief of affordable housing policy and strategy. Hirai, who also served as the executive director of the Hawaii Housing Finance and Development Corporation between 2013 and 2019, is working to better align the city's initiatives with the state's affordable housing programs.

Those initiatives included, for the first time in 25 years, a municipal Private Activity Bond (PAB) program to help fund the rehabilitation and development of affordable housing units on Oahu. Having stood up the program in just 18 months, despite not having a handbook or administrative rules, in December 2022 we selected two projects in Chinatown and Waipahu with more than 500 affordable housing units. Those units will be rehabilitated and their affordability status extended for the next 60 years as a direct result of our PAB program.

In March 2023, we announced the continued expansion of our Office of Housing (HOU), bringing on Denise Iseri-Matsubara as the HOU executive director and chair of the city's Affordable Housing Working Group (AHWG). The biweekly AHWG meetings include representatives from all city departments that play a role in

the acquisition, retention, or creation of affordable housing units, including the departments of Planning and Permitting (DPP), Land Management (DLM), Design and Construction (DDC), Environmental Services (ENV), Budget and Fiscal Services (BFS), and The Corporation Counsel (COR).

The AHWG's process for evaluating potential affordable housing acquisitions led to the November 2022 purchase of the Waikīkī Vista building in Mōʻiliʻili for $37.75 million, the single-largest affordable housing acquisition ever made by the city. The building will add more than 100 affordable housing units to the cityʻs growing inventory. The group, with DLM as lead, also conducted due diligence on six additional real property transactions that are scheduled to close in FY 2024.

Improvements at DPP continued during FY 2023, including initiatives that are already having a significant impact on operations. In November 2022, DPP began using a Robotic Process Automation bot to handle parts of the permitting prescreening process that helped to decrease residential and commercial permit process duration by nearly 40%. The department increased online permitting for solar and photovoltaic systems by 80% while also standing up a solar industry task force to help brainstorm further improvements. Other task force groups for permitting and affordable housing have been key to dramatic improvements in their respective areas.

Our entire administration learned a great deal about the concerns of our friends and neighbors, as well as potential solutions in each neighborhood, during a 3-month stretch of town hall meetings between March and May, one of our most important achievements of FY 2023. These meetings, which also featured all of our department directors and deputy directors, were critical in helping the members of our team better understand the priorities of those we serve.

At almost every meeting, residents underscored the importance of recreation as a part of their daily lives. We took advantage of the meetings in Central Oʻahu to announce the long-awaited reopening of community swimming pools in Waipahū and Pearl City, but we also used the meetings to kick-start discussions with businesses and residents on another important topic: how to bring a swimming complex to the stretch of the North Shore between Kaneohe and Waialua where there are no City and County of Honolulu pools.

As we went from community to community, residents expressed their anxiety about the cost of living on Oʻahu. Our town hall meetings gave us the opportunity to explain our plan to offer historic property tax relief, in the form of a one-time tax credit for qualifying owner-occupied residences on Oʻahu. We also shared with residents the incredible success of our Rental and Utility Relief Program, an initiative championed by the Office of Economic Revitalization (OER) that served more than 5,300 families in FY 2023 and injected nearly $40 million into the local economy. OER helped hundreds of small business owners and farmers across the island with grant programs that helped keep countless people safely employed.

Homelessness remained a hot topic, especially at our meetings in West O'ahu communities. Over the course of the fiscal year, the Homeless Outreach and Navigation for the Unsheltered mobile triage and shelter program served more than 450 individuals and helped shelter approximately 250 individuals in places such as the ʻIwilei Resource Center (IRC). The IRC was opened in June 2023 by the city's Crisis Outreach Response and Engagement unit to help house medically fragile houseless individuals and assist these individuals in getting the necessary documents they need to attain permanent housing and jobs.

Our ability to provide core city services was also of high interest at our town halls, and many of our discussions about how to keep our parks clean or our roads cared for centered upon our workforce, specifically on our efforts to hire new employees and reduce the number of citywide vacancies our departments reported. To that end, we were proud to end FY 2023 with 653 new civil service hires, creating positive employee growth for the first time in years. It was a swing of 400 hundred more employees added to the city workforce compared to FY 2022.

As we continue to make good on our promise to make Oʻahu a great place to live, work and play, we remain particularly thankful for our close working relationship with the Honolulu City Council, which shares in many of our ambitious goals for the future. Along with the daily efforts of our hard-working and dedicated employees, my administration is committed to transparency in government operations, and to earning the trust and confidence of Oʻahu residents.

Mahalo,

Rick Blangiardi, Mayor
City and County of Honolulu

EXECUTIVE OFFICE

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OFFICE OF THE MAYOR

Ke Keʻena o ka Meia

Rick Blangiardi, Mayor
Michael D. Formby, Managing Director
Krishna Jayaram, Deputy Managing Director

POWERS, DUTIES AND FUNCTIONS

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

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

Within the Office of the Mayor are specially designated offices for Climate Change, Sustainability and Resiliency, Culture and the Arts, Economic Revitalization, Housing, the Neighborhood Commission, and the Royal Hawaiian Band. The Honolulu Youth Commission is administratively attached to the Office of the Managing Director.

GOALS

Since being elected as the 15th Mayor of the City and County of Honolulu, Rick Blangiardi has focused on helping our residents and supporting our business community as we continue the long road to economic recovery. Outlined below are the seven priorities that have remained the focus of the Mayor's administration:

1. Public Safety;
2. Economic recovery;
3. Serving our unsheltered population with dignity;
4. Creating affordable housing;
5. Modernizing city facilities and services;
6. Launching Skyline; and
7. Countering climate change.

ACCOMPLISHMENTS

We are confident the accomplishments in the following pages under the respective departments reflect our commitment to driving execution of our administration's goals.

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OTHER EXECUTIVE OFFICES

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CITY BOARDS, COMMISSIONS AND COMMITTEES

Nā ʻOihana, Nā Komikina, a me Nā Kōmike o ke Kūlanakauhale o Honolulu

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

BOARD OF PARKS AND RECREATION

Nine members, five-year staggered terms.

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

BOARD OF WATER SUPPLY

Seven members, five-year staggered terms, includes two ex officio members: the Director of the city Department of Facility Maintenance and the Director of the state Department of Transportation

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

BUILDING BOARD OF APPEALS

Nine members, five-year staggered terms.

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

CITIZENS ADVISORY COMMISSION ON EMERGENCY MANAGEMENT

Five members, five-year staggered terms.

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

CIVIL SERVICE COMMISSION

Five members, five-year staggered terms.

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

CLEAN WATER AND NATURAL LANDS ADVISORY COMMISSION

Seven members, five-year staggered terms.

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

CLIMATE CHANGE COMMISSION

Five members, five-year staggered terms.

The Climate Change Commission meets at least biannually to assemble the latest climate change research and assess how climate change is affecting O‘ahu. The commission also advises the Mayor, City Council, city executive departments, and the city’s Chief Resilience Officer and Executive Director of the Office of Climate Change, Sustainability and Resiliency.

COMMISSION ON CULTURE AND THE ARTS

Eleven members, five-year staggered terms.

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

ECONOMIC REVITALIZATION COMMISSION

Eleven members, five-year staggered terms, includes one ex officio member, the Executive Director of the Mayor’s Office of Economic Revitalization.

The Economic Revitalization Commission is responsible for preparing and regularly updating a strategic plan that includes the recommended strategies for the city to encourage equitable and sustainable economic advancement, the development of new businesses and industries, and reinvestment.

ETHICS COMMISSION

Seven members, five-year staggered terms.

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

ETHICS BOARD OF APPEALS

Five members, five-year staggered terms.

Individuals who have been aggrieved by a civil fine imposed by the Ethics Commission can appeal to the Ethics Board of Appeals, which is administratively attached to the Department of Budget and Fiscal Services.

FIRE COMMISSION

Seven members, five-year staggered terms.

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

GRANTS IN AID ADVISORY COMMISSION

Seven members, five-year staggered terms.

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

HONOLULU AUTHORITY FOR RAPID TRANSPORTATION (HART)

Fourteen members, five-year staggered terms: three members are appointed by the Mayor; three by the City Council; three nonvoting, ex officio members are designated by the charter: the Director of the city Department of Transportation Services, the Director of the state Department of Transportation, and the Director of the city Department of Planning and Permitting; a 10th member is appointed by the eight voting members; and the board has four additional nonvoting, ex officio members, two who are appointed by the President of the State Senate and two who are appointed by the Speaker of the State House of Representatives, to terms as determined by each respective presiding officer.

The HART Board determines policy for the planning, design and construction of the fixed guideway system. The board appoints the executive director, approves and adopts the operating and capital budgets, and controls the rail transit funds.

HONOLULU CHARTER COMMISSION

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

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

HONOLULU COMMITTEE ON AGING

Number of members not limited, members are appointed by the Mayor without City Council confirmation, terms are coterminus with the Mayor, and includes one elected official and one ex officio liaison member from the state Policy and Advisory Board on Elderly Affairs.

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

HONOLULU COUNTY ARBORIST ADVISORY COMMITTEE

Nine members, eight members are appointed by the Mayor without City Council confirmation, terms are coterminus 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, members are appointed by the Mayor without City Council confirmation, four-year staggered terms that are coterminus with the Mayor.

The Honolulu County Committee on the Status of Women, which is administratively attached to the Department of Community Services, advises the Mayor and the state Commission on the Status of Women on matters of concern to O‘ahu’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.

HONOLULU LANDFILL ADVISORY COMMITTEE

Nine members, appointed by the Mayor without City Council confirmation to a single one-year term.

The Honolulu Landfill Advisory Committee, which is administratively attached Department of Environmental Services (ENV), advises the Mayor and ENV in evaluating potential sites for a new landfill that would meet state regulations.

HONOLULU VOTERS WITH SPECIAL NEEDS ADVISORY COMMITTEE

Five members, five-year staggered terms, appointed by the Mayor without City Council confirmation, terms are coterminous with the Mayor.

The Honolulu Voters with Special Needs Advisory Committee reviews election procedures, services, technology, and access to information, and makes recommendations to the Hawai‘i Office of Elections. Each member of this committee identifies as a voter with special needs arising from physical disabilities, including visual and hearing impairments, which require an accommodation for voting.

HONOLULU YOUTH COMMISSION

Fifteen members, two-year staggered terms: six members are appointed by the Mayor without City Council confirmation, one member is appointed by each Councilmember.

The Honolulu Youth Commission, which is administratively attached to the Office of the Managing Director, advises the Mayor and City Council on the effects of policies, needs, assessments, priorities, programs and budgets concerning the children and youth of the city.

LIQUOR COMMISSION

Five members, five-year staggered terms.

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

MAYOR’S ADVISORY COMMITTEE ON BICYCLING

Number of members not limited, members are appointed by the Mayor without City Council confirmation, terms are coterminous with the Mayor.

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

NEIGHBORHOOD COMMISSION

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

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

O‘AHU HISTORIC PRESERVATION COMMISSION

Nine members, five-year staggered terms.

The O‘ahu Historic Preservation Commission is administratively attached to the Department of Planning and Permitting to assist federal, state and city government agencies in carrying out their historic preservation responsibilities. The commission provides public information, public advocacy, education, training, and technical assistance relating to national and state historic preservation programs, initiates nominations of historic properties for inclusion in the Hawaii or national registers of historic places, maintains an O‘ahu historic property system, makes recommendations to the City Council for the expenditure or other use of gifts and grants, provides review and comment on archaeological reports, cultural impact assessments and proposed projects, and assists in programs of historic preservation.

O‘AHU WORKFORCE DEVELOPMENT BOARD

Number of members not limited, members are appointed by the Mayor without City Council confirmation, terms are coterminous with the Mayor.

The O‘ahu Workforce Development Board is administratively attached to the Department of Budget and Fiscal Services and works in partnership with the state of Hawai‘i to implement a federally funded program, the Workforce Innovation and Opportunity Act (WIOA) of 2014, which supersedes the Workforce Investment Act (WIA) of 1998. WIOA specifies the functions of the board to include, but are not limited to, development of a local plan that aligns with the state plan, labor market analysis, convening workforce stakeholders, engaging employers, developing career pathways, as well as the selection and oversight of a vendor to operate American Job Center Hawai‘i.

PLANNING COMMISSION
Nine members, five-year staggered terms.

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

POLICE COMMISSION
Seven members, five-year staggered terms.

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

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

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

REAL PROPERTY TAX ASSESSMENT BOARDS OF REVIEW I, II AND III
Five members per board, five-year staggered terms.

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

SALARY COMMISSION
Seven members, five-year staggered term: three members are appointed by the Mayor, three by the City Council; and the seventh member is appointed by the Mayor and confirmed by the City Council.

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

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

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

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NEIGHBORHOOD COMMISSION OFFICE

Ke Keʻena Komikina Kaiāulu

Lloyd Yonenaka, Executive Secretary

POWERS, DUTIES AND FUNCTIONS

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

Neighborhood Boards

The 33 neighborhood boards consist of 423 volunteer board members serving as advisory groups to the Honolulu City Council, the city administration, departments and agencies, and other public officials of the state and federal governments. Oʻahu's neighborhood boards function as islandwide communication conduits, expanding and facilitating opportunities for community and government interaction. The Neighborhood Plan, developed by the Neighborhood Commission, serves as the legal framework for the neighborhood boards.

Neighborhood Commission

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

The mission of the Neighborhood Commission Office 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

- Conducted an in-person Conference of Chairs for Neighborhood Board chairs and vice chairs at the Mission Memorial Auditorium on Oct. 15, 2022, to discuss parliamentary procedures and greater efficiency of the Neighborhood Board meetings;
- Worked with the Mayor's communications team to coordinate locations for the Mayor's 11 town hall meetings from March 21, 2023, through May 25, 2023;
- Enhanced internet connectivity at the Waianae Community Center to promote additional methods of communication for community and official city meeting engagements;
- Implemented further technology upgrades with Google Drive document-sharing capability for the Neighborhood Boards;
- Established a Neighborhood Board meeting hub at Ala Wai Golf Course Clubhouse Ballroom, serving an average of five Neighborhood Board meetings monthly and reducing NCO facility contracts and fees;
- Registered 470 candidates for the 2023-2025 Neighborhood Board Election term and featured 24 contested races;
- Garnered 10,569 votes submitted online and 256 votes submitted via paper ballot for the 2023 Neighborhood Board Election, for a total of 10,825 votes;
- Increased social media presence through Spotify ads and Instagram to promote the Neighborhood Board system and community involvement;
- Neighborhood Boards for Kailua, Kaimuki, and Downtown-Chinatown participated in holiday parades for community outreach;
- Sponsored a Genki Ala Wai Project event in collaboration with Waikiki Neighborhood Board to remove pollutants from the Ala Wai Canal.

OFFICE OF CLIMATE CHANGE, SUSTAINABILITY AND RESILIENCY

Ke Keʻena Loli Aniau, Mālama ʻĀina a me ke Ola Loa

Matthew Gonser, Executive Director and Chief Resilience Officer
Nicola Hedge, Deputy Director and Deputy Chief Resilience Officer (July 2022 – June 2023)
Ben Sullivan, Deputy Director and Deputy Chief Resilience Officer (June 2023 – present)

POWERS, DUTIES AND FUNCTIONS

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

As defined in Ordinance 20-47, CCSR manages six programs to coordinate implementation of actions and policies of city agencies related to sustainability and climate change resilience: energy; coastal and water; climate resilience and equity; food security and sustainability; zero waste; and pre-disaster, multi-hazard mitigation. CCSR facilitates data collection related to the city's electricity, fuel, and water usage for annual reporting purposes, and reports to the Mayor and City Council regarding overall performance in meeting sustainability targets and objectives through the city's Annual Sustainability Report. CCSR provides administrative support to the city Climate Change Commission, a five-member commission of Hawaiʻi climate change experts charged with gathering the latest science and information on climate change impacts on Oʻahu, and providing advice and recommendations to the Mayor, City Council, and executive departments.

Through implementation of the city's Oʻahu Resilience Strategy and Climate Action Plan, CCSR leads efforts to help Oʻahu prepare for, withstand, and bounce forward from the "shocks" of hazard events intensified by climate change, such as floods, and other climate change "stresses," such as sea level rise and increasing heat. Climate change shocks and stresses are already impactful today and pose increasing risk into the future. CCSR coordinates Honolulu's membership in the Climate Mayors national group and the 200-city Urban Sustainability Directors Network. Internally, CCSR convenes the city's One Water Panel and Fleet Modernization Working Group, acts as the organizing body of the Four County Sustainability Network, and represents Honolulu in the Aloha+ Challenge, a statewide initiative that tracks shared goals and metrics measuring Hawaiʻi's progress toward sustainability goals.

CCSR has eight full-time city-funded positions, six full-time contract positions provided through external grant funding, and hosts 13 AmeriCorps VISTA members across two city agencies to build capacity and resilience for Oʻahu communities.

ACCOMPLISHMENTS

- Secured federal and private philanthropy awards of more than $2.4 million from the Federal Emergency Management Agency, U.S. Department of Agriculture, U.S. Department of Defense, and Harold K.L. Castle Foundation in support of hazard mitigation and energy resilience, food security and sustainability, waste management, and climate change adaptation programs and projects; in partnership with the Department of Environmental Services, Honolulu Board of Water Supply, and the five other agencies that comprise the city's One Water Panel, secured $4 million from the American Rescue Plan Act (2021) State and Local Fiscal Recovery Fund for a One Water Climate Change Adaptation Framework and Projects Plan;
- Received the American Planning Association Hawaiʻi Chapter's 2022 Outstanding Public Education and Outreach Award for the development of and engagement with climate adaptation games "Are You Climate Ready: Beat the Heat" and "Are You Climate Ready: Sea Level Wise," which engaged the public in meaningful discussions about the complex tradeoffs in planning for climate adaptation; the games allow players to navigate the challenges of climate change over several decades and make decisions to adapt to rising sea levels or extreme heat; the games were developed to gather input for the city's forthcoming Climate Ready Oʻahu climate adaptation strategy, and helped facilitate discussions about risks and proactive

solutions during workshops focused on frontline communities most vulnerable to climate impacts; the workshops, conducted in partnership with place-based community organizations, were a pilot methodology to gather residents' feedback on the draft adaptation strategies as part of the Climate Ready O'ahu initiative that the award validates as excellence in public education and outreach;

- Convened five community-based partners to pilot a place-based Climate Champions program that enhances capacity of community-based organizations to manage climate impacts through training a climate champion to complete a climate adaptation project on their property or in their community; this program was constructed based on feedback from community participants in the Climate Ready Workshop series in spring 2022; to further support this partnership work, the city applied for a $1 million U.S. Environmental Protection Agency Environmental Justice Government-to-Government Grant program;
- Completed the city's first ever Federal Emergency Management Agency National Flood Insurance Program Community Rating System (CRS) annual recertification, guaranteeing that O'ahu flood insurance policyholders will continue to enjoy a discount on their annual insurance premiums that began when the city was successfully admitted into the CRS program in 2021; CRS rewards jurisdictions that take strong and proactive steps to mitigate flood risk, such as adopting a flood ordinance and maintaining open space in the floodway; Honolulu's Class 8 rating results in an annual 10% discount for flood insurance policyholders, approximately $2 million annually, with potential for further savings for achieving additional creditable activities; admittance and maintenance in CRS achieves Action 13 of both the city's O'ahu Resilience Strategy and the Multi-Hazard Pre-Disaster Mitigation Plan;
- Developed and introduced, in partnership with the Department of Planning and Permitting, updates to the city's Shoreline Setbacks and Special Management Areas via Bills 41 (2022) and 42 (2022), respectively, which were adopted by Ordinances 23-3 (ROH § 26) and 23-4 (ROH § 25), respectively, and marked a significant step toward addressing sea level rise impacts on coastal development on O'ahu; these ordinances replace one-size-fits-all regulations by tailoring shoreline setbacks based on historic erosion data, allowing for improved public safety, protected beach access, and managed development in an evolving coastal environment; this is the first substantial update to the city's coastal zone rules in decades and delivers on policies of the city's General Plan, eight Community Plans, Action 29 of the city's O'ahu Resilience Strategy, and Actions 4 and 7 of the city's Multi-Hazard Pre-Disaster Mitigation Plan;
- Received, in partnership with the city's eight-agency One Water Panel, the U.S. Water Alliance's 2022 U.S. Water Prize in the Outstanding Public Sector Organization category, recognizing the city from more than 160 nominees for its commitment to sustainable water management and its innovative and collaborative solutions regarding the city's climate change adaptation one water policy (ROH § 2-10.13(b)(1) (Ordinance 20-47)); this policy was established through collaborative efforts of various city agencies and community input, and aims to efficiently tackle climate change impacts and preserve freshwater resources through holistic water resource management, encompassing stormwater, wastewater, freshwater, graywater, and recycled water; the city's interdepartmental One Water Panel coordinates and integrates climate adaptation into water infrastructure planning and design;
- Participated in scoping sessions that helped shape the U.S. Department of the Interior's grant solicitation for the $25 million in funds from the federal Inflation Reduction Act (2022) designated to help build capacity within the Native Hawaiian community to increase resilience in the face of climate change;
- Facilitated the city's Equity Foundations training for city employees, which hosted 35 participants from 12 city departments and agencies in a five-week series to gain an understanding of foundational equity concepts related to local government's role in mitigating disproportionate negative impacts to marginalized communities, and provided participants tools for addressing existing and avoiding future inequities in city programs, processes and operations;
- Initiated city and communitywide planning processes, in collaboration with the Department of Emergency Management, to develop a Long-Term Disaster Recovery Plan; this is a critical step toward establishing an operational framework that will support equitable and efficient long-term recovery post-disaster and islandwide resilience as envisioned in Action 19 of the city's O'ahu Resilience Strategy and portions of Ordinance 20-47 (ROH § 2-10.11); the framework will organize transition from immediate response to long-term recovery needs, create a recovery roadmap for government agencies, nonprofit organizations, and others involved in long-term disaster recovery, create a tool kit of federal and state recovery resources to aid city and community leaders through the recovery process, and provide recommendations for updating city policies, procedures and development standards for post-disaster risk mitigation;

- Conducted, in partnership with Kapiʻolani Community College Center for Resilient Neighborhoods (CERENE) and University of Hawaiʻi at Mānoa Department of Urban and Regional Planning, an equitable and inclusive community engagement and outreach process for the Resilience Hub Action Plan; this project is the first step toward developing a community-driven Resilience Hub Network, advancing Action 15 of the city's Oʻahu Resilience Strategy; more than 3,000 residents were engaged across 110 events, including 16 focus groups and regional workshops hosted by community-led organizations across Oʻahu; the engagement process led by CERENE empowered community resilience and disaster preparedness, provided education and support, generated social capital and a sense of community, and supported intergenerational learning and exchange;
- Expanded implementation of the Oʻahu Compost Project, a Chinatown pilot project in collaboration with community partners and the Department of Environmental Services, with more participating restaurants; through Oʻahu Compost Project, Chinatown edible, quality excess foods are recovered and redistributed to feed people, and food scraps are collected and composted in Hawaiʻi's first in-vessel composting unit, which produces valuable soil amendment products for farmers; three restaurants participated at the start of the project, and the group quickly grew to include nine Chinatown facilities;
- Launched, with the Office of Economic Revitalization, the Oʻahu Good Food Program to facilitate institutional purchasing of local agriculture products with semiannual events and purchasing power commitments; the program quickly grew from large institutions such as schools and hospitals to also include the hospitality industry; the amount of local food that these sectors purchase is analyzed, and committed participants baseline local food purchasing and set targets to increase that amount while finding key leverage points to grow sustainable local agriculture;
- Conducted six community food discussions across Mākaha, Waiʻanae, and Nānākuli, bringing together growers and producers, residents, and community-based service providers; these microsummits were held to gather information toward the development of an Oʻahu food access plan, and empowering communities to build regional and individual food resilience; the next round of community food discussions are scheduled for Waimānalo, Kalihi, Waipahu, and the North Shore;
- Established a Better Buildings Benchmarking Program, adopted by Ordinance 22-17, in close partnership with building industry stakeholders and utility partners, requiring commercial and multifamily buildings 25,000 square feet and larger to annually report their energy and water use to the city to reduce greenhouse gas emissions from existing buildings, advance resource conservation and efficiency, and improve utility cost savings;
- Implemented an outreach campaign for the first cohort of 430 buildings 100,000 square feet and larger that were required under ROH § 16C-1 (Ordinance 22-17), Better Buildings Benchmarking Program, to report annual energy and water use data to the city by June 30, 2023, in order to ensure accessible and efficient resources for compliance, including collaborating with utility partners and industry stakeholders, creating a comprehensive webpage with instructional resources, presenting to and engaging multiple times with the commercial, medical, and residential building sectors, providing courtesy mailers and Help Desk hours, and building an Under Resourced Building Support Program for equity assistance;
- Developed and introduced an update to the city's Building Energy Conservation Code via Bill 4 (2023), in partnership with the Department of Planning and Permitting and in coordination with sector experts and advocates, containing local amendments to the International Energy Conservation Code and State Energy Code that advance energy efficiency and better prepare new buildings for the impacts of climate change while supporting long-term affordability, including support for grid interactive buildings, affordable rooftop solar technology and electric vehicle readiness, and code simplifications for reduced costs and ease of compliance;
- Conducted fleet electrification workshops with city agencies that consume the most fuel to enable the development of Departmental Fleet Infrastructure Prioritization Strategies to identify each agency's key next steps in the process of fleet electrification; this work aligns Mayor Blangiardi's city and fleet modernization priorities with responsibilities outlined in ROH § 2-10.2(b)(3) (Ordinance 20-47) to coordinate actions across city agencies to support electrification of the city fleet by 2035, which allows the city to lead by example and save taxpayer dollars over time on fuel and maintenance costs, improve performance benefits, improve air quality, and reduce greenhouse gas emissions and climate changing pollution;

- Completed the city's fifth Annual Sustainability Report that measured the 2022 performance in meeting established citywide objectives and targets in the areas of sustainable city operations, climate action, clean transportation, climate resilience, food security, waste management, and disaster preparedness; for the first time, the report was delivered in a fully online digital dashboard that allows for more datasets, enables users to engage with data in greater detail, and is expected to streamline the annual reporting process for future years (www.resilientoahu.org/sustainabilityreport).

MAYOR'S OFFICE OF CULTURE AND THE ARTS

Ke Keʻena Moʻomeheu a me ka Pāheona

C. Makanani Salā, Executive Director

POWERS, DUTIES AND FUNCTIONS

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

MOCA is the liaison for the Commission on Culture and the Arts (CoCA), and follows the same objectives: to assist the City and County of Honolulu in attaining national pre-eminence in culture and the arts; to assist the city in the preservation of the artistic and cultural heritage of all its people; to promote a community environment that provides equal and abundant opportunity for exposure to culture and the arts in all its forms; and to encourage and provide equal opportunity for the development of cultural and artistic talents of the people of Honolulu. To accomplish these objectives, MOCA manages the Art in City Buildings program, oversees art and cultural programming, and partners with community organizations.

CoCA determines the acquisitions funded by Art in City Buildings and the acceptability of works of art offered as gifts to the city. Additionally, CoCA makes recommendations both on the aesthetic standards of city facilities and regarding the preservation, advancement and dissemination of culture and the arts to the citizenry of Honolulu.

MOCA administers the city's International Relations and the Sister City program. Since 1959, Honolulu's Sister City Program has grown to more than 30 partnerships on six continents, all of which are based upon a direct historical, cultural, or ethnic connection to the people of Oʻahu. These relationships promote international cooperation through the sharing of mutually beneficial ideas, technologies, and strategies that improve our economy and the quality of life for our residents.

Art in City Buildings

The Art in City Buildings collection holds 1,092 active works of art, four of which are loans, with an estimated total value of $13 million. A collection database is accessible online through the agency's webpage on the city website.

ACCOMPLISHMENTS

- Produced the 38th annual Honolulu City Lights in December 2022, welcoming back the Public Workers' Electric Light Parade for the first time since 2019;
- Hosted a King Kamehameha III (Kaukeaouli) Lei Draping ceremony convening approximately 300 community members to honor Kamehameha III on his birthday, the Parade of Champions honoring Honoluluʻs Little League World Series champions attended by over 2,000 people, and the Mayorʻs Remembrance Walk for 9/11 victims attended by approximately 1,000 people;
- Managed approximately 300 events and meetings in the Mission Memorial Auditorium, the Mission Memorial Building Hearings Room, and Frank F. Fasi Civic Center Grounds with a combined attendance of more than 15,000 people;
- Partnered with Hawaiʻi State Art Museum to produce an event series Pāʻina Pōʻalima celebrating Pasifika art, culture, and food that was attended by more than 1,500 people;
- Presented 13 community art exhibitions in Honolulu Hale and Kapolei Hale, partnering with Hawaiʻi-based artists and organizations including the Correction Arts Re-entry Program, Korean American Foundation, Aupuni Space, Koa Ike, Mele Murals, Wisdom Circles Oceania, Sierra Club, Korean Art Association, and Hawaiʻi Quilt Guild;
- Facilitated a series of events and initiatives dedicated to encouraging the use and vitality of ʻŌlelo Hawaiʻi (Hawaiian Language) including enacting Hawaiʻi Act 170, recognizing ʻŌlelo Hawaiʻi as Hawaiʻi's indigenous and first language, in the City and County of Honolulu, hosting a series of free ʻŌlelo Hawaiʻi classes for city

employees and community members attended by more than 2,000 participants, holding the first exhibition dedicated to Mahina ʻŌlelo Hawaiʻi (Hawaiian Language Month) with commissioned artworks by Kauwila Mahi and Ualani Davis, and reviving the Aloha Oʻahu mele competition;

- Conducted 25 international courtesy visits with various cities and organizations that pursued City and County of Honolulu support including conducting the first in-person visit with Sakaimachi City, Japan, since becoming a Sister City after their virtual signing in 2022;
- Invited more than 11 Japanese Sister Cities to participate in the 2023 Sister City Summit;
- Performed approximately 80 conservation maintenance treatments on public art with major restoration on “Makahiki Festival” (c.1935) mural by Robert Lee Eskridge and “A School Boy in Hawaii” (2007) statue by Chu Tat Shing depicting the 13-year-old Sun Yat-sen carrying books, and restoring the landscaping surrounding the “Queen Kapiʻolani” (2001) statue by Holly Young;
- Acquired seven new artworks in the Art in City Buildings collection, including a bronze statue titled “Lāhui”(1993) by Sean K.L. Browne, a bronze statue titled “ʻAno Lani: ʻAno Honua” (1993) by Frank Sheriff transfered by the State Foundation on Culture and the Arts, and two digital prints by Kauwila Mahi and three photographic prints by Ualani Davis purchased by MOCA.

OFFICE OF ECONOMIC REVITALIZATION

Ke Keʻena Hoʻomohala Waiwai

Amy Asselbaye, Executive Director
Kymberly Sparlin, Deputy Director

POWERS, DUTIES AND FUNCTIONS

The Office of Economic Revitalization's (OER) work is focused on planting the seeds of a post-COVID economy that is more environmentally sustainable, less reliant on tourism, more adaptable to emerging technologies, and better able to provide good jobs for our people.

Small Business and Economic Recovery

OER supports growth for businesses and communities by connecting them with resources and developing programs to create a more resilient economy. This includes providing the public with access to information, technical assistance to small businesses, job training and job placement, and building the market infrastructure for locally made products.

Sustainable Agriculture and Food Systems

OER is focused on increasing agricultural production to provide Oʻahu residents with more locally grown products, to better care for our place, and to increase access to value-added Hawaiʻi products for residents and visitors.

OER works closely with all stakeholders in local agriculture to capitalize on agricultural funding opportunities from state and federal agencies, and collaborates with the state and private partners on issues of mutual concern. OER looks at all aspects of the food system from production through food waste remediation, fulfilling the agricultural needs of Oʻahu and identifying key leverage points that, through timely program implementation and key policy changes, will create a sustainable food system.

Innovation and Technology Sector

Oʻahu is the state's innovation and economy hub, representing 75% of the statewide innovation market. OER is partnering with community organizations to develop a thriving innovation and technology sector on Oʻahu that can simultaneously fulfill the goals of a more diverse and fair economy, local job creation and talent retention, and the cultivation of place-based, culturally relevant, and innovative solutions to social and environmental problems.

Workforce Development

All OER activities are aimed at establishing good jobs that will transition Oʻahu's economy away from the 20th century toward a more promising, emerging economy. OER defines a good job as one that provides financial security with benefits that enhance the quality of life, is conducive to a healthy family and community, is attuned to the changing world, and adds to the community and environment more than it subtracts.

Regenerative Tourism

OER has begun to define the city's role in a new model of tourism that protects our environment, lifts up local culture, and offers good jobs for our people. OER manages the city's role in the Oʻahu Destination Management Action Plan (Oʻahu DMAP), which was established by the Hawaiʻi Tourism Authority. The Oʻahu DMAP details a new community-based approach that aims to rebuild, redefine, and reset the direction of the hospitality industry.

Pacific Islander Outreach

OER's Pacific Islander community liaison helps bridge the gap between the Pacific Islander community and the city. The liaison focuses on programs to provide language and culturally appropriate outreach for public health, economic development, and wraparound social support. The liaison works closely with the state and other city departments to create better understanding and interactions with our most newly immigrated populace and ongoing connections to Pacific Island nations such as the Federated States of Micronesia, Republic of the Marshall Islands, and Palau.

Business and Constituent Educator Team

The Business and Constituent Educator (BCE) team is the central point of contact for O‘ahu’s small businesses. Whether a business needs support in hiring new staff, training current employees, or pivoting its business strategy for the emerging and digital economy, the BCE team can help. They work closely with the Small Business Administration (SBA), SBA service providers, neighborhood business associations, and the chambers of commerce on O‘ahu.

Honolulu Film Office

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

ACCOMPLISHMENTS

- Continued managing the $304 million federally funded Rental and Utility Relief Program (RURP), which the U.S. Department of Treasury has recognized as one of the nation’s top-performing rent and utility relief programs; RURP served approximately 5,369 families during Fiscal Year 2023 and injected more than $39 million into the local economy; approximately 87% of RURP families earn at or below 50% of Honolulu’s area median income, according to data from the second quarter of 2023;
- Awarded $7.74 million in O‘ahu Business Recovery (OBR) grants to 401 small businesses that struggled financially because of the COVID-19 pandemic; 58% of small businesses had less than $1 million in annual revenue, and 60% of businesses were owned by minority or unrepresented communities including women, veterans, or LGTBQ; and $10 million in OBR grants will be awarded;
- Launched the O‘ahu Good Food program for which the city and 25 organizations pledged their support; these organizations will collect data and report back by December 2023 on how many local products Oahu’s large institutions are purchasing to establish a baseline to measure improvements in local food purchases, and OER continues to recruit other organizations that are interested in measuring and increasing the percentage of local food they purchase;
- Awarded 66 small farmers, ranchers, and growers $3 million in agriculture grants in the city’s inaugural agriculture grant program; OER and community partners held nine grassroots application events to prepare farmers to apply, translating applications into Cantonese, Hawaiian, Ilocano, Lao, Samoan, Tagalog, Thai, and Tongan, and 127 agriculture producers submitted applications;
- Started the Oahu Digital Equity Coalition and the city’s role in community engagement for the development of the state’s broadband initiative leveraging more than $400 million in federal funding for broadband infrastructure deployment to unserved and underserved areas, and to address the community feedback for a comprehensive digital equity and literacy program to provide internet access to all;
- Assisted 2,223 small businesses in navigating the systems of the city and our partners, and connecting them with resources to find qualified workers, secure access to capital, and pivot their business strategy, held 16 online talk story sessions for small businesses, and began holding office hours twice a month at Kapolei Hale and at Hub Coworking Hawai‘i in Kaka‘ako to reach businesses that operate solely from home or online;
- Led 13 online talk story sessions for the Pacific Islander community, reaching more than 20,000 viewers on essential topics such as how to get a good job with the city’s Department of Parks and Recreation, Honolulu Police Department, and the Hawaii Department of Education, understanding the city’s motor vehicle registration, driver’s license and state ID services, the permit application process for activities in city parks, renewing Med-QUEST health insurance, and other vital subjects;
- Developed the $2 million COVID Family Funeral Assistance Program to help Compacts of Free Association members with funeral costs when a family member dies because of COVID-19;
- Awarded $5 million to the University of Hawai‘i Community Colleges for Good Jobs Hawai‘i to help O‘ahu residents get job training and placement in high-demand fields such as healthcare, skilled trades, and clean energy with an emphasis on equity, higher wages, and providing wraparound services;

- Developed the Get Around O‘ahu website in collaboration with the Hawai‘i Tourism Authority, the O‘ahu Visitors Bureau, and the city’s Department of Parks and Recreation, Department of Transportation Services, and the Office of Climate Change, Sustainability, and Resiliency; the site will help visitors and local residents travel safely around O‘ahu using more sustainable modes of transportation including TheBus, Skyline, bicycles, walking, trolleys, and ride-sharing;
- Contributed to O’ahu’s economic diversification through the film, television, and media sectors with calendar year 2022 statewide film industry direct expenditures of approximately $483 million, of which about $390 million can be attributed to O’ahu;
- Implemented a cloud-based permitting system to modernize the Honolulu Film Office’s interactions with the industry, and facilitated hundreds of filming requests for high-end television series and major motion pictures, the majority of which consisted of complex multiagency coordination, with a less than 1% complaint rate.

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OFFICE OF HOUSING

Ke Keʻena Hoʻolālā Kūkulu Hale

Trish La Chica, Executive Director (July – August 2022)
Denise Iseri-Matsubara, Executive Director (March 2023 – present)

POWERS, DUTIES AND FUNCTIONS

The Office of Housing (HOU) drives policy and strategy by engaging in cross-sector collaboration to stimulate the acquisition, development, and preservation of affordable housing. This includes the creation of pathways out of homelessness that lead to permanent housing solutions.

From the time the office was established in 2010, HOU primarily focused on coordinating outreach and program services to assist residents experiencing homelessness and assisted the city's managing director in coordinating the Affordable Housing Working Group (AHWG) activities to foster cross-departmental collaboration.

HOU experienced a major transformation with the hiring of a new executive director and additional staff during the last quarter of Fiscal Year 2023. The office shifted focus to increasing and preserving Oʻahu's housing supply by establishing a mission and vision for housing to drive unprecedented investment in three pillars of housing: the acquisition of affordable housing units, the creation of new housing units, and the preservation of existing affordable units. HOU leads the AHWG and a variety of subcommittees to focus on project delivery and measuring program progress.

To address Oʻahu's long-standing housing crisis, the city is working closely with appropriate state and federal government agencies, along with private developers and other stakeholders, to leverage resources and expertise. HOU is exploring strategies to break down barriers, incentivize production, and reform policies, while also evaluating the effectiveness of city housing ordinances, policies, and administrative rules. The office is working with the appropriate departments to drive necessary changes to become more efficient and effective in generating more housing.

ACCOMPLISHMENTS

- Established a mission and vision for housing to provide clarity and foresight to drive decision-making for all city departments performing housing functions;
- Prioritized the rehabilitation and activation of Varona Village, Iwilei Resource Center, and Waikīkī Vista;
- Formed a production goal for housing of approximately 18,000 units between FY 2022 and 2029 to enable the city and the public to track overall progress;
- Led AHWG meetings to foster cross-sector collaboration among city departments to drive housing projects to completion and change the internal mindset from being a regulator to being a facilitator when it comes to housing development;
- Led the collaboration between the city and the state Department of Health Adult Mental Health Division to establish a behavioral health crisis center and supportive housing in the city's Iwilei Resource Center, a landmark collaboration between the city and state to tackle three major issues affecting our community – homelessness, mental illness, and substance use;
- Drove collaborative efforts with the state on programs critical to addressing the housing crisis, including the private activity bonds program as a mechanism to promote affordable housing development and methods to increase the supply of permanent supportive housing;
- Assembled a working group of city department heads and leaders with expertise and knowledge in the fields of housing development and organizational management to brainstorm ideas for restructuring the city's housing functions to more effectively and economically implement the city's housing efforts in a more coordinated, aligned, and consistent manner;
- Engaged the University of Hawaiʻi Economic Research Organization to develop and maintain a database of Oʻahu's subsidized and price-restricted housing units so that policymakers, administrators, and the broader community will benefit from having a single source for housing information that is easily accessible and free of charge;

- Resurrected monthly meetings of the County Housing Directors and Administrators group to facilitate the exchange of best practices and housing project updates in each county, and articulate important housing program information from the U.S. Department of Housing and Urban Development and the U.S. Department of Agriculture rural development programs;
- Developed new housing policy detailing strategies to increase the housing supply on O‘ahu, including strategic acquisitions, reviving and enhancing the city’s housing finance programs, process improvements aimed at accelerating permit review and approval procedures, capitalizing on partnerships, and regulatory reform to promote the production of housing;
- Produced and submitted to the City Council in February 2023 a Homeless Strategic Plan outlining the city’s approach to homelessness by identifying methods that layer upon existing programs and services to form more comprehensive strategies, acknowledging there is no “one-size-fits-all” solution, and seeking innovative ways to collaborate with other levels of government, nonprofit organizations, and additional community partners to ultimately create a system that meets an individual’s specific needs to end their homelessness;
- Distributed 20,000 Homeless Help Cards to individuals experiencing homelessness, homeless outreach service providers, medical and mental health care agencies, the state judiciary system, social service organizations, other nonprofits, businesses, and neighborhood boards;
- Commenced work on overhauling the HOU webpage to be more vibrant and appealing with relevant information.

ROYAL HAWAIIAN BAND

Ka Pāna Aliʻi ʻo Hawaiʻi

Clarke L.K. Bright, Bandmaster

POWERS, DUTIES AND FUNCTIONS

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

RHB is made up of 40 full-time positions and functions as a concert band, parade 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, head librarian, assistant librarian, field coordinator, and an office assistant III. With the exception of the bandmaster and the office assistant III, all the positions listed are dual positions – they are musicians in the band and also perform their administrative and staff responsibilities.

ACCOMPLISHMENTS

- Collaborated with Kamehameha Schools Children's Chorus as a featured group in the Hawaiian Airlines preflight video showcasing prominent local artists;
- Produced a large scale, formal concert at the Hawaiʻi Theater titled "E Kani Mau" (To Resound Forever), a historic performance on Oct. 14, 2022, featuring the RHB and appearances by many local artists, including one of the final formal performances by the late Danny Kaleikini;
- Performed as a featured group on the flight line of the Kāneʻohe Bay Air Show featuring the U.S. Navy Flight Demonstration Squadron, the Blue Angels;
- Provided musical services for the Dec. 5, 2022, inauguration of Governor Josh Green, M.D.;
- Resumed concert performances at senior care facilities as part of the city's Age-Friendly Honolulu initiative prompting active aging, intergenerational connections, community engagement, and inclusion through city department and community projects and programs;
- Increased educational outreach through additional school concerts at preschools, elementary, middle and high school venues as part of the city's Age-Friendly Honolulu Initiative;
- The Royal Hawaiian Band was the featured subject on KHII televison program "Aloha Authentic" with host Kamaka Pili that included interviews with current Bandmaster Clarke Bright, former Bandmaster Aaron Mahi, and local artists such as Kuʻuipo Kumukahi and Karen Keawehawaii;
- Collaborated with the Mayor's Office of Culture and Arts to provide muscial services at numerous cultural events on Oahu as part of city efforts to enhance the quality of life for City and County of Honolulu residents;
- Achieved an unprecedented success in filling vacant positions equaling 18% of the RHB in conjuction with the city's employment initiatives;
- Continued to modernize office technology and improved efficiency through the digitization of aging music manuscripts and improved storage utilization;
- Provided musical services for the inaugural opening of Skyline, the city's rail system.

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DEPARTMENTS & AGENCIES

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BOARD OF WATER SUPPLY

Ka ʻOihana Wai

Bryan P. Andaya, Chair; **Kapua Sproat,** Vice Chair; **Nāʻālehu Anthony, Max Sword, Ray C. Soon** (July – September 2022), **Jonathan Kaneshiro** (October 2022 – present), and Ex Officio Members:

Jade T. Butay (July – December 2022)
Edwin H. Sniffen (January 2023 – present)
Dawn B. Szewczyk (July 2022 – April 2023)
Warren K. Mamizuka (May 2023 – present),

Ernest Y.W. Lau, P.E., Manager and Chief Engineer
Ellen E. Kitamura, P.E., Deputy Manager (July – September 2022)
Erwin Kawata, Deputy Manager (October 2022 – present)

POWERS, DUTIES AND FUNCTIONS

The Board of Water Supply (BWS) manages Oʻahu's municipal water resources and distribution system, providing residents with a safe, dependable, and affordable drinking water supply now and into the future. As the largest municipal water utility in the state of Hawaiʻi, the BWS delivers potable and non-potable water to approximately 1 million customers on Oʻahu. The BWS carefully and proactively manages and invests in its intricate system, consisting of 94 active potable water sources, 172 reservoirs and nearly 2,100 miles of pipeline.

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

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

Capital Projects Division

The Capital Projects Division ensures improvements to Oʻahu's municipal water system are designated and constructed in accordance with the BWS Water System Standards; formulates the annual Capital Improvement Program; implements the design and construction of new source, storage, treatment, transmission and distribution facilities; and is responsible for the replacement and upgrade of aging water mains and waterworks facilities.

Customer Care Division

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

Field Operations Division

The Field Operations Division maintains and repairs Oʻahu's water delivery system, which includes all pipelines, valves, fire hydrants, water meters and automatic meter reading components. This division also maintains the BWS corporation yards, reservoirs and control buildings, and conducts landscaping work at all BWS facilities.

Finance Division

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

Information Technology Division

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

Land Division

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

Water Quality Division

The Water Quality Division is responsible for all matters relating to the administration and compliance of O‘ahu’s water system with all drinking water and environmental laws, rules, and regulations, and protecting water quality from contamination entering the potable water system through backflow prevention and the identification and elimination of cross-connections.

Water Resources Division

The Water Resources Division directs long-range water resource and capital planning for O‘ahu’s water system, and ensures the health of O‘ahu’s water resource and distribution system, conserves freshwater supplies, and develops long-term plans and resource management plans, directs water conservation and recycled water programs for the BWS, develops new water sources, and plans for the expansion of water system infrastructure to ensure an adequate water supply for domestic use and fire protection for current and future water users.

Water System Operations Division

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

Office of the Manager and Chief Engineer

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

ACCOMPLISHMENTS

- Conducted 18,323 chemical tests, 21,329 microbiological tests, and collected 24,912 samples from BWS sources, distribution systems, and treatment facilities to ensure all water served is safe to drink; tests performed during Fiscal Year 2023 include regulatory compliance testing, groundwater quality monitoring, and response to customer inquiries about water quality; and protected the drinking water system from any reverse flow of water back into the distribution system by ensuring more than 9,300 backflow prevention assemblies islandwide were tested and functioning properly, and performing 910 field inspections for cross-connections;
- Issued $17.4 million of municipal bonds in March 2023 to finance capital improvement projects, and received $20 million in State Revolving Fund loans;

- Awarded the Kalaeloa seawater desalination facility design-build-operate-maintain project to Kalaeloa Desalco LLC; this first municipal desalination facility in the state of Hawai‘i will be located in Campbell Industrial Park, will have a capacity of 1.7 million gallons per day, expandable to 5 million gallons per day, and is expected to be operational by 2026 to provide a sustainable freshwater supply that supports the city’s ‘Ewa Development Plan directed growth policies with a high quality, drought-proof supply that is resilient to climate change;
- Appropriated nearly $91 million in construction contracts and more than $9 million in professional service contracts for projects to maintain and improve water system facilities, including well and booster stations, reservoirs and corporation yards, and for the systematic replacement of aging and deteriorated water mains and fire protection improvements;
- Initiated design work for more than 3 miles of water main replacements in Ka‘a‘awa, Kāhala, Kapolei, Moanalua and Wailupe Valley, and awarded contracts for the construction of more than 6.2 miles of water main in Diamond Head, Kalama Valley, Moanalua, Nu‘uanu, Pālolo Valley, and Waikīkī;
- Awarded design and construction contracts for renovations and improvements of the following BWS facilities: ‘Ālewa Heights Booster No. 2, Barbers Point 215 Reservoir No. 1, Diamond Head 180 Reservoir, ‘Ewa Shaft Tunnel, Hālawa 550 Reservoir, Hālawa Xeriscape Garden, Hale‘iwa Wells, Honouliuli Wells, Honouliuli Wells II, Ka‘ahumanu Wells, Kailua Heights Booster, Kalihi Corporation Yard, Kapālama Wells, Kunia Wells I, Kunia Wells II, Luluku Wells, Makakilo Booster No. 1, Makakilo Wells, Mānana Wells, Mililani 1150 Reservoir No 1, Mililani 685 Reservoir, Mililani 994 Reservoir No. 1 and 2, Mililani Wells III, Mililani Wells IV, Niu Valley Booster No. 1, ‘Ōpana Wells, Pearl City Booster No. 3, Punalu‘u Wells III, Punanani Wells, Pūpūkea 600 Reservoir, Wahiawā 994 Reservoir, Wai‘alae Iki 1300 Reservoir, Waihe‘e 265 Reservoir, Waimānalo 364 Reservoir No. 1 and 2, Waipahu Wells III, Waipi‘o Acres 808 Reservoir, and Waipi‘o Heights Wells I;
- Awarded a design contract for exploratory wells in Waikele Gulch and construction contracts for exploratory wells in Mānoa and ‘Aiea as possible replacement sources for the Hālawa Shaft due to the Red Hill fuel contamination;
- Maintained system operation without the use of major sources no longer in service for various reasons, such as the Red Hill fuel contamination, that are big contributors to the water system by conducting alternative systematic planning and modeling, and executing manipulations of multiple water system adjustments to reach everyday demands; granular activated carbon repair and replacement of internal materials; renovating chlorinator systems, especially tunnel and well combination stations; and renovating motor control center switch gears to improve efficiency and increase power savings;
- Repaired 353 main breaks, or about 17 breaks per 100 miles of pipeline, and conducted leak detection surveys for 285 points of interest, which resulted in the detection and repair of 428 leaks, including 29 leaks on mainlines, before major property damages or system interruptions occurred, and installed 467 new services, replaced 5,780 meters, and changed out 5,990 water meter components;
- Assisted low-income families and vulnerable households, such as the elderly and disabled, by participating in assistance programs resulting in BWS collection of 251 Low-Income Home Water Assistance Program payments totaling $230,818 and 355 Rental Utility Relief Program payments totaling $637,628;
- Reviewed 8,121 building permit applications, 744 accessory dwelling unit checklists, drafted 152 meter installation sketches for 349 new or relocated meters, and processed Water System Facilities Charge waiver applications for more than 1,800 qualified affordable or homeless dwelling units that totaled more than $2.4 million;
- Improved location accuracy of 43,000 assets such as hydrants, valves, and meters on O‘ahu by completing a project for collecting Global Navigation Satellite System location data for those assets;
- Completed new Security Operations Center migration and implemented recurring phishing tests to reinforce cybersecurity hygiene and increase the utility security.

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DEPARTMENT OF BUDGET AND FISCAL SERVICES

Ka ʻOihana Mālama Moʻohelu a Kālā

Andrew T. Kawano, Director
Carrie Castle, Deputy Director

POWERS, DUTIES AND FUNCTIONS

The responsibilities of the Department of Budget and Fiscal Services (BFS) include: revenue collection from taxes and fees; centralized citywide purchasing; managing the city's cash, investments and debt in a prudent manner; disbursement control to support city agencies in delivering successful projects and programs; long-range financial planning and budgeting; maintaining the city's financial records in accordance with standards; and overseeing equipment inventories to ensure assets are properly accounted for and safeguarded.

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

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

Accounting and Fiscal Services Division

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

Budgetary Administration Division

As required by the Revised Charter of the City and County of Honolulu and under the direction of the Mayor, the BFS Director prepares the operating and capital program and budget together with the necessary budget ordinances, amendments or supplements. The Budgetary Administration Division administers the city's operating budget, which includes the preparation and submittal of the annual executive program and budget to the City Council, as well as analysis and administration of the budgetary management programs for all of the executive agencies of the City and County of Honolulu.

Fiscal Capital Improvement Program (CIP) Administration Division

The Fiscal/CIP Administration Division provides oversight of the citywide financial planning and analysis, with a focus on revenues, debt and provisional costs, and also formulates, reviews, prepares and implements the annual Capital Improvement Program and Budget. The division administers and monitors the U.S. Department of Housing and Urban Development's Community Development Block Grant (CDBG), HOME Investment Partnerships, Emergency Solutions Grant and Housing Opportunities for Persons with AIDS programs, and project and reporting oversight for the CDBG-funded city projects and activities.

Internal Control Division

The Internal Control Division builds public trust in city government by improving accountability and transparency, promoting cost-effective internal controls to safeguard city assets, and ensuring the accuracy and reliability of financial reporting for internal and public use. The division performs professional and objective examinations and evaluations of the city's financial and operational activities. Internal audit staff members audit, review, and monitor the controls and processes for safeguarding city assets and other processes related to the recording, reconciling, and reporting of financial transactions, and recommend practical changes and cost-effective operational improvements. The internal audit staff also participates in professional development activities and trainings to ensure that the division maintains its competency and proficiency in internal auditing.

Purchasing Division

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

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

The Property Management and Disposal Branch maintains an inventory of all city personal and real property, and effects the exchange, disposal, sale and transfer of surplus equipment. Additionally, the branch assists the Department of Parks and Recreation (DPR) with the management of city-owned parks properties, advises other agencies on city-owned real property, including disposals, rentals, leases, easements and concessions, manages the city housing relocation functions, supports the sponsorship of city assets program, and provides administrative support to the Clean Water and Natural Lands Commission.

Real Property Assessment Division

Chapter 8, Revised Ordinances of Honolulu, relating to the assessment of real property for tax purposes, provides for the Real Property Assessment Division to administer the provisions thereof. It ensures real property assessment values are fair and equitable, based on market value, and in accordance with applicable standards and laws. The division's mission is to annually provide the City Council with a certified assessment roll. The City Council uses this roll to set the tax rates for 10 real property classifications to generate the very important property tax revenues for the city.

Risk Management

Risk Management is responsible for the overall risk assessment, management and financing plan and support services for the city's departments, agencies, staff and business partners, excluding BWS, Honolulu Authority for Rapid Transportation and Oʻahu Transit Services.

Treasury Division

The Treasury Division is responsible for the city's cash management, debt administration and certain accounts receivable. It manages the city's treasury function, and deposits and invests funds as authorized by law. Additionally, the division administers the receivables for real property taxes, Oʻahu transient accommodations taxes, public service company taxes, refuse-disposal and collection fees, special assessments, automotive fuel and maintenance fees, engineering inspector overtime and permit fees, wastewater engineering inspection charges, sewer lateral charges, recovery of road and sidewalk repair, recovery of costs for damaged traffic property, concession agreements and lease rents.

Liquor Commission

The Liquor Commission is administratively attached to BFS and has the sole jurisdiction, power, authority and discretion to grant, refuse, suspend, and revoke any license for the manufacture, importation, or sale of liquor within the City and County of Honolulu. The commission also hears and adjudicates violations of Liquor Laws and Rules committed by liquor licensees.

Oʻahu Workforce Development Board

The Oʻahu Workforce Development Board (OWDB) is federally mandated and federally funded under the Workforce Innovation and Opportunity Act (WIOA) of 2014 to oversee county-level implementation of WIOA at the American Job Center Hawaiʻi (AJCH), formerly known as Oʻahu Work Links. OWDB also assists in the continued expansion of AJCH partnerships to ensure that jobseekers with barriers to employment have increased access to training, opportunities for work experience, and job placement assistance.

OWDB is administratively attached to BFS, but receives guidance and monitoring from the Hawaiʻi Department of Labor and Industrial Relations, Workforce Development Council.

ACCOMPLISHMENTS

- Received the Certificate of Achievement for Excellence in Financial Reporting from the Government Finance Officers Association of the United States and Canada (GFOA) for the fiscal year ended June 30, 2021, and also received the Distinguished Budget Presentation Award for Fiscal Year 2023 Budget from the GFOA, recognizing the city's preparation of the highest quality budget documents that excel as a policy document, financial plan, operations guide, and communication tool;

- Completed and issued the city's Annual Comprehensive Financial Report for the Fiscal Year Ended June 30, 2022, with an unqualified opinion from the auditors, which has been submitted for consideration for the Certificate of Achievement for Excellence in Financial Reporting Program from the GFOA;
- Received a three-year Quality Public Procurement Department accreditation from the National Institute of Governmental Purchasing Governing Board, formally recognizing the city's excellence in public procurement and BFS' commitment and adherence to accepted best practices in the areas of responsibility, mission and organization, automation and e-commerce, processes and continuous improvement, and professional staff and development; BFS is the only purchasing department in the state to receive the accreditation, further recognizing the BFS purchasing division as an elite group of only 160 government agencies to attain this distinction;
- Advocated for the adoption of a $3.4 billion executive operating budget in FY 2024 through strategic framework and budget reviews, which successfully funded Mayor Blangiardi's priorities, including: affordable housing and homelessness, public health and safety, transit and transportation, culture and recreation, modernizing information technology infrastructure, government efficiencies and transformative change, administrative improvements to scrutinized issues at the Department of Planning and Permitting, and filling staff vacancies across the City and County of Honolulu;
- Successfully advocated for the adoption of the FY 2024 CIP budget of $1.3 billion focusing on affordable housing and facilities for sheltering and wraparound services for the homeless, waste water and solid waste facilities improvements, highway and public safety facilities improvements, TheBus and TheHandi-Van acquisitions, parks and recreational facility improvements, energy conservation and sustainability, and expansion of smart computerized traffic control and safety systems and broadband;
- Assessed 302,092 tax parcels for Assessment Year 2023, granted 170,797 exemptions as of Oct. 1, 2022, and collected real property taxes of more than $1.5 billion with a consistently low delinquency rate;
- Issued $244.5 million in general obligation bonds in August 2022, while maintaining the city's general obligation bond rating of AA+ for Fitch ratings and affirming the city's strong credit worthiness, prudent fiscal management and very stable real property tax revenue base;
- Launched a new and improved online payment portal on March 1, 2023, for submitting Oahu Transient Accommodation Tax (OTAT) payments, delivering improved taxpayer payment support in the administration of the OTAT that exceeded $90 million in revenue collections for FY 2023;
- Provided guidance and consultation to city agencies to develop, implement and monitor the recording, reconciling, and reporting processes related to the Department of Information Technology's (DIT) online payment platform known as HNLPay, and the acceptance of credit and debit card payments for more city services and products;
- Implemented a successful pilot project to receive and pay Hawaiian Electric invoices electronically for DPR through robotic processing automation that will soon be expanded to other departments;
- Coordinated and facilitated, together with the Department of Human Resources and DIT, the successful implementation of a pilot project to have employees enter timesheets directly into the city's Enterprise Resource Program that eliminates the need for paper timesheets, with plans to expand this process to more agencies;
- Successfully launched an online payment portal system for real property taxes that lowers credit card and e-check payment convenience fees for taxpayers and allows real property taxes to be available yearlong;
- Coordinated program to initiate the acceptance of the Japan Credit Bureau credit card for online reservations and in-person admission fees at the Hanauma Bay Nature Preserve;
- Conducted a review of the city's bank reconciliation process relating to the HOLO Card program to assist in the resolution of approximately 2,300 unreconciled and unrecorded credit and debit card transactions totaling more than $5 million, and also recommended revisions to operational procedures to improve the recording and reconciling processes to ensure that the program's financial reporting is timely, accurate, and reliable;
- Initiated recommendations to the city's bank reconciliation process through citywide collaborative efforts in standardizing recording and reporting standards and procedures related to credit and debit card deposits that significantly enhanced operational efficiencies for bank reconciliations;

- Monitored the Multi-Family Housing Bond Program to ensure the housing projects' compliance with regulatory agreements executed by the city, which assists in the efforts to expand the affordable housing program;
- Introduced a new data dashboard on the Liquor Commission website that displays each licensing investigator's queue of assigned new and pending liquor license applications and requests, and will provide weekly completion metrics for agency and public review, which will provide the Liquor Commission with performance baseline for improvement with additional data points in FY 2024 and provide transparency to the public;
- Continued development of the Liquor Commission Information System, with deployed enforcement and auditing modules, online submission of complaints, enhanced audit function, and enhanced user interface with online submission of licensing applications;
- Received, reviewed, and began response to the "Liquor Administration Enforcement System Review; Report of Findings & Recommendations" conducted by Hui Chen, an internationally renowned leader in ethics and compliance, which is available online at https://www.honolulu.gov/rep/site/bfsliq/bfsliq_docs/LIQ_Report_Final_20230627.pdf.

DEPARTMENT OF COMMUNITY SERVICES

Ka ʻOihana Lawelawe Kaiāulu

Anton C. Krucky, Director
Aedward O. Los Banos, Deputy Director

POWERS, DUTIES AND FUNCTIONS

The Department of Community Services develops and administers projects, programs and plans of action for human resources, human services and housing programs; develops and administers projects, programs and plans of action designed to achieve sound community development that conform to and implement the general plan and development plans; administers grants awarded from the Grants in Aid Fund and Affordable Housing Fund; and implements federal and state-aided human resources, human services, housing, urban renewal and community development programs.

The department manages many funds delivered to the city by U.S. Department of Housing and Urban Development, U.S. Department of the Treasury and state of Hawaiʻi. These funds make up the large majority of the department's revenue for deployment. With these funds and city funds, the department serves our keiki to kūpuna and our homeless to housing and affordable housing.

The department consists of five divisions: Community Assistance, Community Based Development, Elderly Affairs, WorkHawaiʻi, and the Office of Grants Management. Administrative support is provided through the department's Administrative Services Section. In addition, the following committees are attached administratively to the department: Mayor's Honolulu Committee on Aging, Honolulu County Committee on the Status of Women, and the Grants in Aid Advisory Commission.

Community Assistance Division

The Community Assistance Division provides: rental assistance to eligible low-income families participating under the federally funded Section 8 programs, which consist of Housing Choice Voucher Program, Family Self-Sufficiency Program and Homeownership Option Program; decent, safe and sanitary housing for low- and moderate-income households through the Rehabilitation Loan Program that provides interest-free loans to homeowners to repair their homes to meet housing standards; and the Down Payment Loan Program that provides interest-free loans to low- and moderate-income families to help them achieve homeownership.

Community Based Development Division

The Community Based Development Division works in partnership with nonprofit agencies, private for-profit enterprises, and other government agencies to fund affordable and special needs housing, shelter, and supportive services for people in need. Federal and city funds are awarded for acquisition and rehabilitation of existing affordable housing, construction of new affordable housing developments, and leasing of city-owned special needs housing projects. The activities are funded from the Affordable Housing Fund, Community Development Block Grant (CDBG), HOME Investment Partnerships, Housing Opportunities for Persons with AIDS, and Housing Trust Fund programs. Federal support from the Emergency Solutions Grants program provides financial support to shelter operations and social services to rapidly rehouse persons and families experiencing homelessness, and to prevent homelessness. The division administers city general funds to support homeless initiatives, including rental assistance and case management for chronically homeless persons, housing navigation from shelter to permanent housing, hygiene services and outreach to persons experiencing homelessness.

Elderly Affairs Division

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

The division also co-coordinates the Age-Friendly Honolulu initiative with the University of Hawaii Center on Aging. The initiative changes mindsets about aging by empowering kupuna, promoting intergenerational engagement, and supporting accessibility and inclusion for all. It is a public/private initiative, collaborating with both city departments and community organizations, and codified in ordinance 18-36 (2018).

WorkHawaiʻi Division

The WorkHawaiʻi Division's mission is to develop a quality workforce for Honolulu's businesses, and empower adults and youth to develop the necessary work skills that align with the current and future needs of employers. The division is the lead agency of the American Job Center Hawaiʻi and provides a broad range of workforce development and related services that address the needs of job seekers and workers, especially individuals with multiple barriers to employment. Businesses are active partners in addressing the challenges of talent and skill shortages to ensure that workforce development efforts meet the employer-identified needs. WorkHawaiʻi also provides services to keep young people from further involvement in the justice system, assists communities with addressing substance abuse among young people, and arranges housing and other related assistance for individuals and families experiencing homelessness.

Office of Grants Management

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

ACCOMPLISHMENTS

- Hosted a panel at the 2023 Department of Housing and Urban Development CARES Act Conference on how to best use Community Development Block Grant – CARES Act funding for activities aimed at preparing for and preventing significant impacts of future pandemics or surges from emerging coronavirus variants, and providing guidance on meeting the resilience consultation requirement when developing a consolidated plan;
- Participated in a forum hosted by the Federal Deposit Insurance Corporation and Federal Reserve Bank of San Francisco highlighting homeownership resources, including down payment assistance programs, homeownership counseling services, and affordable mortgage programs and projects in Hawaii, and strengthening referral networks between government agencies, community-based organizations, nonprofits, and financial institutions;
- Continue to manage multiple initiatives dedicated to reducing homelessness by preventing people from falling into the cycle of homelessness, and helping to lift people out of homelessness; through these efforts, overall homelessness has decreased nearly 20% from its high point in 2017; since 2015, veteran homelessness has decreased by 44%, homelessness among our keiki population has decreased by 58%, and family homelessness has decreased by 60%; and nearly 75% of the total homeless population were single adults, or people in adult-only households;
- Opened the state's first medical detox facility of its kind in Iwilei, called ʻImi Ola Piha, which provides 24-hour care for up to eight homeless residents at a time, with withdrawal and psychiatric medication, counseling support services, and security for the staff and patients; this triage center with stabilization beds is instrumental in freeing up overburdened hospitals and prisons;
- Administered 131 grants to nonprofit agencies that provided services to the most vulnerable populations that include but are not limited to seniors, persons with disabilities, children, victims of domestic abuse, homeless persons, and those suffering from the effects of substance abuse or poor mental health; and contracted 61 new grants of more than $9.2 million to assist this population;
- Provided administrative support to the Honolulu Committee on the Status of Women, the Grants in Aid Advisory Commission, and continued to assist the Department of Land Management with planning a child care center in a proposed affordable housing project in Royal Kunia;
- Administered the Nonprofit Relief Program to organizations that experienced a COVID-19 loss, distributing $4.1 million of assistance funding;

- Implementing an early childhood education strategic plan and seeking qualified candidates to execute the plan to address the great need for child care on Oahu;
- Provided rental assistance to 222 families who were homeless, at-risk of homelessness, fleeing or attempting to flee domestic violence, dating violence, sexual assault, stalking, or human trafficking, or were recently homeless or had a high risk of housing instability; assistance included subsidies for rent, security deposits, utility expenses and arrearages, rental application costs, and moving expenses, and 93% of Emergency Housing Voucher program participants located and leased a unit within 120 days;
- Reopened the Housing Choice Voucher waiting list to applicants for one week in February 2023, accepting more than 11,000 applications from individuals and families, and randomly selected by lottery 3,000 applicants to create the new wait list;
- Section 8 program served 3,935 eligible low-income families through the Housing Choice Voucher program; 192 families of honorably discharged veterans through the Veterans Affairs Supportive Housing Program; and 42 families of former foster youth aged out of the foster care system through the Family Unification Program;
- Federal Section 8 rental assistance programs paid average monthly rental subsidies of more than $6.5 million to 1,989 registered landlords;
- Provided individualized case management services to 111 Section 8 participant families who wish to get off government assistance through the Family Self Sufficiency (FSS) Program, which managed 74 escrow savings accounts with average deposits of $506 per month, and disbursed $124,020 in escrow savings to eligible FSS families during Fiscal Year 2023;
- Awarded seven loans providing $280,000 to qualifying low- and moderate-income first-time homebuyers through the Down Payment Loan program;
- Received 370 low-income transit fare applications from January to June 2023, and approved 183 applications to provide discounted transit fare HOLO Cards to 219 adults and children;
- Provided 5,865 individuals with information on education, employment and housing opportunities;
- Provided 1,187 individuals with career counseling, education, foundational skill building, or job training that prepared them for employment, college, apprenticeship training or attainment of a GED diploma;
- Assisted 442 employers to connect with job seekers;
- Provided 250 individuals and families experiencing homelessness with rental subsidies, intensive counseling or financial literacy training, and connected them to housing, education, foundational skill building and job training that prepared them for employment;
- Housed 33 kūpuna living on fixed incomes and requiring case management services to help them to avoid homelessness;
- Provided 21 kūpuna who were previously residing in conditions of chronic homelessness with housing and intensive case management services;
- Collaborated with 24 coalitions, associations or agencies to implement services or activities for young people and adults preparing for employment, advance job training, or college;
- Collaborated with nine coalitions or agencies to develop strategies and implement activities to prevent alcohol and drug use by young people;
- Funded 375 Housing First permanent supportive housing units with case management for chronically homeless households, and 36 permanent supportive housing kauhale units for households experiencing homelessness through the Homeless Initiative Unit and partnerships with service providers; provided outreach and navigation to healthcare and case management for 156 individuals experiencing severe mental illness and homelessness; sheltered more than 82 individuals daily at the Hale Mauliola Navigation Center; continued to assist 332 homeless individuals and 372 families with housing assistance; and delivered 65,771 hygienic, laundry and case management services at the Pūnāwai Rest Stop, and continued to provide housing and services in the renovated upper floors that includes a medical clinic with 20 respite beds and 20 permanent supportive housing units; these programs provide rental assistance, hygiene, and shelter for individuals and families struggling on O‘ahu, prioritizing those most in need and those experiencing homelessness;

- Completed the acquisition of a 24-unit apartment building at 360 California Avenue in Wahiawa using CDBG funds; the property will be leased to a service provider for affordable housing or shelter programming for special needs populations;
- Assumed management of the Homeless Outreach and Navigation for the mobile triage and shelter program, which served more than 450 individuals during FY 2023 and placed approximately 250 individuals into shelters, treatment programs, and permanent housing, and extended the program through FY 2024 with state Ohana Zone funds;
- Enrolled 358 households with 847 homeless individuals in the O‘ahu Housing Now program; utilized CARES Act funding to house 312 of these families using the Rapid Rehousing approach, which provides short-term rental assistance and supportive services to assist people in quickly obtaining housing, with fewer than 3% of households returning to homelessness after enrolling in the program;
- Logged 16,798 contacts through the Senior Helpline that resulted in senior citizens receiving services to allow them to age within their homes and communities; the contacts included 7,680 incoming calls, 8,160 outgoing calls, 92 fax referrals, 652 emails, 192 home visits, six in-office appointments, and 16 walk-ins;
- Promoted opportunities for kūpuna social engagement and empowerment through mentoring and volunteering opportunities, reduced stigma through the Dementia Friends program, and partnered with community organizations to promote community issues including pedestrian safety and home accessibility as part of the Age-Friendly Honolulu initiative; the city Grants-in-Aid application process now includes “bonus points” for proposals that are age-friendly, which has led to a network of nonprofit organizations that are engaged with and supportive of Age-Friendly Honolulu.

DEPARTMENT OF THE CORPORATION COUNSEL

Ka ʻOihana Aʻoaʻo ʻAhahuina

Dana M.O. Viola, Corporation Counsel
Renee R. Sonobe Hong, First Deputy Corporation Counsel

POWERS, DUTIES AND FUNCTIONS

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

Counseling and Drafting Division

The Counseling and Drafting Division (C&D) comprises five sections: Infrastructure, Community Services and Real Estate; Personnel and Public Safety; Finance; Land Use; and Transportation.

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

Litigation Division

The Litigation Division (LIT) provides certain legal representation of the city and its officers and employees acting within the course and scope of their official duties in state and federal courts in the state of Hawaiʻi, including trial and appellate courts. LIT processes and, if necessary, litigates certain claims by or against the city and such officers and employees, including tort, contract, civil rights, employment and collection claims. LIT also prosecutes liquor law violations before the Liquor Commission.

Honolulu Ethics Commission

The mission of the Ethics Commission is to ensure that all employees, elected officials and appointed officers demonstrate the highest standards of ethical conduct so that the public may have trust and confidence in the integrity of government. 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. While administratively attached to COR, it operates under its own budget. The commission's annual report can be found on its website, www.honolulu.gov/ethics.

The seven commission members are appointed by the Mayor and confirmed by the council. Commissioners serve staggered five-year terms.

ACCOMPLISHMENTS

- Assisted in re-establishing, after a more than 20-year hiatus, the city's Multifamily Rental Housing Program through private activity bond (PAB) conduit financing; these tax-exempt bonds enable low-cost financing for private borrowers for projects that serve a public purpose, in particular building affordable rental housing; historically, during the 1980s and 1990s, the city was an active conduit issuer of tax-exempt PABs, specifically multifamily housing bonds for new construction or acquisition and rehabilitation for low- and moderate-income individuals and families; multifamily housing bonds continue to be the primary use of the

total volume of tax-exempt PABs issued by the city and the state due to the ongoing demand for affordable rental housing; paired with noncompetitive Federal Low Income Housing Tax Credits (LIHTC) and the competitive Hawai‘i State LIHTC, PABs facilitate the development of affordable multifamily housing and the city’s re-entry into this program ensures sufficient focus on Honolulu-based projects;

- Supported the Honolulu Authority for Rapid Transportation (HART) and the Department of Transportation Services (DTS) in the transfer of the first operating segment of the rail system from HART to DTS, including ensuring that contracts and real property agreements transition from construction to operation and maintenance, and that all necessary arrangements, agreements, authorizations, permissions and protections were in place to begin passenger service;
- Assisted HART with developing, executing, interpreting, and amending its contracts for utility relocation through the city center segment of the project;
- Assisted the Honolulu Police Department in developing and implementing new administrative rules and assisted the council with the “sensitive places” law in response to the U.S. Supreme Court’s ruling in State Rifle & Pistol Association Inc. v. Bruen regarding firearm concealed carry laws;
- Successfully defended the city, both in federal district court and the 9th U.S. Circuit Court of Appeals, in a lawsuit alleging that the plaintiff had a First Amendment right to have an expletive on his personalized license plate;
- Assisted the City Council in drafting Bill 52, Bullying of Youth Prohibited (ROH § 2-44), which prohibits bullying in city programs and on city property, and requires certain city agencies to implement policies and procedures for reporting and responding to incidents of bullying;
- Assisted the Department of Human Resources in drafting SB 211, Relating to the Employees’ Retirement System (Act 46), which ensures that the Employees’ Retirement System include in its calculation of retirement benefits retroactive reinstatement, retroactive recission of suspension, and retroactive payments that are restored to an employee as part of a judicial, administrative, or arbitral proceeding, pursuant to a settlement of claims;
- Advised and assisted the Department of Environmental Services with navigating and responding to wastewater system-related matters, including a force main break, instance of permit noncompliance at the Kailua Regional Wastewater Treatment Plant, and federal and state regulatory inquiries and inspections;
- Negotiated an administrative order on consent to favorably resolve a dispute involving enterococcus exceedances in treated effluent samples at the Kailua Regional Wastewater Treatment Plant in 2021;
- Supported the city’s acquisition of properties to be used for affordable housing, including Waikīkī Vista, a former dormitory building, which will add affordable rental units to the city’s inventory in the Waikīkī area;
- Advised the Department of Community Services in affordable housing matters, including relating to grants, policies, and projects funded by federal, state and city sources;
- Assisted the Office of Climate Change, Sustainability and Resiliency in amending and adopting the 2018 Energy Conservation Code;
- Assisted the Department of Planning and Permitting in the amendment and adoption of the 2018 Uniform Plumbing Code;
- Supported the state of Hawai‘i Land Use Commission (LUC) by filing an amicus curiae brief in support of a declaratory ruling by the LUC stating that farm dwellings may not be used as short-term rentals;
- Successfully defended the Department of Planning and Permitting (DPP) in 12 appeals from the actions of the DPP Director in administering the City Land Use Ordinance and Building Code;
- Assisted in the review and approval of several 201H affordable housing projects;
- Assisted the Department of Budget and Fiscal Services with responses to two fraudulent out-of-sate claims for escheated checks, which are expired and unclaimed checks, claims purportedly from a person in federal custody and the other from a person who was deceased; worked with Treasury to determine the facts in both matters, to establish the documentation necessary to make the payment to the proper party, and to notify the fraudulent out-of-state claimant of the denial of the claim; and referred the fraudulent out-of-state claim, purportedly from a person in federal custody, to the Honolulu Police Department;

- Obtained a defense verdict in a jury trial in Tenari Ma‘afala v. City and County of Honolulu, et al., in the Circuit Court of the 1st Circuit, State of Hawai‘i; the jury found that former Honolulu Chief of Police Susan Ballard did not defame the plaintiff;
- Obtained reversals by the 9th Circuit Court of Appeals of the federal district court’s denial of qualified immunity to a Honolulu Police officer in Hall v. Maioho-Pohina, and two Honolulu Fire Department officials in Ohana Control Sys. v. City & Cty. of Honolulu; in both cases, the 9th Circuit found that the officer and fire officials were entitled to qualified immunity based on the allegations in the operative complaints at issue on appeal;
- Obtained dismissal with prejudice of the city by the United States District Court of Hawai‘i in Dural v. City & Cty. of Honolulu, a lawsuit involving malicious prosecution and other claims in which the June 22, 2023, decision dismissed the remaining state law claims against the city, such that no causes of action against the city remain;
- Obtained a final judgment dismissing the lawsuit Paul H. Aio et al. v. City & County of Honolulu et al., involving negligence and other allegations against several police officers;
- Obtained dismissal of Honolulu Police Department officer defendants and the city via summary judgment motion in Hyer v. City & Cty. of Honolulu, a lawsuit involving a deadly standoff on O‘ahu’s North Shore; the lawsuit was dismissed, subject to plaintiff’s appeal of the U.S. District Court’s rulings;
- Ethics Commission enhanced and expanded ethics awareness among city officers and employees by conducting in-person and virtual specialized, hybrid training for select board members, employees, Councilmembers and their staff;
- Developed training that met continuing legal education (CLE) requirements and enabled city attorneys to receive ethics CLE credit for successfully completing city ethics training;
- Trained 8,260 officers and employees via new and biennial virtual ethics training;
- Rebranded and updated ethics newsletters, brochures, and other outreach materials with Ethics Commission manu-o-Kū (white tern) and compass logo, and streamlined lobbyist laws by removing an unnecessary notary requirement;
- Achieved 100% compliance of annual report filings by 223 registered city lobbyists.

HONOLULU ETHICS COMMISSION	FY 2020	FY 2021	FY 2022	FY 2023
Contacts Reviewed (requests for advice, concerns, misc. inquiries)	536	860	654	662
Contacts Answered (requests for advice, concerns, misc. inquiries)	527	836	629	636
Ethics Concerns Reviewed	90	128	160	81
Employees Trained	6,654	4,972	5,256	8,127
Board, Commission Members Trained	0	151	60	136
Disclosures Reviewed (financial, conflict of interest, outside interest, candidate, nomination, other)	811	1,044	838	858
Ethics Commission Meetings	8	7	9	6
Informal*/Formal Advisory Opinions Issued	195/1	320/3	245/3	280/1
Lobbyist Registrations, Annual Reports Reviewed	419**	401**	464	451

* Staff response to requests for legal advice

** Calendar year totals

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DEPARTMENT OF CUSTOMER SERVICES

Ka ʻOihana Lawelawe Kupa

Kimberly M. Hashiro, Director
Derek Mayeshiro, Deputy Director

POWERS, DUTIES AND FUNCTIONS

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

The department also administers the city's vehicle towing contracts, and manages the Private Transportation Company program, as well as the animal care and control contracts, including animal pound services, and the affordable spay and neuter certificate program.

Motor Vehicle, Licensing and Permits Division

The MVLP Division provides all essential services relating to motor vehicles, trailers, bicycles and mopeds, in addition to the issuance of driver and business licenses and civil identification cards (state ID). MVLP administers and enforces, as applicable, specific programs that impact the public including the abandoned and derelict vehicle programs; the motor vehicle inspection program; the general newsstand and Waikīkī Special District publication dispensing rack programs; disabled parking placard program; and the Motor Vehicle Safety Responsibility Act. MVLP is also responsible for the oversight and implementation of animal control regulations in the city.

Satellite City Hall Division

Nine SCH offices provide convenient access across the island for certain city services. In addition to processing motor vehicle registration and titling transactions, moped registrations, issuing driver's licenses and state IDs, the division offers an array of other services to the public, such as collecting water bill and real property tax payments, providing HOLO card services, passport intake processing, and issuing permits for disabled parking, picnics, and loading zones. The offices also provide information about various city programs.

Public Communications Division

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

ACCOMPLISHMENTS

- Initiated U.S. passport service for the first time ever at a satellite city hall as part of a larger effort to help ease processing delays and meet the international travel needs of nearly 5,000 Oʻahu residents who made online appointments for the service, which has since expanded to three locations;
- Reduced wait times for a road test to obtain a Hawaiʻi driver's licenses to one to two months, from four to six months, by tightening the rules on skipping appointments for the behind-the-wheel exam that 38,125 applicants in the City and County of Honolulu passed in Fiscal Year 2023;
- Redesigned the department's website homepage to make it easier for online users to access information about basic government functions such as registering a motor vehicle and obtaining a Hawaiʻi driver's license, using striking visuals − colors, graphics and large photos − meant to appeal to the changing tastes of younger, mobile-savvy users;
- Relocated the department's administration offices to Kapālama Hale on Dillingham Boulevard from the Mission Memorial Building on King Street, bringing senior management of the department and its divisions together in the same building for the first time as part of larger effort to improve efficiency and effectiveness, and increase departmentwide collaboration and support;

- Continued citywide outreach that resulted in 90% of O‘ahu residents taking advantage of extra time and extended Saturday hours at the department’s service locations to get REAL ID-compliant driver’s licenses and state identification cards necessary to board domestic flights and enter some federal buildings by the enforcement deadline, which was pushed back to May 7, 2025, from May 3, 2023;
- Renewed focus on efforts to ensure that the thousands of personalized license plates issued in the City and County of Honolulu in FY 2023 complied with clear, objective and reasonable guidelines for the number and letter combinations in applications received for the service, and executed public awareness campaign aimed at ensuring that the more than 109,000 titles for vehicles that changed hands across O‘ahu in FY 2023 were properly transferred from sellers to new owners;
- Interacted with more than 24,000 customers, providing them with answers to a variety of questions about city services, and connecting them to appropriate resources within city agencies and departments to help satisfy concerns that could not be immediately addressed by a team of customer care professionals with deep knowledge of city services;
- Raised the maximum rate for taxicab fares and baggage charges, and allowed for a fuel surcharge in an effort to help the industry thrive in the City and County of Honolulu, where taxicabs can also now pass on to their customers the nonrefundable airport pick-up fees, other third party fees and the Hawai‘i general excise tax, under certain key conditions;
- Removed 2,353 unwanted vehicles left curbside on public roadways, provided inspection services within 10 days of receiving an abandoned vehicle complaint, and accepted 532 automobiles surrendered by their owners to the city through a “no charge” junk vehicle program aimed at reducing the blight of abandoned cars in communities across O‘ahu;
- Supported city priorities and initiatives by completing 1,110 strategic communications and public relations projects consisting of social-media content; a respectable website presence; well-written press releases and newsletters; short explainer videos; brochures, flyers and signage to better inform the general public about city services; photographs taken for both the executive and legislative branches; facilitating media access to city officials; and preparing Office of the Mayor messages marking special occasions, celebrating achievements, bestowing honor, and highlighting issues and causes valued by the City and County of Honolulu.

DEPARTMENT OF DESIGN AND CONSTRUCTION

Ka ‘Oihana Hakulau a me ke Kāpili

Haku Milles, P.E., Acting Director (July – December 2022)
Director (December 2022 – present)
Bryan Gallagher, P.E., Acting Deputy Director (September 2022 – January 2023)
Deputy Director (January 2023 – present)

POWERS, DUTIES AND FUNCTIONS

The City and County of Honolulu Department of Design and Construction (DDC) is the central agency responsible for the engineering, architectural design, and construction management of the city’s Capital Improvement Program (CIP). DDC administers the development and implementation of capital improvements for city agencies working in conjunction with city operating departments. DDC projects include the development, repair, replacement and installation of new infrastructure and facilities, including buildings, recreational facilities, roads, bridges, drainage systems, and mechanical and electrical systems. Additionally, DDC performs land surveys and land acquisition support for city agencies.

DDC is organized to deliver the services required to support city departments and agencies. Each DDC division is structured to include the design and construction management services necessary to implement effective solutions for client needs. The DDC Program Coordination Branch and divisions work with city agencies to identify and program long-term needs and create the annual CIP budget. After CIP projects are officially budgeted and approved, DDC prepares the required construction bid and contract documentation necessary to fulfill each client agency’s CIP requirements.

Civil Division

The Civil Division designs and constructs CIP projects related to infrastructure of facilities within public rights of way, including streets and highways, drainage, flood control systems, bridges and other public works structures. Responsibilities include engineering studies, alternative analyses, preparation of environmental documents, land acquisition requests, and permit application processing; preparation of Plans, Specifications and Estimates for construction; and administration of consultant and construction contracts. The division also oversees the soil/materials testing laboratory.

Facilities Division

The Facilities Division implements CIP projects 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 city agencies.

Mechanical/Electrical Division

The Mechanical/Electrical Division (MED) designs and manages construction of roadway lighting projects; electrical and mechanical upgrades to existing facilities, including lighting retrofits and air conditioning upgrades; and assists with the development of long-range planning of energy conservation projects 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 alarms and sprinklers, fuel storage tanks, generators, energy conservation, photovoltaic systems, indoor electrical, lighting, and public address systems.

Land Division

The Land Division provides land and engineering surveys, 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, utilities and access rights of way; sites for wastewater collection and treatment facilities; sites for solid waste collection, disposal and transfer activities; and sites required for public uses such as parks and playgrounds, golf courses, police and fire stations, and corporation and bus yards.

ACCOMPLISHMENTS

- Completed 732 field surveys, 520 title searches, 59 property appraisals, 3,312 negotiations, 18 parcel and land court maps, and acquisition of 44 parcels;
- Brought 41 photovoltaic systems online as an energy conservation measure under the Energy Services Performance Contract for City Buildings, with a combined capacity of 1.28 megawatts of renewable energy that produced 734,486 kilowatt-hours of electricity as of May 2023; under a power purchase agreement, the cost of the electricity produced is half the cost of buying electricity from Hawaiian Electric, saving the city $147,000 per year;
- Completed the Mā´ili Stream Flood Control Improvements project, located just upstream of Farrington Highway in Wai´anae, which cost $505,000 and included repairing 233 linear feet of damaged concrete channel lining by removing accumulated sand between the existing boulder fill and backside of the damaged concrete lining, and filling the void with concrete;
- Completed the $1.3 million Ala Moana Regional Park Magic Island Lagoon retaining wall and walkway improvements project that reconstructed 1,000 feet of the existing deteriorated rock wall and replaced the asphalt walkway with concrete;
- Completed the $2.2 million Kaimukī Municipal Parking Lot #2 Improvements that included tree root remediation, pavement reconstruction, light installation, and installation of permeable pavers to treat stormwater runoff;
- Constructed a new 207 vehicle parking lot with 199 standard and eight handicap parking spaces at the Patsy T. Mink Central Oahu Regional Park; the $3.8 million project included new pavement, lighting and shade trees;
- Completed the $1 million Honolulu Zoo food and beverage concession facility project that required demolition of the existing concession building, construction of a new building utilizing the pre-existing foundation, and flood proofing the structure to comply with flood regulation hazard area requirements;
- Completed concrete pavement reconstruction at various locations in the Rehabilitation of Streets, Unit 65B project in Kaimukī at a cost of $5.5 million;
- Constructed and reconstructed 86 Americans with Disabilities Act Transition Plan curb ramps in various locations across Oʻahu at a total cost of $1.2 million;
- Initiated $4.7 million emergency repairs project in the vicinity of 4120 Round Top Drive, projected for August 2023 completion, which includes clearing, rock anchor installation, shotcrete application, shotcrete sculpting, anchor wire mesh installation, roadway wall demolition and construction of new roadway walls, and other roadway repairs;
- Completing design plans for the Civic Center Municipal Parking garage renovations with projected bid process set for early 2024;
- Awarded contract for temporary early education center construction improvements to the Mission Memorial Building and adjacent building, the former Municipal Reference and Records Management Center.

DEPARTMENT OF EMERGENCY MANAGEMENT

Ka ʻOihana Hoʻokele Ulia Pōpilikia

Hirokazu Toiya, Director
Jennifer Walter, Deputy Director

POWERS, DUTIES AND FUNCTIONS

The Department of Emergency Management (DEM) is established by Section 127A-5, Hawaiʻi Revised Statutes, and Section 6-103, Revised Charter of the City and County of Honolulu. The department is responsible for the following key areas: developing and maintaining the city's comprehensive emergency management plan to protect and promote the public health, safety and welfare of the people of the city; implementing public awareness, preparedness and educational programs to enhance community-level resiliency; and sustaining the city's Emergency Operations Center capability by facilitating situational awareness, planning, and strategic management utilizing a risk-based all-hazard approach for both natural and human-caused hazards.

ACCOMPLISHMENTS

- Coordinated with city, state, federal agencies, nongovernmental partner organizations to develop a Mass Violence and Terrorism Incident Annex and Family Assistance Center Appendix, products that aim to ensure a coordinated and cohesive response to mass violence incidents with all stakeholders;
- Initiated the Tsunami Hazard Area Sign project in December 2022 to increase public awareness of areas at risk of experiencing direct impacts from tsunamis and improve public understanding of the two separate evacuation zones; this Federal Emergency Management Agency-funded project will install 175 beach park signs and 144 street signs, and during Fiscal Year 2023, a majority of the beach park signs were installed with project completion scheduled during FY 2024;
- Launched new emergency evacuation shelter manager training for city employees; DEM had previously created online training for basic shelter operations, and this new, advanced training course prepares city employees for leadership roles in operating emergency evacuation shelters;
- Conducted the annual statewide hurricane preparedness exercise Makani Pahili 2023 that focused on reviewing and updating the Pre-Impact Hurricane Timeline of activities with city departments and partners; 21 city departments and offices, two state agencies, and eight external partner agencies attended the sessions; additionally, DEM hosted a logistics workshop to develop the process to effectively deploy operational supplies to hurricane refuge areas, with six city agencies and one external partner agency attending as either participants or observers;
- Developed and launched an online, self-paced training curriculum to prepare city employees for their role in conducting residential damage assessment after a disaster; the curriculum is hosted on the city's online learning management system and consists of four interactive training modules that prepare employees for going into the field to conduct and properly document assessments;
- Activated the Emergency Management Reserve Corps (EMRC) to support the city's response to flash floods, high surf, and power outages; EMRC volunteers also supported nonemergency events such as the Boy Scout Sunday Memorial Day ceremony, Veterans Day ceremony, Honolulu City Lights Public Workers' Electric Light Parade, and the Kapolei Veterans Day Parade; between emergency and nonemergency events, EMRC volunteers were activated 18 times in FY 2023;
- Activated the Radio Amateur Civil Emergency Services section to participate in islandwide communications exercises and support the annual statewide Makani Pahili Hurricane Exercise with emergency voice communications and digital email communications using Winlink Global Radio Email;
- Coordinated delivery of Community Emergency Response Team (CERT) courses following a two-year training moratorium due to the coronavirus pandemic, providing 12 CERT courses to 160 individuals; CERT is a 24-hour course that teaches basic disaster preparedness and response skills to members of the public;
- Conducted the first North Shore Emergency Preparedness Event and Craft Fair in collaboration with the Waialua Community Association, the Honolulu Board of Water Supply, and the Honolulu Neighborhood Commission Office, with subject matter experts from 22 city, state, federal, nongovernmental, and community organizations who provided more than 400 residents with disaster and emergency preparedness information.

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HONOLULU EMERGENCY SERVICES DEPARTMENT

Ka ʻOihana Lawelawe Ulia Pōpilikia o Honolulu

James H.E. Ireland, M.D., Director
Ian T.T. Santee, Deputy Director

POWERS, DUTIES AND FUNCTIONS

The Honolulu Emergency Services Department (HESD) comprises the Emergency Medical Services Division (EMS), Ocean Safety and Lifeguard Services Division (OSD), Health Services Branch, and Crisis Outreach Response and Engagement Branch (CORE). EMS is responsible for the efficient, effective and economical operation of prehospital emergency medical care and advanced life support emergency ambulance service on Oʻahu. OSD provides a comprehensive ocean safety program that includes lifeguard services with patrol and rescue operations, emergency response to medical cases on the beach and near-shore waters, injury prevention, public education, and disaster planning activities in coordination with other local, state, federal and private organizations. Health Services provides physical and medical evaluations for personnel as required for their positions, maintenance of licenses, or physical fitness standards. CORE provides critical outreach to our ever-growing homeless population on Oʻahu through the deployment of CORE teams.

Emergency Medical Services Division

The state Department of Health contracts with the city to provide emergency medical services on Oʻahu. Twenty-one EMS paramedic units are Advanced Life Support ambulances with two crew members, including at least one paramedic. Two units are Basic Life Support, operated by Emergency Medical Technicians (EMTs). City paramedics are trained and licensed to provide emergency medical care in the state of Hawaiʻi under the medical supervision of physicians and according to standing medical orders. The EMS Division has five support elements: Communications, Specialty Services, Equipment, Supplies, and Vehicle Maintenance.

EMS provides training for outside emergency providers, including continuing medical education; clinical training partnership with Kapiʻolani Community College (KCC); clinical training for the Honolulu Fire Department (HFD) and Honolulu Police Department (HPD); Mobile Emergency Care Specialist (MECS) Training Program; and driver's training for MECS and EMTs. The division works cooperatively to provide optimal responses to medical emergencies through a first responder co-response agreement with HFD and OSD. Military response agencies also work with cooperatively with EMS.

Ocean Safety and Lifeguard Services Division

OSD operates a comprehensive life-saving operation along the 227 miles of Oʻahu's coastline. Ocean lifesaving services performed by city personnel include ocean rescues, emergency medical treatment, mobile patrol and response, and education/prevention strategies directed toward 24 million beachgoers on Oʻahu annually.

Health Services Branch

The city's Health Service Branch conducts pre-employment and periodic physical examinations; Occupational Safety and Health Administration-mandated examinations including active hearing conservation program, active respiratory protection program, and other required screenings programs; and oversees programs that are designed to reduce health risks and prevent injury.

Community Outreach Response and Engagement Branch

The city's CORE branch, through close collaboration and coordination with an array of city programs and community partners, provides services to Oʻahu's unsheltered population. CORE responds to crisis calls that are nonviolent and do not require emergency medical assistance. CORE staff enhance the quality of services provided by receiving regular training in evidence-based practices such as trauma-informed care and crisis prevention intervention and utilize a person-centered and culturally responsive approach, focused on the individual's strengths and resources.

ACCOMPLISHMENTS

- Recruited, trained, and graduated 10 EMTs through an EMS Academy partnership with KCC that enables graduates to complete EMS training, obtain state licensure, and complete an orientation period in less than half the time it takes for traditional recruits; and also worked with KCC to graduate eight paramedics to improve staffing, and increased training staff to train largest recruit academy in EMS history;
- Improved safety in several areas of EMS operations including oxygen administration and handling procedures to minimize oxygen-related accidents, and issued safety boots to all personnel;
- Implemented Pulsara, a mobile technology that allows advanced hospital notification and enhanced patient care, and also added nasal Narcan to the medications available to paramedics when responding to illicit substance calls;
- Promoted two personnel to EMS Supervisors, added four new EMT III dispatcher positions; added a CAD specialist position to the Communications Center to improve training, implemented the ProQA to improve consistency and high standards, and added an automotive service worker to assist our fleet inspector;
- Expanded the popular Junior Lifeguard Program to six one-week sessions at Mākaha, Nānākuli, ‘Ehukai, Kailua, Ala Moana, and Waimānalo beach parks with 510 participants ages 11 to17; the program enables city lifeguards to share lifesaving techniques, near-shore rescue strategies, risk management skills, ocean injury prevention habits, CPR, basic first aid, and beach situational awareness skills with island youth; partnered effectively with corporate, government, and quasi-government agencies including the state Department of Land and Natural Resources, Office of Hawaiian Affairs, city Department of Parks and Recreation, TS Restaurants, Florence Marine X, OluKai, Vertra, Hawaiian Lifeguard Association, Outrigger Duke Kahanamoku Foundation, “DukeFest,” Outrigger Hotels, and Friends of the Natatorium for several important aspects of the program, including reaching Native Hawaiian families in three specific communities, sponsoring city junior lifeguard gear with logos, planning and evaluation meetings and lunches, and city sponsored island and state championships in Mākaha and Waikīkī;
- Continued progress toward improving coverage of O‘ahu beaches with extended 8 a.m. to 6:30 p.m. hours at 41 towers by negotiating an alternate work schedule and future start date for tower lifeguards to correspond with programs already implemented for Ocean Safety supervisors and mobile responders, including rescue jet ski operators; during the second year of compliance with a 2019 law that calls for eventually staffing Ocean Safety for a dawn-to-dusk program, mobile responders made 2,682 rescues, which is about 43% of the 6,180 total rescues for the year, and 615 of these rescues occurred between the hours of 8 a.m. to 9 a.m. and 5:30 p.m. to 6:30 p.m., proving the significant impact the extended coverage has in saving lives;
- Increased funded Ocean Safety staff positions to 305, maintained an extremely low vacancy rate with just one official vacant position at the end of Fiscal Year 2023, and continued to improve staffing in support of the extended hours dawn-to-dusk lifeguarding program; promoted four lieutenants and moved them into vacant mobile responder positions to ensure personnel are on duty 365 days a year during extended dawn-to-dusk hours on the South Shore, Windward O‘ahu, North Shore, and Leeward Coast;
- Performed 457 legal blood alcohol analysis for the state;
- Completed 1,000 drug screen collections for the city;
- Opened the ‘Iwilei Resource Center in June 2023 to house medically fragile houseless individuals and to assist these individuals in getting the necessary documents they need to attain permanent housing and employment;
- Placed 55 clients into emergency transitional shelters, independent living units, and care homes with placement ranging between seven to 294 days from initial encounter, and included reuniting two clients with their out-of-state families;
- Assisted 297 clients, completed 1,555 outreaches to new and recurring clients, and addressed 2,774 client needs, primarily wellness and follow up.

DEPARTMENT OF ENTERPRISE SERVICES

Ka ‘Oihana Lawelawe Lawehana

Jerry Pupillo, Director (July 2022 − May 2023)
Tracy S. Kubota, Deputy Director (July 2022 − May 2023)
Acting Director (May 2023 − present)

POWERS, DUTIES AND FUNCTIONS

The Department of Enterprise Services (DES) operates and maintains the Neal S. Blaisdell Center, the Tom Moffatt Waikīkī Shell, the Honolulu Zoo and six municipal golf courses. DES also coordinates the preparation, administration and enforcement of City and County of Honolulu concession contracts. DES is the only city department with an operating budget primarily funded by revenues generated from public events and activities. DES Administration directs and coordinates programs and operations of its four divisions and manages the concession contracts. DES Administration also provides staff and clerical support services in personnel, budget and organizational management for the entire department.

Concessions Management

Concessions Management plans, develops and implements the concessions contract program. The program involves the proposal, evaluation, development and administration of commercial concession contracts that provide a variety of services on any city property. Concessions Management maintains strict enforcement of all concessions-related activities to ensure compliance with contract terms and conditions.

Building Services Division

The Building Services Division comprises two sections: Trades and Maintenance. The division provides departmentwide support to the Blaisdell Center, Waikīkī Shell, Honolulu Zoo, six municipal golf courses, and designated city concessions. The Trades section consists of air conditioning, electrical, plumbing, painting, sound, lighting, and small engine repair technicians. The Maintenance section provides groundskeeping, event setup, custodial services, and maintenance and repairs for the Blaisdell Center and the Waikīkī Shell, and is responsible for general maintenance support for other facilities managed by DES, including the zoo and all municipal golf courses.

Customer Services Division

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

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

Golf Course Division

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

The automated tee time system provides fair and equitable access to all golfers. More than 155,000 registered golfers are enrolled in the database. Registration and photo identification cards are issued biweekly at the Ala Wai, Pali, and Ted Makalena golf courses.

Honolulu Zoo Division

The Honolulu Zoo is a beautifully landscaped 42-acre zoological park and botanical garden located within Kapiʻolani Regional Park, just steps away from Waikīkī Beach. The zoo provides opportunities for residents and visitors to enjoy and learn about tropical fauna and flora, with an emphasis on Pacific tropical island ecosystems and traditional values of caring and hospitality. The zoo is one of nearly 300 participants in the Association of Zoos and Aquariums (AZA) Species Survival Plans, which ensures the sustainability of a healthy, genetically diverse, and demographically varied AZA population of animals. The DES department director and zoo director are members of the AZA Regional Government Affairs Committee.

ACCOMPLISHMENTS

- Achieved $6.2 million in Blaisdell Center and Waikīkī Shell auditoriums revenue, approximately 27% above projected revenue, with strong bookings and the return of postponed shows, while recovering from the coronavirus pandemic and accommodating ongoing construction throughout the campus; “Jersey Boys” opened the Broadway season, followed by sold-out performances of “Hamilton” and “Cats,” and other events including Jack Johnson’s concerts benefiting the Kokua Foundation, spectacular New Kids on The Block concerts, and favorites such as comedians Gabriel Iglesias and Tumua Tuinei, Henry Kapono and Friends, Super American Circus, Kamehameha Schools Song Contest, expositions, graduations, sports competitions, craft fairs, symphony and opera performances, and the weekly farmers market;
- Worked with the Department of Design and Construction to begin the construction phase of the $46.2 million allocation for 24 priority health and safety capital improvement projects for modernization and enhancement renovations to the Blaisdell Center campus that includes railings, spalling, doors, roofing, and a complete renovation of the Hawaii Suites and the kitchen for food and beverage service;
- Exceeded targeted projections achieving 428,684 rounds of golf, and increased green fees and cart rental fees to generate $11.57 million in revenue;
- Implemented marketing programs for golf courses and zoo via radio, television, and newspaper advertisements, and partnered with a popular local restaurant chain for a zoo promotional program;
- Instituted bunker replenishment improvement projects at Ala Wai, Ted Makalena, West Loch, Ewa Villages and Pali golf courses to enhance player experience;
- Resumed post-COVID-19 annual golf tournaments including the Mayor’s Cup, Francis I’i Brown Four-Ball Tournament, Hawaiʻi State Golf Association Four-Ball Tournament, Hawaii United Okinawan Association, and Oahu Interscholastic Association, and shotgun tournaments such as the Palolo Chinese Home, Honpa Hongwanji, and the Oahu Junior Golf Association and clinics, including the Hawaii State Junior Golf Association/First Tee Hawaii;
- Sought and received Honolulu City Council approval to increase resident entry fees to the zoo by $2;
- Welcomed the birth of a baby black rhinoceros to recently transported parents on April 19, 2023, and received other new animals at the zoo including a Sumatran tiger, a Jersey cow (“Lani Moo”), a Malayan sun bear, four domestic pigs for the Keiki Zoo, a male lion, and several imports and hatchings of a variety of birds and reptiles including a Fijian iguana, red-footed tortoises, and a Raggiana bird-of-paradise;
- Hosted Earth Day at the zoo with the state Department of Land and Natural Resources and Hawaii Wildlife Center, and the beloved December tradition “Holidays with the Animals” where zoo guests watch animals open their holiday gifts and treats;
- Increased concessions revenues by approximately 15% and maintained filled concessions.

DEPARTMENT OF ENVIRONMENTAL SERVICES

Ka ‘Oihana Lawelawe Kaiaola

Roger Babcock Jr., Ph.D, P.E., Director
Michael O’Keefe, Deputy Director

POWERS, DUTIES AND FUNCTIONS

The Department of Environmental Services (ENV) is responsible for the City and County of Honolulu’s wastewater and solid waste collection, treatment and disposal programs. ENV operates and maintains the city’s sewer lines, wastewater pump stations and treatment plants, landfills, waste-to-energy facility, and provides refuse/recycling collection and disposal services. ENV’s core mission is to protect and preserve public health and the environment by efficiently and effectively managing the wastewater and solid waste on O‘ahu.

Office of Administrative Support

This office is responsible for ENV’s long-range Capital Improvement Project planning, budgeting, wastewater revenue bond management, labor relations, human relations, safety, training, information technology support, and wastewater account customer service.

Division of Refuse Collection and Disposal

This division collects, receives and disposes of municipal solid waste (MSW) on O‘ahu. It collects recyclables and/or refuse from approximately 180,000 single family homes across O‘ahu, operates and maintains O‘ahu’s MSW active and closed landfills, manages the city’s H-POWER waste-to-energy facility, and operates three solid waste transfer stations and six refuse and recycling convenience centers. This division also enforces various recycling and sustainability requirements in the Revised Ordinances of Honolulu.

Division of Wastewater Treatment and Disposal

This division operates and maintains nine wastewater treatment plants and four pretreatment facilities across O‘ahu. These facilities treat approximately 100 million gallons of wastewater daily.

Division of Collection System Maintenance

This division operates and maintains 2,100 miles of the gravity sewer system, 72 wastewater pump stations (WWPS) and force mains throughout O‘ahu.

Division of Environmental Quality

This division oversees ENV’s pretreatment, air, underground and aboveground storage tanks, wastewater and receiving water quality permit requirements, and monitors and provides analyses in compliance with state and federal regulations. The pretreatment program monitors wastewater to prevent the discharge of substances that might be harmful to the environment or cause damage to the wastewater system.

Division of Wastewater Engineering and Construction

This division plans, designs and constructs the city’s wastewater infrastructure, including the wastewater collection and conveyance systems and wastewater treatment plants. This division is also responsible for project engineering and management, which includes the preparation of environmental impact statements and environmental assessments, land acquisition, permit processing, and administering project construction contracts.

ACCOMPLISHMENTS

- Completed four wastewater construction projects: $6 million Beretania Street Sewer Improvements, $27 million Kailua Regional Wastewater Treatment Plant (WWTP) Electrical Improvements, $6.3 million Kailua Road Wastewater Pump Station System Improvements, and $2.3 million Sand Island WWTP Chemical Storage and Temporary Process Laboratory;
- Issued Notice to Proceed for four wastewater construction projects: $31 million Honouliuli WWTP Solids Biogas Cleaning and Storage System, $184 million Sand Island WWTP In-Vessel Bioconversion Facility, $6 million Oneawa Street Sewer Improvements and Laenani Beach Park Manhole Rehabilitation,

and $4.3 million Sand Island WWTP Wet Sludge Store Tank No.1, Primary Clarifier Service Areas, and Tunnel No. 2 & 3 Structural Repair;

- Repaired and rehabilitated 5.1 miles of gravity sewer mains, 376 laterals and 160 manholes, and cleaned 660 miles of gravity sewer lines utilizing mechanical rodding and high pressure, high velocity flushing;
- Continued for a second year an outreach program with Castle High School to educate students and faculty on Division of Collection System Maintenance functions, job skills, preparing for work in the wastewater industry, and employment opportunities;
- Issued 520 Industrial Wastewater Discharge Permits, 185 Wastewater Discharge Order Notices, four Letters of Order, and 15 Notices of Violation to minimize illegal discharges into the city's wastewater system;
- Performed 3,200 grease removal device inspections, 191 project permit reviews related to wastewater pretreatment and grease removal devices, 23 WWTP walk-through inspections, and 29,269 laboratory analyses on 15,049 samples to facilitate compliance with environmental permits;
- Submitted 72 discharge monitoring reports, 43 semiannual and annual monitoring reports, 30 regulatory inspection report responses, and 16 compliance reports to provide information regarding city WWTP environmental compliance to the state Department of Health and the U.S. Environmental Protection Agency;
- Earned National Association of Clean Water Agencies Platinum Peak Performance Awards for permit compliance at the Waianae WWTP with 21 consecutive years of 100% compliance, Kahuku WWTP with nine consecutive years of 100% compliance, Lāʻie WWTP with nine consecutive years of 100% compliance, Pa'ala'a Kai WWTP with nine consecutive years of 100% compliance, and Waimānalo WWTP with seven consecutive years of 100% compliance;
- H-POWER, the city's waste-to-energy (WTE) facility, was named the Solid Waste Association of North America's 2023 WTE Facility of the Year for its success in diverting waste from landfill disposal and for producing firm renewable electricity;
- Completed $5.2 million Third Load Out project at the Kapaa Solid Waste Transfer Station to allow for more efficient management of green waste deliveries;
- Sought a two-year extension, from Dec. 31, 2022, to Dec. 31, 2024, with the Planning Commission to a condition in the city's Special Use Permit for Waimanalo Gulch Sanitary Landfill, which requires the city to name an alternate landfill site, because additional time is needed to identify a site that is not restricted by local, state, or federal policy or law.

DEPARTMENT OF FACILITY MAINTENANCE

Ka ʻOihana Mālama Hale

Dawn B. Szewczyk, P.E., Director and Chief Engineer (July 2022 – April 2023)
Warren K. Mamizuka, Deputy Director (July 2022 – April 2023)
Acting Director (April – June 2023)
Tyler K. Sugihara, P.E., Acting Deputy Director (April – June 2023)

POWERS, DUTIES AND FUNCTIONS

The Department of Facility Maintenance (DFM) administers repair and maintenance programs for city roads, bridges, streams, flood control systems, traffic striping and signs, public buildings and their adjoining parking facilities, bus stop litter containers, pedestrian malls and office facilities. The department also administers maintenance and repair programs for many city vehicles and heavy equipment, and is responsible for mechanical, electrical and electronic equipment and facilities for parks, street lights and communication centers. Additionally, DFM provides employee parking services, interdepartmental mail services, security, and heavy vehicle and equipment training support to city agencies, and directs and oversees programs and administrative services. The department enforces the city's sidewalk nuisance and stored property ordinances, referred to as SNO/SPO. The department is also responsible for administering the city's stormwater management program under the Federal Clean Water Act in accordance to the city's National Pollutant Discharge Elimination System (NPDES) Municipal Separate Storm Sewer System (MS4) permit.

Division of Automotive Equipment Service

The Division of Automotive Equipment Service (AES) plans, directs, coordinates and administers all programs and activities associated with the maintenance and repair of the automotive, heavy vehicle and construction equipment fleets of city departments and agencies except the Honolulu Fire Department, Honolulu Police Department, Board of Water Supply, Honolulu Authority for Rapid Transportation, and TheBus. It also prepares plans and specifications for the purchase of new vehicles and equipment. The division has 2,587 vehicles/equipment under its jurisdiction: 2,082 on-road/highway vehicles, 356 off-road/non-highway equipment, and 149 miscellaneous equipment such as trailers, forklifts, compressors and generators. AES is organized into four main areas: Administration, Storekeeping, Service and Lubrication, and Repair and Maintenance. The division operates three repair facilities. The main facility at the Hālawa Corporation Yard serves the greater Honolulu area. The Kāpaʻa repair facility at the Kāpaʻa Transfer Station serves the Windward side, while the facility at the Pearl City Corporation Yard serves Central and Leeward Oʻahu.

Division of Public Building and Electrical Maintenance

The Public Building and Electrical Maintenance (PBEM) Division administers and directs the repair and maintenance program for public buildings and associated structures, street lights, park, mall, and other city lighting, electrical, and communication systems. PBEM provides and directs custodial and utility services at various city buildings and leased facilities. The division also administers employee parking, a motor pool fleet, and security guard services.

Division of Road Maintenance

The Division of Road Maintenance (DRM) maintains city streets and metered 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 Oʻahu and enforces the maintenance of privately owned streams.

The division is responsible for the enforcement of SNO/SPO to address illegally stored items on city property and properties where Memorandums of Understanding/Agreement are in place that allow the city to perform enforcement actions. DRM provides assistance to the Department of Environmental Services, Division of Refuse Collection and Disposal, in supervising refuse collection operations in the Lāʻie, Waialua and Wahiawā 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 12 corporation yards or baseyards. Four baseyards serve the Honolulu district, which includes Honolulu, Sand Island, Kapahulu, and College Walk. There are seven baseyards located in Kailua, Kāneʻohe, Pearl City, Lāʻie, Waialua, Wahiawā, and Kapolei-Waiʻanae that serve the rural districts. The newly constructed SNO/SPO baseyard is under Interstate H1 near Lunalilo Street.

Storm Water Quality Division

The Division of Storm Water Quality (SWQ) oversees stormwater quality related programs and activities, inspections, outreach, monitoring, training, analyses and compliance with state and federal regulatory laws and permits. SWQ also assists other city departments with preparing and updating their site-specific stormwater best management practices plans for more than 250 city facilities including wastewater treatment plants, refuse facilities, bus transportation facilities, baseyards, corporation yards, fire and police stations, parks, golf courses, botanical gardens and other city facilities. SWQ also manages and implements stormwater quality improvement projects as required by permit.

ACCOMPLISHMENTS

- Responded to 298 complaints of illicit discharges and illegal connections that resulted in the issuance or processing of two Informational Letters, 50 Letters of Warnings, 69 Notices of Violations, and three Notices of Orders; performed more than 400 inspections of assorted industrial and commercial businesses; conducted more than 5,900 third-party stormwater construction inspections and 650 follow-up inspections islandwide; conducted more than 200 site visits to inspect private facilities to ensure proper installation and maintenance procedures were being followed for permanent stormwater quality treatment systems; and coordinated 65 cleanup and 32 outreach events, collected more than 17 tons of debris and trash, and marked 1,851 storm drains involving more than 6,500 participants and 4,968 hours of volunteer service under the department's Adopt-A-Block, Adopt-A-Stream and Storm Drain Marking volunteer programs;
- Awarded and executed more than $15 million in various professional services and construction contracts, and implemented water quality improvement projects in Waikīkī, Kalihi, Mililani and Kāneʻohe;
- Finalizing the vision, mission, and long-term strategies related to stormwater management and the city's development of a comprehensive stormwater master planning process;
- Continued to reduce the environmental impact of its vehicle fleet by replacing older vehicles with new, more fuel efficient vehicles for the motor pool fleet and the various city agencies by phasing in alternative fuels, such as biodiesel, propane and ethanol blended gasoline, in support of the city's commitment to reducing harmful emissions to the environment and dependence on fossil fuels;
- Processed 12,139 parts requests, issued 26,966 parts, and completed 11,331 repair work orders and 28,765 job tasks;
- Completed 3,316 work orders for carpentry, plumbing, masonry, painting, mechanical, electrical, and air conditioning repair at public buildings, and completed projects involving heating, ventilation and air conditioning, roofing, gutters, painting, remodeling, motorized doors, generators, fire alarms, waste and storm drain pipes, backflow preventers, and fencing;
- Maintained 54,803 streetlights by replacing burnt fuses, fixtures, photocells, or control nodes; addressed 631 repairs and maintenance work orders for lighting, electrical, electronics, and communication systems at various parks and recreation centers, botanical gardens, and Hanauma Bay Nature Preserve for the Department of Parks and Recreation (DPR), and at the Honolulu Zoo for the Department of Enterprise Services; performed fire alarm annual certification at 30 DPR gyms and recreation centers and 15 city buildings; assisted with inspection and removal of six corroded ball field poles at the Pearl City District Park; maintained and inspected 38 automated external defibrillators (AED) in designated city facilities; and issued 116 new parking permits and managed employee parking at the Civic Center, Joint Traffic Management Center, Kapolei Hale, and Kapālama Hale;
- Trained approximately 320 city employees in CPR/AED awareness, building floor warden training, and Federal Emergency Management Agency trainings for Incident Command System 100 and National Incident Management System 700;
- Continued implementation of Indefinite Delivery/Indefinite Quantity Project for Pavement Preservation of Streets project performing 26.7 linear miles of crack sealing on city roads in Kaimuki, Kapahulu, and Kāhala, and 39.7 linear miles of crack sealing on city roads in West Loch and ʻEwa, and performed 0.29 lane miles of seal coat on city roads in Kapahulu;

- Completed 6.5 lane miles of in-house resurfacing and first aid pavement repairs on portions of Auloa Road, Alakoa Street, Akiki Place, Dillingham Boulevard, Malia Street, Namoku Street, Hoohiamoe Street, and Dole Street; and completed 36,234 square feet of in-house concrete sidewalk reconstruction in Mānoa, Kalihi Kai, Salt Lake, Moanalua, ‘Aiea, Pearl City, Waipahū, ‘Ewa, Kapolei, Mililani, Wai‘anae, Waialua, Kāne‘ohe, and Kailua;
- Implemented Indefinite Delivery/Indefinite Quantity Project for reconstruction of 38,177 square feet of concrete sidewalks in Wai‘anae, Chinatown, and Downtown; the project included curb and gutter reconstruction, arboricultural work, and adjustment of utility boxes, frames and covers; cleaned more than 3,464 storm drains and 23,362 linear feet of storm drain lines; and performed mechanical street sweeping of more than 34,232 curb miles;
- Removed approximately 650 tons of trash from sidewalks, roadways, and other city property via SNO/SPO enforcement;
- Supported 30 Mālama O Ka ‘Āina community volunteer program projects, including sidewalk patching, graffiti paint-out, traffic delineator replacement, vegetation removal, and litter collection and city property cleanups;
- Performed stream maintenance in accordance with the U.S. Army Corps of Engineers and the state Department of Health authorization at Kaupuni Stream and Kawiwi Stream, and initiated maintenance on Wailupe Stream.

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HONOLULU FIRE DEPARTMENT

Ka ‘Oihana Kinai Ahi o Honolulu

Sheldon K. Hao, Fire Chief
Jason Samala, Deputy Fire Chief

POWERS, DUTIES AND FUNCTIONS

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

Administrative Services Bureau

The Administrative Services Bureau (ASB) provides administrative, personnel, logistical, and maintenance support to the fire suppression force. The Assistant Chief is assisted by a staff consisting of two Battalion Chiefs, four 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.

Fire Operations

The Fire Operations (OPS) division responds to various incidents, including fires, medical emergencies, mountain and ocean rescues, hazardous materials, and homeland security incidents. In addition, OPS conducts commercial and residential occupancy inspections; prepares industrial and commercial prefire plans; participates in community relations activities; attends training classes, drills, and exercises; keeps abreast of trends in firefighting techniques, emergency medical services, fire prevention, public education and municipal water supply; and performs daily maintenance on HFD apparatuses, facilities, and grounds.

Planning and Development

The Planning and Development (P&D) division prepares and submits Annual Compliance Reports to the Commission on Fire Accreditation International; develops and maintains critical department deployment models, including the Community Risk Assessment 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, and a geographical information system.

Support Services

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

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

The TRB conducts new and continuous training in incident management, firefighting, rescue, apparatus operation, emergency medical response, weapons of mass destruction/terrorism and hazardous materials. The TRB also coordinates CPR training and other safety courses for city employees and the public. The staff continuously researches new technology that impacts the fire service, such as electric and hybrid vehicles, photovoltaic systems, and new weapons of mass destruction monitoring and identification devices.

ACCOMPLISHMENTS

- Appointed four new Assistant Chiefs to oversee the OPS, ASB, Support Services, and P&D divisions and complete the executive staff, and promoted five new Battalion Chiefs to provide administrative and operational leadership;
- Conducted a Fire Captain's workshop that provided Captains and Fire Fighter IIIs the opportunity to visit Mauna 'Ala, the Royal Mausoleum State Monument, to learn about the department's history and deep ties to the Hawaiian culture, and participate in a talk story session with the Fire Chief and executive staff that provided two-way communication between the department's leadership and its members;
- Held the annual Peer Support Team meeting and welcomed 24 new members, expanding the support team to 44 members, with 126 support team activations in Fiscal Year 2023 providing peer support to help employees and family members deal with professional or personal hardships;
- Conducted 44 bystander CPR classes that included 1,207 civilians from private businesses, community groups, and other government agencies; bystander CPR performed correctly and immediately is key to a person surviving a cardiac emergency;
- Partnered with the Hawaii Health and Harm Reduction Center to acquire a sufficient supply of naloxone, train HFD personnel on administering the opioid antagonist for opioid overdose emergencies, and distribute naloxone to all OPS companies that implemented its use under written protocols; documented more than 40 naloxone administrations in less than six months with data showing steadily increasing demand;
- Receiving approximately $10.2 million in grants, submitted Homeland Security Grant Program applications, and processed $250,000 in equipment and training grants to purchase gas leak detectors, underwater sonar sensors, a hazardous materials weather station and other equipment;
- Worked with contractors and other city agencies on multiple energy and water-saving projects, which included the installation of photovoltaic systems, retrofitting light-emitting diode lighting, and water-conserving appliances in various HFD facilities;
- Completed the 2022-2027 HFD Strategic Plan with the theme "E 'Ohana Hou," which means eternal unleashing of grace or simply "leave something better than you found it"; produced and distributed three videos to HFD members introducing the strategic plan's theme, new mission and vision statements, strategic goals, and core values of Ho'iho'i Hou (giving back), 'Auamo Kuleana (carry your responsibility), and Laulima (working together);
- Conducted Basic Fire Fighting Skills Observation for 86 companies with training designed to showcase personnel abilities while evaluating the effectiveness of training programs; basic skills were field-tested and evaluated in a controlled environment that allowed cadres to make informed decisions and customize future training based on their observation;
- Improved building plans review process efficiency by establishing a Memorandum of Understanding with the Department of Planning and Permitting (DPP), utilizing Smartsheet software to track and monitor the plans review process, introducing public one-stop service and ePlans review for Fire Prevention Bureau personnel, and collaborating with the Board of Water Supply, DPP, the Department of Information Technology, and other city and state agencies to clarify the plans review process.

HONOLULU AUTHORITY FOR RAPID TRANSPORTATION

Ke Kuleana o ke Alakau Paukikī o Honolulu

Colleen Hanabusa, Chair; **Kika G. Bukoski,** Vice Chair; **Anthony Aalto, Michele Brunngraber, Mark Howland, Arthur Tolentino, Robert Yu** (February 2023 – present)

Ex Officio Members:

Jade Butay (July 2022 – December 2022)
Edwin H. Sniffen (December 2022 – present)
Dean Uchida (July 2022 – September 2022)
Dawn Takeuchi Apuna (September 2022 – present)
J. Roger Morton

Legislative Appointees:

Natalie Iwasa, Joseph V. O'Donnell, Robert Yu (July 2022 – February 2023)

Lori M.K. Kahikina, P.E., Executive Director and CEO
Richard C. Keene, Deputy Executive Director and COO

POWERS, DUTIES AND FUNCTIONS

The Honolulu Authority for Rapid Transportation (HART) is responsible for building the 18.9-mile, 19-station commuter rail system for the City and County of Honolulu. HART is governed by a 14-member board of directors and a Chief Executive Officer. HART's powers, duties, and functions include the planning, design, and construction of the fixed guideway system; the execution of contracts, labor agreements, and other instruments in order to perform its duties and functions; to acquire by eminent domain, purchase, lease or otherwise, all real property necessary for the development of the system; and to promote and assist Transit-oriented Development projects near the system that promote transit ridership.

ACCOMPLISHMENTS

- Opened the initial segment of Skyline to the public on June 30, 2023, a monumental milestone for the Honolulu rail project;
- Transferred the first operating segment assets of the rail system to the city's Department of Transportation Services (DTS) on June 9, 2023; this initial segment spans 10.75 miles from East Kapolei to Aloha Stadium; assets transferred to DTS included 10.75 miles of guideway, nine rail stations, the 43-acre Rail Operations Center and Maintenance and Storage Facility, and 12 four-car trains;
- Completed the trial running testing phase for the first operating segment of the rail system on April 2, 2023, a comprehensive and rigorous testing program that required the successful completion of 144 operational and emergency scenarios and, subsequently, a system demonstration period that achieved an average reliability level of 98.5% over a rolling 30-day period;
- Completed repairs to hammerhead cracks on May 21, 2023; the cracks were first noticed in the hammerheads, the concrete structures located at the top of certain rail guideway columns that support the elevated rail stations, in 2018; repairs included epoxy injections to prevent water and debris intrusion, and retrofitting eight hammerheads with additional post-tensioned steel cables to improve asset life;
- Received acceptance of HART's 2022 Recovery Plan, with no modifications, from the Federal Transit Administration (FTA) on Sept. 30, 2022, after the recovery plan submission in June 2022; the accepted recovery plan includes a truncated project scope, for purposes of federal funding and HART's contractual obligations under the Full Funding Grant Agreement (FFGA), that establishes an interim terminus of the rail system at the Civic Center Station, located at the corner of Halekauwila Street and South Street; this scope modification is two stations and approximately 1 mile short of the original FFGA terminus at Ala Moana Transit Center and includes deferral of the Pearl Highlands Parking Garage;
- Collaborated with the FTA, after the acceptance of the 2022 Recovery Plan, on an amended FFGA to reflect the modified project scope from the recovery plan; the amended FFGA is expected to be completed in Fourth Quarter 2023, which will trigger the release of $125 million of federal funding for the project;

- Made significant progress on the Airport Guideway and Stations (AGS) segment during Fiscal Year 2023, the second operating segment of the rail system consists of approximately 5.2 miles of rail guideway and four stations from Aloha Stadium to Middle Street, including stations at Pearl Harbor and the Daniel K. Inouye International Airport; completed guideway and track work in this segment and began installing core systems equipment including traction power, communications, train control and signaling components; the AGS segment is scheduled for operation in mid-2025;
- Continued construction on the Downtown Utility Relocation project to clear the way for rail guideway columns construction; the utility relocation is from Ka‘aahi Street, along Nimitz Highway through Downtown, and along Halekauwila Street to Cooke Street in Kaka‘ako; the work is expected to be substantially complete in September 2024;
- Awarded a contract and began construction in December 2022 for the relocation of utility infrastructure along Dillingham Boulevard with work scheduled for substantial completion by mid-2026; these utility relocations have long been identified as a critical component for the completion of the rail project;
- Began procurement of the City Center Guideway and Stations (CCGS) Design-Build Contract with the issuance of Part 1 of the Request for Proposals in April 2023; the CCGS contract will cover the construction of approximately 3 miles of rail guideway and six rail stations from the Middle Street Station to the Civic Center Station and is expected to be awarded in mid-2024.

DEPARTMENT OF HUMAN RESOURCES

Ka ʻOihana Hoʻomohala Limahana

Nola N. Miyasaki, Director
Florencio C. Baguio Jr., Assistant Director

POWERS, DUTIES AND FUNCTIONS

The Department of Human Resources (DHR) is the central personnel agency for the city. Its primary purpose, as reflected in the Revised Charter of the City and County of Honolulu, is to establish a comprehensive personnel management program based on merit principles and generally accepted methods governing the classification of positions and the employment, conduct, movement and separation of public employees. This department is charged with building a career service designed to attract, select and retain, on a merit basis, the best qualified civil servants.

The Director of DHR represents the Mayor in the collective bargaining process, and directs and coordinates an employee-management relations program for the city. In this capacity, the department negotiates and administers nine collective bargaining agreements covering city employees. In addition, DHR carries out programs in the areas of training, safety, workers' compensation, incentives, awards and equal opportunity.

Civil Service Commission

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

In compliance with Chapter 91 of the Hawaiʻi Revised Statutes, Chapter 11 of the Revised Charter of the City and County of Honolulu, and Chapter 1 of the Rules of the Civil Service Commission, the CSC is mandated to adjudicate all appeals and ensure that fair and objective decisions are rendered for all cases. The CSC meets regarding cases of non-selection and termination, classification, medical and examination disqualification appeals. The purpose of such meetings is to resolve issues relating to civil service practices.

Equal Opportunity Office

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

Enterprise Resource Planning Branch

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

Employment and Personnel Services Division

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

The Benefits, Research and Transactions Branch assists departments with processing 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, research staff monitors labor and employment-related legislative activity, administers the city's leave sharing program, and provides leadership in the city's efforts to comply with federal, state and local laws and policies in the areas of fair labor standards, drug and alcohol testing, protection of personnel information, and other federal and state employment laws within the division's scope of responsibilities.

The Examination Branch plans, develops and administers a variety of selection and assessment programs; conducts job analyses; develops merit-based examinations; determines eligibility of candidates, including eligibility for public employment, education, experience, and licensure requirements; and determines personal suitability for civil service positions. Examination staff also advise and assist departments with the promotional examination process and selection interviews.

The Recruitment Section plans and executes recruitment activities to attract qualified applicants, refers candidates to departments for employment consideration, and advises departments on employment subjects ranging from the onboarding process to complicated personnel movements. Recruitment staff works closely with departments and agencies to assess and identify staffing solutions for "hard-to-fill" jobs and positions such as engineers, data processing systems analysts and skilled trades.

Classification and Pay Division

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

Industrial Safety and Workers' Compensation Division

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

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

Labor Relations and Training Division

The Labor Relations and Training Division plans, develops and administers the city's labor relations, personnel development and training programs, and administers collective bargaining agreements. The Labor Relations Branch administers nine collective bargaining agreements, provides assistance to management on employee-employer relations and contract administration, negotiates collective bargaining agreements, and represents the city in grievance meetings and arbitration proceedings. The Training Branch provides assistance to management on training matters and plans, develops and implements management, supervisory and personnel development training programs to improve the efficiency and quality of public service provided by employees.

ACCOMPLISHMENTS

- Launched new hiring initiatives to prioritize recruitment across the city as part of the Mayor's initiative to fill city vacancies that resulted in 653 new civil service hires and created positive employee growth for the first time in three years, which added 400 more employees to the city workforce compared to Fiscal Year 2022, and an average 27% increase in hiring over each of the past three fiscal years;
- Processed 1,457 promotions and transfers within the city to support the career development of existing city employees;

- Reduced the average time it takes to process a recruitment from 49 days to 25 days by streamlining internal hiring processes and the applicant process, based on recommendations from the Bloomberg-Harvard City Leadership Initiative; together with the Department of Budget and Fiscal Services and the hiring departments, the approval process to fill positions has also been reduced by 50%, significantly reducing the overall hiring timeline;
- Modernized DHR websites with streamlined job announcements, new pictures and videos, created a new Summer Student Employment Program website, and launched a contract application portal for departments; DHR websites generated 162,921 page views to its career pages with more than 1.2 million click-throughs to posted positions, an increase of 535,184 click-throughs to jobs compared to FY 2022;
- Revitalized the city's recruitment brand by launching a new social media campaign, integrating posts across Instagram, Facebook, Twitter and LinkedIn, resulting in 2,017 new followers; in seven months, the campaign generated 5,810 visits to DHR's Facebook page for a 278% increase in traffic; 563 new followers and 3,131 visits to DHR's Instagram; and 1,549 new LinkedIn followers;
- Conducted 43 safety inspections of city facilities, identified 40 hazards that would have resulted in an estimated more than $1.2 million in potential HIOSH penalties, and worked with departments to mitigate the hazards and risks to employees;
- Pursued and recovered more than $200,000 in reimbursements back to the city for expenditures associated with employee injuries resulting from the actions of a liable third party, and achieved an opening/closing ratio of better than 1-to-1 with respect to workers' compensation injury cases to prevent the city's caseload from growing while complying with the complex legal requirements of Hawaiʻi's workers' compensation laws;
- Concluded negotiations with United Public Workers (UPW) Bargaining Units 1 and 10, and interest arbitration hearings with the State of Hawaiʻi Organization of Police Officers (SHOPO) Bargaining Unit 12 and Hawaiʻi Government Employees Association (HGEA) Bargaining Unit 15, and as a result, collective bargaining agreements with the city's nine units from UPW, HGEA, Hawaiʻi Fire Fighters Association, and SHOPO are in place through FY 2025;
- Launched the city's Administrative Services Officer (ASO) Academy to provide critical training on 50 topics to administrators in each department citywide who manage and lead the human resources and budget functions for each department, and implemented a new in-demand initiative for blue-collar leadership, geared to training supervisors at the blue-collar level;
- Administered the city's successful Apprenticeship Program, where apprentices complete school while working as fulltime civil service workers, and the Poʻokela Internship Program for college students to gain meaningful work experience and exposure to careers in the public sector; expanded the Poʻokela Internship Program to campuses across the Oʻahu to include the University of Hawaiʻi at Mānoa, University of Hawaiʻi West Oahu, Kapiʻolani Community College, Chaminade University of Honolulu, and Hawaiʻi Pacific University, and celebrated a robust graduation class of 30 Poʻokela Fellows;
- Surveyed the entire city workforce to collect information on self-identification of race, ethnicity, and gender, including non-binary identifications; the project was formulated and completed pursuant to City Council Resolution 21-100 that urged the collection of disaggregated race data beyond the federal requirements and was made possible through a $100,000 grant from the Gates Foundation, administered through the National Association of Counties; the survey results show the diversity and inclusivity of the city's workforce: gender: 69% male, 31% female; reported categories of race include Asian 44%, multiracial 21%, Native Hawaiian/ Pacific Islander 20%, and white 12%; expanded Asian categories include Japanese 47%, Filipino 33%, Chinese 14%, Korean 3%, other Asian 2%, and Vietnamese 1%; and expanded Native Hawaiian/Pacific Islander categories include Native Hawaiian 74%, other Pacific Islander 17%, Samoan 7%, Chamorro 1%, and Micronesian 1%;
- Provided information, data and responses to the Office of the City Auditor necessary for completion of its June 2023 report, "Audit of Select Management Issues Impacting the City's Ability to Effectively Hire and Sustain Its Workforce," an audit initiated pursuant to City Council Resolution 22-43, CD1, adopted on July 6, 2022; the auditor's recommendations provide a valuable roadmap and are in alignment with efforts to modernize DHR functions citywide, many of which were already being implemented.

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DEPARTMENT OF INFORMATION TECHNOLOGY

Ka ‘Oihana ‘Enehana

Mark D. Wong, Director and Chief Information Officer
Stephen A. Courtney, Deputy Director

POWERS, DUTIES AND FUNCTIONS

The Department of Information Technology (DIT) Administration provides the vision and technical leadership for the city, advises the Mayor and departments on all matters relative to information technology, and establishes citywide IT standards to ensure efficiency, security, and compatibility of systems. It also coordinates the internal administrative affairs of the department, including budget preparation and control of expenditures; personnel administration; analysis of resource utilization and staffing levels of operating units; and provides clerical services for the department.

The DIT director is responsible for managing all city IT resources and services, and for developing the city’s long-range IT-related plans, goals and objectives, and measuring its achievement. The director ensures that all IT plans are consistent with, and supportive of, the stated business needs of city departments. DIT has five divisions: Applications, Operations, Technical Support, Enterprise Resource Planning and Computer Services Representatives, and Communications and Network. Through DIT’s centralized management of IT services, all users of the city’s network are able to more effectively share data, information, technology, resources, and technical expertise.

Applications Division

The Applications Services Division is responsible for software development, feasibility studies, systems analysis and design. In order to ensure personnel constantly improve their skills, the division maintains a training program called the Honolulu Academy for Computer Knowledge. This division also performs systems testing, documentation of developed systems, maintenance of both developed and acquired systems, and consulting services to end users and data management. The division participates in strategic and tactical planning with DIT leadership and city administrators and managers for the efficient and effective use of information resources in overall city operations. Finally, the division evaluates plans and proposals from other governmental agencies and public or quasi-public organizations.

Enterprise Resource Planning and Computer Service Representatives Division

The Enterprise Resource Planning (ERP) and Computer Service Representatives (CSR) Division provides IT support for the citywide ERP financial management/human resources system and integration into the user agency’s workflow processes in the city. It conducts evaluations of user agency needs, provides technology support services, designs and develops automated systems and procedures, assists in developing plans and obtaining approvals, and implements the city’s technology plans regarding the ERP financial management human resources system and other related automated systems. The CSRs are business analysts for the various agencies, learning the business of the agency in order to effectively integrate technology into agency operations. CSRs also manage PC and printer replacement programs for the city.

Operations Division

The Operations Division operates and monitors city technology systems and is responsible for the city’s data centers. The division also develops and maintains monetary and document controls to ensure accurate processing of data. Tasks include scheduling processing, routing documents and reports to users, and coordination of change management, installation, and decommissioning of operations center-based equipment. The division also supports the city’s Emergency Operations Center by providing key direction and technical advice to all city agencies during a disaster. They coordinate plans and activities for data and system recovery within DIT in the event of a disaster, participate with the DIT and city leadership in strategic and tactical planning for the efficient and effective use of information resources in overall city operations, and evaluate plans and proposals from other governmental agencies and public or quasi-public organizations.

Communications and Network Division

The Communications and Network Division serves as the infrastructure support division for first responder communications including the wired and wireless city networks, radio, microwave, 800 MHz, P25, Voice over Internet Protocol telephony, video conferencing and related systems. The division is responsible for the management of related technology and facilities, including buildings and towers; and coordinates security access, both physical and digital, to the various technology systems supported by DIT. This includes contract preparation, contract management and direct supervision of the vendor staff to ensure compliance with the contracted needs of the city, and oversight of citywide communication.

Technical Support Division

The Technical Support Division serves as the technical infrastructure architect and provides technical support to all DIT divisions and city agencies that use the city's centralized information technology systems. This division also maintains network and physical security for systems, applications, and facilities; supports infrastructure for applications, private cloud, mainframe, end-user servers and storage requirements and the interfaces between these systems; prepares and analyzes reports on systems usage and capacity requirements; administers the policies and procedures related to the city's security and infrastructure resources; participates in strategic planning of information resources; evaluates plans and proposals from other governmental agencies and public or quasi-public organizations; provides project management over data security; and provides contract management and supervision of vendor staff.

ACCOMPLISHMENTS

- Enhanced the Department of Parks and Recreation (DPR) Online Registration System (PROS) to enable the public to make online payments for parks activities; the online payment integration with the HNL Pay Application Programming Interface (API) saves Honolulu residents a trip to the park to register in person for seasonal activities, and eliminates the need to stand in long lines to register their children in the city's popular Summer Fun program;
- Deployed a new scheduling application for the Koko Head Shooting Range, which allows the public to reserve a bay at the site for use; this project provides the public with the convenience of reserving a spot at the range without the need to stand in line and provides DPR staff with a tool to anticipate traffic to the newly renovated shooting range;
- Delivered a summer college student employment online application to DPR and the Department of Human Resources (DHR) to help DPR recruit college students as assistants for Summer Fun and after school programs, and coordinated with DHR and DPR to create an administration system for reviewing and tracking student applications;
- Created an online application at the request of the Department of Community Services (DCS) to help thousands of low-income families acquire transit fare subsidies, and established an administration system for identifying eligible families, evaluating applications, and tracking available funding; additionally, this application helped streamline the process between DCS and the Department of Transportation Services;
- Scanned 1,351,213 documents, 11,317 maps, and 43,426 aperture cards, and shredded 1,182 cases via DIT scanning and shredding services; these services can convert any document, such as standard paper files, large format drawings, microfilm, photographs, microfiche, or mixed digital media, to a digital file, and text from static images can also be indexed to create files that agencies and departments can easily search and access;
- Received 19,406 trouble calls from city staff for DIT Help Desk assistance; the primary purpose of the DIT Help Desk is to work directly with the user to provide support, identify IT problems and resolve IT issues;
- Piloted a new timekeeping system called TIMEI among three departments − DIT, DHR, and the Department of Budget and Fiscal Services (BFS) − that allows employees to be responsible for documenting their hours worked and approved time off; this improved timekeeping system provides a consistent approval workflow for the supervisor and the auditor, and TIMEI also integrates with the payroll processing system to allow for improved efficiency and accuracy;

- Deployed an automated billing system called the Utility Invoice Payment Robotic Process Automation (RPA) for DPR to process Hawaiian Electric Company (HECO) billing; BFS also uses this RPA software to download and extract billing payment information from digital invoice statements, group invoices by fund and unit, and generates the General Accounting Expense documents to upload into the city's financial system; this automation solution provides improved accuracy, more efficient payment processing using electronic funds transfer, and prevents late payments, and by reducing time spent by BFS staff to manually process invoices, increases their productivity;
- Launched a Honolulu Police Department (HPD) pilot called the HPD Overtime (OT) Digital Card Portal, an application that provides approvers for overtime a digital workflow process as well as the ability to attach supporting documents; timekeepers now work off a report for payroll processing instead of paper OT index cards that officers used to submit; overtime information is digitally stored and data is available for accurate reporting;
- Created a Hiring Dashboard that enables the city administration and department administrative service officers to view statistics of the three hiring stages and identify areas of improvement; this project encourages hiring efficiencies with real-time data readily available to measure the city's hiring progress;
- Migrated the Department of Planning and Permitting (DPP) Geographical Information System (GIS) data entry system to a new GIS Parcel Fabric data framework, which standardizes and modernizes the workflow between DPP and the BFS Real Properties Assessments division; this new data framework also facilitates more efficient and accurate data entry operations for staff;
- Reduced dependency on the mainframe by replacing multiple legacy programs with modern rewritten applications; deployed applications for motor vehicle internet renewal, web-based authorized signatures, Neighborhood Board election system, and API for the driver's license road test appointment system;
- Successfully completed the State Pointer Exchange Services implementation, joining other states in the State-to-State (S2S) Verification Service for Driver License and State Identification credentials; this enables a state to electronically check with other participating states if the applicant holds a credential in another state; S2S also satisfies other business requirements such as limiting a person to one REAL-ID driver's license or state identification card;
- Virtualized the DPP's building permits database server to provide better performance, maintenance, and monitoring capability compared to the old physical server;
- Achieved full operation status of fare collection networks for the opening day of the first phase of Skyline on June 30, 2023;
- Performed major data center upgrades of and full cutover to our core WAN routers and interdepartmental firewalls to improve the city's security stance;
- Added more than a dozen new sites to the city WAN fiber optic ring to improve citywide connectivity.

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DEPARTMENT OF LAND MANAGEMENT

Ka ʻOihana Hoʻokele ʻĀina

Scott K. Hayashi, Director (July 2022 – April 2023)
Catherine A. Taschner, Deputy Director (July 2022 – April 2023)
Acting Director (April 2023 – present)

POWERS, DUTIES AND FUNCTIONS

The Department of Land Management (DLM) protects, develops, and manages the City and County of Honolulu's real property interests, except those under the jurisdiction of the Department of Parks and Recreation. These responsibilities include maintaining a perpetual inventory of all city real property interests, creating plans and advising on best practices in land management, property management, and conservation and stewardship, and negotiating real property transactions.

Asset Development Division

The Asset Development Division is responsible for strategic acquisition and development of the city's real property inventory, with an emphasis on Transit-oriented Development (TOD) special districts and increasing affordable housing. Staff negotiate purchase and sale agreements, public-private partnership (PPP) agreements and development agreements, and oversee acquisitions and dedications of real property into the city inventory, including those funded by the Clean Water and Natural Land (CWNL) Fund.

Asset Management Division

The Asset Management Division is responsible for managing portions of the city's real property inventory, including the city's rental housing portfolio, select commercial projects, and other real property interests that are not under the jurisdiction of other departments. Staff coordinate repair and maintenance projects, assist with creating plans and advising on best practices in property management, and make recommendations to improve the utilization and revenue potential for underused or vacant real property.

ACCOMPLISHMENTS

- Acquired the 19-floor, 172,036-square-foot Waikiki Vista building, formerly known as Hawaiʻi Tokai International College, located on Kapiolani Boulevard in Moiliili, which adds more than 100 affordable housing units to the city's portfolio and is the city's largest and most significant real estate acquisition to support affordable housing;
- Entered into three long-term ground leases of city-owned land to private developers to facilitate the development of an aggregate 544 affordable housing units in Kapolei and Aiea;
- Expanded the city's CWNL program by hiring the city's second dedicated CWNL program manager, and drafting and successfully advocating for amendments to the Revised Charter of the City and County of Honolulu to permit the expenditure of CWNL monies for land management and conservation activities, and making DLM responsible for processing applications for use of CWNL monies;
- Guided planning and design efforts to support the construction and delivery of affordable housing units on city-owned land with an emphasis on TOD parcels;
- Oversaw and coordinated complex due diligence efforts to acquire six large real property transactions that are scheduled to close in Fiscal Year 2024;
- Assisted other city departments with requests for land utilization, including requests for rights of entry, disposals and easements, negotiation of space leases, and acquisitions of land for city facilities;
- Oversaw substantial renovation, electrical and plumbing work, and landscaping maintenance across the city's affordable housing portfolio under DLM's jurisdiction, including modernizing building components at Chinatown Gateway Plaza, resurfacing the roof at Westlake Apartments, completing piping repairs and landscape improvements at West Loch Elderly Village, upgrading the gas line at Kulana Nani Apartments, completing 23 unit renovations at Winston Hale Apartments, installing new mailboxes at Harbor Arms

Apartments, and replacing the drains at Harbor Village Apartments in anticipation of the complete renovation of the atrium and planned unit upgrades to include water-efficient toilets and showerheads, and energy-saving appliances;

- Initiated a new permanent supporting housing program at Mohala Mai for justice-involved women and children, and converted single room occupancy units into fully furnished one-bedroom units for women with children;
- Maintained an average occupancy rate of 97% across the city's affordable housing portfolio under DLM's jurisdiction, with 100% occupancy in Chinatown Manor, Westlake Apartments, Mānoa Gardens Elderly Housing, Bachelor's Quarters, Kanoa Apartments, Beretania Apartments, Kauhale Kamaile, Kumuwai, Hale Maluhia and McCully Apartments.

DEPARTMENT OF THE MEDICAL EXAMINER

Ka ‘Oihana o ke Kauka Kilo Kupapa‘u

Masahiko Kobayashi, M.D., Ph.D., 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 multifold, including: to discover, document, and preserve the medical, anatomic, and evidentiary findings used to determine the cause and manner of death; to confirm or deny the account of how death occurred; to include or exclude other contributory or causative factors to the death; to make identification of the decedent and notify next of kin; and to provide expert testimony in criminal trials. 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, such as increasing drug overdose deaths that are an emerging threat to the community.

The MED is staffed by a team of professionals, including board-certified forensic pathologists, medicolegal investigators, medical technologists, autopsy technicians, and administrative personnel.

The MED supports a variety of programs and initiatives designed for broad public benefit, including: multidisciplinary reviews of child deaths, domestic violence fatalities, and maternal mortality; donor organ and tissue procurement programs; academic training and internships, including pathology residents and medical and forensic science students; and statistical reporting of substance use to multiple agencies. As a part of the initiatives, the MED has been collaborating with the state Department of Health and providing the Overdose Data to Action (OD2A) program and National Violent Death Reporting System with our data, which is used for analysis and prevention of drug and violent deaths.

ACCOMPLISHMENTS

- Investigated 3,566 deaths;
- Assumed jurisdiction in 1,387 cases;
- Investigated 23 cases determined to be homicides;
- Performed 439 autopsies and 737 external examinations;
- Facilitated 69 organ and tissue donations;
- Continued Medical Examiner’s building renovations with an expected completion date of January 2024;
- Finalized a departmental mass fatality plan;
- Continued expansion of drug testing with a federal grant to provide the Department of Health with more comprehensive information for the Centers for Disease Control and Prevention’s OD2A project;
- Continued to collaborate with the state Department of Health, Hawai’i High Intensity Drug Trafficking Areas, Drug Enforcement Administration, and University of Hawai‘i at Mānoa for analysis and prevention of drug overdose deaths;
- Reduced the number of backlog reports from 637 to 289 with per diem forensic pathologists completing 348 backlog reports from 2014 to 2019.

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DEPARTMENT OF PARKS AND RECREATION

Ka ʻOihana Mālama Pāka a me nā Hana Hoʻonanea

Laura H. Thielen, Director
Kēhaulani Puʻu, Deputy Director

POWERS, DUTIES AND FUNCTIONS

The Department of Parks and Recreation (DPR) manages, maintains, and operates the City and County of Honolulu's parks and recreational facilities; develops and organizes sports, recreational, and cultural activities; and beautifies the city's parks, playgrounds, and other public areas. In addition to 89 beach rights of way and seven pedestrian malls, the city has 306 designated park properties encompassing 4,966 acres of developed park land. Among the facilities in the parks inventory are 82 recreation centers, 21 swimming pools, 216 comfort stations, and 156 playgrounds. The department supports emergency shelter operations when necessary, and is also responsible for organizing several annual events, including the Mayor's Memorial Day Ceremony and the Lei Day Celebration. These events involve coordination with federal, state, and city agencies, along with business and community organizations.

DPR provides parks and recreational opportunities that are enjoyable and safe for park users of all ages. This includes the Summer Fun Program, which aims to serve 10,000 keiki and teens each year. The department strives to promote increased efficiency, effectiveness, and responsiveness in the delivery of park services and recreational programs through the work of its three divisions: Executive Services, Urban Forestry, and Park Maintenance and Recreation Services.

Executive Services Division

The primary function of Executive Services is to provide administrative and managerial support for the department and systems relating to budget management, parks planning, property management, public permits, related parks research, safety, training, personnel management, and labor relations. The Property and Supply Management staff orders and distributes supplies and monitors the equipment inventory system. The Permits Office oversees the issuance of park use permits, manages the online camping reservation system, and oversees the Park Ranger Assessment Project.

Division of Urban Forestry

The Division of Urban Forestry manages the city's Horticulture Services and Honolulu Botanical Gardens (HBG). Horticulture Services is responsible for maintaining trees along public roadways, in parks, and through pedestrian malls. This includes planting, pruning, and removing trees as necessary, and overseeing street and park trees across Oʻahu. The division also operates the city nurseries, tree farms, and the Queen Kapiʻolani Garden. It administers the city's Exceptional Tree program, provides arboriculture guidance to other departments, and facilitates the city's Community Forestry Program which supports urban forestry education and outreach. HBG comprises the Foster, Hoʻomaluhia, Koko Crater, Liliʻuokalani, and Wahiawā botanical gardens. Combined, the five gardens cover more than 650 acres and are designed to conserve and display in excess of 9,500 plants, representing more than 5,000 species from almost 200 plant families. The gardens also administer the Community Recreational Gardening Program at 11 sites across Oʻahu, and support enrichment classes and special events designed to promote public access, understanding, and appreciation for the natural world.

Park Maintenance and Recreation Services Division

The Park Maintenance and Recreation Services Division administers a comprehensive and diversified community recreation and park maintenance program for the city, while coordinating the activities of five geographical districts, Maintenance Support Services (MSS), and Recreation Support Services (RSS). MSS provides repair and maintenance for park projects and facilities utilizing specialized skills such as heavy machinery operation, masonry, carpentry, painting, and plumbing. RSS administers programs such as the People's Open Market, Senior Citizens Section, Therapeutic Recreation Unit, and the Children and Youth Section that administers the Summer Fun Program. It is also responsible for organizing cultural and recreational events such as the Mayor's Craft and County Fair, Kualoa Hakipuʻu Canoe Festival, Senior Valentine Dance, the state's longest running Lei Day Celebration and noncompetitive hula event, the Nā Hula Festival, the state's oldest storytelling event, the Talk Story Festival, and aquatics and sports tournaments.

ACCOMPLISHMENTS

- Installed 168 benches and 80 tables within our parks and gardens as part of our "Meet at the Park" federally funded effort to create social and community-based spaces outdoors;
- Increased maintenance and repairs for a variety of department facilities, including 13 comfort station renovations, 12 reroofing projects, resurfacing 20 parking lots, repairing four ballfield backstops, 10 gym backboard refurbishments, nine fence installation projects, and renovations to the future Kahua O Waikalua Dog Park in Kāneʻohe;
- Reopened two Central Oahu swimming pools, the Bill Balfour Jr. Waipahū District Park Pool on April 28 after a nearly six-year closure, and the Pearl City District Park Pool on June 8 after a nearly five-year closure;
- Made the difficult decision to close Oʻahu's only public shooting range due to unprecedented health and maintenance concerns at the Koko Head Shooting Complex; during the seven-month closure DPR coordinated with government and contract agencies to research, fund, and implement physical and operational improvements to the complex; and the shooting complex reopened on April 29, utilizing the Parks and Recreation Online System (PROS) reservation system to help manage high demand for this facility;
- Encouraged community engagement through volunteer programs including community service days, Adopt-A-Park Program, one-time service projects, botanical garden volunteer efforts, Summer Fun junior leaders, and other volunteer assistance across the department that resulted in 19,082 volunteers contributing 859,320 hours of community service;
- Increased the number of Oʻahu residents serviced by DPR programming, with 12,797 participant registrations in fall 2022 and 15,606 participant registrations in spring 2023; this represents an 8.8% increase in residents served through DPR recreational programming compared to the same seasons in Fiscal Year 2022;
- Resumed large scale park events, many of which had not been held since the coronavirus pandemic, such as the Shinnyo Lantern Floating Ceremony at Ala Moana Regional Park and the Eddie Aikau Big Wave Invitational at Waimea Bay Beach Park;
- Launched the first ever online registration and payment of fees for the 2023 Summer Fun Program utilizing the online PROS reservation system, which also enables DPR to publish schedules for city swimming pools, gymnasiums, and roller rinks;
- Increased community engagement by participating in the Mayor's 11 town hall meetings that allowed immediate DPR response to resident concerns; conducted five online surveys seeking public input on DPR programs, services and facilities such as outdoor courts, volunteer services, Patsy T. Mink Central Oʻahu Regional Park, Kailua Beach Park's boat ramp, and the Park Ranger Assessment Project; once the final survey has been completed the survey results will be published;
- Achieved the goal of planting 850 trees islandwide, including 225 rare Hawaiian native conservation plantings and Acacia koa trees, engaged an estimated 1,500 participants through our Community Forestry Program and hosted approximately 749,000 visitors in the Honolulu Botanical Gardens;
- Maintained the city's status as a "Tree City USA" for the 42nd year and received the Growth Award from the Arbor Day Foundation for demonstrating environmental improvement and an outstanding level of tree care;
- Exceeded the Honolulu Board of Water Supply's (BWS) request to reduce freshwater usage by 10%, using 124,452 fewer gallons of water to reduce DPR water use by 15.4% and saving taxpayers $678,693; factors contributing to this accomplishment include the implementation of three water-efficient techniques from our energy saving contract with NORESCO, an accredited energy service provider, installing water-efficient plumbing such as timed beach showers, improved public and BWS communication and response regarding reported water leaks, and overall efforts from the general public to kākou;
- Partnered with NORESCO to improve energy efficiency at city parks with energy-saving upgrades, including retrofitting 23 parks with replacement plumbing fixtures, using weather-based irrigation controls at 16 parks, installing new pool pumps and on-site chlorine generation systems at five pools, and improving electrical transformers at 10 parks; the public can monitor these and other DPR energy improvement projects online at bit.ly/efficientparks;

- Supported citywide initiative to expedite hiring to fill vacant positions; from February through June 2023, filled 74 of the 165 vacant DPR positions, and hired 594 seasonal staff to assist with the popular Summer Fun Program, including 190 completely new employees;
- Improved park operations efficiency to provide greater park equity across Oʻahu by initiating a reorganization of park resources to better meet the needs of Central and Leeward Oʻahu communities; the reorganization transferred the care of 43 parks on 341.18 acres from Park District 3 (D3) to Park District 5 (D5), which mainly impacts the Pearl City, Waimalu, Waipiʻo, Mililani and Wahiawā neighborhoods;
- Invested in employee development and retention with more than 385 staff completing 4,485 hours of development training; all DPR administrators, managers, and division supervisors enrolled in at least one management training class and worked with the Department of Human Resources to develop online or video-recorded training sessions to help maintain institutional knowledge as DPR experiences generational changes in our workforce.

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DEPARTMENT OF PLANNING AND PERMITTING

Ka ʻOihana Hoʻolālā a me nā Palapala ʻAe

Dean Uchida, Director (July – September 2022)
Dawn Takeuchi Apuna, Deputy Director (July – September 2022)
Acting Director (September 2022 – February 2023)
Director (February 2023 – present)
Jiro A. Sumada, Deputy Director (December 2022 – present)

POWERS, DUTIES AND FUNCTIONS

The Department of Planning and Permitting (DPP) is responsible for the City and County of Honolulu's major programs and laws related to land use, from long-range policy planning, community planning and zoning to infrastructure assessments and regulatory development codes. The department is composed of eight groups, including the Administrative Services Office, Honolulu Land Information System, Customer Service Division, Planning, Transit-oriented Development (TOD), Land Use Permits, Building, and Site Development. DPP also manages the geographic information system (GIS) used by various governmental agencies and private businesses. The department provides administrative support to the Planning Commission, Zoning Board of Appeals, Building Board of Appeals, Oʻahu Historic Preservation Commission, and the Design Advisory Committee. The DPP Director sits on the policy board of the Oʻahu Metropolitan Planning Organization as a voting member, and is also an ex officio voting member of the Hawaiʻi Community Development Authority and the Honolulu Authority for Rapid Transportation.

Honolulu Land Information System (HoLIS)

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

Customer Service Division (CSD)

The Customer Service Division is comprised of six branches: Permit Intake, Data Access and Imaging, Code Compliance, Residential Enforcement, Commercial and Multifamily Code Enforcement, and Short Term Rental Enforcement. The Permit Intake Branch operates consolidated permit counters at the Fasi Municipal Building and Kapolei Hale, handling customer inquiries about various permit applications and plans, including e-plans, and collecting applicable permit related fees. The Data Access and Imaging Branch operates the DPP public information center, maintaining historical and current records pertaining to properties and issued permits. The Code Compliance Branch administers the code enforcement civil fine program for the DPP and works with other DPP branches to effect the notice of orders and property liens and collects fines associated with the code enforcement civil fine program. The Residential Code Enforcement Branch inspects existing dwellings and structures in residential, country, and agricultural districts for possible violations of the housing code, vacant lots, sidewalks, driveways, litter, property overgrowth, and other inspections. The Commercial and Multifamily Code Enforcement Branch conducts inspections on adult residential care homes, institutional, school, and day care buildings in conjunction with licensing programs and conducts inspections of illegal signs and other reported commercial violations. The Short Term Rental Enforcement Branch conducts inspections and enforcement of illegal short-term rentals.

Planning Division

The Planning Division prepares and updates the Oʻahu General Plan and long-range regional development plans; represents the city in state land use boundary amendments for parcels greater than 15 acres; processes applications for state land use boundary amendments for parcels equal to or less than 15 acres, Public Infrastructure Map amendments, zone changes, state special use permit requests, and zoning district boundary adjustments; monitors and administers conditions of approval associated with the above actions, including affordable housing and urban design plan requirements; and develops community-based special area plans for neighborhoods where more localized planning is desired, including neighborhoods hosting rail stations. The Planning Division works with the TOD Division to increase public awareness of the benefits of TOD; reviews the Executive Capital Improvement Program and Budget for conformance to the General Plan and development

plans; prepares an annual report of the current status of land use and other data pertinent to the implementation of development plans; and develops land use forecasting models to prepare forecasts of population, housing and employment based on adopted land use plans and market trends. These forecasts are used as the basis for the O‘ahu Regional Transportation Plan and other long-range infrastructure master plans. Additionally, the Planning Division acts as the city’s liaison to the U.S. Census Bureau, maximizes accuracy and completeness of the decennial census, and develops products to make the census data relevant to planning applications and more useful to the public. The division is composed of four branches: Community Planning, Development Plans and Zone Change, Planning Analytics, and Policy Planning.

Transit-oriented Development Division

The TOD Division is responsible for coordinating all city departments’ efforts to implement TOD, through plans and policies, projects and investments, incentives, codes and regulations, outreach and events, and coordination of public, private, and community stakeholders. Division staff works with other DPP divisions and city departments to develop neighborhood TOD plans, TOD zoning and land use ordinances, Complete Streets and parklet policies, affordable housing policies, financial tools, wayfinding TOD-related infrastructure, and other TOD implementation strategies. The division manages catalytic planning and development projects and technical studies on infrastructure, and works with other departments and state agencies to ensure their projects align with TOD goals.

The division conducts extensive outreach and education efforts – for the public, community partners, industry groups and city staff – and hosts many workshops and events. The division pursues grants and technical assistance, and manages those awards, including federal awards for brownfield-site redevelopment, bikeshare, equitable TOD, affordable housing, wayfinding, green infrastructure and climate adaptation.

Land Use Permits Division (LUPD)

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

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

In addition to its land use and CZM responsibilities, the LUPD reviews and processes applications for exemptions to planning, zoning and construction-related standards for eligible affordable housing projects, pursuant to HRS Chapter 201H-38. 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 composed of three branches: Land Use Approval, Urban Design, and Zoning Regulations and Permits.

Building Division

The Building Division administers and enforces the city’s building, electrical, plumbing, housing and zoning codes, the energy conservation ordinance, sidewalk, driveway, grading, National Pollutant Discharge Elimination System (NPDES), and other related ordinances and regulations in conjunction with building permit applications. The division provides technical support to the Customer Services Division in their review of permit applications and performs inspections to verify compliance with the codes, regulations and ordinances. In addition, it investigates complaints or reports of violations pertaining to projects where a building permit is required or has been issued. The division is composed of six branches: Building Code, Electrical Code, Mechanical Code, Research, Zoning Plan Review, and NPDES.

Site Development Division

The Site Development Division is responsible for the review, approval, permitting, and inspection of new subdivisions and their associated improvements; and proposed infrastructure improvements necessary to support new development such as streets, utilities, bridges, drainage, and flood control. It administers the flood hazard district ordinance and grading ordinance. The division has a major role in fulfilling the city's NPDES permit requirements. The division is composed of five branches: Civil Engineering Project Review, Civil Engineering Permitting and Inspection, Subdivision, Traffic Review, and Wastewater.

ACCOMPLISHMENTS

- Established three stakeholder task force groups to assess and improve DPP processes in the areas of permitting, solar photovoltaic installations, and affordable housing;
- Incorporated the use of artificial intelligence in the Robotic Process Automation bot for the prescreen process, which helped to decrease residential and commercial permit process duration by nearly 40%;
- Increased the solar online permitting by nearly 80%;
- Retained a collections agency to recover delinquent civil fines, increasing city revenue;
- Completed all Sidewalk Dining Program inspection requests within two days of receiving requests;
- Established the Short Term Rental Enforcement Branch, increasing the monthly average of short-term rental notice of violations by more than 400%;
- Maintained timely review and processing of various site development jobs and permits including 22 subdivisions, 194 construction plans, 1,486 sewer capacity analyses, 369 grading permits, and 906 trenching permits in conjunction with all supporting technical surveys, reports, studies, and other documents;
- Contributed to the city's participation in the Community Rating System with successful verification of Elevation Certificates that enables the city to maintain a Category 8 status for 2023-2024 and another year that policyholders can enjoy a 10% discount on their flood insurance premiums; the discount as of April 2023 amounts to savings of $2 million for the approximately 33,500 policyholders in Honolulu;
- Adopted and amended the State Plumbing Code (2018 Uniform Plumbing Code);
- Issued three building permits for Bill 7 Affordable Housing projects, adding 95 affordable units to the inventory;
- Revoked 12 monster home building permits;
- Processed and/or reviewed 11 Affordable Housing 201H projects with 3,716 affordable housing units and 752 market rate units for a total of 4,480 new dwelling units;
- Processed 186 affordable housing eligibility applications using Neighborly, a customized database software designed to streamline the affordable housing applicant eligibility process, and approved applications for 148 households;
- Launched a new DPP website with expanded content and more user-friendly designs, and includes a subscription-based platform to disseminate building permit process updates;
- Updated the Special Management Area and Shoreline Setback ordinances, which regulate development with Oʻahu's sensitive coastal and shoreline areas; these updates incorporated state-level changes for inconsistency with Act 16 Session Laws of Hawaiʻi 2020, and utilize science-based resources to increase the island's resiliency against threats associated with global climate change, including sea level rise and other coastal hazards;
- Facilitated establishment of the Oʻahu Historic Preservation Commission and worked toward earning the Certified Local Government status for the City and County of Honolulu from the U.S. Department of the Interior;
- Adopted an amendment to the East Honolulu Sustainable Communities Plan on July 21, 2022, under Ordinance 22-20;
- Released the Annual Report on the Status of Land Use on Oʻahu for Fiscal Year 2021;
- Rezoned 383 acres of land that increased housing and commercial development opportunities and expanded the TOD Special District, in the ʻAiea-Pearl City TOD Neighborhood Plan, adopted in October 2022 per Ordinances 22-29 and 22-30, respectively;

- Implemented a new parcel fabric editing process that will help with the upkeep of parcels for mapping purposes;
- Assisted the Federal Insurance and Mitigation Administration in Hazus Level 2 Flood modeling;
- Partnered with local financial auditing and management company Accuity to review, reform, and reorganize the department to streamline DPP's permit processes and establish standard operating procedures.

HONOLULU POLICE DEPARTMENT

Ka ʻOihana Mākaʻi o Honolulu

Arthur J. Logan, Chief of Police
Keith K. Horikawa, Deputy Chief of Police
Rade K. Vanic, Deputy Chief of Police

POWERS, DUTIES AND FUNCTIONS

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

HPD personnel are dedicated to working with the community to make our island safe. Officers and staff are committed to serving and protecting with aloha.

ACCOMPLISHMENTS

- Assisted with the Hawaiʻi Department of Transportation red-light safety pilot program by reviewing multiple still images and video from the vendor, Verra Mobility, to confirm and approve red-light violations; violations confirmed by the officers are sent to the vendor for printing and mailed to the violator;
- Provided health services for detainees in the Central Receiving Division; the Hawaiʻi Department of Health Adult Mental Health Division coordinated the services and subcontracted eight nurses from NIU Health to provide medical assessments for incoming and current detainees for mental health and substance abuse, and issued medications and provided prescription refill services;
- Received seventh Commission on Accreditation for Law Enforcement Agencies (CALEA) award for compliance with all 458 standards, and a panel of CALEA commissioners recommended HPD for reaccreditation;
- Investigated illegal gambling establishments as part of the Gambling Detail Federal Task Force that resulted in 28 search warrants, 20 arrests, the seizure of $122,778 in U.S. currency, and recovery of 346 gambling machines valued at more than $2.9 million;
- Closed a 1972 Waikīkī murder cold case by matching a male's DNA sample with a DNA profile obtained from items at the crime scene;
- Piloted and tested a three-day patrol workweek schedule in two districts, leading to more personnel patrolling daily, increasing officer safety and morale, and saving significant money in overtime committed to personnel shortages;
- Launched the Overtime (OT) Digital Card Portal, providing an effective tool to manage OT expenditures with available real-time data; additionally, OT submissions are managed digitally, decreasing human error, abuse, and fraud;
- Outfitted emergency response vehicles with tactical equipment to provide tools to officers in real time when faced with dynamic situations by allowing immediate access to the equipment to navigate the situation with caution and save lives;
- Revised the license to carry firearms application process and issued licenses to carry concealed firearms to applicants;
- Purchased two mobile livestreaming kits that are used when the livestreaming event is unplanned or the primary livestreaming hub is unavailable; the kits may also be used for any event or broadcast that would be of public interest such as media releases, news conferences, departmental ceremonies, and urgent or ongoing safety-hazard notifications.

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DEPARTMENT OF THE PROSECUTING ATTORNEY

Ka ʻOihana o ka Loio Hoʻopiʻi

Steven S. Alm, Prosecuting Attorney
Thomas J. Brady, First Deputy 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 Hawaiʻi in criminal proceedings in District Court, Circuit Court and Family Court, as well as appeals heard by the Hawaiʻi Intermediate Court of Appeals and Hawaiʻi Supreme Court. The office also provides advocacy services for victims of crime. The office comprises approximately 100 deputy prosecutors and 150 support staff, which includes clerical workers, investigators and victim-witness counselors assigned to various divisions.

Administration

Provides overall direction for programs and activities of the department. Oversees fiscal, budgeting, personnel, planning, legislative, audio/visual, and investigative services in support of departmental programs

Appellate

Represents the state on appeals of criminal cases prosecuted by the Department of Prosecuting Attorney before the state appellate courts and the federal courts to include the U.S. District Court of Hawaiʻi, the 9th U.S. Circuit Court of Appeals and the U.S. Supreme Court. The division also provides case research and reference assistance to the office.

Family

Juvenile Offender prosecutes cases in Family Court involving law violators under the age of 18.

Domestic Violence Misdemeanor prosecutes misdemeanor offenses involving violence or the threat of violence committed against an intimate partner or a child. The cases include charges such as abuse of family or household members, violations of orders for protection, and violation of temporary restraining orders.

Domestic Violence Felony prosecutes felony offenses involving violence or the threat of violence committed against an intimate partner or a child. The cases include charges of assault in the first and second degree, murder, terroristic threatening, and abuse of family or household members.

Felony Prosecution

Prosecutes felony and misdemeanor jury-demand cases in Circuit Court except cases referred to the Special Prosecution Division. The cases include drug, burglary, robbery, arson, murder, manslaughter, assault, negligent homicide, animal cruelty, white collar crime, and specialty court cases.

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.

Misdemeanor Prosecution

Prosecutes cases involving motor vehicle infractions, petty misdemeanors, and misdemeanors. Deputy prosecutors are assigned to district courts in Honolulu, Pearl City, Kāneʻohe, Wahiawā and Kapolei.

Screening and Intake

Reviews and charges felony cases that do not involve elder abuse, domestic violence or sexual assault. Prepares charging documents in the form of complaints, indictments, and information charging. Presents cases for probable cause determination at preliminary hearings and/or before grand juries. Processes and e-files charging documents and handles the preparation of felony cases for arraignment and plea at Circuit Court.

Special Prosecution

Career Criminal prosecutes cases involving defendants who commit felonies while on probation or parole. Qualifying repeat offenders are subject to mandatory minimum sentences if convicted.

Elder Abuse prosecutes felony crimes against victims over the age of 60. Deputy prosecutors also provide educational outreach to senior citizens at community fairs and expos, as well as through group presentations and guest appearances on local TV and radio programs.

Sex Assault prosecutes all sexual assault cases. Deputy prosecutors employ vertical prosecution and work directly with police, advocacy groups and community service providers that specialize in sexual violence against women, children, men and LGBT.

Sex Trafficking special unit funded by a federal grant dedicated to investigating and charging crimes involving human trafficking.

Victim/Witness

Provides support services for victims of crime and helps guide victims and witnesses through the judicial process. The division's services include crisis counseling and social service referrals, safety planning for victims of domestic abuse and notification of case status and custody status of offenders. PAT's specially trained courthouse dog works with child victims and witnesses.

ACCOMPLISHMENTS

- Launched Safe and Sound Waikiki, a crime reduction program to enhance public safety and improve the quality of life for residents and visitors in the state's busiest tourist district; 60 felony cases and more than 780 misdemeanor cases were charged between the time Safe and Sound Waikiki launched on Sept.6, 2022, and the end of Fiscal Year 2023;
- Holding drivers accountable for traffic offenses including driving without a license and excessive speeding; plea agreements are not made for these offenses, and deputy prosecuting attorneys (DPA) will always ask judges to impose fines for first and second offenses and jail time for drivers arrested three or more times;
- Led a collaborative effort with neighbor island prosecutors and state lawmakers to craft a law to address the Supreme Court of the State of Hawai‘i's decision in State v. Obrero that threatened to free dozens of violent offenders who were charged through the complaint and preliminary hearing process; the new law reflects the Hawai'i constitution of the past 40 years and makes it clear a person may be charged for certain felony offenses via complaint and preliminary hearing in addition to grand jury;
- Introduced and garnered support for legislation to address public corruption by establishing new criminal offenses similar to federal corruption statutes for fraud (class B felony), false claims (class C felony), and false statements (class C felony); Governor Josh Green signed PAT's bill into law in June 2023;
- Participated in a collaborative effort with the Department of Health, Honolulu Police Department, Judiciary, Department of Public Safety, and Office of the Public Defender to establish a program to divert individuals with serious mental illness, such as schizophrenia and bipolar disorder, away from the criminal justice system and into treatment and support services; modeled after a successful diversion program in Miami, Florida, Hawai‘i's program accepted its first participant in late FY 2023;
- Secured funding needed to increase salaries for DPAs to a competitive level; without the funding, PAT's ability to promote public safety would have been diminished as deputies would leave the office for higher pay elsewhere;
- Garnered support for a bill to create a statewide, multiagency Criminal Justice Data Sharing Working Group to coordinate and design a system that allows agencies to share information in real time; the goal is to build a system that streamlines procedures, decreases human error, avoids duplicate data entry, and allows law enforcement officers and deputies to make better-informed decisions;
- Conducted weeklong training for DPAs to update and improve their trial skills, trial strategies, and use of forensic and data driven prosecution;
- Secured funding for a full-time certified substance abuse counselor to improve Substance Use Disorder Assessment – Fast, a PAT initiative that helps homeless individuals arrested for felony drug possession get into substance abuse/dual diagnosis treatment soon after arrest instead of spending months in jail before being placed on probation and then getting into treatment;

- Worked with the Department of Human Resources to create a new entry level position to recruit paralegals directly from Kapiʻolani Community College or other programs.

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DEPARTMENT OF TRANSPORTATION SERVICES

Ka ‘Oihana Alakau

J. Roger Morton, Director
Jon Y. Nouchi, Deputy Director

POWERS, DUTIES AND FUNCTIONS

The Department of Transportation Services (DTS) is responsible for the multimodal movement of people and goods on roadways; public transit systems (TheBus, TheHandi-Van and Skyline); bicycle and pedestrian ways; intermodal facilities and operations; rail and traffic control systems; traffic safety; rules and regulations for city-owned streets and roadways; “Complete Streets” implementation; and the design and construction of transportation facilities and systems. Chapter 17, Section 6-1703 of the Revised Charter of the City and County of Honolulu delegates the following responsibilities to the department: plan, operate and maintain public transportation systems to meet transportation needs in accordance with the general plan and development plans, and advise on the design and construction thereof; locate, select, install and maintain traffic control facilities and devices; provide educational programs to promote traffic safety; and promulgate rules and regulations pursuant to standards established by law. In recent years, additional DTS responsibilities have been added to the charter including: managing and maintaining all commercial parking facilities, except those managed by another city agency; performing, planning, engineering, design and construction of improvements to commercial parking facilities; preparing an energy conservation and emissions reduction plan; enforcing the collection of fares, fees, rates, tolls and other charges for use of the transportation system; and identifying, creating and recommending new sources of revenue from non-fare sources to provide additional funding for the transportation system.

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 Performance and Development Division

Five branches in the Transportation Performance and Development Division provide transportation planning and coordinate access to federal financial funding resources. The Regional Planning Branch supports O‘ahu’s data-driven regional modal plans that guide the city’s transportation improvement project selection. The Regional Planning Branch also coordinates, reviews and comments on transportation and environmental studies for consistency with the application of national best-practice multimodal principles, traffic congestion mitigation, and roadway safety elements. The Programing and Support Branch seeks federal funds for the city’s transportation improvements and ensures that projects seeking federal assistance are qualified, vetted, and programmed in the Transportation Improvement Program. The Business Development and Services Branch organizes and evaluates pertinent and measurable transportation data necessary to conduct traffic studies and analysis, formulate capacity demands, and initiate safety measures such as traffic signals, crosswalks and speed limits. The Business Development and Services Branch also manages the city’s on- and off-street parking performance. The Complete Streets Branch is responsible for the planning of multimodal access, curb management, and parking at rail stations. The Performance and Business Analysis Branch is responsible for department level modal integration, fleet, and infrastructure planning.

Transportation Engineering Division

The Transportation Engineering Division conducts studies and analyses to promote the safe, efficient and effective use and operation of the city’s streets, roadways and appurtenant facilities; coordinates and implements engineering programs and projects to improve traffic flow and safety; prepares and processes legal schedules in accordance with the traffic code; administers the city’s bikeway, pedestrian safety, and traffic safety and education programs; and administers the school traffic safety committee. The Curb Management, Facilities and Operations Branch develops and maintains advanced technology systems to manage on-street parking and designated curb zones.

Transportation Technology Division

The Transportation Technology Division designs, implements, operates, and maintains the safe and efficient use of city and state traffic signals on Oʻahu. 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 Joint Traffic Management Center and implementation of the Intelligent Transportation Systems, a program that improves traffic mobility by employing technology to improve the efficiency of existing roadways. The Commercial Operations and Permits Branch manages street usage permits, including commercial loading zones, using advanced technology and account-based revenue collection programs.

Transportation Mobility Division

The Transportation Mobility Division comprises four branches that oversee the city's public transit system, including TheBus, TheHandi-Van, and the operations and maintenance of Skyline, the high-capacity fixed guideway rapid transit system. The Fixed Route Operations Branch monitors performance and provides policy guidance and direction for TheBus. This branch oversees activities that promote transit ridership and ensures compliance with civil rights requirements for public transit services. The Paratransit Operations Branch monitors performance and provides policy guidance and direction for TheHandi-Van, the Americans with Disabilities Act (ADA) complementary paratransit service for persons with disabilities who are functionally unable to independently use TheBus. This branch oversees the city's Human Services Transportation Coordination Program, which supports transit-related activities addressing the needs of senior citizens, low-income households and persons with disabilities. The Facilities and Equipment Branch procures all vehicles and equipment used to operate and support TheBus and TheHandi-Van services. This branch oversees the construction of new bus facilities, and the maintenance and improvement of existing facilities. The Rail Operations and Maintenance Branch oversees the contracted operations and maintenance services for Skyline operations and maintenance.

ACCOMPLISHMENTS

- Competed and received 12 grant awards of about $100 million in additional discretionary funding; these grants were in addition to another $120 million in formula grants received during Fiscal Year 2023 including funds from the transit component of the American Rescue Plan Act;
- Launched revenue service for Skyline, the first autonomous rail system in the United States, and implemented bus-rail integration routes to facilitate multimodal transportation connectivity to Skyline's first nine stations in the initial operating segment from East Kapolei to Aloha Stadium;
- Constructed East Kapolei Rail Station Multimodal Access Improvements including a 3-mile multiuse path, four bus stops, pedestrian safety measures at two intersections, wayfinding signs, and lighting improvements constructed to enhance the accessibility to the East Kapolei Rail Station;
- Awarded $20 million from the Federal Transit Administration (FTA) to expand bus fleet electrification, which will allow the purchase of up to seven 40-foot battery electric buses and up to 18 battery electric bus chargers for the Pearl City Bus Depot; the federal share finances 85% of bus purchases and 90% of electric infrastructure; the grant will also provide associated workforce training and technical support as Honolulu's transportation system moves into an era of clean energy;
- Secured $21 million in FTA formula funds to support the public transit fleet operations;
- Submitted a successful application to the FTA to register the King Street bus-only lane in the National Transit Database to qualify for additional federal funding each year that can be used for transit capital improvements, including the purchase of new buses; Honolulu could receive up to $8.8 million in additional federal funding over the next 20 years thanks to the King Street bus lane; DTS opened the 1.1 mile transit-priority lane on King Street between Dillingham Boulevard and Punchbowl Street in December 2020, along the busiest transit corridor in the state that carries nearly 40 different bus routes from across the island; eastbound buses can now move seamlessly through traffic, and extension to Alapaʻi Street is planned for FY 2024;
- Developed striping and signage plans for Kūhiō Avenue bus-priority lanes and conducted extensive outreach to the Waikīkī community;

- Completed an updated assessment of Honolulu transit ridership needs and opportunities in the Market Research Study Report of the Honolulu Transit Comprehensive Operations Analysis (COA), which was shared with partner agencies and will be used in consideration of planned changes and improvements to fixed-route transit service, infrastructure, and amenities; the analysis began utilizing prototype data "dashboards" from data collected and platforms developed under the COA to analyze route characteristics and transit competitiveness in regular service review meetings;
- Completed a multimodal transportation assessment, community engagement, and development of conceptual designs for Complete Streets on University Avenue, Kalihi, Ala Wai Boulevard, and Pensacola Street locations to include design and construction features required by the Revised Ordinances of Honolulu (ROH 14-18), ensuring community feedback can be implemented with numerous traffic safety projects;
- Procured 48 large Handi-Vans to replace the existing fleet with scheduled deliveries by the end of December 2023; these new Handi-Vans have improved reverse docking lights and electronic passenger doors for enhanced safety and comfort for both riders and operators;
- Procured 14 smaller Handi-Vans to replace the existing fleet with scheduled delivery in the third quarter of FY 2024; these smaller vehicles will improve access to smaller lanes and driveways not accessible by the larger vehicles;
- Procured 10 sport utility vehicle Handi-Vans that will be placed in service in early FY 2024 and used to improve schedule performance; about 70% of Handi-Van users are able to walk and do not require a wheelchair accessible van;
- Installed accessible pedestrian signals that use audible "tick tick" sounds to help visually impaired pedestrians navigate signalized intersections at three major intersections along Kamehameha Highway in the commercial core of Kāneʻohe;
- Started construction to upgrade the Kalapawai Roundabout that was built as a pilot project to evaluate the benefits of a roundabout configuration on traffic flow in and out of Lanikai; deemed a traffic success, this second, more expensive project will upgrade the busy intersection with higher-quality materials, new sidewalks, raised crosswalks, and new drainage infrastructure such as permeable pavements, trench drains, pretreatment tanks and rain gardens;
- Funded a rectangular rapid-flashing beacon (RRFB) to improve pedestrian safety and visibility at the uncontrolled crossing of North School Street at Ahonui Street fronting Kōkua Kalihi Valley that was made possible through a $30,000 AARP Community Challenge grant award; installed a RRFB to enhance pedestrian safety on North King Street at Richard Lane in Kalihi and also constructed a pedestrian refuge island to improve visibility, safety, and motorist yielding; commonly known as pedestrian crossing beacons, these devices use LED lights that flash with high frequency when activated to improve pedestrian visibility and driver yielding, and have been shown to reduce pedestrian-driver collisions by nearly 50%;
- Designed an interim pedestrian refuge island in a busy crossing location for bus riders at the intersection of Ala ʻIlima Street and Ala Nāpuaʻa Place in Salt Lake; the interim pedestrian crossing improvement, installed by the Department of Facility Maintenance (DFM), uses low-cost modular materials to create a median space that limits pedestrian exposure, allows pedestrians to focus on crossing one direction of traffic at a time, and slows vehicles traveling through the intersection;
- Initiated construction of Kekaulike Mall improvements that include drainage, lighting, pavement, landscaping, wayfinding, transit, and pedestrian access upgrades with scheduled completion in November 2023;
- Submitted striping and signage plans to DFM to install parking lanes along Kaahumanu Street;
- Submitted plans allowing the DFM to install center line delineators along Harding Avenue between Second Avenue and Fourth Avenue;
- Completed the first Oʻahu Pedestrian Plan, a long-term action plan to create safe and accessible streets that allow everyone to get around comfortably by walking − the oldest, most affordable, and most environmentally friendly form of transportation; OPP includes an inventory of existing pedestrian conditions and high pedestrian-injury corridors and intersections, prioritizes infrastructure projects to facilitate safer walking and multimodal travel, and leverages federal funding to build missing sidewalks in priority areas;
- Completed the planning process to develop Complete Streets plans for several critical corridors in urban Honolulu, including Pensacola Street, University Avenue, McCully Street/Metcalf Street, Ala Wai Boulevard, North King Street, School Street, Middle Street, and Houghtailing Street/Waiakamilo Road;

- Published the Kāpala Toolbox to provide guidance in the design, process, and materials for roadway art projects on city-owned streets; these projects leverage collaborative relationships and art to improve road safety, beautify public spaces, and build community; the Kāpala Toolbox contains specific guidance on quick-build projects such as traffic signal boxes, curb extensions or bulb-outs, and TheBus stops;
- Created two roadway safety videos for drivers in support of Pedestrian Safety Month, with one video focused on unmarked crosswalks and the other on pedestrian right-of-way when crossing a street;
- Developed and presented draft Complete Streets plans for public feedback and refinement, in collaboration with the Department of Planning and Permitting, which proposed roadway safety treatments including pedestrian crossing improvements and protected bicycle lanes on Keʻeaumoku Street from Kapiʻolani Boulevard to Wilder Avenue;
- Started developing the Vision Zero Action Plan – a multifaceted strategy to eliminate all fatalities and injuries on Oʻahu's roadways by 2035 and increase safe, healthy and equitable transportation choices for all; planning efforts included crash data analysis, a public meeting, a public survey, focus groups, and in-house training;
- Supported the return of sidewalk dining; in July 2022, the Honolulu City Council unanimously passed Bill 27 to allow outdoor dining on sidewalks and other public spaces, without the previous coronavirus pandemic emergency rules; the two-year pilot program allows restaurants to set up tables and chairs on eligible Oʻahu sidewalks, parklets, pedestrian malls, and park spaces; DTS administers sidewalk dining via street usage permits;
- Awarded $4.8 million in congressionally directed spending to develop a South Shore bike path from Nānākuli to the University of Hawaiʻi at Mānoa in collaboration with the Hawaiʻi Department of Transportation;
- Awarded $4.05 million in American Recovery Plan Act funding to design and install 2 miles of new, dedicated bicycle lanes along North King Street from Middle Street to Iwilei, a project supported by the Kalihi community that will expand safe and healthy transportation options for accessing nearby jobs, healthcare and other services, and leverages federal funds to address historic disinvestment in Honolulu's urban core to recover in a more equitable, sustainable way;
- Installed a new protected asphalt concrete multiuse path along Goodale Avenue, connecting to the existing bike path on Waialua Beach Road to Kealohanui Street; this protected multiuse path with raised concrete curbs provides a dedicated pedestrian and bicycle facility for the Waialua community and students who attend Waialua Elementary School and Waialua District Park;
- Installed a new protected bike lane along Alakea Street from Nimitz Highway to South King Street, providing a mauka-bound bike lane for the urban core bicycle network;
- Submitted striping and signage plans to DFM for bicycle lanes installation along Waipio Uka Street;
- Installed 25 active transportation monitoring bicycle and pedestrian counters across the island to measure progress toward making Honolulu a more pedestrian and bike-friendly city, and made the data available to the public in real time;
- Completed 60% of the design and released a draft environmental assessment for the Ala Pono Pedestrian Bridge to connect Waikiki and the McCully, Ala Wai, and Mōʻiliʻili neighborhoods; applied for and received a U.S. Department of Transportation 2023 Rebuilding American Infrastructure with Sustainability and Equity grant of $25 million in federal discretionary funding toward the bridge construction;
- Procured and provided bikeway protection materials, and supported DFM, American Public Works Association, and the Hawaiʻi Bicycling League in organizing two community workdays to repair delineators along protected bikeways in the urban core;
- Modernized the 270-stall Kaimukī Municipal Parking Lot No.1 at 1150 12th Avenue to provide 24/7 gated access with payment by credit card;
- Constructed a rain garden at the Kaimukī Municipal Parking Lot No.1, in partnership with "Trees for Honolulu's Future," to intercept stormwater runoff and protect the Ala Wai Canal environment; the native plants and trees will treat approximately 900 gallons of stormwater per hour, helping to remove pollutants such as oil, grease, toxins, and dirt from parking lot runoff; DTS staff implemented repairs to accommodate the design, reviewed plans, and coordinated the construction work to minimize service impact to the parking lot.

LEGISLATIVE BRANCH & OFFICES

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Message from Council Chair TOMMY WATERS

I am pleased to share with you the Honolulu City Council Agency Report for this fiscal year. Your City Council has worked tirelessly this year to address the major needs of our community. Affordable housing, homelessness, and public safety continue to be at the top of our priority list. We continue to work to ensure that our local residents and families are able to safely and affordably live in Hawai‘i. To that end, the City Council passed significant legislation focusing on future-oriented and community-centric programs, including funding for public safety, affordable housing and homelessness, meaningful tax relief, and important land use and affordable housing policy. Much of this legislation provides opportunities to assist all of Honolulu, especially those most in need.

Adhering to our foremost goal of keeping our city safe, the City Council continues to work to ensure our public safety officials have the resources they need to protect our communities. Public safety represents 17% of this year’s overall budget. Notably the City Council secured a $354 million operating budget for Honolulu Police Department, a $42 million increase over last year.

In response to our formidable housing crisis, your City Council passed a one-time, $350 tax credit for homeowners, and to combat the continued raising of rents, lowered the rate for Tier 1 (second homes under $1 million) for Residential A properties. With the rising costs of housing, many of these properties that are just over $1 million are rented to our local families, and we want to do what we can to ensure these homes stay in the local rental market. Pursuant to this commitment of ensuring our local families are not priced out of our island home, the council has also approved nine affordable housing projects over the course of Fiscal Year 2023, which are projected to infuse 3,327 affordable units into our city inventory. Additionally, the council appropriated more than $233 million for affordable housing and related developments, and $53 million to address the needs of those experiencing homelessness in the city budget for the coming fiscal year.

Continuing our commitment to ensuring a safe and livable O‘ahu, the City Council passed Resolution 23-70, urging the U.S. Navy and Department of Defense to test all Red Hill wells and the shaft every week for harmful synthetic chemicals called PFAS. Although there is much work to be done, we are continuing to ensure safe drinking water for O‘ahu residents for generations to come.

In concert with providing a safe and clean O‘ahu, the Honolulu City Council passed Ordinance 22-17, requiring building benchmarking of energy and water use for the largest buildings on the island, Ordinance 22-33, which ultimately led to the establishment of the O‘ahu Historic Preservation Commission, and Ordinances 23-3 and 23-4, relating to sea level rise and coastal development. All of these measures are key to ensuring that we are protecting our ‘āina and residents for future generations.

I am exceptionally proud of the important work of the City Council, and while we have made great strides this year, I am eager to continue engaging with the community and serving the people of O‘ahu with dedication and aloha.

Me ka ‘oia‘i‘o,
Tommy Waters, City Council Chair
City and County of Honolulu

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OFFICE OF THE CITY AUDITOR

Ke Keʻena o ka Luna Hōʻoia

Arushi Kumar, MPP, City Auditor
Van Lee, CRMA, CISA, Audit Manager

POWERS, DUTIES AND FUNCTIONS

The Office of the City Auditor (OCA) was created on July 1, 2003. Proposed amendments to the Revised Charter of the City and County of Honolulu (RCH), 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 agencies and programs of the city are held to the highest standards of accountability to the public (Section 3-501, RCH). 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, 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 shall 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. Audit findings and recommendations are set forth in written reports of the city auditor.

ACCOMPLISHMENTS

- Issued two performance audit reports: 1) Report No. 23-01, Audit of the Hanauma Bay Online Reservation System; and 2) Report No. 23-02, Audit of Select Management Issues Impacting the City's Ability to Effectively Hire and Sustain its Workforce;
- Issued one follow-up audit report: Report No. 22-05, Follow-Up on Recommendations from Report No. 19-01 and Select Recommendations from Report No. 20-02, on the Honolulu Authority for Rapid Transportation;
- Issued the 2022 Citizen Centric Report, OCA Annual Report FY 2021-22, and the results of the 2022 National Community Survey;
- Received a Certificate of Excellence in Citizen-Centric Reporting from the Association of Government Accountants for OCA's 2022 Citizen Centric Report;
- Administered the financial audit contract for the city's Annual Comprehensive Financial Report including the following three financial audits: the Sewer Fund audit; Public Transportation System-Bus and Paratransit Operations audit; and Single Audit of Federal Assistance Programs;
- Mentored one college student through our OCA Internship Program;
- Continued our efforts to promote government public service as a career by participating in events with University of Hawaiʻi-West Oʻahu (UH-West Oʻahu) Local Accounting Careers; UH-West Oʻahu and University of Hawaiʻi at Mānoa (UH-Mānoa) Accounting Club, UH Mānoa Accounting Honor Society, and speaking engagements with the UH-Mānoa School of Accountancy undergraduate and graduate students.

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OFFICE OF THE CITY CLERK

Ke Keʻena o ke Kākau ʻŌlelo o ke Kūlanakauhale

Glen I. Takahashi, City Clerk

POWERS, DUTIES AND FUNCTIONS

The Office of 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 Hawaiʻi; and performs other functions as required by the charter or by law.

Staffed with 28 positions, the Office of the City Clerk is organized under the following three operating units: Council Assistance, Office Services and Elections.

Council Assistance Division

The Council Assistance Division, including its Council Information Section, is responsible for providing staff support to the council at all of its council and committee meetings, and at 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 serving as the custodian of records relating to enacted or pending legislation, and other council documents.

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

Office Services Division

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

Elections Division

The Elections Division is responsible for conducting all elections held in the City and County of Honolulu, and performs voter registration and absentee mail voting functions pursuant to the charter and the laws of the state of Hawaiʻi. Responsibilities include validation of ballot mail envelopes, establishing ballot boxes, and voter service centers.

ACCOMPLISHMENTS

- Administered the oath of office, in accordance with Section 13-118 of the charter, to 23 public officials, appointed agency heads, deputies, and board and commission members;
- Generated $37,950 in revenue, mainly from fees associated with the provision of voter lists and voter certificates;
- Received and filed 84 financial disclosures from elected officials, appointed agency heads and deputies.

Council Assistance

- Deployed enhancements to HNLDOCS, the Honolulu Legislative Records Collection/System, including an hourly updated list/links to the most accessed legislative measures, highlighted items of interest (special meetings, reports, and activities), and various other improvements to facilitate participation in council proceedings;
- Staffed 13 regular and three special council meetings, and 13 public hearings;
- Published 13 public hearing notices and one change of meeting location notice;
- Accommodated and documented 676 speakers at council meetings and public hearings;

- Printed and processed honorary certificates with 185 floor presentations, 433 community presentations, and 31 retiree certificates;
- Staffed 91 standing committee meetings: Budget – 17, Executive Matters and Legal Affairs – 10, Housing and the Economy – four, Housing, Sustainability and Health five, Parks and Community Services – three, Parks, Enterprise Services and Culture & the Arts five, Planning and the Economy – six, Public Infrastructure and Technology – seven, Public Safety – 10, Transportation – five, Transportation, Sustainability and Health – four, Zoning – eight, and Zoning and Planning – seven;
- Accommodated and documented 637 speakers at committee meetings;
- Printed, processed, and filed 324 committee reports.

Council Information Section

- Published legislative items in the media: 40 ordinances upon enactment and 45 bills and one resolution after passage on second reading;
- Filed 1,011 meeting notices for county boards pursuant to Hawai'i Revised Statutes Section 92-7;
- Received and filed the following types and numbers of communications: council – 342, departmental – 917, Mayor's messages – 278, and miscellaneous – 620;
- Documented actions for introduced bills: passed first reading – 61, returned unsigned – one, filed per Revised Ordinances of Honolulu (ROH) Section 1-2.4 – 42, and pending – 67;
- Documented actions for introduced resolutions: adopted – 224, filed per ROH Section 1-2.5 – 27, and pending – 85;
- Filed two departmental or agency rules and regulations, and processed three deeds, six easements, and one certified extract.

Elections Division

- Conducted the 2022 elections that involved 566,873 registered voters;
- Mailed 964,162 ballots to voters over the course of the 2022 election cycle, receiving and processing 505,772 ballot submissions;
- Deployed 15 ballot drop boxes throughout the county, collecting 114,360 ballot envelopes for both primary and general elections;
- Implemented, for the first time, "pop-up" voter service centers in Kāneʻohe and Wahiawā in addition to voter service centers at Honolulu Hale and Kapolei Hale;
- Served 15,289 voters at voter service centers including 958 newly registered voters;
- Received and responded to 7,219 election-related phone calls during the election period.

CITY COUNCIL

Ke Kanihela o ke Kalana o Honolulu

Tommy Waters, Chair
Esther Kiaʻāina, Vice Chair
Andria Tupola, Floor Leader (July – December 2022)
Radiant Cordero, Floor Leader (January 2023 – present)
and Members:

Radiant Cordero
Calvin K.Y. Say
Augie Tulba
Andria Tupola
Brandon Elefante (July – November 2022)
Carol Fukunaga (July – November 2022)
Heidi Tsuneyoshi (July – December 2022)
Val A. Okimoto (November 2022 – present)
Tyler Dos Santos-Tam (November 2022 – present)
Matt Weyer (January 2023 – present)

POWERS, DUTIES AND FUNCTIONS

The 1973 Revised Charter of the City and County of Honolulu expressly establishes the legislative branch as a coordinate branch of city government to the executive branch and vests the city's legislative power in the Honolulu City Council. As the legislative body of the city, the council performs the following major duties and functions:

- Sets citywide policies by approving ordinances and adopting resolutions relating to municipal government programs and services, such as police and fire protection, parks and recreation, affordable and special needs housing, sanitation and waste disposal, public transportation and other city government operations;
- Initiates new municipal programs that the city may pursue, or improvements to existing programs and services;
- Initiates amendments to the Revised Charter of the City and County of Honolulu;
- Adopts the annual operating and capital programs and budgets to fund the delivery of city services in the following fiscal year by the city;
- Adopts measures that will yield sufficient monies to balance the budget in the following fiscal year, including the approving 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, sustainable communities plans, zoning regulations and processes, as well as regulations within Transit-oriented Development districts;
- Establishes policies for development in or near the shoreline by reviewing and granting applications for special management area use permits and certain shoreline setback variances upon recommendation of the Department of Planning and Permitting;
- Makes requests to the Office of the City Auditor to conduct performance audits of city agencies and programs to determine whether laws, policies and programs are being carried out in the most effective, efficient and economical manner;
- Determines the necessity for taking private property for public purposes and authorizes the initiation of proceedings in eminent domain;
- Confirms city department heads and board and commission members nominated by the Mayor and appoints members of certain commissions;

- Settles lawsuits and claims filed against the city and its officers and employees and authorizes the initiation of lawsuits by the city;
- Approves the compromise of real property tax claims in excess of $500 upon recommendation of the Director of the Department of Budget and Fiscal Services;
- Approves the abandonment or closing of city streets and roads upon recommendation of the city administration;
- Establishes fines and penalties for violations of city ordinances;
- Accepts, on behalf of the city, gifts of money, securities, other personal property or real estate or interests in real estate;
- Authorizes certain agreements between the city and other governmental and quasi-governmental agencies, as well as certain private grant agreements that place obligations on the city;
- Approves the appointment of special counsel and special deputies Corporation Counsel to represent the city and its officers and employees;
- Serves as a board of trustees providing oversight over the land of the Kapiʻolani Park Trust.

Organization

During Fiscal Year 2023, the City Council exercised its legislative policy-making and oversight powers through the work of its standing committees. As Oʻahu and its residents collectively moved forward from the coronavirus pandemic, the standing committees continued to serve as open forums of discussion, debate and consensus building. Making use of technology to allow for safe and remote testimony, the council actively sought citizen participation in the legislative process by conducting meetings during which individuals as well as representatives of neighborhood boards, small businesses, interested organizations and affected industries were encouraged to share their opinions and ideas on city government programs and activities. Public testimonies received by the standing committees often formed the basis for recommendations for council action. In addition to the regularly scheduled committee meetings, the standing committees also held informational briefings to focus on complex issues and study new initiatives for city programs and services. The council also held additional public meetings and hearings at which it received public input on proposals before the council.

ACCOMPLISHMENTS

The City Council in FY 2023 approved ordinances and adopted resolutions on wide-ranging community needs, including protection of Oʻahu's water resources, increasing the stock of housing on the island, and helping residents to emerge from the pandemic and its impacts. What follows are highlights of some of the council's achievements during the year.

Housing and Homelessness

- Allocated $205 million for the development of low- and moderate-income affordable housing, including housing for teachers and first responders; $26 million for infrastructure planning and development for future affordable housing; and $18 million for the Community Revitalization Initiative to develop community-focused projects;
- Appropriated $35 million for homeless service facilities and $20 million for affordable housing to address homelessness, with a focus on families experiencing acute economic hardship;
- Reallocated $25 million in federal funding to the Rental and Utility Relief Program, thereby providing financial support to individuals and families at risk of becoming homeless;
- Approved a plan allowing the city to potentially obtain more than $11 million in funding for the Home Investment Partnership Program – American Rescue Plan;
- Incentivized the construction of nine affordable housing projects that will add more than 3,200 affordable housing units to Oʻahu's housing inventory, including more than 1,200 units to households earning 60% or less of the area median income for Honolulu, by approving various exemptions from city fees and requirements pursuant to Chapter 201H, Hawaiʻi Revised Statutes;
- Extended for six additional years the city's temporary program to accelerate the construction of affordable rental housing on apartment- and business mixed-use-zoned properties by relaxing zoning and building code standards and offering financial incentives;

- Passed legislation to reduce the building permit application backlog and streamline the construction process for simple improvements by expanding the scope of construction work for which a building permit is not required;
- Approved more than $100 million in private activity bond funding to renovate a multifamily rental housing development and retain it as affordable rental housing.

Real Property Tax Relief

- Established a committee to investigate the numerous bills that had been introduced to amend the city's property tax ordinances, which submitted its report and recommendations to the council just before the end of the fiscal year;
- Adjusted the Mayor's proposed tax rates for the two tiers of the Residential A property tax classification to lower the rate applicable to Tier 1 (the first $1 million in property value), while increasing the rate applicable to Tier 2 (the value above $1 million) to remain essentially revenue neutral and provide tax relief to owners of the lower valued properties;
- Provided a one-time real property tax credit of $350 for owners of owner-occupied properties;
- Established a new real property tax classification for transient vacation property.

Public Safety

- Approved legislation to identify sensitive places where the concealed carry of firearms would continue to be prohibited in response to a Supreme Court of the United States decision requiring states to issue concealed carry permits; this legislation continues the existing presumption that concealed carry is prohibited on private property, unless explicitly permitted through display of clear signage;
- Approved $354 million for the Honolulu Police Department (HPD) operating budget, a $43 million increase over last year's budget, with $35 million going directly to patrol;
- Passed legislation aimed to prevent the bullying of youths in city programs and on city property and requiring the establishment of related policies and procedures;
- Passed resolutions urging the HPD to establish a new Waiʻanae Patrol District, and a new police substation in Patrol District 2 to service the North Shore community;
- Approved a charter amendment to rename the Citizens Advisory Commission on Civil Defense to the Citizens Advisory Commission on Emergency Management.

Sustainability and the Environment

- Called for the U.S. Navy and Department of Defense to immediately implement weekly testing of Navy Red Hill monitoring wells and the Red Hill Shaft for per- and polyfluoroalkyl substances, and to transparently address the Red Hill Bulk Fuel Storage Facility's potential threat to Oʻahu's drinking water supply;
- Passed legislation to update the shoreline setback and special management area ordinances by incorporating amendments made to state law and implementing a new erosion rate-based shoreline setback formula; these measures address sea level rise and protect Oʻahu's coastal resources;
- Considered and convened multiple public hearings on legislation to comprehensively update provisions of the land use ordinance relating to the regulation of uses, with an emphasis on commercial and industrial uses;
- Passed legislation to bolster the Oʻahu Historic Preservation Commission's ability to protect Oʻahu's social, cultural and archaeological resources and confirmed the first group of appointees to the commission;
- Affirmed the city's commitment to the goals of the Paris Climate Accords and endorsed the Fossil Fuel Non-Proliferation Treaty;
- Urged the state legislature to appropriate funding to enable the Hawaiʻi Climate Change Mitigation and Adaptation Commission to conduct certain activities to address sea level rise.

Transportation-related Services

- Approved a five-day suspension of bus fares at the start of the new school year, August 22-26, 2022, to promote the use of TheBus system;

- Urged the Honolulu Authority for Rapid Transportation and the administration to reduce the cost of and secure funding for a Pearl Highlands parking garage, and to address the rail access needs of Central Oʻahu and North Shore residents.

Continuity of City Services

- Obtained an audit of management issues impacting the city's ability to effectively hire and sustain its workforce;
- Ordered a performance audit of the Department of Design and Construction's implementation of the city's capital improvement program;
- Established a policy of anti-bias and inclusion for all city officers and employees in furtherance of a safe and inclusive work environment;
- Passed legislation to require the city to provide data-rich electronic reports to increase transparency and trust with the public;
- Urged the administration and the Liquor Commission to take specific actions to restore public trust in the commission;
- Approved certain revenue generating measures, including increasing fees for the city's golf identification card, amending resident admission fees for the Honolulu Zoo, amending the rental schedule rates for the Neal S. Blaisdell Center and Tom Moffatt Waikīkī Shell, and updating performance fees for the Royal Hawaiian Band.

Quality of Life

- Adopted the Oʻahu Pedestrian Plan to protect and promote pedestrian safety on city streets;
- Passed a measure restricting commercial activities at Kokololio Beach Park;
- Approved shoreline permits for 12 projects, including roadway improvements to Kamehameha Highway near Laniākea Beach and a new Waiʻanae High School girls' athletic locker room building;
- Approved the redevelopment of The Queen's Medical Center in Honolulu consistent with the implementation of its 15-year master plan.

Nā Mea Hawaiʻi

- Passed a bill to prioritize the planting of certain indigenous plants in public beach parks;
- Passed a resolution urging the Blangiardi administration to formally recognize and observe July 31 as Lā Hoʻihoʻi Ea, or Hawaiian Sovereignty Restoration Day;
- Passed a resolution officially recognizing Lā Kūʻokoʻa, Hawaiian Independence Day, which occurs on November 28, and acknowledging the history of Hawaiian sovereignty and self-governance;
- Affirmed the official place name of Kūʻīlioloa Heiau, located within Pōkaʻī Bay Beach Park, Waiʻanae, and requested the administration to install appropriate signage, including historical markers.

OFFICE OF COUNCIL SERVICES

Ke Keʻena Lawelawe o ke Kanihela

James Williston, Director
Warren Senda, Deputy Director (July – September 2022)
Lloyd Yoshioka, Deputy Director (October 2022 – present)

POWERS, DUTIES AND FUNCTIONS

Section 3-601, Revised Charter of the City and County of Honolulu, establishes the Office of Council Services (OCS) to assist the City Council in the exercise of its legislative power. According to the 1971-72 Charter Commission, OCS is "a necessary adjunct to and is supportive of the policy formulation or legislative role of the City Council" and "a tool for decision making – to assist it in analyzing the city's policies and financial programs for their effectiveness and adequacy, and in identifying alternative programs, policies, and major problems that endanger the public interest and welfare."

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

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 of the executive branch and the Honolulu Authority for Rapid Transportation (HART); assists in review and preparation of the legislative budget; provides information to individual Councilmembers; prepares land use maps and provides geographic information system services as requested by the council; supervises the revision, codification, printing, and online hosting of the revised ordinances; maintains databases for the revised ordinances and city policy resolutions; assists the council in fulfilling its responsibilities as a member of the Hawaiʻi State Association of Counties; assists Councilmembers in their performance as trustees of the Kapiʻolani Park Trust; and provides logistical support to the Oʻahu Real Property Tax Advisory Commission, the Salary Commission, and other council advisory boards and task forces.

ACCOMPLISHMENTS

With a staff of 20, composed of a director and deputy director, six attorneys, six policy analysts, a Revisor of Ordinances, and five administrative support staff, the office accomplished the following tasks and projects in Fiscal Year 2023:

Research and Consultative Activities

- Completed 1,030 assignments pursuant to council and Councilmember requests for service that included 339 bills for ordinances, 298 resolutions, 63 legal and other memoranda, and 330 other assignments, such as email responses to requests, budget worksheets, committee reports and committee report reviews, and digests of items on committee agendas; 26% of all assignments were "rush" assignments, requiring completion within two work days from assignment; and 28 bills drafted or amended by OCS were enacted as ordinances, and 117 resolutions drafted or amended by OCS were adopted;
- Provided consultative assistance for 91 standing committee meetings, including 11 special meetings, and nine executive sessions, and provided consultative assistance for 16 council meetings and public hearings, three of which were special meetings and one was the council inauguration;
- Assisted the council's Budget Committee and Councilmembers in reviewing, analyzing, and amending the eight budget and revenue measures that constituted and provided funding for the budgets for HART, and the executive and legislative branches for FY 2024;

- Conducted six budget peer reviews for other municipalities or counties as a member of the Government Finance Officers Association.

Revisor Activities

- Oversaw the recodification and enactment of the ROH in the four-volume Revised Ordinances of Honolulu 2021, which took effect on November 18, 2022, and the first three supplements thereof, bringing the ROH current from October 2021 to March 2023;
- Oversaw the procurement and transfer of the online hosting of the ROH from OCS to American Legal Publishing in a user-friendly format that is accessible using smartphones, tablets and personal computers, and complies with all federal accessibility requirements.

Special Projects and Other Activities

- Conducted the procurement of a contract for the preparation of a report on city salaries on behalf of the Salary Commission;
- Stepped-up the issuance of ROH supplements from two times to four times per year;
- Undertook the scanning of newspaper articles provided by the former Municipal Reference and Records Center chronicling the history of the city between 1968 and 1984;
- Gained recognition of OCS in the charter on a par with the other legislative branch agencies, the Office of the City Clerk and the Office of the City Auditor;
- Took the lead in planning and logistics for the council's biennial inauguration ceremony, which returned to an in-person format following the coronavirus pandemic;
- Updated resolution templates (gifts, appointments, transfers of funds, and special management area use permits) for use by the city administration.

2023