

City and County of Honolulu THE EXECUTIVE PROGRAM AND BUDGET FISCAL YEAR 2021 Volume 1 — Operating Program & Budget



King Street Repaving



Neighborhood Round-About



Pōkai Bay Beach Park Play Apparatus



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CITY AND COUNTY OF HONOLULU



KIRK CALDWELL
MAYOR

ROY K. AMEMIYA, JR., MANAGING DIRECTOR

NELSON H. KOYANAGI, JR., DIRECTOR OF BUDGET AND FISCAL SERVICES

CITY COUNCIL

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CITY AND COUNTY OF HONOLULU**

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KIRK CALDWELL
MAYOR

ROY K. AMEMIYA, JR.
MANAGING DIRECTOR

GEORGETTE T. DEEMER
DEPUTY MANAGING DIRECTOR

March 2, 2020

The Honorable Ikaika Anderson
Chair and Presiding Officer
and Members
Honolulu City Council
530 South King Street, Room 202
Honolulu, Hawaii 96813

Dear Chair Anderson and Councilmembers:

In accordance with Section 9-102, Revised Charter of the City and County of Honolulu, I am pleased to transmit, herewith, for the City Council's consideration the Executive Operating and Capital Programs and Budgets for Fiscal Year 2021.

Also transmitted are the bills to implement the budgets:

- Operating Budget
- Capital Budget
- General Obligation Bond Issuance and Sale Authorization
- Bill to amend the Bus Transportation Fund to the Transportation Fund
- Bill proposing increases in golf fees
- Bill proposing increases in fees for planning and permitting

In addition, the real property tax rates are transmitted in a bill in accordance with the requirements of the Charter.

A user fee report and the fare box recovery ratio report also are provided for your review, in accordance with Ordinance No. 93-01 and Resolution No. 00-29, CD1, respectively. Additionally, the calculation of the initial tax rate and the real property net revenue percent are provided pursuant to Ordinance No. 06-10 and Resolution No. 07-60, CD1, respectively.

Your favorable actions on the legislation for the Executive Operating and Capital Programs and Budgets for Fiscal Year 2021 will be appreciated. Should you have any questions, please feel free to contact Nelson H. Koyanagi, Jr., Director of the Department of Budget and Fiscal Services, at 768-3901.

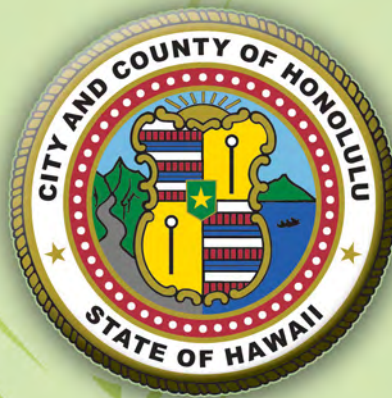
Sincerely,

A handwritten signature in dark ink, appearing to read "Kirk Caldwell", is written over a horizontal line.

Kirk Caldwell
Mayor

Enclosures

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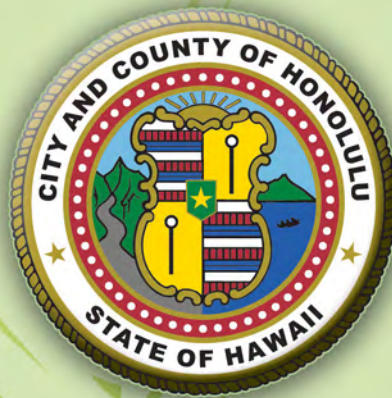
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Executive Summary



Executive Summary

Building a Resilient Community

Section I - Executive Program and Budget at a Glance

A major focus of the proposed Fiscal Year 2021 (FY21) Executive Program and Budget is to provide funding for interim operations of the Honolulu rail project as well as funding for bus service and other intermodal programs to facilitate integration with the rail system. The FY21 budget also continues to direct funding to other core City services and attends to significant increases in nondiscretionary costs.

Overall, revenues are projected to increase. However, after many years of strong growth, the City's major source of revenue, real property taxes, is projected to increase by only 1.1% or \$15.3 million over the FY20 budgeted amount. While this is not great news, some of the City's other revenue sources are expected to rise compared to the FY20 budgeted amounts which will help address the City's escalating costs. Public Service Company and franchise taxes are expected to grow by \$4.8 million and \$1.8 million, respectively and the City's motor vehicle weight tax is projected to bring in \$2 million of additional revenue.

While the administration is not proposing any tax increases in FY21, the budget does include revenues of \$2.9 million from the Department of Planning and Permitting proposed permit fee increases and approximately \$861,000 from higher golf fees.

Employee fringe benefit and collective bargaining costs continue to grow. Budgeted employer contributions to the Employee Retirement System (ERS) are \$35.7 million higher in FY21 as compared with FY20 due to rate hikes, increases in employee pay and spiking. The City is required to pay for 100 percent of the annual required contribution (ARC) for retirees' health care benefits (OPEB). The OPEB payment increases by \$6.4 million in FY21. In addition, awarded collective bargaining pay increases continue through FY21 with some bargaining units still seeking arbitration awards with proposed salary increases.

The long awaited Honolulu rail opening is finally here. After numerous delays, rail service is scheduled to begin in December 2020. The FY21 budget includes funding to pay the contractor who will be operating the rail system. It also includes amounts to pay for staffing for the Department of Transportation Services (DTS) who will be overseeing the rail operations and for the Department of Facility Maintenance (DFM) who will be responsible to help maintain the stations and grounds along the rail line. Utility costs, security services, fare box collection and parking controls are also part of the budget. In addition, funding is provided for additional bus service to ensure that passengers can get to and from the rail stations.

The proposed operating budget of \$2.98 billion is 5.1% higher than the FY20 adopted budget of \$2.83 billion; the proposed FY21 Capital Program and Budget (CIP) is approximately \$1.27 billion which is 8.7% higher than the adopted FY20 CIP budget of \$1.17 billion.

Section II – Mayor's Priorities

When the Mayor established his priorities in his first term in office, he focused on providing the residents and visitors of O`ahu with excellent customer service in areas that impact quality of life on a daily basis. The FY21 budget includes funding to allow the departments to continue these efforts and to invest in the city's infrastructure to ensure that quality of life continues for future generations.

Maintaining and Improving Parks and Park Facilities

The Mayor refers to parks as the crown jewels of our City. As such, one of his top priorities is to ensure that park facilities are maintained and improved so that residents and visitors can thoroughly enjoy these valuable City treasures. Funding of \$3 million is included in the FY21 operating budget to continue Kakou for Parks, the successful initiative to restore comfort stations, refurbish play courts and play apparatus systems at parks throughout the island. \$3.2 million is included for security guard services at various parks. Included in this

amount is \$250,000 for security guard services at Haiku Stairs in preparation for the anticipated transfer from the Board of Water Supply. \$650,000 in additional funding is proposed towards achieving the Mayor's goal to plant 100,000 trees by 2025, and increase the island's tree canopy by 35 percent by 2035.

The proposed CIP budget includes \$27.4 million for park improvements throughout the City. Approximately \$13.5 million of this amount is included in various bulk funds which provides the Parks Department with the needed flexibility to perform specific renovations as well as address unforeseen situations as they arise. Included in the budget is \$6.5 million of Community Development Block Grant (CDBG) funds to pay for various park improvements throughout the island.

Enhancing Bus and Handi-Van Services

The FY21 operating budget includes \$299.6 million for bus and Handi-Van services which is an increase of \$17.4 million. The proposed budget includes \$3.1 million for bus service enhancements to integrate bus and rail transit services and improve routes and schedules. Also included is \$1.1 million for additional Handi-Van service hours to address the growing demand for paratransit services. The capital budget includes \$30.8 million for the acquisition of buses and Handi-Van vehicles. Approximately \$14.2 million of this will be paid for with federal grant funds. Also included is \$31.4 million for land acquisition at the Middle Street Intermodal Transit Center.

Integrating Bus, Rail and TOD

Integration of Honolulu's award winning bus service and other modes of transportation with the new rail system is essential to allow passengers to efficiently get to and from the rail stations. Also important to the success of rail are well planned and executed transit oriented development (TOD) projects. The FY21 budget includes \$71.3 million for rail operations which includes \$2.9 million for bus service enhancements to provide a unified transportation system.

The CIP budget includes \$5 million for the development of the Ala Moana Transit Plaza, to be planned as an iconic rail station at Ala Moana Center and \$35.7 million for Intermodal connectivity improvements of which \$22 million is paid with federal funds.

Improving the Sewer System

Honolulu's sewer system is a critical component of the city's infrastructure. The FY21 capital budget includes \$765 million to fund wastewater and global consent decree projects. This is an increase of \$335 million from the FY20 adopted budget. The increase is primarily due to funding for the Sand Island Waste Water Treatment Plant secondary treatment project which is a major consent decree requirement. Funding for this project is \$568.5 million in FY21 versus \$127.5 million in FY20.

Repaving Roads

Repaving the city's substandard roads has been one of the highest priorities in the administration, and the Mayor's goal of repaving 1500 lane miles was reached in 2017. The focus on roads continues with \$50 million of capital funds dedicated to the rehabilitation of streets and additional funding of \$23.6 million for the widening of Salt Lake Boulevard, \$7.2 million of which will be paid with federal funds.

To continue with road maintenance, the operating budget includes \$4.5 million for pavement preservation, \$1.9 million for bitumul for paving and pothole repair and \$1 million for a pavement condition survey.

Combating Homelessness

Homelessness, especially unsheltered homelessness, is one of our community's most visible challenges. In response, the city implemented innovative programs designed to help the vulnerable and bring relief to the community. These included the state's first ever Landlord Engagement program, the Pūnāwāii Rest Stop, and the Outreach Navigation program which provides psychiatric and legal services for people on the streets. The FY21 budget includes \$8.1 million (including State funds) for continuation of the successful Housing First initiative, \$894,432 in HOME funds for housing vouchers, \$1.5 million for services related to the Hale Mauliola Housing

Executive Summary

Navigation Center at Sand Island and \$1 million for services at the Pūnāwāi Rest Stop in Iwilei. In addition, \$1.2 million has been included for programs such as Landlord Engagement and Outreach Navigation, and transportation to help with the housing, transporting, and treatment of Honolulu's chronically homeless population.

Addressing Climate Change, Sustainability and Resiliency

As an island community, climate change, sustainability and resiliency are all issues critical to not just quality of life, but our future survival. The FY21 proposed operating budget includes the following: \$75,000 for a Coastal Lands Study, \$150,000 for energy benchmarking and \$500,000 for the development of design and construction standards to mitigate the impact of climate change and sea level rise.

The FY21 capital budget includes \$11.2 million for the electrification of our transportation infrastructure, \$1.8 million for energy conservation improvements, \$15 million for H-POWER (Solid Waste to Energy Facility) Conversion Technologies and \$8.3 million for other H-POWER improvements.

Section III – Performance Metrics

The operating budget details the financing and spending program to meet the goals and objectives of the City. The City's Debt and Financial Policies (Resolution 06-222) identifies the need to show "To the extent feasible... outcome measures which reflect each programs' success in meeting established goals and objectives." To accomplish this goal, performance metrics addressing customer service were identified and established in the FY16 operating budget.

Fifteen departments continue to manage and monitor these customer service performance metrics. Over the years, departments have adjusted their metrics to more accurately reflect program activities and to remain focused on customer service. Periodic reviews of their metrics and benchmarks has led to changes in specific metrics that better measure their respective customer service. The impact of performance metrics upon budget policy decision making is expected to evolve as program activities change. As the process matures, the metrics will expand into areas beyond customer service and track more meaningful data for the administration's and the city council's information.

Exhibit 1 summarizes the performance metrics for the selected departments with the FY19 results.

Section IV – Summary of the Operating Budget (All Funds)

Projected Revenues and Resources

The projected operating resources for FY21 total \$3.87 billion. Real property taxes are the largest revenue source, composing 36.41% (\$1.41 billion) of all operating resources. However, real property taxes are estimated to show a slight increase of only 1.1% from the FY20 budget. The next largest operating resource at 26.35% (\$1.02 billion) is the carryover of restricted fund balances which is primarily made up of the sewer fund balance of \$784 million. Chart 1 summarizes all of the projected resources available to meet the proposed operating budget expenditures.

Many of the resources are restricted in use and cannot be used for the general operations of the City. These restricted resources inflate and distort what funds are actually available to pay for City services. For example, sewer fees that are revenues of the sewer fund can only be used for wastewater related expenditures, costs associated with the Global Consent Decree and servicing of debt issued for sewer fund projects. Similarly, revenues generated from H-POWER and bus fare revenues can only be spent for H-POWER and the bus, respectively. State and federal grants are also restricted in use. While these restricted resources may pay for core City services, each source is limited to what it can fund. Conversely, the general and highway funds which make up approximately 62% of the operating budget pay for the remaining core services.

Where the City Gets Its Dollars
FY2021 Operating Resources
(\$3.87 Billion)

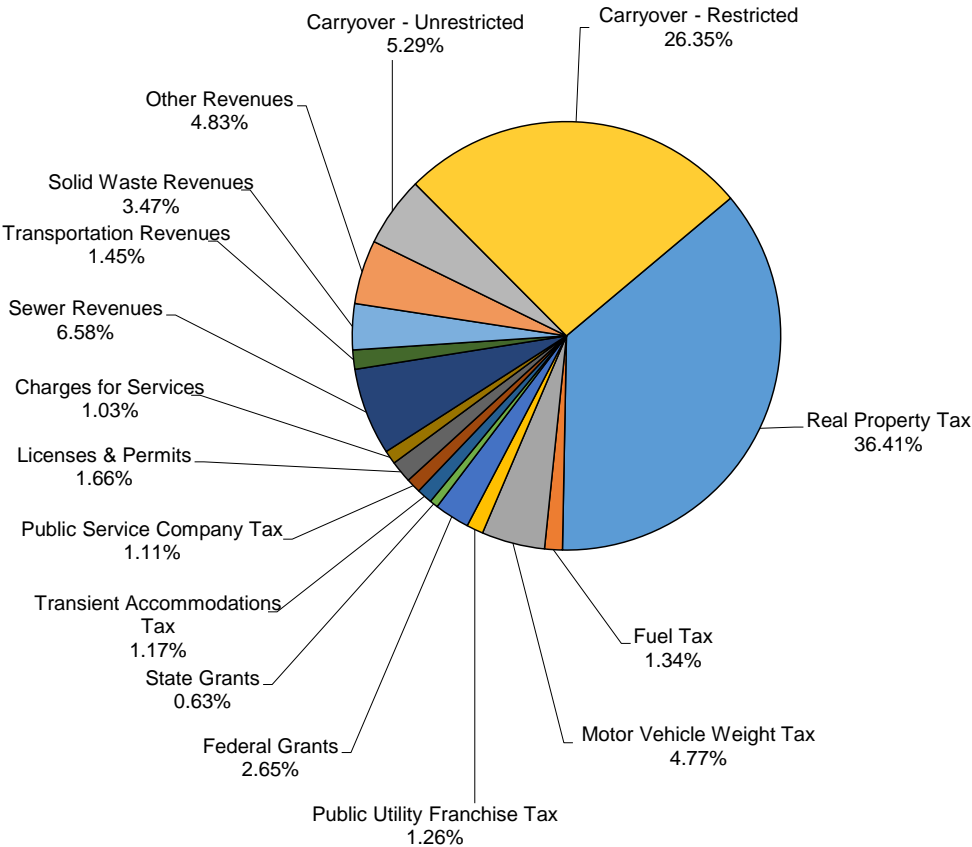


Chart 1

Highlights of the Expenditures in the Operating Budget

The FY21 operating budget is \$2.98 billion which is approximately \$144.8 million or 5.1% higher than the FY20 adopted budget. The increase includes growth in employee fringe benefit costs and collective bargaining expenses, operating costs for rail interim service, enhancements to facilitate integration of bus with rail service, additional increases for police and funding for dawn to dusk life guard services.

Exhibit 2 “Budget at a Glance” summarizes the expenses in the operating budget.

Chart 2 “Where the City Spends Its Dollars” displays the operating budget expenditures by function.

Where the City Spends Its Dollars

FY2021 Operating Expenditures (\$2.98 Billion)

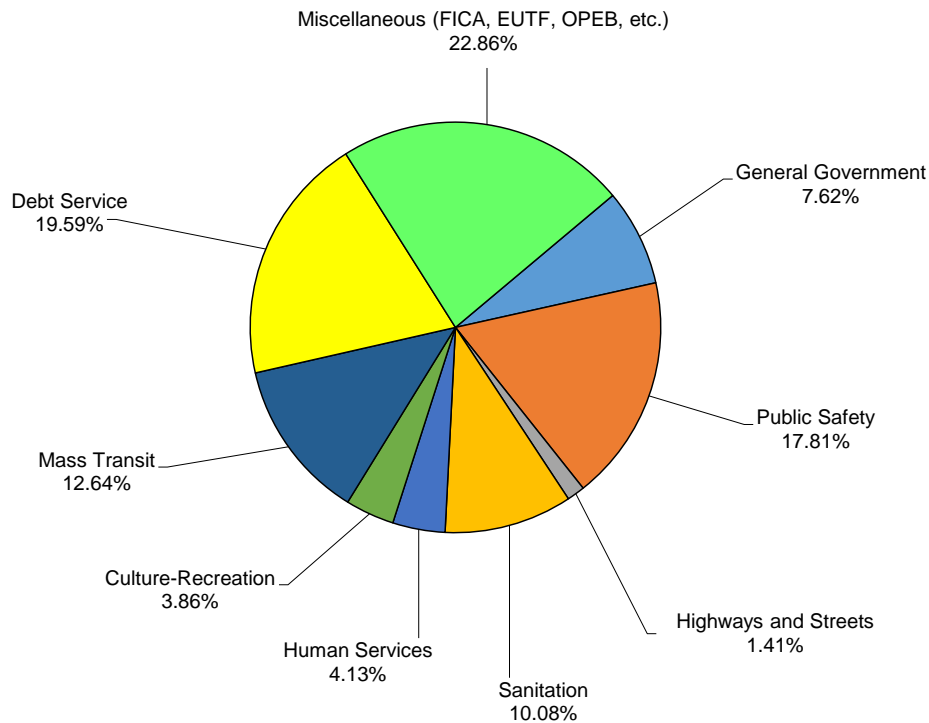


Chart 2

The largest category of expenditures at \$681.1 million (22.86%) is the miscellaneous category which includes nondiscretionary costs such as retirement contributions for employees, healthcare benefits and other post-employment benefits (OPEB). Debt service comprises 19.59% of the operating budget at \$583.7 million. This includes principal and interest payments of \$390.6 million for general obligation bonds and \$193.1 million for sewer revenue bonds. Police, fire, ocean safety and other public safety programs make up 17.81% of the budget at \$530.6 million. Mass Transit, which is primarily for bus and Handi-Van costs is at \$376.7 million or 12.64%. Sewer and refuse collection costs are \$300.4 million or 10.08% of operating expenditures. The balance of the operating expenditures are for general government at \$227.1 million (7.62%), human services at \$123.0 million (4.13%), culture and recreation at \$115.0 million (3.86%), and highways and streets at \$42.0 million (1.41%).

Similar to what was done in FY20, the executive agencies used the zero based budgeting method within an imposed ceiling to prepare their budget requests as a means of exercising fiscal prudence. Zero based budgeting is a method of budgeting in which all expenses must be justified for each new budget review period in contrast to incremental budgeting whereby incremental changes are considered based on need and justification. FY21 includes funding for most critical service areas, preparing for interim rail operations, and continuing the Mayor's priority initiatives that were started in prior years.

Exhibit 3 provides a multiyear comparison of actual and budgeted amounts for each of the executive agencies.

Workforce. The administration continued to emphasize efficiency in staffing controls to right-size the City's workforce. Throughout the budget review process, workforce expansion was carefully examined based on the critical growing needs and mandated functions of each department. Reviewing whether a position could

be reactivated was first considered before the adding of new positions. Although the practice of deactivating/reactivating positions to control the authorized position count has been an on-going practice, the greater demands of public safety and other critical city services, including the interim operations of the rail required adding additional positions primarily for public safety and future rail operations. To help alleviate the funding impact to the FY21 budget, additional positions were provided to critical areas but with no funding in FY21 for positions in DPP, DFM, and HPD. This allows the department the time and flexibility to build a solid staffing implementation plan to utilize resources efficiently and effectively as operational changes are intricate. By reactivating positions and adding additional positions, the full-time equivalent (FTE) position net increase is approximately 230 positions from FY20 to FY21. There are still 408 positions that are deactivated and removed from the departments' budgets to continue workforce controls.

Overall position highlights include:

- Department of Transportation Services (DTS) – 14 positions are added, of which 11 new positions are to continue start-up and implementation of rail operations. 2 additional positions for planning and development of revenue enhancement programs, and 1 position for support of the Complete Streets Office.
- Honolulu Police Department (HPD) – Add 95 new positions and reactivate 6 positions without funding for the overall flexibility and ability to manage staffing resources more effectively. HPD needs more positions available to maximize its staffing ability while the department continues its hiring efforts to increase the staffing of sworn officers. 16 of the positions are non-uniformed/civilian to relieve sworn officers from performing administrative-related duties. 13 sworn positions within the Chief's Office are available to continue the development of the Health Efficiency and Long-term Planning (HELP) unit, a more compassionate approach to working with the homeless community.
- Honolulu Emergency Services Department (HESD) – 36.75 positions: 13.25 positions added for Emergency Medical Services (EMS), a half-time (0.5) position to replace a contract Physician within Health Services, and 23 positions for expanded lifeguard service hours (dawn to dusk) within the Ocean Safety (OS) division.
- Honolulu Fire Department - 2 positions in the Mechanic shop, to address additional workload and backlog of repairs.
- Department of Community Services - 13 new contract positions to support the Homeless Outreach and Navigation for the Unsheltered (HONU) program.
- Department of Parks and Recreation (DPR) - 1 new position to support processing of shore water/surfing permit applications.
- Corporation Counsel - 3 additional Deputy Corporation Counsel Positions for: Civil Rights/Employment, Infrastructure/Community Services, and Personnel/Public Safety.
- Ethics Commission – 3 additional positions for increased staffing to address training, backlogs, and meet program mandates.
- Department of Facility Maintenance - 39 positions: 2 additional staffing for 24/7 custodial services coverage at the Joint Traffic Management Center, 13 positions for rail facility maintenance, 9 positions to implement the 3rd Party Small Cellular Service permit processing, and reactivate 15 positions for stream cleaning.
- Department of Planning and Permitting - 7 positions: 5 positions to support the Short-Term Rental Enforcement program, 1 position for an Ombudsman, and 1 supervisor position for permit issuance.
- Climate Change, Sustainability and Resilience – 5 positions to support the Mayor's commitment to climate change.

As in prior years, funding for vacancies other than those for police and fire recruits and vacancies in special and grant funded programs are placed in a provisional account.

Executive Summary

Spending to Make a Difference. The focus for FY21 is on improving and enhancing critical core services and addressing mandated requirements. Consequently, spending was confined to these areas. The following highlights some of the major operating budget initiatives.

- \$71.3 million for rail operating costs.
- \$3.3 million additional funds to implement the new HOLO electronic card system.
- \$3.1 million addition for bus service enhancements including rail integration for O`ahu Transit Services.
- \$1.1 million for additional Handi-Van service hours.
- \$6.5 million in City, \$1.6 million in State, and \$894,432 in HOME funds for the Housing First program providing permanent housing and related supportive services to 375 households.
- \$1.5 million for Hale Mauliola, a transitional housing and services for O`ahu's homeless, \$1 million for a hygiene center and \$1.2 million for other new and continuing programs to assist the homeless population, and State funds (Ohana Zone funds) for the new Homeless Outreach and Navigation for the Unsheltered (HONU) program.
- \$3 million is included in the DPR budget to continue supporting the initiative to refurbish comfort stations and renovate play courts and play apparatus.
- \$3.2 million for 24 hours a day, seven days a week security guard service at various parks, including Haiku Stairs.
- \$650,000 additional funds for the Mayor's 100,000 Tree Initiative.
- \$1 million for funding of dawn to dusk lifeguard services.
- \$1.5 million for a mobile device project to better assist sworn HPD officers on duty.
- \$1.3 million for the continuation of the HPD body worn camera project.
- \$2 million to implement Short-Term Rental enforcement and other various DPP program enhancements.
- \$11.4 million in various departments to address City-wide National Pollutant Discharge Elimination System (NPDES) requirements.
- \$725,000 for plans and studies related to climate change initiatives.

Section V – Highlights of the Capital Program and Budget

The FY21 Capital Program and Budget (CIP) is proposed at \$1.27 billion. The budget includes \$304 million for general improvement bond and highway improvement bond funded projects, \$61 million for solid waste bond funded projects, \$553 million for sewer revenue bond funded projects, \$213 million for sewer funded projects, \$102 million in federal funded projects and \$37 million for other funded projects. The administration focused its capital spending on core services, consistent with the operating budget.

In order to procure equipment needed to provide core City services, the administration is proposing to fund \$42.3 million of equipment with short-term bonds to more closely match the useful lives of the assets in accordance with the requirements of the City's Debt and Financial Policies (Resolution 06-222). Equipment for sewer projects will continue to be paid for with sewer fund cash revenues.

Chart 3 breaks down the types of capital projects by function. The largest category of expenditure is for the Sanitation Function – mostly for refuse and sewer projects, much of which are mandated by the Global Consent Decree (64.0%), followed by Highways and Streets for improvements to bridges, roads, street lighting and other transportation related projects (10.9%), Culture and Recreation (7.8%), General Government energy conservation and sustainable facilities improvements (6.2%), Mass Transit (5.4%), Public Safety (4.9%), and Human Services (.8%).

Capital Projects by Function

FY2021
(\$1.268 Billion)

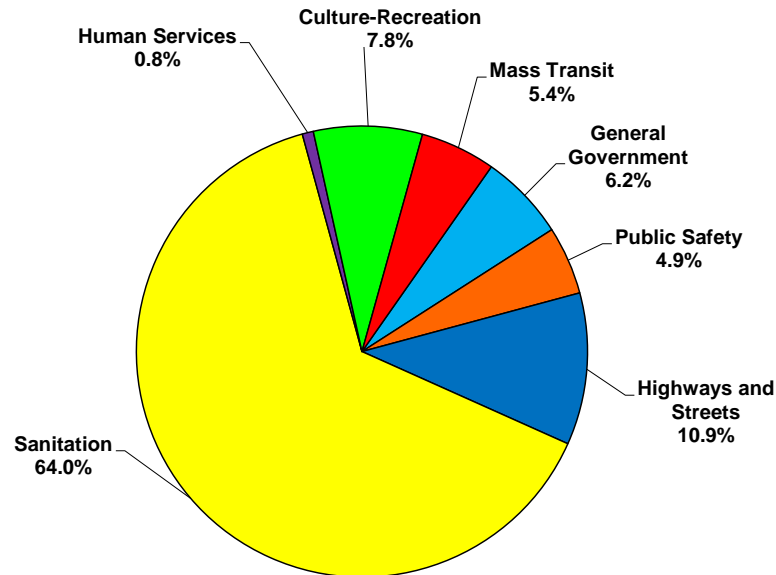


Chart 3

Much of the capital spending is included in bulk fund programs that provides flexibility to City agencies to make needed improvements to support core services or meet state and federal requirements.

Some examples are:

- \$4.5 million for Civic Center and other Municipal Facilities Improvements.
- \$2.2 million for Flood Control Improvements
- \$27.3 million for Parks Improvements
- \$4.5 million for HPD Headquarter and other Police Station Building Improvements
- \$4.3 million for Fire Station Building Improvements
- \$8.5 million for O`ahu Traffic Signal Controller Modernization Phase I
- \$4.7 million Traffic Signals at Various Locations
- \$15.3 million Sewer Mainline and Lateral Projects
- \$4.9 million Improvements to the Honolulu Zoo

As in past capital budgets, the city continues to meet the requirements of the National Pollutant Elimination Discharge System (NPDES) Permit issued by the State of Hawaii Department of Health, as required by the U.S. Department of Environmental Protection Agency (EPA). NPDES improvements address reduction of the sources of pollutants and improve storm water outfalls which include green infrastructure improvements. The FY 21 capital budget includes \$14 million for NPDES improvements. The CIP budget also includes \$43.6 million for the phased development of the Blaisdell Center, as well as \$26 million for the scheduled City subsidy to the Honolulu Authority for Rapid Transportation.

Section VI – Looking Forward

The FY21 budget is the final budget for the Caldwell administration. In every proposed budget from 2013 to 2020, the Mayor's priorities have remained steady; significant progress was achieved in these important initiatives. With this in mind, the FY21 budget reflects the long awaited interim opening of the Honolulu rail project, preparing for the management of the operations and maintenance of rail transit, in conjunction with other modes of transportation. Efficient and affordable transportation options will be integral to the economic growth of the island and will impact both residents and businesses.

The Mayor has committed greater resources to address what he considers the greatest issue of this generation, climate crisis, and strengthening Honolulu's resiliency for the future. This includes energy performance, conversion to an energy efficient electrical fleet of buses and city vehicles, continued support of H-POWER, the solid waste to energy facility, continued funding for NPDES improvements, a pledge to plant 100,000 trees by 2025, and increase the tree canopy of the island by 35 percent by 2035. The future of Honolulu will be age friendly, from keiki to kupuna, through initiatives that improve housing, public spaces, transportation, communications, civic engagement and employment and community support and health services.

In addition, advancement on capital improvements, such as the major renovation of Ala Moana Regional Park, the historic King Kamehameha III at Thomas Square, the design and phased improvements at the Neal S. Blaisdell Center, and the first driverless rail transit system in the United States, will continue to serve the people of Honolulu well into the 21st century.

PERFORMANCE METRICS

Results For Fiscal Year 2019

DEPARTMENT OF BUDGET AND FISCAL SERVICES			
Performance Metric	Goal	FY2018 Results	FY2019 Results
Real Property Assessment Division (RPAD): Reduce the response time for inquiries received through the Real Property Assessment Divisions mailbox.	Respond to 90% of the inquiries within 2 days.	95% of inquiries were closed within 2 days.	97% of inquiries were closed within 2 days.
RPAD: Reduce the processing time for Board of Review appeal cases.	Close 65% of appeals for residential properties valued at less than \$1,500,000 within 6 months;	Closed 81% of the 2018 appeals in this category within 6 months.	Closed 76% of 2019 appeals in this category within 6 months.
	Close 50% of appeals for residential properties valued over \$1,500,000 within 12 months;	Closed 68% of the 2018 appeals in this category within the first 9 months.	Closed 95% of the 2019 appeals in the category within 12 months.
	Close 50% of appeal for non-residential properties within 6 months;	Closed 64% of the 2018 appeals in this category within 6 months.	Closed 75% of the 2019 appeals in this category within 6 months.
	Close 90% of all categories within 18 months.	Closed 69% of all 2017 appeals within 18 months. Additional 603 appeals were closed in the 19th month to raise the rate to 95% Closed 76% of all 2018 appeals in the first 9 months.	Closed 95% of all 2018 appeals within 18 months. Closed 96% of all 2019 appeals in the first 12 months.
RPAD: Home exemption review program and financial impact.	Set goals by June 30, 2015 with goals of removing fraudulent home owner exemption claims within one year after acquiring DOTAX information.	Submitted data file to DoTax and awaiting results to be filtered. Will continue to reach out to DoTax as there are continuous processing and staff changes.	DoTax was not able to provide filtered data. The division conducted in-county and in-state audits. 11 in-county granted claims to same owner were removed. 14 In-state duplicate claims are still under review and awaiting confirmation from neighbor islands.
Purchasing: Strive for competitive solicitations.	Goods and Services solicitations to have > 2 bids.	Average 2.46 bids per solicitation	Average 2.69 bids per solicitation
Purchasing: Strive for competitive solicitations.	Construction solicitations to have > 3 bids.	Average 5.97 bids per solicitation	Average 6.10 bids per solicitation
Purchasing: Maintain approximately 250 active master agreements.	Meet goal of at least 250 master agreements per year.	344 master agreements	370 master agreements
Treasury: Maintain the rate of real property taxes collected during the same fiscal year as billed at 95% or higher.	Meet or exceed 95% target rate.	Collected \$1.174 Billion or 98.9% of Real Property Tax Billed.	Collected \$1.276 Billion or 99.0% of Real Property Tax Billed.

Performance Metrics

LIQUOR COMMISSION			
Performance Metric	Goal	FY2018 Results	FY2019 Results
Decrease the number of days to complete investigations and reports for new license and license transfer applications.	Complete 75% of new and transfer license applications in 50 days or less (intake to preliminary hearing).	Completed 29% of NEW license applications in 50 days or less. Completed 40% of TRANSFER license applications in 50 days or less.	Completed 27% of NEW license applications in 50 days or less.
Increase regulatory and enforcement efforts in the field by decreasing the number of days it takes to investigate and close a public complaint.	Reduce the amount of days required to investigate and close a public complaint by 30%.	Average 9 working days; 10% reduction from prior fiscal year.	Average 15 working days; 66% increase from prior fiscal year.
Decrease the number of late Gross Liquor Sales filings by licensees.	Decrease the number of annual late filings by 5%, through education and enforcement of rules.	Late filings: 59 10.6% decrease from prior fiscal year	Late filings: 71 5% of all liquor licenses

DEPARTMENT OF COMMUNITY SERVICES			
Performance Metric	Goal	FY2018 Results	FY2019 Results
Decrease payment processing time to grantee receiving a Grant in Aid.	Disburse 90% of grantee payments within 30 days if undisputed, and 90% of grantee payments within 60 days if there is a dispute.	50% of payments were undisputed and made within 30 days. 26% of disputed payments were made within 60 days. 18% of disputed payments were made after 60 days. 6% of disputed payments are still being negotiated	59% of payments were undisputed and made within 30 days. 14% of disputed payments were made within 60 days. 16% of disputed payments were made after 60 days. 11% of disputed payments are still being negotiated.

DEPARTMENT OF CUSTOMER SERVICES			
Performance Metric	Goal	FY2018 Results	FY2019 Results
Division of Motor Vehicles (DMV): No. of customers processed for renewals and new driver licenses (DL)	Increase the # of customers serviced at the window.	DLs processed 64%	61% increase in the number of customers processed for renewals and new driver licenses
Division of Motor Vehicles (DMV): Road test failure rate	Decrease the % of road test failure rate of 53.8% through educational efforts.	Road test failures 53.14%	Road test failures 44%
Division of Motor Vehicles (DMV): Road Test Exams	Increase the # of road test exams given.	Road Tests Administered 1% increase	Road test administered 4% increase
DMV / SCH Motor Vehicle Registration Renewals	Reduce the number of customers coming into a satellite to do a Motor Vehicle Registration Renewal.	MV Registration Renewals - decreased by 1%.	MV Registration Renewals decreased by 1%
Satellite City Hall Division (SCH): Increased # of DL renewals	With the increased # of customers with expiring driver licenses, efforts are to increase # of customers served.	DL Renewals processed increased by 1%	DL Renewals processed decreased by 0.6%

DEPARTMENT OF DESIGN AND CONSTRUCTION			
Performance Metric	Goal	FY2018 Results	FY2019 Results
Spread out distribution of the number of projects submitted to Purchasing for competitive bidding in the fiscal year to avoid year end time deadlines and reduce potential for lapsed funds.	Submit one fourth of the projects scheduled for competitive bidding each quarter.	1st Quarter=5% 2nd Quarter=14% 3rd Quarter=24% 4th Quarter=56%	1st Quarter=11% 2nd Quarter=13% 3rd Quarter=20% 4th Quarter=56%
Minimize the percent of projects lapsing that are controllable by DDC.	Less than 1.5% of total projects will lapse per fiscal year.	2%	5%
Minimize the percent of contracts with change orders greater than 10% of the contract amount.	Less than 20% of total projects completed per fiscal year will have change orders greater than 10% of the contract amount.	15%	10%
Maximize the percent of projects completed on schedule.	At least 80% of projects will be completed on schedule per year.	47%	58%

DEPARTMENT OF EMERGENCY SERVICES			
Performance Metric	Goal	FY2018 Results	FY2019 Results
Ensure that information on ambulance response and patient care is provided to receiving hospitals.	Provide completed electronic patient care reports (ePCR) to receiving hospitals 90% of the time.	Achieved	Achieved
Improve response time to emergency medical service calls.	Respond to calls in under 3 minutes, 90% of the time.	Achieved	Achieved
Improve Emergency Medical Services provided to the public through the implementation of the "12 Hour" work schedule.	Decrease all leave usage by 30%;	Achieved	Not achieved, sick and FML continues at a high rate, still trying continuous recruitment
	Decrease sick leave usage by 20%;	Achieved	Not achieved
	Decrease all types of leave usage during observed holidays by 20%;	Achieved	Achieved
	Decrease non-holiday overtime costs by 20%;	Achieved	Not achieved
	Reduce Unit closures to zero.	Not achieved	Not achieved
Minimize the amount of time it takes for the Health Services Branch to process medical evaluations for current and prospective City employees.	Appointments for physicals, return to work and fitness for duty shall be made within one (1) week of request.	100%	Not achieved 100% - staff shortage
	Physicals for pre-employments and employees are not to exceed one (1) hour from start to completion.	Not achieved	Achieved with the exception of drug screen collections that could not go within the first hours
	Chart review by the City Physician shall be made within two (2) business days.	100%	100%

Performance Metrics

DEPARTMENT OF EMERGENCY SERVICES			
Performance Metric	Goal	FY2018 Results	FY2019 Results
Minimize the amount of time it takes for the Health Services Branch to process medical evaluations for current and prospective City employees.	Employee notification shall be written and sent within two (2) business days.	Not achieved	Not achieved
	Blood alcohol specimens for the Driving Under the Influence program shall be run and results within five (5) business days.	100%	100%

DEPARTMENT OF ENTERPRISE SERVICES			
Performance Metric	Goal	FY2018 Results	FY2019 Results
Optimize personnel costs for work done for other divisions	Increase chargeback estimates to other DES Divisions	31% of the work orders were completed for Zoo and Golf for FY 2018. Baseline chargeback estimates to be established with the implementation of a work order tracking system.	44% of work orders were completed for the Zoo and Golf in FY2019. Work order tracking system showed \$31,000 charged back to Zoo and \$88,174 charged back to Golf for manpower hours. Baseline chargeback for materials to be established in FY2020.
Improve the customer experience for events	Reduce the number of complaints in event reviews for Building Services issues	Average of 2% Building Services complaints received from event reviews in FY2018	Received 1 complaint in FY2019.
Improve the efficiency of event set-up	Reduce the last minute set-up requests for Building Services	Baseline set-up request to be established with implementation of a work orders tracking system	Work order tracking system showed 22 work order requests were submitted one day prior to the event.
Improve the accounting of resources for the maintenance and repairs of Thomas Square	Reduce the cost and time servicing Thomas Square	FY2018 showed heavy usage and maintenance of Thomas Square. Baseline cost and time estimates to be established with the implementation of a work order tracking system.	In FY2019, 4,160 manpower hours were used to perform day to day maintenance and 99.5 manpower hours used for building maintenance and trades.
Optimize customer satisfaction	Reduce the response time to complaints	Average of 6.7 days to address, investigate, follow up, and resolve complaints	All initial complaints were responded to within 3 days of notification. Improved average days to investigate and resolve complaints by 2.9%.
Improve turn around time for completing internal repairs	Reduce the time to complete internal repairs	Average of 10 days to complete internal repair requests, needs to develop procedures for completed dates	Average of 5.44 days to complete internal repair requests.
Develop marketing techniques to improve revenue per person for meeting room reservations	Increase revenue per person for events in the meeting rooms	Average revenue per person: Maui Room = \$7.73 Oahu Room = \$10.89 Pikake Room = \$5.95	Average revenue per person: Maui Room = \$8.51 Oahu Room = \$7.89 Pikake Room = \$6.24

DEPARTMENT OF ENTERPRISE SERVICES			
Performance Metric	Goal	FY2018 Results	FY2019 Results
Optimize staff working on Event Work Orders by providing timely work orders to Building Service	Reduce the number of Event Work Order that are provided to Building Services 2 weeks prior to the date of the event	On average, 61% of Event Work Orders are provided to Building Services less than 2 weeks prior to the date of the event	On average, 47.3% of Event Work Orders were provided to Building Services less than 2 weeks prior to the date of the event.
Optimize the rounds played by adjusting 9 holes and twilight times	Increase the rounds played by adjusting the 9 hole and twilight times	Data collected showed a fluctuation in the number of rounds played which could be due to number of holidays in a month. Continue data gathering and analysis of the effects on the number of rounds played adjusting the start of the tee times.	Data collection showed that moving the 9-hole and Twilight times did not increase the rounds played.
Improve the visitor experience at the Honolulu Zoo	Increase the numbers of visitors to the Honolulu Zoo by enhancing the visitor experience	Zoo attendance increased 3.2% in FY2018.	Zoo updated signage and way finding maps and included interpretive signs for Japanese speaking visitors based on attendance and feedback .
Improve the botanical garden experience at the Honolulu Zoo	Increase the number of botanical garden tours by enhancing the visitor experience	Approximately 200 people attended botanical garden tours which were started in February 2018.	No data collected for botanical tours in FY2019. Tours were limited to once a month to focus horticulturist efforts on exhibit, landscaping and irrigation priorities.
Improve community awareness of the Honolulu Zoo through social media	increase the number of visitors to the Honolulu Zoo through social media	Followers on Facebook increased by 2000 people. Zoo increased attendance 3.2%.	Followers on Facebook increased by 21%. Zoo attendance was flat due to construction projects at numerous exhibits impacting visitors' ability to see animals.

DEPARTMENT OF ENVIRONMENTAL SERVICES			
Performance Metric	Goal	FY2018 Results	FY2019 Results
Effectively respond to service calls, minimizing response time.	Improve on-time close rate by 15%. Benchmark was 65% on-time response.	Improved on-time close rate to 90%	Improved on-time close rate to 94%
Maximize the volume and percentage of waste diverted from the landfill.	Increase diversion rate to 80%. Benchmark diversion rate was 74.5%.	Municipal Solid Waste Only: 78%	Municipal Solid Waste Only: 82%
Evaluate the operational effectiveness of the City's refuse collection program to reduce overtime usage.	Reduce overtime usage by 25%.	13% decrease in OT hours from FY13 base year. OT is result of manpower shortages and increases in bulky collection and regular collection routes.	19% decrease in OT hours from FY13 base year. OT is result of manpower shortages and increases in bulky collection and regular collection routes.

Performance Metrics

DEPARTMENT OF FACILITY MAINTENANCE			
Performance Metric	Goal	FY2018 Results	FY2019 Results
Minimize the time to patch a pothole.	Complete a pothole patch 75% of the time within five days, 85% of the time within seven days and 95% of the time within 14 days.	Within 5 days - 8 Month Average 26%	Within 5 days = 30%
		Within 7 Days - 9 Month Average 34%	Within 7 days = 35%
		Within 14 Days - 9 Month Average 50%	Within 14 days = 48%
Minimize the time to repair a damaged sidewalk.	Complete 75% of interim sidewalk repairs within one month. Complete 75% of permanent sidewalk repairs within one year and 100% of sidewalk repairs within two years.	13% of interim sidewalk repairs completed within 30 days; and 29% completed within 2 years.	Completed 12% of interim sidewalk repairs within 30 days, and 21% within 2 years. Completed 33% of permanent repairs within one year, and 34% within two years.
Collect weekly statistics on stored property ordinance and sidewalk nuisance ordinance.	Collect data on the number of enforcement actions, bins collected, administrative hearings conducted, public complaints received and impound tickets issued. Also, collect data on the amount (in tons) of trash disposed per location.	Total Enforcement Actions 7/1/17 to 6/30/18: 807	Total Enforcement Actions 7/1/18 to 6/30/19: 1314
		Total Bins Collected 7/1/17 to 6/30/18: 774	Total Bins Collected 7/1/18 to 6/30/19: 1363
		Total Administrative Hearings Conducted 7/1/17 to 6/30/18 : 0	Total Administrative Hearings Conducted 7/1/18 to 6/30/19: 0
		Total Public Complaints 7/1/17 to 6/30/18: 1109	Total Public Complaints 7/1/18 to 6/30/19: 1956
		Total Tons of Trash Disposed 7/1/17 to 6/30/18: 528.52	Total Tons of Trash Disposed 7/1/18 to 6/30/19: 863.77
Minimize the time to begin servicing City vehicles.	Begin 90% of scheduled vehicle servicing within 24 hours and 80% of unscheduled vehicle servicing within 48 hours.	For period 7/01/17 to 6/30/2018: Began servicing 58.3% of scheduled vehicles within 24 hours; began servicing 73.7% of unscheduled vehicles within 48 hours.	For period 07/01/2018 to 06/30/2019: Began servicing 61.1% of scheduled vehicles within 24 hours; began servicing 77.8% of unscheduled vehicles within 48 hours.
Minimize the time to complete unscheduled servicing of City vehicles.	Complete 90% of unscheduled vehicle servicing within five days.	For period 07/01/17 to 6/30/18: Completed 59.7% of unscheduled servicing within five days.	For period 07/01/2018 to 06/30/2019: Completed 64.5% of unscheduled servicing within 5 days.
Minimize the time to repair street lights.	Complete 75% of street light repairs within seven days. Contact 75% of the callers within seven days to inform them of the street light repair.	For period 7/1/17 to 6/30/18: Completed 84% of street light repairs within seven days. Contacted 68% of callers within seven days to inform them of repair.	For period 7/1/18 to 6/30/19: Completed 82% of street light repairs within seven days. Contacted 74% of callers within seven days to inform them of repair.

HONOLULU FIRE DEPARTMENT			
Performance Metric	Goal	FY2018 Results	FY2019 Results
Maintain the minimal time it takes a fire company to arrive on scene for medical emergency calls.	Respond to 90% of suburban medical emergency calls within 9 minutes 30 seconds.	94%	94%
Maintain the minimal time it takes a fire company to arrive on scene for fire emergency calls.	Respond to 90% of suburban fire emergency calls within 9 minutes 30 seconds.	86%	80%
Maintain the minimal time it takes an effective fire fighting force to arrive on scene for fire emergency calls.	Respond to 90% of suburban fire emergency calls with an effective fire fighting force within 16 minutes.	56%	87%
Maintain the minimal time it takes to process 911 telephone calls.	Process 90% of 911 calls within 90 seconds.	91%	91%
Increase the number of commercial occupancy inspections annually.	Conduct 40% of commercial occupancy inspections annually.	33%	34%

NEIGHBORHOOD COMMISSION OFFICE			
Performance Metric	Goal	FY2018 Results	FY2019 Results
Obtain all Neighborhood Board member compliance with Sunshine Law Training and Certification.	Obtain 90% of the members' compliant with Sunshine Law Training and Certification.	84% of Neighborhood Board members are currently in compliance.	79% of Neighborhood Board members are currently in compliance.
Respond to and resolve community concerns transmitted to the Neighborhood Commission Office via Mayor's Representatives in a timely manner.	Respond and resolve 75% of the complaints received within 30 days.	5 of the 6 complaints NCO received via Mayor's representatives were responded to within 30 days.	6 of 6 complaints NCO received via Mayor's representatives were responded to within 30 days.
Increase Neighborhood Board voter participation	Increase Neighborhood Board return ballot rate to 12% this election year.	N/A	The 2019 election had a ballot return rate of 10.26%.

ROYAL HAWAIIAN BAND			
Performance Metric	Goal	FY2018 Results	FY2019 Results
Obtain information from the band's requests, clients/ audiences and schedules that will reveal the amount of services and the band's diverse contribution to the varied demographics, locations and cultures in the community and the City and County of Honolulu.	Perform 90% of all requests this fiscal year.	Achieved 95+% of all requests in FY 2018.	Achieved 95+% of all requests in FY2019

Performance Metrics

DEPARTMENT OF PARKS AND RECREATION			
Performance Metric	Goal	FY2018 Results	FY2019 Results
Increase newly installed and refurbished playgrounds per year	Install and refurbish 18 newly installed and refurbished playgrounds	127.8% - 23 refurbished playgrounds	144.4% - 26 refurbished playgrounds and 6 new play apparatus
Renovate bathroom facilities at park locations per year	Renovate 18 bathroom facilities at park locations	122.2% - 22 renovated comfort stations	100% - 18 renovated comfort stations
Resurfaced basketball, tennis, volleyball, and pickle ball courts per year	Resurface 60 court projects	188.3% - 113 resurfaced play courts at 24 park locations	125% - 75 resurfaced play courts at 21 park locations

DEPARTMENT OF PLANNING AND PERMITTING			
Performance Metric	Goal	FY2018 Results	FY2019 Results
Improve efficiency, effectiveness and output of building permits.	Set benchmarks by December 31, 2014 with goals of decreasing permitting approval time by 10%.	Commercial Permit Issuance time (07-01-17 through 06-30-18) -Time increased from 185 days to 212 days a 15% increase. Residential Permit Issuance time (07-01-17 through 06-30-18) -Time increased from 100 days to 114 days, a 14% increase.	Commercial Permit Issuance time (07-01-18 through 06-30-19) -Time increased from 212 days to 261 days a 24% increase. Residential Permit Issuance time (07-01-18 through 06-30-19) -Time increased from 114 days to 126 days, a 11% increase.
Increase the number of online permit issued.	Set benchmarks by December 31, 2014 with goal of issuing at least 50% of the total permits through the online system.	36% of all permits issued between (07-01-17 through 06-30-18) were issued online.	33.09% of all permits issued between (07-01-18 through 06-30-19) were issued online.

HONOLULU POLICE DEPARTMENT			
Performance Metric	Goal	FY2018 Results	FY2019 Results
Improve communication with victims of First Degree Burglary 1 complaints.	Personally contact 98% of the Burglary 1 victims at least once by the assigned detective or lieutenant.	99.7% of victims contacted.	99.8% of victims contacted.
Complaint ratio using the number of calls for service plus moving citations, in relation to the number of complaints filed against police officers.	Reduce the number of complaints to 1 per 10,000 police contacts (0.0001).	Actual achieved was 0.00015	Actual achieved was 0.00012
Minimize the crime rate and number of calls for service in the Downtown area.	Reduce the number of: 1) calls for service and 2) reported crimes by 5%.	1) Calls for service = 4,628 2) Reported crimes = 524	1) Calls for service = 5,285 2) Reported crimes = 545
Improve response time for 911 calls for police service.	Reduce the response time to Priority 1 and 2 cases this fiscal year to 7.18 (7m 11s) and 11.80 (11m 48s), respectively.	Priority 1 - 7.78 (7m 47s) Response	Priority 1 - 7.33 (7m 33s) Response
		Priority 2 - 10.45 (10m 27s) Response	Priority 2 - 10.04 (10m 4s) Response
Expedite the opening of roadways for critical and fatal car crashes on major thoroughfares.	Reopen roadways in less than two hours 75% of the time for critical and fatal car crashes on major thoroughfares.	80%	76%

DEPARTMENT OF TRANSPORTATION SERVICES			
Performance Metric	Goal	FY2018 Results	FY2019 Results
Minimize the time it takes to review and comment on Traffic Impact Analysis Reports (TIAR).	Complete 90% of the reviews within 30 days of receipt of TIAR.	Achieved 100%	Not Achieved
Respond to public inquiries regarding traffic engineering in a timely manner.	Follow-up on 90% of telephone calls and emails received regarding traffic engineering issues.	Achieved 97.8%	Achieved 93.1%
Minimize the time it takes to respond and issue work orders to traffic sign complaints.	Respond to 90% of the traffic sign complaints within eight weeks.	Achieved 100%	No requests received in FY19
Minimize the time it takes to respond to traffic light complaints.	Respond to 75% of the traffic light complaints within eight hours.	Achieved 97.0% response within eight hours.	Achieved 95.9% response within eight hours.
Install a robust bike infrastructure system.	Install/implement 5 miles of bike infrastructure per year, subject to available funds.	Achieved 6.8 miles	Achieved 4.9 miles

*N/A = Not Available

Budget at a Glance Operating Budget Expenditures by Cost Element

**BUDGET AT A GLANCE
OPERATING BUDGET EXPENDITURES BY COST ELEMENT
Fiscal Year 2021**

Department / Agency	Salaries	Current Expenses	Equipment	Total
Budget & Fiscal Services	\$21,167,191	\$4,103,128	\$947,200	\$26,217,519
Community Services	14,972,795	107,988,714	20,000	122,981,509
Corporation Counsel	8,345,995	5,007,819	-	13,353,814
Customer Services	12,959,812	12,279,746	-	25,239,558
Design and Construction	11,618,995	5,989,467	60,000	17,668,462
Emergency Management	1,059,493	282,498	-	1,341,991
Emergency Services	44,631,628	10,237,366	4,174,940	59,043,934
Enterprise Services	14,885,758	10,475,312	102,500	25,463,570
Environmental Services	77,109,413	222,390,220	900,000	300,399,633
Facility Maintenance	36,467,669	65,810,391	313,000	102,591,060
Fire	126,872,347	14,531,469	355,000	141,758,816
Human Resources	6,368,364	623,235	-	6,991,599
Information Technology	9,757,229	15,404,690	1,255,000	26,416,919
Land Management	951,555	2,042,668	-	2,994,223
Mayor	689,472	107,400	-	796,872
Managing Director	2,860,404	1,151,074	-	4,011,478
Neighborhood Commission	542,856	328,900	-	871,756
Royal Hawaiian Band	2,272,583	172,063	10,000	2,454,646
Medical Examiner	1,784,854	1,559,721	48,300	3,392,875
Parks and Recreation	49,649,883	37,016,258	401,100	87,067,241
Planning and Permitting	17,100,861	6,444,350	25,000	23,570,211
Police	271,462,256	40,109,655	520,000	312,091,911
Prosecuting Attorney	19,076,711	4,303,082	-	23,379,793
Transportation Services	163,645,643	220,164,558	885,340	384,695,541
	\$916,253,767	\$788,523,784	\$10,017,380	\$1,714,794,931

Debt Service	\$-	\$583,754,000	\$-	\$583,754,000
Retirement System Contributions	-	270,084,000	-	270,084,000
FICA and Pension Costs	-	39,169,000	-	39,169,000
Health Benefits Contributions	-	69,234,000	-	69,234,000
Other Post-Employment Benefits	-	190,106,000	-	190,106,000
Provision for Vacant Positions	-	39,392,925	-	39,392,925
Miscellaneous	-	73,082,665	-	73,082,665
	\$-	\$1,264,822,590	\$-	\$1,264,822,590

TOTAL EXPENDITURES	\$916,253,767	\$2,053,346,374	\$10,017,380	\$2,979,617,521
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EXECUTIVE AGENCY BUDGET AND FULL-TIME EQUIVALENT COMPARISON

Fiscal Years 2019, 2020 and 2021

				No of positions (FTE)	
Character of Expenditures	FY 2019 Actual	FY 2020 Appropriated	FY 2021 Proposed	FY 2020	FY 2021
Department of Budget and Fiscal Services					
Salaries	\$ 19,217,128	\$ 20,564,768	\$ 21,167,191		
Current Expenses	3,296,673	3,828,376	4,103,128		
Equipment	487,824	1,104,200	947,200		
Total	\$ 23,001,625	\$ 25,497,344	\$ 26,217,519	377.00	379.50
Department of the Corporation Counsel					
Salaries	\$ 7,018,243	\$ 7,446,705	\$ 8,345,995		
Current Expenses	1,922,458	2,789,004	5,007,819		
Equipment	0	0	0		
Total	\$ 8,940,701	\$ 10,235,709	\$ 13,353,814	98.00	104.00
Department of Community Services					
Salaries	\$ 9,162,479	\$ 12,951,879	\$ 14,972,795		
Current Expenses	92,442,459	103,719,526	107,988,714		
Equipment	0	55,400	20,000		
Total	\$ 101,604,938	\$ 116,726,805	\$ 122,981,509	258.00	274.30
Department of Design and Construction					
Salaries	\$ 11,473,975	\$ 11,422,260	\$ 11,618,995		
Current Expenses	5,416,420	5,701,645	5,989,467		
Equipment	156,091	71,600	60,000		
Total	\$ 17,046,486	\$ 17,195,505	\$ 17,668,462	196.00	196.00
Department of Enterprise Services					
Salaries	\$ 14,340,930	\$ 14,632,859	\$ 14,885,758		
Current Expenses	9,752,267	10,882,585	10,475,312		
Equipment	234,000	143,200	102,500		
Total	\$ 24,327,197	\$ 25,658,644	\$ 25,463,570	329.70	314.70
Department of Facility Maintenance					
Salaries	\$ 33,416,307	\$ 33,928,381	\$ 36,467,669		
Current Expenses	52,780,150	58,783,896	65,810,391		
Equipment	814,539	2,096,800	313,000		
Total	\$ 87,010,996	\$ 94,809,077	\$ 102,591,060	809.00	853.50
Department of Human Resources					
Salaries	\$ 6,467,324	\$ 6,543,038	\$ 6,368,364		
Current Expenses	439,441	644,333	623,235		
Equipment	0	0	0		
Total	\$ 6,906,765	\$ 7,187,371	\$ 6,991,599	87.88	87.88

Executive Agency Budget and Full-Time Equivalent Comparison

				No of positions (FTE)	
Character of Expenditures	FY 2019 Actual	FY 2020 Appropriated	FY 2021 Proposed	FY 2020	FY 2021
Department of Planning and Permitting					
Salaries	\$ 18,046,253	\$ 18,053,356	\$ 17,100,861		
Current Expenses	4,863,656	7,813,546	6,444,350		
Equipment	0	70,000	25,000		
Total	\$ 22,909,909	\$ 25,936,902	\$ 23,570,211	353.00	355.00
Department of Parks and Recreation					
Salaries	\$ 48,119,873	\$ 51,079,916	\$ 49,649,883		
Current Expenses	31,717,356	47,720,275	37,016,258		
Equipment	700,456	601,200	401,100		
Total	\$ 80,537,685	\$ 99,401,391	\$ 87,067,241	1,190.13	1,182.38
Department of Environmental Services					
Salaries	\$ 62,788,751	\$ 73,132,376	\$ 77,109,413		
Current Expenses	195,387,566	221,272,579	222,390,220		
Equipment	0	0	900,000		
Total	\$ 258,176,317	\$ 294,404,955	\$ 300,399,633	1,174.00	1,174.00
Department of Emergency Services					
Salaries	\$ 37,917,871	\$ 41,495,515	\$ 44,631,628		
Current Expenses	8,423,518	9,902,351	10,237,366		
Equipment	2,035,764	3,907,942	4,174,940		
Total	\$ 48,377,153	\$ 55,305,808	\$ 59,043,934	559.60	601.75
Honolulu Police Department					
Salaries	\$ 251,483,215	\$ 259,735,810	\$ 271,462,256		
Current Expenses	38,553,666	42,416,495	40,109,655		
Equipment	1,786,278	49,000	520,000		
Total	\$ 291,823,159	\$ 302,201,305	\$ 312,091,911	2,765.00	2,867.00
Office of the Mayor					
Salaries	\$ 666,979	\$ 670,236	\$ 689,472		
Current Expenses	66,995	100,440	107,400		
Equipment	0	0	0		
Total	\$ 733,974	\$ 770,676	\$ 796,872	6.00	6.00
Royal Hawaiian Band					
Salaries	\$ 2,278,662	\$ 2,328,944	\$ 2,272,583		
Current Expenses	125,115	163,700	172,063		
Equipment	11,999	22,000	10,000		
Total	\$ 2,415,776	\$ 2,514,644	\$ 2,454,646	41.50	41.50

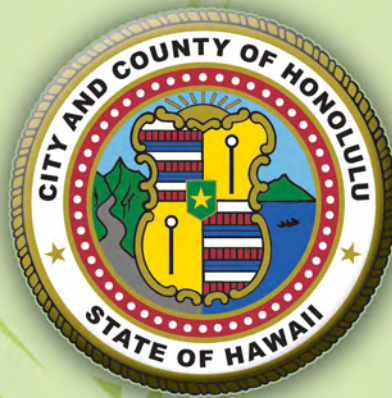
Executive Agency Budget and Full-Time Equivalent Comparison

				No of positions (FTE)	
Character of Expenditures	FY 2019 Actual	FY 2020 Appropriated	FY 2021 Proposed	FY 2020	FY 2021
Department of Customer Services					
Salaries	\$ 12,579,141	\$ 13,009,914	\$ 12,959,812		
Current Expenses	11,617,576	12,295,152	12,279,746		
Equipment	93,328	35,400	0		
Total	\$ 24,290,045	\$ 25,340,466	\$ 25,239,558	299.50	302.50
Department of Emergency Management					
Salaries	\$ 1,078,385	\$ 966,797	\$ 1,059,493		
Current Expenses	1,336,731	759,400	282,498		
Equipment	309,544	0	0		
Total	\$ 2,724,660	\$ 1,726,197	\$ 1,341,991	15.48	15.48
Office of the Managing Director					
Salaries	\$ 2,917,041	\$ 2,792,688	\$ 2,860,404		
Current Expenses	1,468,436	1,301,410	1,151,074		
Equipment	0	0	0		
Total	\$ 4,385,477	\$ 4,094,098	\$ 4,011,478	36.50	41.50
Department of Information Technology					
Salaries	\$ 9,747,747	\$ 9,737,824	\$ 9,757,229		
Current Expenses	10,778,437	17,351,005	15,404,690		
Equipment	665,195	2,155,600	1,255,000		
Total	\$ 21,191,379	\$ 29,244,429	\$ 26,416,919	154.00	154.00
Department of Transportation Services					
Salaries	\$ 146,386,934	\$ 157,554,883	\$ 163,645,643		
Current Expenses	134,650,555	155,300,478	220,164,558		
Equipment	633,915	763,150	885,340		
Total	\$ 281,671,404	\$ 313,618,511	\$ 384,695,541	146.00	150.00
Honolulu Fire Department					
Salaries	\$ 115,177,656	\$ 120,478,872	\$ 126,872,347		
Current Expenses	14,735,822	18,122,513	14,531,469		
Equipment	581,137	435,000	355,000		
Total	\$ 130,494,615	\$ 139,036,385	\$ 141,758,816	1,187.50	1,189.50
Department of the Medical Examiner					
Salaries	\$ 1,660,805	\$ 1,968,904	\$ 1,784,854		
Current Expenses	539,384	730,239	1,559,721		
Equipment	0	63,500	48,300		
Total	\$ 2,200,189	\$ 2,762,643	\$ 3,392,875	25.00	25.00

Executive Agency Budget and Full-Time Equivalent Comparison

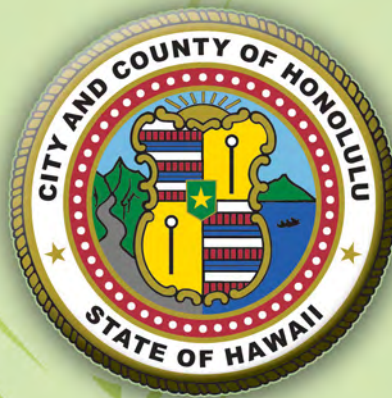
				No of positions (FTE)	
Character of Expenditures	FY 2019 Actual	FY 2020 Appropriated	FY 2021 Proposed	FY 2020	FY 2021
Department of the Prosecuting Attorney					
Salaries	\$ 18,496,364	\$ 18,163,288	\$ 19,076,711		
Current Expenses	5,340,278	4,699,188	4,303,082		
Equipment	0	0	0		
Total	\$ 23,836,642	\$ 22,862,476	\$ 23,379,793	311.50	301.50
Neighborhood Commission					
Salaries	\$ 607,010	\$ 615,596	\$ 542,856		
Current Expenses	265,704	144,250	328,900		
Equipment	0	0	0		
Total	\$ 872,714	\$ 759,846	\$ 871,756	14.00	14.00
Department of Land Management					
Salaries	\$ 894,985	\$ 507,472	\$ 951,555		
Current Expenses	512,146	2,866,292	2,042,668		
Equipment	0	100,000	0		
Total	\$ 1,407,131	\$ 3,473,764	\$ 2,994,223	28.00	28.00
Executive Agencies Summary					
Salaries	\$ 831,944,058	\$ 879,782,281	\$ 916,253,767		
Current Expenses	\$ 626,432,809	\$ 729,308,678	\$ 788,523,784		
Equipment	\$ 8,510,070	\$ 11,673,992	\$ 10,017,380		
Grand Total	\$ 1,466,886,937	\$ 1,620,764,951	\$ 1,714,794,931	10,462.29	10,658.99

Departmental Budgets



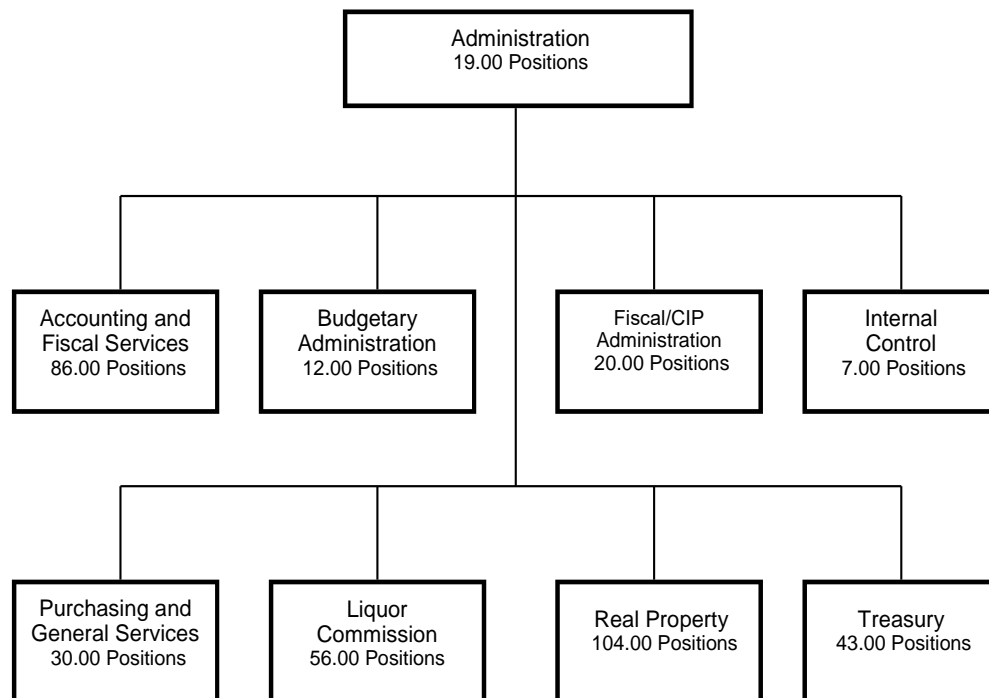
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Department of Budget and Fiscal Services



DEPARTMENT OF BUDGET AND FISCAL SERVICES (BFS) ORGANIZATION CHART

This chart reflects the number of full-time equivalent positions appropriated in Fiscal Year 2020.



Department of Budget and Fiscal Services

Roles and Responsibilities

The Department of Budget and Fiscal Services is the City's central financial agency. It is responsible for all aspects of the City's finances, including billing, collection, keeping accurate and complete account of receipts and disbursements, management of the City's treasury and funds, and preparation and maintenance of a perpetual inventory of equipment owned or controlled by the City.

It provides long-range financial planning, prepares and manages the City's operating and capital program and budget, provides information pertaining to the financial affairs of the City, reviews the manner in which public funds are received and expended, and reports to the Mayor on the integrity with which public funds are accounted for and on the financial responsibility of officers and employees administering public funds.

It provides an assessment of all real property in the City, sells real property upon which taxes are not paid within the period prescribed, and disposes of personal property not needed by any City agency, pursuant to policies established by the City Council. It purchases materials, supplies and equipment and contracts for services of independent contractors for all City agencies.

It prepares the City's payrolls and pension rolls and administers the City's Risk Management Program. It also administratively supports the Liquor Commission, three Boards of Review, the Board of Trustees of the Police Officers, Fire Fighters and Bandmembers Pension Fund, the Pension Board of the City and County of Honolulu, and the Ethics Board of Appeals.

Spending to Make a Difference

- The City continues to improve its investment strategy which is resulting in increased investment income. The investment income is expected to reach \$48 million in fiscal year 2020.
- Investing to improve our online web services to provide taxpayers with easily accessible and understandable real property tax information which also provides public record transparency, higher compliance standards and tax relief program requirements.
- Enhancing the City's internal controls to establish a grant award infrastructure that define management responsibilities, specify required activity reports and mitigate risks.
- Replacing the legacy Payroll Time and Attendance system with the Advantage Time and Attendance module to be fully integrated with Enterprise Resource Planning (ERP).
- Upgrading the ERP Systems (Budget, Financial, Payroll and Purchasing).

Budget Highlights

- Treasury reorganized existing positions to create a receivables collection unit which focuses on collecting non-real property tax revenues.
- Seventeen (17) positions have been deactivated to reflect a more accurate picture of the number of positions required by the department to deliver services.
- Transfer of 1.0 FTE from BFS Administration to Budgetary Administration.
- Continued review and evaluation to assist with monitoring of the U.S. Department of Housing and Urban Development grants which may generate more Community Development Block Grant (CDBG) program income from CDBG-funded projects, which can be used for other CDBG-eligible projects.
- The equipment budget includes funding for the Liquor Commission Information System (LCIS). The plan is to continue with the development, construction, and implementation of the next phase, which includes the enforcement and auditing modules.
- Budget Issues also include funding for a Liquor Control Auditor position for the Liquor Commission.

Department of Budget and Fiscal Services

DEPARTMENT POSITIONS					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
Permanent FTE	356.00	359.00	359.00	1.00	360.00
Temporary FTE	10.00	10.00	10.00	0.00	10.00
Contract FTE	7.00	8.00	8.50	1.00	9.50
Total	373.00	377.00	377.50	2.00	379.50

EXPENDITURES BY PROGRAM					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
Administration	\$ 1,494,748	\$ 1,493,401	\$ 1,486,152	\$ 0	\$ 1,486,152
Accounting and Fiscal Services	4,273,663	5,627,968	5,959,288	95,436	6,054,724
Internal Control	496,696	485,692	522,466	0	522,466
Purchasing and General Services	1,812,655	1,772,611	1,941,784	0	1,941,784
Treasury	2,916,993	3,093,895	2,802,212	0	2,802,212
Real Property	6,083,624	6,152,054	6,118,467	0	6,118,467
Budgetary Administration	888,287	901,421	920,742	0	920,742
Fiscal/CIP Administration	1,543,459	1,494,182	1,898,369	0	1,898,369
Liquor Commission	3,491,500	4,476,120	4,421,579	51,024	4,472,603
Total	\$ 23,001,625	\$ 25,497,344	\$ 26,071,059	\$ 146,460	\$ 26,217,519

CHARACTER OF EXPENDITURES					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
Salaries	\$ 19,217,128	\$ 20,564,768	\$ 21,020,731	\$ 146,460	\$ 21,167,191
Current Expenses	3,296,673	3,828,376	4,103,128	0	4,103,128
Equipment	487,824	1,104,200	947,200	0	947,200
Total	\$ 23,001,625	\$ 25,497,344	\$ 26,071,059	\$ 146,460	\$ 26,217,519

SOURCE OF FUNDS					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
General Fund	\$ 17,405,453	\$ 17,742,035	\$ 17,861,956	\$ 95,436	\$ 17,957,392
Sewer Fund	400,704	459,544	489,459	0	489,459
Liquor Commission Fund	3,491,500	4,476,120	4,421,579	51,024	4,472,603
Grants in Aid Fund	57,706	73,773	81,422	0	81,422
Hanauma Bay Nature Preserve Fund	200,000	0	0	0	0
Refuse Genl Operating Acct -SWSF	78,407	56,093	111,397	0	111,397
Community Development Fund	860,644	847,926	1,257,474	0	1,257,474
Special Events Fund	11,665	0	0	0	0
Special Projects Fund	15,000	0	0	0	0
Federal Grants Fund	386,971	993,185	979,366	0	979,366
Housing & Comm Dev Sec 8 Fund	93,575	154,668	166,552	0	166,552
Housing Development Special Fund	0	694,000	701,854	0	701,854
Total	\$ 23,001,625	\$ 25,497,344	\$ 26,071,059	\$ 146,460	\$ 26,217,519

Administration

Program Description

The Administration program provides department-wide leadership and coordination of department activities. It also is responsible for citywide insurance and self-insurance programs; establishment and monitoring of insurance requirements for all City contracts; administration and coordination of claims adjusting services; and assistance to City departments in developing appropriate loss control programs and procedures. This program is also responsible for the administration of the Premium Conversion and Deferred Compensation Plans.

Starting in FY19, the budget for the Oahu Workforce Development Board is organizationally placed in this program. Mandated and funded by the new federal Workforce Innovation and Opportunity Act (WIOA) of 2014 (and its predecessor, the Workforce Investment Act of 1998), the Oahu Workforce Development Board (OWDB) works in partnership with the Mayor to address workforce development, especially for those individuals with barriers to employment. The State of Hawaii is the recipient of federal funds that are then given to counties to increase collaborative approaches between businesses, government and job seekers to increase employment opportunities to those individuals with barriers to employment.

PROGRAM POSITIONS					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
Permanent FTE	12.00	12.00	11.00	0.00	11.00
Temporary FTE	7.00	7.00	7.00	0.00	7.00
Contract FTE	0.00	0.00	0.00	0.00	0.00
Total	19.00	19.00	18.00	0.00	18.00

CHARACTER OF EXPENDITURES					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
Salaries	\$ 1,074,690	\$ 1,119,580	\$ 1,091,743	\$ 0	\$ 1,091,743
Current Expenses	420,058	373,821	394,409	0	394,409
Equipment	0	0	0	0	0
Total	\$ 1,494,748	\$ 1,493,401	\$ 1,486,152	\$ 0	\$ 1,486,152

SOURCE OF FUNDS					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
General Fund	\$ 949,734	\$ 994,326	\$ 954,601	\$ 0	\$ 954,601
Hanauma Bay Nature Preserve Fund	200,000	0	0	0	0
Special Projects Fund	15,000	0	0	0	0
Federal Grants Fund	330,014	499,075	531,551	0	531,551
Total	\$ 1,494,748	\$ 1,493,401	\$ 1,486,152	\$ 0	\$ 1,486,152

Accounting and Fiscal Services

Program Description

The Accounting and Fiscal Services program is responsible for the accounting of City funds and reviewing the manner in which public funds are received and expended. To accomplish these responsibilities, it prepares financial statements, administers the central preparation of payroll, and ensures that expenditures are in accordance with the City's budget ordinances, federal grant requirements, and allotment schedules.

PROGRAM POSITIONS					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
Permanent FTE	81.00	82.00	82.00	0.00	82.00
Temporary FTE	1.00	1.00	1.00	0.00	1.00
Contract FTE	3.00	3.00	3.50	1.00	4.50
Total	85.00	86.00	86.50	1.00	87.50

CHARACTER OF EXPENDITURES					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
Salaries	\$ 4,182,503	\$ 4,701,683	\$ 5,018,215	\$ 95,436	\$ 5,113,651
Current Expenses	91,160	256,285	271,073	0	271,073
Equipment	0	670,000	670,000	0	670,000
Total	\$ 4,273,663	\$ 5,627,968	\$ 5,959,288	\$ 95,436	\$ 6,054,724

SOURCE OF FUNDS					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
General Fund	\$ 3,835,371	\$ 3,977,548	\$ 4,232,646	\$ 95,436	\$ 4,328,082
Sewer Fund	201,459	249,172	253,105	0	253,105
Grants in Aid Fund	57,706	73,773	81,422	0	81,422
Refuse Genl Operating Acct -SWSF	77,783	51,093	106,397	0	106,397
Community Development Fund	0	4,560	48,900	0	48,900
Special Events Fund	11,665	0	0	0	0
Federal Grants Fund	0	438,154	388,412	0	388,412
Housing & Comm Dev Sec 8 Fund	89,679	139,668	146,552	0	146,552
Housing Development Special Fund	0	694,000	701,854	0	701,854
Total	\$ 4,273,663	\$ 5,627,968	\$ 5,959,288	\$ 95,436	\$ 6,054,724

Internal Control

Program Description

The Internal Control program objectively assesses the effectiveness of controls implemented by department heads to provide reasonable assurance of the effectiveness and efficiency of City operations; reliability of financial reporting; compliance with applicable laws, regulations, and policies; and safeguarding public funds and assets to minimize incidences of fraud, waste, and abuse. This is accomplished through risk-based examination and evaluation of both the adequacy and effectiveness of the City's systems of internal control, as well as the quality with which assigned responsibilities are performed.

PROGRAM POSITIONS					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
Permanent FTE	7.00	7.00	7.00	0.00	7.00
Temporary FTE	0.00	0.00	0.00	0.00	0.00
Contract FTE	0.00	0.00	0.00	0.00	0.00
Total	7.00	7.00	7.00	0.00	7.00

CHARACTER OF EXPENDITURES					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
Salaries	\$ 476,377	\$ 459,062	\$ 495,836	\$ 0	\$ 495,836
Current Expenses	20,319	26,630	26,630	0	26,630
Equipment	0	0	0	0	0
Total	\$ 496,696	\$ 485,692	\$ 522,466	\$ 0	\$ 522,466

SOURCE OF FUNDS					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
General Fund	\$ 496,696	\$ 485,692	\$ 522,466	\$ 0	\$ 522,466
Total	\$ 496,696	\$ 485,692	\$ 522,466	\$ 0	\$ 522,466

Purchasing and General Services

Program Description

The Purchasing program is responsible for the centralized procurement of all materials, supplies, equipment, construction, and services, including consultant and professional services, for City departments and agencies; maintaining inventory of all City personal property; exchange, disposal, sale or transfer of surplus equipment.

PROGRAM POSITIONS					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
Permanent FTE	30.00	30.00	30.00	0.00	30.00
Temporary FTE	0.00	0.00	0.00	0.00	0.00
Contract FTE	0.00	0.00	0.00	0.00	0.00
Total	30.00	30.00	30.00	0.00	30.00

CHARACTER OF EXPENDITURES					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
Salaries	\$ 1,729,461	\$ 1,685,186	\$ 1,856,824	\$ 0	\$ 1,856,824
Current Expenses	83,194	87,425	84,960	0	84,960
Equipment	0	0	0	0	0
Total	\$ 1,812,655	\$ 1,772,611	\$ 1,941,784	\$ 0	\$ 1,941,784

SOURCE OF FUNDS					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
General Fund	\$ 1,613,410	\$ 1,562,239	\$ 1,705,430	\$ 0	\$ 1,705,430
Sewer Fund	199,245	210,372	236,354	0	236,354
Total	\$ 1,812,655	\$ 1,772,611	\$ 1,941,784	\$ 0	\$ 1,941,784

Treasury

Program Description

This program administers the treasury Cash, Investment, and Debt management program, and general Accounts Receivable collections program. Bills, collects, and services approximately 300,000 real property tax owners and other non-real property tax revenues. Administers the tax relief and special assessment programs.

PROGRAM POSITIONS					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
Permanent FTE	41.00	43.00	43.00	0.00	43.00
Temporary FTE	0.00	0.00	0.00	0.00	0.00
Contract FTE	0.00	0.00	0.00	0.00	0.00
Total	41.00	43.00	43.00	0.00	43.00

CHARACTER OF EXPENDITURES					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
Salaries	\$ 2,134,921	\$ 2,143,312	\$ 1,946,629	\$ 0	\$ 1,946,629
Current Expenses	782,072	950,583	855,583	0	855,583
Equipment	0	0	0	0	0
Total	\$ 2,916,993	\$ 3,093,895	\$ 2,802,212	\$ 0	\$ 2,802,212

SOURCE OF FUNDS					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
General Fund	\$ 2,912,473	\$ 3,073,895	\$ 2,777,212	\$ 0	\$ 2,777,212
Refuse Genl Operating Acct -SWSF	624	5,000	5,000	0	5,000
Housing & Comm Dev Sec 8 Fund	3,896	15,000	20,000	0	20,000
Total	\$ 2,916,993	\$ 3,093,895	\$ 2,802,212	\$ 0	\$ 2,802,212

Real Property

Program Description

The Real Property Assessment Division annually updates all transactions of real property to ensure proper notification of all property assessments to the current owners. The Division processes all exemptions, dedications and assessment programs according to Chapter 8 of the Revised Ordinances of Honolulu. Subsequently approximately 300,000 assessments are validated and mailed, appeals taken and a certified list is then provided to the City Council to determine revenues for budgeting purposes.

PROGRAM POSITIONS					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
Permanent FTE	104.00	104.00	104.00	0.00	104.00
Temporary FTE	0.00	0.00	0.00	0.00	0.00
Contract FTE	0.00	0.00	0.00	0.00	0.00
Total	104.00	104.00	104.00	0.00	104.00

CHARACTER OF EXPENDITURES					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
Salaries	\$ 5,193,596	\$ 5,082,529	\$ 5,111,892	\$ 0	\$ 5,111,892
Current Expenses	860,036	1,020,725	979,375	0	979,375
Equipment	29,992	48,800	27,200	0	27,200
Total	\$ 6,083,624	\$ 6,152,054	\$ 6,118,467	\$ 0	\$ 6,118,467

SOURCE OF FUNDS					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
General Fund	\$ 6,083,624	\$ 6,152,054	\$ 6,118,467	\$ 0	\$ 6,118,467
Total	\$ 6,083,624	\$ 6,152,054	\$ 6,118,467	\$ 0	\$ 6,118,467

Budgetary Administration

Program Description

The Budgetary Administration program provides centralized budgetary services, which include the preparation and administration of the annual operating budget. It formulates and administers budgetary policies consistent with administration objectives. It also evaluates the effectiveness of individual program activities in achieving its goals and mandates and provides organizational and budgetary reviews of City programs and activities.

PROGRAM POSITIONS					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
Permanent FTE	12.00	12.00	13.00	0.00	13.00
Temporary FTE	0.00	0.00	0.00	0.00	0.00
Contract FTE	0.00	0.00	0.00	0.00	0.00
Total	12.00	12.00	13.00	0.00	13.00

CHARACTER OF EXPENDITURES					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
Salaries	\$ 880,142	\$ 882,591	\$ 901,912	\$ 0	\$ 901,912
Current Expenses	8,145	18,830	18,830	0	18,830
Equipment	0	0	0	0	0
Total	\$ 888,287	\$ 901,421	\$ 920,742	\$ 0	\$ 920,742

SOURCE OF FUNDS					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
General Fund	\$ 888,287	\$ 901,421	\$ 920,742	\$ 0	\$ 920,742
Total	\$ 888,287	\$ 901,421	\$ 920,742	\$ 0	\$ 920,742

Fiscal/CIP Administration

Program Description

The Fiscal/CIP Administration program is responsible for: 1) overseeing citywide financial planning and analysis, with a focus on revenues, debt and provisional costs; 2) formulation, review, preparation and implementation of the annual Capital Program and Budget; and 3) administration and monitoring of 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 oversight of CDBG or HOME funded City projects.

PROGRAM POSITIONS					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
Permanent FTE	17.00	17.00	17.00	0.00	17.00
Temporary FTE	2.00	2.00	2.00	0.00	2.00
Contract FTE	1.00	1.00	1.00	0.00	1.00
Total	20.00	20.00	20.00	0.00	20.00

CHARACTER OF EXPENDITURES					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
Salaries	\$ 1,220,745	\$ 1,422,055	\$ 1,485,781	\$ 0	\$ 1,485,781
Current Expenses	322,714	72,127	412,588	0	412,588
Equipment	0	0	0	0	0
Total	\$ 1,543,459	\$ 1,494,182	\$ 1,898,369	\$ 0	\$ 1,898,369

SOURCE OF FUNDS					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
General Fund	\$ 625,858	\$ 594,860	\$ 630,392	\$ 0	\$ 630,392
Community Development Fund	860,644	843,366	1,208,574	0	1,208,574
Federal Grants Fund	56,957	55,956	59,403	0	59,403
Total	\$ 1,543,459	\$ 1,494,182	\$ 1,898,369	\$ 0	\$ 1,898,369

Liquor Commission

Program Description

The Liquor Commission has the jurisdiction, power, authority and discretion to grant, suspend, and revoke any license for the manufacture, importation, or sale of liquor within the City and County of Honolulu. Its mission is to provide outstanding regulatory services to enhance the quality of life in the City and County of Honolulu, and to create a safe and healthy environment for the public.

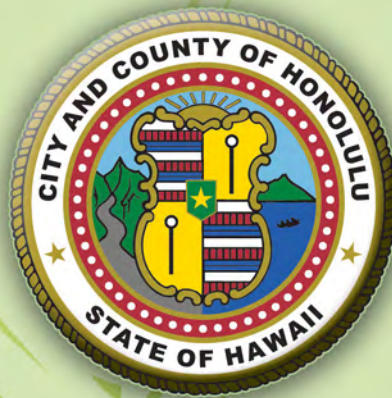
PROGRAM POSITIONS					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
Permanent FTE	52.00	52.00	52.00	1.00	53.00
Temporary FTE	0.00	0.00	0.00	0.00	0.00
Contract FTE	3.00	4.00	4.00	0.00	4.00
Total	55.00	56.00	56.00	1.00	57.00

CHARACTER OF EXPENDITURES					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
Salaries	\$ 2,324,693	\$ 3,068,770	\$ 3,111,899	\$ 51,024	\$ 3,162,923
Current Expenses	708,975	1,021,950	1,059,680	0	1,059,680
Equipment	457,832	385,400	250,000	0	250,000
Total	\$ 3,491,500	\$ 4,476,120	\$ 4,421,579	\$ 51,024	\$ 4,472,603

SOURCE OF FUNDS					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
Liquor Commission Fund	\$ 3,491,500	\$ 4,476,120	\$ 4,421,579	\$ 51,024	\$ 4,472,603
Total	\$ 3,491,500	\$ 4,476,120	\$ 4,421,579	\$ 51,024	\$ 4,472,603

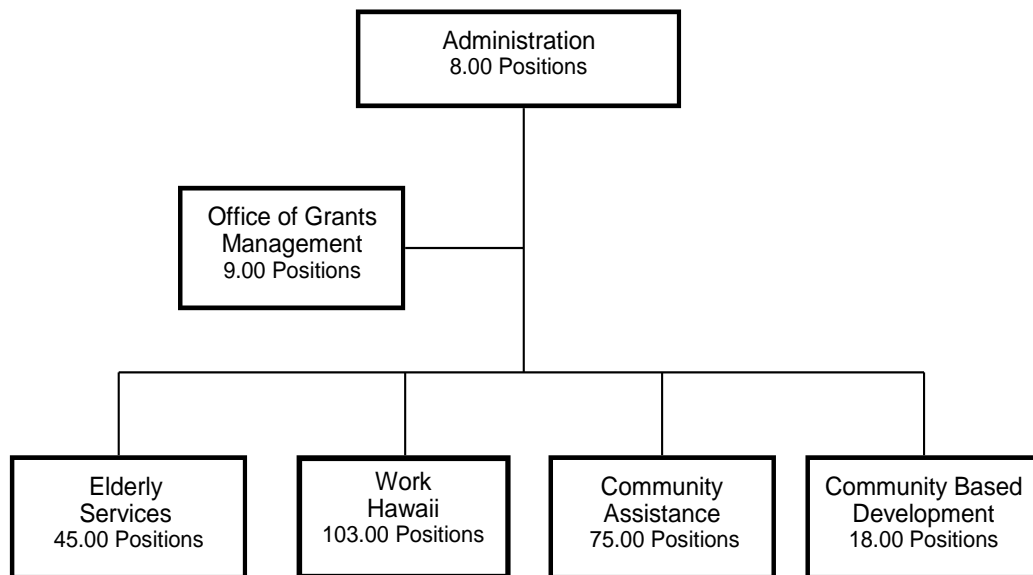
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Department of Community Services



DEPARTMENT OF COMMUNITY SERVICES (DCS) ORGANIZATION CHART

This chart reflects the number of full-time equivalent positions appropriated in Fiscal Year 2020.



Department of Community Services

Roles and Responsibilities

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

Spending to Make a Difference

- The Elderly Affairs Division (EAD) has completed its transition into the Aging and Disability Resource Center. As part of the Aging Network, we adhere to both the Federal Administration for Community Living guidance as well as that set forth by the State Executive Office on Aging. EAD participates in a statewide consolidated database, uses person-centered planning, and serves as an active participant in the No Wrong Door Initiative. In partnership with other state and governmental agencies, EAD staff are able to close the gap for seniors and people with disabilities, ensuring they are supported and guided to receive the information and assistance that best meets their needs.
- The Community Assistance Division (CAD) Section 8 program has increased productivity by completing the conversion of City rent payments to 80% of landlords to electronic funds transfer, streamlining intake and unit inspection procedures, and anticipates improving leasing stability through project-based vouchers.
- The Community Based Development Division (CBDD), together with homeless service providers and partners, continues the City's Housing First program to address chronic homelessness across Oahu. Housing First is a national best practice focused on housing chronically homeless persons and families as a first step toward recovery. The State of Hawaii has also supported the City's efforts by providing 60 permanent supportive housing vouchers to assist those that are chronically homeless as well as homeless youth, elderly, and those who are survivors or fleeing domestic violence, sexual assault, and/or human trafficking. Working with partner agencies, the division continues to support the provision of outreach and assessment; housing placement; rental assistance payments; and case management and support services to unsheltered individuals, including the construction of a hygiene center, which was opened in January 2019 as the Pūnāwāii Rest Stop. Hale Mauiola, the City's navigation center for persons and couples experiencing homelessness, continues operations and provision of shelter for up to 104 persons at a given time.
- The Office of Grants Management (OGM) continues to provide funding to support Honolulu's non-profits in serving the island's communities through needed programs and services for public benefit. In addition, OGM provides support to a number of important boards and commissions including the Honolulu Committee on the Status of Women and the Grants in Aid Advisory Commission.
- WorkHawaii continues to expand its work as a critical community partner in the area of workforce and economic development. The division operates the American Job Center of Hawaii, which provides critical connectivity between Honolulu's job seekers and employers/businesses, strengthening our community and economy. WorkHawaii also works directly in community centers throughout the island to support job readiness, youth training programs, vocational education services, and the Rent to Work program, which provides short-term rental subsidy assistance to persons experiencing homelessness, who are working to increase their income through employment. WorkHawaii, in partnership with the Honolulu Police Department, launched the new Homeless Outreach and Navigation for Unsheltered Persons Program (HONU). HONU is a three-year pilot program and operates a 24-hour mobile navigation unit that connects unsheltered persons to the housing, shelter, or treatment program that best fits their needs.

Budget Highlights

The DCS receives approximately 80% of its operating budget from federal and state grants, which is directed by the department or spent in partnership with community non-profit agencies. These mandates fund a group of programs that provide rental assistance to low-income households; emergency and transitional shelters to persons experiencing homelessness or persons with special needs; community based senior services, job training and referral services for adults and challenged youth to facilitate employment; community based economic development and neighborhood revitalization programs; and support for community based non-profit organizations, who serve economically challenged individuals in their communities.

- Overall, the Department's salary and expenses to administer the state and federal grant programs are

Department of Community Services

minimally increasing over FY2021 in salaries attributed to mandated collective bargaining contract terms.

- The CBDD is continuing its Homelessness Initiatives, budgeting approximately at \$13.0 million in City, State, and Federal funds. This includes Housing First, which aims to provide case management and permanent supportive housing for 375 chronically homeless households, transitional housing, and related supportive services. Programs also include \$1,479,358 for Hale Mauiola, a navigation center for persons and couples experiencing homelessness, \$400,000 for a landlord engagement program, \$500,000 for an outreach navigation program, and \$1,000,000 for the Pūnāwāii Rest Stop, and \$250,000 for the transportation to shelter program.
- The EAD continues to provide long-term services and support to seniors with the support of state and federal funding. In fiscal year 2021, over \$10.7 million is budgeted in state funding and about \$3.9 million in federal funding for sub-recipient grants. These grants provide much needed services such as meals, transportation, personal care, attendant care, caregiver respite, education and counseling, adult daycare, homemaker, chore, housing assistance, and legal support and assistance services. These funds assist older adults to remain in their home and age in place for as long as possible.
- The CAD continues the Section 8 program with a FY 2021 projected budget of almost \$58 million in federally sponsored rental assistance for low income households supporting over 3,700 of Honolulu's families.
- The OGM administers the City's Grants in Aid Program, which provides funding for services to assist economically and/or socially disadvantaged populations or other specified services for public benefit. The program helps to build the capacity of Honolulu's non-profits and provide needed support for important community-based programs. Grants in Aid will have approximately \$9.5 million in its FY 2021 budget for these programs.
- The WorkHawaii Division continues its mission of developing a quality workforce for businesses through the development of trained candidates, targeting people who face societal challenges while working with a FY 2021 budget for its non-City funded programs that increased by 16%, including \$922,000 for the newly implemented HONU Project.

DEPARTMENT POSITIONS					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
Permanent FTE	144.00	145.00	147.00	0.00	147.00
Temporary FTE	109.00	106.00	106.00	0.00	106.00
Contract FTE	7.00	7.00	8.30	13.00	21.30
Total	260.00	258.00	261.30	13.00	274.30

EXPENDITURES BY PROGRAM					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
Administration	\$ 680,516	\$ 681,439	\$ 687,277	\$ 150,000	\$ 837,277
Office of Grants Management	8,125,392	10,127,527	10,253,030	0	10,253,030
Elderly Affairs	12,896,074	15,989,878	17,452,550	0	17,452,550
WorkHawaii	5,744,493	11,149,495	12,153,406	727,992	12,881,398
Community Assistance	62,608,912	64,150,955	66,992,975	0	66,992,975
Community Based Development	11,549,551	14,627,511	14,564,279	0	14,564,279
Total	\$ 101,604,938	\$ 116,726,805	\$ 122,103,517	\$ 877,992	\$ 122,981,509

CHARACTER OF EXPENDITURES					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
Salaries	\$ 9,162,479	\$ 12,951,879	\$ 14,349,731	\$ 623,064	\$ 14,972,795
Current Expenses	92,442,459	103,719,526	107,733,786	254,928	107,988,714
Equipment	0	55,400	20,000	0	20,000
Total	\$ 101,604,938	\$ 116,726,805	\$ 122,103,517	\$ 877,992	\$ 122,981,509

SOURCE OF FUNDS					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
General Fund	\$ 11,870,143	\$ 13,232,835	\$ 13,566,866	\$ 150,000	\$ 13,716,866
Rental Assistance Fund	130,547	233,000	233,000	0	233,000
Grants in Aid Fund	7,851,034	9,778,929	9,930,617	0	9,930,617
Affordable Housing Fund	135,424	280,199	447,784	0	447,784
Community Development Fund	449,923	914,124	451,244	0	451,244
Special Projects Fund	10,599,633	13,469,961	17,396,685	727,992	18,124,677
Federal Grants Fund	9,250,014	16,622,699	15,058,100	0	15,058,100
Housing & Comm Dev Rehab Fund	1,084,250	3,004,300	3,004,300	0	3,004,300
Housing & Comm Dev Sec 8 Fund	60,233,970	59,190,758	62,014,921	0	62,014,921
Total	\$ 101,604,938	\$ 116,726,805	\$ 122,103,517	\$ 877,992	\$ 122,981,509

Administration

Program Description

The Administration program provides department-wide leadership, policy guidance, and oversight to enhance the performance of all departmental activities. This includes both program and project development and direction, plans of action to achieve sound community development, and administrative support to the entire department. The Department is comprised of the following divisions: Community Assistance Division, Community Based Development Division, Elderly Affairs Division, WorkHawaii Division, and the Office of Grants Management.

PROGRAM POSITIONS					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
Permanent FTE	8.00	8.00	8.00	0.00	8.00
Temporary FTE	0.00	0.00	0.00	0.00	0.00
Contract FTE	0.00	0.00	0.00	0.00	0.00
Total	8.00	8.00	8.00	0.00	8.00

CHARACTER OF EXPENDITURES					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
Salaries	\$ 666,764	\$ 663,354	\$ 662,082	\$ 0	\$ 662,082
Current Expenses	13,752	18,085	25,195	150,000	175,195
Equipment	0	0	0	0	0
Total	\$ 680,516	\$ 681,439	\$ 687,277	\$ 150,000	\$ 837,277

SOURCE OF FUNDS					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
General Fund	\$ 680,516	\$ 681,439	\$ 687,277	\$ 150,000	\$ 837,277
Total	\$ 680,516	\$ 681,439	\$ 687,277	\$ 150,000	\$ 837,277

Office of Grants Management

Program Description

The Office of Grants Management (OGM) focuses on administering the City's Grants in Aid (GIA) program to 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, as further defined:

Public Services

Funds in this category must be used to support qualified public services and programs for the target populations deemed by the City to be most vulnerable including, but not limited to, seniors, persons with disabilities, children, and survivors of domestic violence, persons experiencing homelessness, and those suffering from the effects of substance abuse or mental illness.

Arts, Culture, Community/Economic Development, and the Environment

Funds in this category must be used to support the sustainable improvement in the well being and quality of life of local communities, especially low-to-moderate income areas. Projects could include, but are not limited to: the creation, development and empowerment of community-based organizations; providing planning, organizational support, and technical assistance to organizations, supporting financial literacy programs and services; supporting micro-enterprise and business training; and supporting programs that promote cultural or environmental enhancement, protection, or awareness.

OGM also supports other projects such as the Honolulu County Committee on the Status of Women, and the City's Child Care Development programs with technical assistance. Staff supports the Grants in Aid Advisory Commission, with the grant process, oversees existing grants, develops contracts for new grants, and monitors and ensures proper grants management.

PROGRAM POSITIONS					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
Permanent FTE	8.00	8.00	8.00	0.00	8.00
Temporary FTE	0.00	0.00	0.00	0.00	0.00
Contract FTE	0.00	1.00	1.00	0.00	1.00
Total	8.00	9.00	9.00	0.00	9.00

CHARACTER OF EXPENDITURES					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
Salaries	\$ 435,819	\$ 510,304	\$ 534,419	\$ 0	\$ 534,419
Current Expenses	7,689,573	9,617,223	9,718,611	0	9,718,611
Equipment	0	0	0	0	0
Total	\$ 8,125,392	\$ 10,127,527	\$ 10,253,030	\$ 0	\$ 10,253,030

SOURCE OF FUNDS					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
General Fund	\$ 274,358	\$ 348,598	\$ 322,413	\$ 0	\$ 322,413
Grants in Aid Fund	7,851,034	9,778,929	9,930,617	0	9,930,617
Total	\$ 8,125,392	\$ 10,127,527	\$ 10,253,030	\$ 0	\$ 10,253,030

Elderly Affairs

Program Description

The Elderly Affairs Division (EAD) is the Area Agency on Aging for the City and County of Honolulu designated under the Older Americans Act of 1965. EAD plans, coordinates, advocates for, and develops community based programs and services to meet the needs of the growing population of non-institutionalized elderly individuals and their family caregivers. EAD provides information and referral services and public outreach, working with Oahu's network of providers to ensure easy access and availability of services, and to ultimately prevent or delay institutionalization.

EAD has implemented the Aging and Disability Resource Center in accordance with the Administration for Community Living guidance. This model increases EAD's ability to attend to the needs of consumers and their families, while serving as a single entry point for access to long term support services.

EAD contracts with private non-profit organizations to provide a wide range of supportive and long-term care services that help elders remain at home (when they prefer), enhance their quality of life, and permit aging with dignity. Services include group dining and home-delivered meals, nutrition counseling and education, transportation and assisted transportation services, case management, personal care, attendant care, homemaker services, friendly visits, telephone reassurance, housing assistance, legal assistance, information and assistance, caregiver respite, caregiver counseling and education, exercise and recreation, and health maintenance and disease prevention classes.

PROGRAM POSITIONS					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
Permanent FTE	11.00	11.00	11.00	0.00	11.00
Temporary FTE	34.00	34.00	34.00	0.00	34.00
Contract FTE	0.00	0.00	0.00	0.00	0.00
Total	45.00	45.00	45.00	0.00	45.00

CHARACTER OF EXPENDITURES					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
Salaries	\$ 1,301,406	\$ 1,807,241	\$ 1,720,487	\$ 0	\$ 1,720,487
Current Expenses	11,594,668	14,182,637	15,732,063	0	15,732,063
Equipment	0	0	0	0	0
Total	\$ 12,896,074	\$ 15,989,878	\$ 17,452,550	\$ 0	\$ 17,452,550

SOURCE OF FUNDS					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
General Fund	\$ 494,621	\$ 425,159	\$ 301,331	\$ 0	\$ 301,331
Special Projects Fund	8,845,415	11,355,516	12,296,757	0	12,296,757
Federal Grants Fund	3,556,038	4,209,203	4,854,462	0	4,854,462
Total	\$ 12,896,074	\$ 15,989,878	\$ 17,452,550	\$ 0	\$ 17,452,550

WorkHawaii

Program Description

WorkHawaii's mission is to develop a quality workforce for employers/businesses through the provision of trained candidates with appropriate skills and credentials. Training programs are driven to meet employer/business needs for talent in high growth industries and range from basic education, work readiness, and "soft" skills training to on-the-job training, apprenticeships, career advancement upgrading, and post-secondary certificate and degree programs.

WorkHawaii (WH), through a competitive procurement process, was contracted by the Oahu Workforce Development Board to operate the American Job Center Hawaii Partner Network on Oahu. Formerly known as OahuWorkLinks under the federal Workforce Investment Act, the center, now called American Job Center Hawaii under the new Workforce Innovation and Opportunity Act (WIOA) of 2014, delivers services in a coordinated network with at least 19 required partners under a customer-centered design framework.

WIOA provides local flexibility to accomplish a stronger alignment of the workforce, education and economic development systems, and an improvement of the structure and delivery to assist workers in achieving family-sustaining wages and employers/businesses in obtaining the skilled talent to compete in a global market. WH's target populations include people who face challenges such as those experiencing homelessness, individuals with disabilities, recipients of public assistance, and ex-offenders. Priority of service is given to veterans.

In addition, WH's Youth Services handle young people up to age 24. Programs aim to encourage healthy lifestyles, prevent involvement in the justice system, and improve educational achievement and employment prospects for young people through alternate secondary education, job readiness and vocational training, pre-apprenticeship, tutoring, work-based learning, adult mentoring, and community service.

With support from U.S. Department of Housing and Urban Development funds, the Rent To Work program plans to continue to provide temporary rental subsidies to homeless families while providing case management, financial literacy training, work experience, and vocational training for those who are unemployed.

With support from State of Hawaii funds and in partnership with the Honolulu Police Department, WH implements the Homeless Outreach and Navigation for Unsheltered Persons Program, a 24-hour mobile navigation unit that connects unsheltered persons to the housing, shelter or treatment program that best fits their needs.

State and federal program funds come from the Department of Labor grants, as well as from grants from the State Department of Human Services: First to Work, Office of Youth Services, Vocational Rehabilitation, and Department of Health.

PROGRAM POSITIONS					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
Permanent FTE	36.00	36.00	36.00	0.00	36.00
Temporary FTE	67.00	67.00	67.00	0.00	67.00
Contract FTE	1.00	0.00	0.00	13.00	13.00
Total	104.00	103.00	103.00	13.00	116.00

CHARACTER OF EXPENDITURES					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
Salaries	\$ 2,862,952	\$ 5,730,069	\$ 7,131,699	\$ 623,064	\$ 7,754,763
Current Expenses	2,881,541	5,419,426	5,021,707	104,928	5,126,635
Equipment	0	0	0	0	0
Total	\$ 5,744,493	\$ 11,149,495	\$ 12,153,406	\$ 727,992	\$ 12,881,398

Department of Community Services

SOURCE OF FUNDS					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
General Fund	\$ 337,341	\$ 482,996	\$ 493,568	\$ 0	\$ 493,568
Special Projects Fund	1,754,218	1,957,533	3,494,781	727,992	4,222,773
Federal Grants Fund	3,652,934	8,708,966	8,165,057	0	8,165,057
Total	\$ 5,744,493	\$ 11,149,495	\$ 12,153,406	\$ 727,992	\$ 12,881,398

Community Assistance

Program Description

The Community Assistance Division (CAD) manages programs that provide rental assistance to lower income families; preserves decent, safe and sanitary housing for low and moderate income households; and assists lower income families to achieve economic self-sufficiency and homeownership.

The Housing Choice Voucher program provides monthly rent subsidies to low income families renting dwelling units from private landlords. CAD also implements related programs including: (1) the Family Self-Sufficiency Program that promotes and encourages economic independence; (2) the Mainstream Program for Persons with Disabilities; (3) the Moderate Rehabilitation Program to assist families residing at the Academy Gardens Apartments; (4) the Project Based Assisted Housing Conversion Program which assists individuals being displaced by previously subsidized low-income housing projects whose owners discontinue assistance; (5) the Homeownership Option Program which provides Section 8 families with the opportunity to apply their rental subsidy toward mortgage payments for homeownership; (6) the Family Unification Program which assists certain youth 18-21 who have left foster care at age 16 or older and lack adequate housing; and (7) the Veteran's Administration Supportive Housing Program with a goal of ending veteran homelessness.

The Rental Assistance Program provides limited rent subsidies on behalf of eligible lower income families at City-assisted housing projects.

Current loan programs include: (1) home repair loans to income-qualified homeowners who renovate their units to comply with basic housing quality standards; (2) down payment loans to income-qualified homebuyers; (3) loans to income-qualified homeowners for the installation of solar water heating and photovoltaic systems; and (4) home repair loans to assist income-qualified homeowners adversely affected by a declared disaster.

PROGRAM POSITIONS					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
Permanent FTE	70.00	70.00	72.00	0.00	72.00
Temporary FTE	3.00	3.00	3.00	0.00	3.00
Contract FTE	2.00	2.00	3.30	0.00	3.30
Total	75.00	75.00	78.30	0.00	78.30

CHARACTER OF EXPENDITURES					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
Salaries	\$ 3,189,382	\$ 3,200,459	\$ 3,323,766	\$ 0	\$ 3,323,766
Current Expenses	59,419,530	60,895,096	63,649,209	0	63,649,209
Equipment	0	55,400	20,000	0	20,000
Total	\$ 62,608,912	\$ 64,150,955	\$ 66,992,975	\$ 0	\$ 66,992,975

Department of Community Services

SOURCE OF FUNDS					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
General Fund	\$ 442,813	\$ 448,653	\$ 515,026	\$ 0	\$ 515,026
Rental Assistance Fund	130,547	233,000	233,000	0	233,000
Community Development Fund	117,332	117,332	225,728	0	225,728
Special Projects Fund	0	156,912	0	0	0
Federal Grants Fund	600,000	1,000,000	1,000,000	0	1,000,000
Housing & Comm Dev Rehab Fund	1,084,250	3,004,300	3,004,300	0	3,004,300
Housing & Comm Dev Sec 8 Fund	60,233,970	59,190,758	62,014,921	0	62,014,921
Total	\$ 62,608,912	\$ 64,150,955	\$ 66,992,975	\$ 0	\$ 66,992,975

Community Based Development

Program Description

The Community Based Development Division (CBDD) administers programs and implements projects designed to preserve and expand the supply of affordable housing for low- and moderate-income households, addresses the shelter and service needs of the City's residents who are experiencing homelessness or have special needs, supports community development initiatives, and affirmatively furthers fair housing. Funding for these activities is provided through the U.S. Department of Housing and Urban Development Community Development Block Grant (CDBG), HOME Investment Partnerships Act (HOME), Emergency Solutions Grants, Housing Opportunities for Persons with AIDS, Housing Trust Fund, City-funded Affordable Housing Fund, State contract and City funds. Technical assistance, grants, and loans are provided to non-profit agencies that acquire, construct, and/or renovate existing housing projects and community facilities that provide services, shelter, and housing to persons experiencing homelessness and other special needs populations, including survivors of domestic violence, elderly and disabled persons, troubled youth, and persons with HIV/AIDS. CBDD is also responsible for the City's Housing First program which is designed to assist chronically homeless persons and families find and maintain permanent housing. CBDD's Fair Housing Program provides information and technical assistance to landlords, housing providers, housing consumers, and advocates, as well as advocacy and referrals to households confronting housing discrimination. CBDD also works in partnership with non-profit agencies on the acquisition, renovation, and construction of new and existing rental housing projects serving low- and moderate-income families and seniors; community development projects such as the construction and/or renovation of public facilities; and economic development activities. CBDD administers the leases of 60 City-owned properties to non-profit organizations providing shelter and services to persons and families with special needs. CBDD provides Davis-Bacon labor standards support and monitoring for construction projects undertaken with federal CDBG and HOME funds.

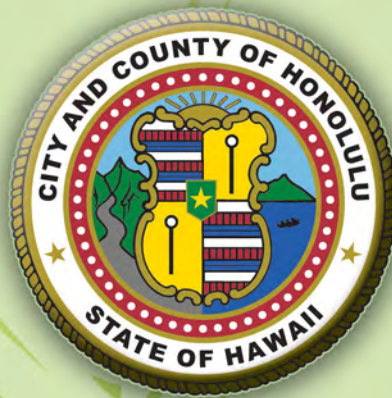
PROGRAM POSITIONS					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
Permanent FTE	11.00	12.00	12.00	0.00	12.00
Temporary FTE	5.00	2.00	2.00	0.00	2.00
Contract FTE	4.00	4.00	4.00	0.00	4.00
Total	20.00	18.00	18.00	0.00	18.00

CHARACTER OF EXPENDITURES					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
Salaries	\$ 706,156	\$ 1,040,452	\$ 977,278	\$ 0	\$ 977,278
Current Expenses	10,843,395	13,587,059	13,587,001	0	13,587,001
Equipment	0	0	0	0	0
Total	\$ 11,549,551	\$ 14,627,511	\$ 14,564,279	\$ 0	\$ 14,564,279

SOURCE OF FUNDS					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
General Fund	\$ 9,640,494	\$ 10,845,990	\$ 11,247,251	\$ 0	\$ 11,247,251
Affordable Housing Fund	135,424	280,199	447,784	0	447,784
Community Development Fund	332,591	796,792	225,516	0	225,516
Special Projects Fund	0	0	1,605,147	0	1,605,147
Federal Grants Fund	1,441,042	2,704,530	1,038,581	0	1,038,581
Total	\$ 11,549,551	\$ 14,627,511	\$ 14,564,279	\$ 0	\$ 14,564,279

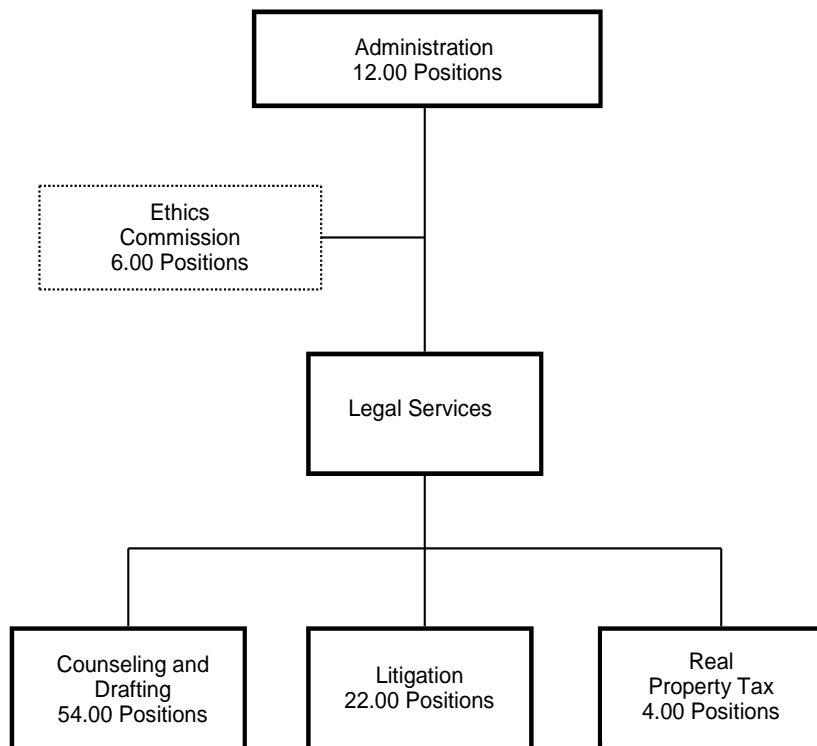
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Department of the Corporation Counsel



DEPARTMENT OF THE CORPORATION COUNSEL (COR) ORGANIZATION CHART

This chart reflects the number of full-time equivalent positions appropriated in Fiscal Year 2020.



Department of the Corporation Counsel

Roles and Responsibilities

The Corporation Counsel (COR) serves as the chief legal advisor to, and legal representative of, the Mayor, the City Council, all City agencies and departments, including its semi-autonomous agencies, and all City boards and commissions in matters relating to their official powers and duties. COR represents the City in all legal proceedings and performs all other legal services as required by the Revised Charter of the City and County of Honolulu.

Spending to Make a Difference

COR Legal Services:

- Efficiency - Filling all authorized positions will promote expedient and efficient resolution of requests for legal services and legal proceedings. Hiring of experienced attorneys and participation by COR Deputies in training and development opportunities expands COR's knowledge base and allows COR to provide higher quality work-product on a consistent, cost-efficient basis.
- Cost Effective Engagement of Outside Legal Services - Recent complex litigation has highlighted the need for COR to engage external counsel in cases that are complex, including those with unique legal issues or that would consume significant amounts of time (for example, in responding to discovery requests), and in cases involving subject matter areas for which COR does not have the appropriate level of experience (for example, private public partnerships (P3) for the rail project and mixed use entertainment real estate developments, bankruptcy, criminal, admiralty, etc.).

Ethics Commission:

- Cost Effective Engagement of External Professional Services - Engage external professional services -- such as special investigators, hearings officers, and court reporters -- for complex Ethics Commission cases with unique legal issues and conflicts of interest.

Budget Highlights

The FY2021 Budget reflects a 30% increase from FY20 and includes needed funding for:

COR Legal Service

- Funding for three new Deputy COR positions:
 - A new Litigation Division Deputy COR to address the increasing number of Honolulu Police Department (HPD) civil rights cases which are expected to be litigated through trial;
 - A new Counseling and Drafting - Infrastructure/Community Services Section Deputy COR to address increasing workload requirements related to the Department of Community Services (DCS) projects including projects to provide affordable housing and address homelessness; and
 - A new Counseling and Drafting Division Personnel/Public Safety Section Deputy COR to address the increasing workload related to grievances involving United Public Workers (UPW), State of Hawaii Organization of Police Officers (SHOPO), Hawaii Government Employees Association (HGEA), and Hawaii Fire Fighters Association (HFFA), and related court cases; Department and Agency initiated Requests for Legal Services (RLS) and other inquiries related to labor and employment issues.
- Merit pay increases for the Deputies COR to attract and retain qualified attorneys;
- Outside legal counsel and consultants required to represent the City and City officers and employees acting in the course and scope of their employment in complex or specialized litigation or matters or cases in which COR may have a conflict of interest;
- An increase of \$2 million for Transit-related legal contractual services;
- Office rent for approximately seven Deputy COR and four support staff. Driven by caseload requirements, COR's staffing has increased over the years and we have outgrown the Department's footprint in City Hall;
- Participation by Deputies COR in training and development opportunities to develop in-house expertise (e.g., federal grant programs, transit oriented development programs, etc.), to keep abreast of new legal developments (e.g., transportation network companies, online property rentals, sharing economies, small cell and

Department of the Corporation Counsel

distributed antenna systems, and litigation holds), and to improve professional skills through networking and seminars (e.g., International Municipal Attorneys Association Conferences and Seminars, Hawaii Municipal Lawyers Conference, etc.).

Ethics Commission

- Salary funds for the creation of three (3) new positions (Administrative Assistant, Training Specialist, Investigator) identified by the Commission during its strategic planning. The Commission determined that its ideal staff complement includes ten (10) full-time positions and plans to achieve this complement with phased in requests over a two-year period. This request for three new positions is the first of such requests;
- Salary increases for the Commission's Executive Director and Legal Counsel (EDLC) and Associate Legal Counsel (ALC) for parity with other executive legal positions within the City, as decided by the Ethics Commission at its June 21, 2017 meeting;
- Retention of external professional services for complex Ethics Commission cases with unique legal issues or cases with conflicts of interest; and
- Participation by Ethics Commission staff and Commissioners in training and development opportunities to develop ethics expertise, keep abreast of best practices and ethics developments in local, state, and federal government and private industries, and improve professional skills through networking and seminars (e.g., Society of Corporate Compliance and Ethics conference and webinars; Council on Governmental Ethics Laws conference and webinars).

DEPARTMENT POSITIONS					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
Permanent FTE	94.00	98.00	98.00	6.00	104.00
Temporary FTE	0.00	0.00	0.00	0.00	0.00
Contract FTE	0.00	0.00	0.00	0.00	0.00
Total	94.00	98.00	98.00	6.00	104.00

EXPENDITURES BY PROGRAM					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
Legal Services	\$ 8,561,747	\$ 9,812,265	\$ 10,799,853	\$ 1,949,988	\$ 12,749,841
Ethics Commission	378,954	423,444	446,725	157,248	603,973
Total	\$ 8,940,701	\$ 10,235,709	\$ 11,246,578	\$ 2,107,236	\$ 13,353,814

CHARACTER OF EXPENDITURES					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
Salaries	\$ 7,018,243	\$ 7,446,705	\$ 7,888,759	\$ 457,236	\$ 8,345,995
Current Expenses	1,922,458	2,789,004	3,357,819	1,650,000	5,007,819
Equipment	0	0	0	0	0
Total	\$ 8,940,701	\$ 10,235,709	\$ 11,246,578	\$ 2,107,236	\$ 13,353,814

SOURCE OF FUNDS					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
General Fund	\$ 8,398,648	\$ 9,667,210	\$ 10,639,539	\$ 2,107,236	\$ 12,746,775
Sewer Fund	349,532	367,966	391,791	0	391,791
Liquor Commission Fund	192,521	200,533	215,248	0	215,248
Total	\$ 8,940,701	\$ 10,235,709	\$ 11,246,578	\$ 2,107,236	\$ 13,353,814

Legal Services

Program Description

This activity includes counseling and drafting and litigation legal services.

COUNSELING AND DRAFTING

The Counseling and Drafting Division (C&D):

- Drafts, reviews, and provides legal advice on:
 - bills for an ordinance and resolutions;
 - agendas and minutes of City boards and commissions; and
 - legal documents;
- Provides legal advice to the Mayor, the City Council, all City agencies and departments, including its semi-autonomous agencies, and all City boards and commissions;
- Attends all City Council and committee meetings; meetings of the City's administration, including agencies and departments, upon request; and meetings of City boards and commissions;
- Represents the City in court and administrative and other tribunal proceedings in the State of Hawaii with regard to certain matters involving the City, such as procurement challenges, environmental matters, labor and employment matters, real property tax appeals, eminent domain proceedings, administrative appeals (including land use proceedings), foreclosures, bankruptcy actions, and interpleader actions for the return of seized property; and
- Advises and represents the Honolulu Police Department with regard to subpoenas duces tecum.

LITIGATION

The Litigation Division:

- Processes claims and represents the City, and its officers and employees acting in the course and scope of their employment, in personal injury, property damage, civil rights and certain contract and employment cases, in court and other tribunal proceedings in the State of Hawaii; and
- Prosecutes liquor law violations before the Liquor Commission.

PROGRAM POSITIONS					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
Permanent FTE	88.00	92.00	92.00	3.00	95.00
Temporary FTE	0.00	0.00	0.00	0.00	0.00
Contract FTE	0.00	0.00	0.00	0.00	0.00
Total	88.00	92.00	92.00	3.00	95.00

CHARACTER OF EXPENDITURES					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
Salaries	\$ 6,655,440	\$ 7,083,936	\$ 7,535,958	\$ 299,988	\$ 7,835,946
Current Expenses	1,906,307	2,728,329	3,263,895	1,650,000	4,913,895
Equipment	0	0	0	0	0
Total	\$ 8,561,747	\$ 9,812,265	\$ 10,799,853	\$ 1,949,988	\$ 12,749,841

SOURCE OF FUNDS					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
General Fund	\$ 8,019,694	\$ 9,243,766	\$ 10,192,814	\$ 1,949,988	\$ 12,142,802
Sewer Fund	349,532	367,966	391,791	0	391,791
Liquor Commission Fund	192,521	200,533	215,248	0	215,248
Total	\$ 8,561,747	\$ 9,812,265	\$ 10,799,853	\$ 1,949,988	\$ 12,749,841

Ethics Commission

Program Description

This activity:

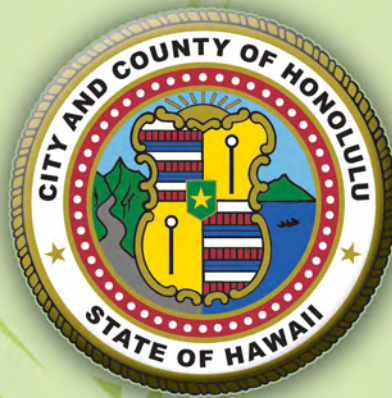
- Renders advice and publishes guidelines on the City's ethics laws for City officers and employees, including elected officials, managers and supervisors, and board and commission members;
- Investigates complaints alleging violations of the ethics laws, recommends discipline to appointing authorities for violations of the ethics law, and may impose civil fines for ethics violations by elected and appointed officers and employees;
- Develops and implements educational programs and mandatory training and retraining on the City's ethics laws for all City officers and employees, including elected officials, managers and supervisors, and board and commission members;
- Recommends legislation to the City Council and Hawai'i Legislature;
- Reviews and maintains financial disclosure statements of City officials with significant discretionary authority; and
- Regulates lobbying and lobbyists.

PROGRAM POSITIONS					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
Permanent FTE	6.00	6.00	6.00	3.00	9.00
Temporary FTE	0.00	0.00	0.00	0.00	0.00
Contract FTE	0.00	0.00	0.00	0.00	0.00
Total	6.00	6.00	6.00	3.00	9.00

CHARACTER OF EXPENDITURES					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
Salaries	\$ 362,803	\$ 362,769	\$ 352,801	\$ 157,248	\$ 510,049
Current Expenses	16,151	60,675	93,924	0	93,924
Equipment	0	0	0	0	0
Total	\$ 378,954	\$ 423,444	\$ 446,725	\$ 157,248	\$ 603,973

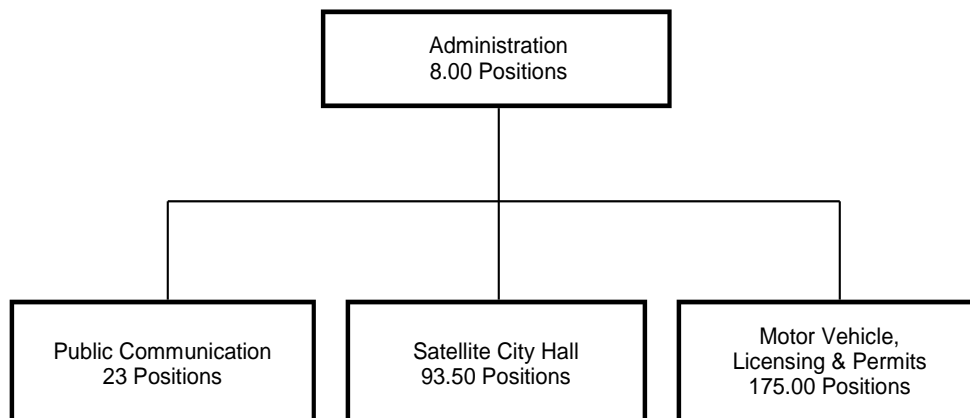
SOURCE OF FUNDS					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
General Fund	\$ 378,954	\$ 423,444	\$ 446,725	\$ 157,248	\$ 603,973
Total	\$ 378,954	\$ 423,444	\$ 446,725	\$ 157,248	\$ 603,973

Department of Customer Services



DEPARTMENT OF CUSTOMER SERVICES (CSD) ORGANIZATION CHART

This chart reflects the number of full-time equivalent positions appropriated in Fiscal Year 2020



Department of Customer Services

Roles and Responsibilities

The Department of Customer Services (CSD) is responsible for providing the public with information about the City and County of Honolulu's programs and managing complaint intake, runs the City's Design and Print Center, administers the Motor Vehicle Licensing and Permit program, maintains the publication racks in Waikiki and manages the operations of Satellite City Halls and driver licensing stations island-wide. CSD also manages the contracts for various programs such as animal control, police-initiated tows and abandoned vehicles. CSD monitors Private Transportation Companies such as taxicabs, Uber and Lyft.

Spending to Make a Difference

- Improve Services to the Public - continue to manage the public's wait time by increasing front line staffing, streamlining operations, expanding Aloha Q systems to more sites, offering additional on-line service options, 24 hour kiosk service, and explore weekend service hours to eliminate long lines.
- Develop Public Information Program - create and implement a public information program to assist the public in understanding the new rules and policies required to successfully complete their State ID application. Planned media include video, print, on-line, and social media portals.
- Create Uniform Efficiency - focus on consistent staff training to ensure proper application of procedures and uniform understanding of applicable rules and regulations.
- Innovation - continue to seek innovative ideas to better offer basic government services to the public such as online or 24/7 kiosk options.

Budget Highlights

- Modest increases over FY2020 in salaries due to mandated collective bargaining contract terms.
- Modest current expense increase to reflect self-service kiosks transaction fees.
- Twenty positions have been deactivated to reflect a more accurate picture of the number of positions required by the Department to deliver services.

Department of Customer Services

DEPARTMENT POSITIONS					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
Permanent FTE	279.00	286.00	288.00	1.00	289.00
Temporary FTE	0.00	0.00	0.00	0.00	0.00
Contract FTE	15.25	13.50	13.50	0.00	13.50
Total	294.25	299.50	301.50	1.00	302.50

EXPENDITURES BY PROGRAM					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
Administration	\$ 763,947	\$ 641,987	\$ 653,243	\$ 0	\$ 653,243
Public Communication	1,406,194	1,417,406	1,431,267	0	1,431,267
Satellite City Hall	4,322,399	4,537,163	4,446,196	0	4,446,196
Motor Vehicle, Licensing and Permits	17,797,505	18,743,910	18,708,852	0	18,708,852
Total	\$ 24,290,045	\$ 25,340,466	\$ 25,239,558	\$ 0	\$ 25,239,558

CHARACTER OF EXPENDITURES					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
Salaries	\$ 12,579,141	\$ 13,009,914	\$ 12,959,812	\$ 0	\$ 12,959,812
Current Expenses	11,617,576	12,295,152	12,279,746	0	12,279,746
Equipment	93,328	35,400	0	0	0
Total	\$ 24,290,045	\$ 25,340,466	\$ 25,239,558	\$ 0	\$ 25,239,558

SOURCE OF FUNDS					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
General Fund	\$ 21,590,766	\$ 22,139,990	\$ 21,824,206	\$ 0	\$ 21,824,206
Highway Beautification Fund	2,699,279	3,200,476	3,415,352	0	3,415,352
Total	\$ 24,290,045	\$ 25,340,466	\$ 25,239,558	\$ 0	\$ 25,239,558

Administration

Program Description

The Director and the Department Administration provide policy guidance, direction, and administrative and personnel support to the Department's three divisions: Motor Vehicle Licensing and Permitting, the Satellite City Hall, and the Public Communication.

PROGRAM POSITIONS					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
Permanent FTE	8.00	8.00	8.00	0.00	8.00
Temporary FTE	0.00	0.00	0.00	0.00	0.00
Contract FTE	0.00	0.00	0.00	0.00	0.00
Total	8.00	8.00	8.00	0.00	8.00

CHARACTER OF EXPENDITURES					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
Salaries	\$ 573,706	\$ 573,212	\$ 588,408	\$ 0	\$ 588,408
Current Expenses	190,241	68,775	64,835	0	64,835
Equipment	0	0	0	0	0
Total	\$ 763,947	\$ 641,987	\$ 653,243	\$ 0	\$ 653,243

SOURCE OF FUNDS					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
General Fund	\$ 763,947	\$ 641,987	\$ 653,243	\$ 0	\$ 653,243
Total	\$ 763,947	\$ 641,987	\$ 653,243	\$ 0	\$ 653,243

Public Communication

Program Description

The Public Communication Division is comprised of the Information Branch, the Design and Print Center, and the Municipal Reference and Records Center. The division oversees departmental operations related to the intake of customer complaints, as well as communication and coordination of information regarding City programs, services, policies, and accomplishments to the public and the media. The division provides onsite and in-house graphic design, printing and bindery services, manages the City's extensive collection of traditional and electronic publications and manages the long-term storage of City records.

PROGRAM POSITIONS					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
Permanent FTE	22.00	22.00	24.00	0.00	24.00
Temporary FTE	0.00	0.00	0.00	0.00	0.00
Contract FTE	1.75	1.00	1.00	0.00	1.00
Total	23.75	23.00	25.00	0.00	25.00

CHARACTER OF EXPENDITURES					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
Salaries	\$ 1,273,675	\$ 1,246,046	\$ 1,269,678	\$ 0	\$ 1,269,678
Current Expenses	101,691	171,360	161,589	0	161,589
Equipment	30,828	0	0	0	0
Total	\$ 1,406,194	\$ 1,417,406	\$ 1,431,267	\$ 0	\$ 1,431,267

SOURCE OF FUNDS					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
General Fund	\$ 1,406,194	\$ 1,417,406	\$ 1,431,267	\$ 0	\$ 1,431,267
Total	\$ 1,406,194	\$ 1,417,406	\$ 1,431,267	\$ 0	\$ 1,431,267

Satellite City Hall

Program Description

This program provides essential services and information via nine storefront offices on the island of Oahu. These offices are located at Ala Moana, Downtown, Hawaii Kai, Kapalama, Kapolei, Pearlridge, Wahiawa, Waianae and Windward City. The Pearl Harbor Vehicle Registration Office continues as a 5-day operation at the Joint Base Pearl Harbor-Hickam base.

While the Satellite City Hall offices (SCH) process motor vehicle registration and titling transactions as a primary function, the offices also offer an array of other services to the public. These services include the collection of water bills and real property tax payments, sale of monthly bus passes and Spay/Neuter certificates, and the issuance of dog, bicycle, and moped licenses. Permits issued by the SCH offices include disabled parking, picnic, loading zone, bus stop parking and fireworks. SCH also provide information regarding various local government programs. Renewal and duplicate services for driver license and State IDs are also provided at four locations: Downtown, Hawaii Kai, Windward City and Pearlridge.

PROGRAM POSITIONS					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
Permanent FTE	86.00	89.00	87.00	0.00	87.00
Temporary FTE	0.00	0.00	0.00	0.00	0.00
Contract FTE	4.50	4.50	4.50	0.00	4.50
Total	90.50	93.50	91.50	0.00	91.50

CHARACTER OF EXPENDITURES					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
Salaries	\$ 3,782,906	\$ 3,886,430	\$ 3,786,243	\$ 0	\$ 3,786,243
Current Expenses	539,493	650,733	659,953	0	659,953
Equipment	0	0	0	0	0
Total	\$ 4,322,399	\$ 4,537,163	\$ 4,446,196	\$ 0	\$ 4,446,196

SOURCE OF FUNDS					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
General Fund	\$ 4,322,399	\$ 4,537,163	\$ 4,446,196	\$ 0	\$ 4,446,196
Total	\$ 4,322,399	\$ 4,537,163	\$ 4,446,196	\$ 0	\$ 4,446,196

Motor Vehicle, Licensing and Permits

Program Description

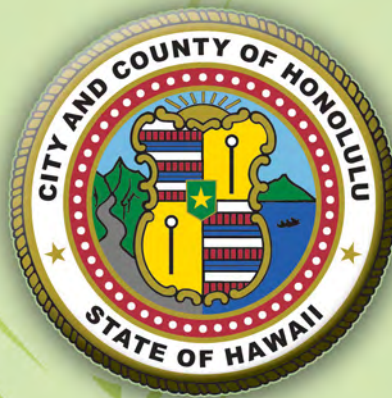
This program processes motor vehicle, trailer, bicycle, moped and animal registrations; issues driver and business licenses, and driving instruction permits; issues State of Hawaii identification cards; administers and enforces the periodic motor vehicle inspection program; administers the reconstructed vehicle program; regulates private transportation companies; administers the derelict and abandoned vehicle programs; issues other permits for such matters as disabled parking, general newsstands, publication dispensing racks in the Waikiki area; and administers the Animal Care & Control and the Spay/Neuter Certificate contracts.

PROGRAM POSITIONS					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
Permanent FTE	163.00	167.00	169.00	1.00	170.00
Temporary FTE	0.00	0.00	0.00	0.00	0.00
Contract FTE	9.00	8.00	8.00	0.00	8.00
Total	172.00	175.00	177.00	1.00	178.00

CHARACTER OF EXPENDITURES					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
Salaries	\$ 6,948,854	\$ 7,304,226	\$ 7,315,483	\$ 0	\$ 7,315,483
Current Expenses	10,786,151	11,404,284	11,393,369	0	11,393,369
Equipment	62,500	35,400	0	0	0
Total	\$ 17,797,505	\$ 18,743,910	\$ 18,708,852	\$ 0	\$ 18,708,852

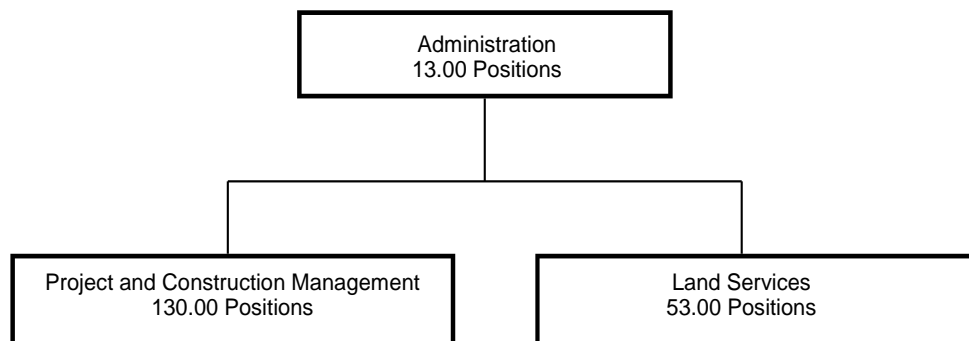
SOURCE OF FUNDS					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
General Fund	\$ 15,098,226	\$ 15,543,434	\$ 15,293,500	\$ 0	\$ 15,293,500
Highway Beautification Fund	2,699,279	3,200,476	3,415,352	0	3,415,352
Total	\$ 17,797,505	\$ 18,743,910	\$ 18,708,852	\$ 0	\$ 18,708,852

Department of Design and Construction



DEPARTMENT OF DESIGN AND CONSTRUCTION (DDC) ORGANIZATION CHART

This chart reflects the number of full-time equivalent positions appropriated in Fiscal Year 2020



Department of Design and Construction

Roles and Responsibilities

The Department of Design and Construction (DDC) is the central agency responsible for the execution of the City's Capital Improvement Program (CIP). It is responsible for coordinating the project planning, design, and construction management of CIP projects including roads, bridges, drainage, flood control, earth stabilization, and facilities supporting park, fire, police, emergency, civic, enterprise, and medical examiner operations, among others. The Department also performs land survey and land acquisition in support of all City agencies. In addition, it develops long-range energy conservation projects for general government office buildings.

Spending to Make a Difference

- Road Maintenance - the Department has exceeded the Mayor's initiative of repaving the City roads of 300 lane miles a year for a total of 1,500 lane miles over a 5 year period. Going forward, the Department will be focusing its attention on continuing a timely road rehabilitation program as well as developing and executing Complete Streets projects.
- Transit Oriented Development - coordinate with departments in acquisition of land and assist with planning for construction of catalytic projects and rail connectivity projects in transit oriented development areas.
- Energy Conservation - continue to convert the City's approximately 53,500 legacy street lights to LED street lights with a networked lighting control system. The project will save the City approximately \$5 million annually, which will be used to help pay for the project over a ten-year period. The lighting control system will allow the City to manage the operation of the street lights and measure their energy savings, as well as, assess the energy consumption of existing City facilities with the goals of finding ways to reduce the City's energy consumption.

Budget Highlights

- \$275,000 for a City-wide Energy Services Performance Contracting Program. Funds will be used to perform a City-wide Investment Grade Audit (IGA) in support of the City's broader energy sustainability and resilience agenda.
- Equipment request of \$50,000 to replace two (2) Total Station with Data Collector and accessories for the Survey Branch, Land Division; \$10,000 to replace a Wide Format Color Ink Jet Printer for the Survey Branch, Land Division. Existing printer is 10 years old and has reached its life expectancy.
- \$500,000 for a Consultant Services Contract that will be used to develop policies for design and construction standards that mitigate and adapt to the impacts of climate change and sea level rise.

Department of Design and Construction

DEPARTMENT POSITIONS					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
Permanent FTE	193.00	196.00	196.00	0.00	196.00
Temporary FTE	1.00	0.00	0.00	0.00	0.00
Contract FTE	0.00	0.00	0.00	0.00	0.00
Total	194.00	196.00	196.00	0.00	196.00

EXPENDITURES BY PROGRAM					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
Administration	\$ 2,289,675	\$ 2,338,961	\$ 2,404,140	\$ 0	\$ 2,404,140
Project and Construction Management	10,908,835	12,139,007	12,452,928	0	12,452,928
Land Services	2,820,318	2,717,537	2,811,394	0	2,811,394
East Oahu Floods-State of Hawaii	10,000,000	0	0	0	0
Total	\$ 26,018,828	\$ 17,195,505	\$ 17,668,462	\$ 0	\$ 17,668,462

CHARACTER OF EXPENDITURES					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
Salaries	\$ 11,473,975	\$ 11,422,260	\$ 11,618,995	\$ 0	\$ 11,618,995
Current Expenses	5,416,420	5,701,645	5,989,467	0	5,989,467
Equipment	156,091	71,600	60,000	0	60,000
Total	\$ 17,046,486	\$ 17,195,505	\$ 17,668,462	\$ 0	\$ 17,668,462

SOURCE OF FUNDS					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
General Fund	\$ 9,290,499	\$ 10,310,756	\$ 10,685,414	\$ 0	\$ 10,685,414
Highway Fund	5,972,628	6,048,253	6,066,552	0	6,066,552
Sewer Fund	115,701	116,496	116,496	0	116,496
Special Projects Fund	10,000,000	0	0	0	0
Federal Grants Fund	640,000	720,000	800,000	0	800,000
Total	\$ 26,018,828	\$ 17,195,505	\$ 17,668,462	\$ 0	\$ 17,668,462

Administration

Program Description

This program plans, directs and coordinates the activities of the Department of Design and Construction. It provides the Department with administrative services support, including personnel management, capital and operating budget preparation, administrative reports and records management, Council and legislative tracking, and project tracking and reporting.

Activities also include interagency coordination, emergency management coordination and coordination of department compliance programs associated with National Pollutant Discharge Elimination System regulatory requirements.

PROGRAM POSITIONS					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
Permanent FTE	13.00	13.00	13.00	0.00	13.00
Temporary FTE	0.00	0.00	0.00	0.00	0.00
Contract FTE	0.00	0.00	0.00	0.00	0.00
Total	13.00	13.00	13.00	0.00	13.00

CHARACTER OF EXPENDITURES					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
Salaries	\$ 962,473	\$ 957,501	\$ 1,067,380	\$ 0	\$ 1,067,380
Current Expenses	1,327,202	1,381,460	1,336,760	0	1,336,760
Equipment	0	0	0	0	0
Total	\$ 2,289,675	\$ 2,338,961	\$ 2,404,140	\$ 0	\$ 2,404,140

SOURCE OF FUNDS					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
General Fund	\$ 2,289,675	\$ 2,338,961	\$ 2,404,140	\$ 0	\$ 2,404,140
Total	\$ 2,289,675	\$ 2,338,961	\$ 2,404,140	\$ 0	\$ 2,404,140

Project and Construction Management

Program Description

This program oversees the activities relating to capital improvements to various city facilities to include roads, street lighting, bridges, municipal buildings, fire and police stations and facilities, emergency services facilities, parks facilities and enterprise facilities (such as the zoo, golf courses, Blaisdell Center and Waikiki Shell).

Activities include in-house preparation of architectural and engineering design plans as well as outsourcing professional design work to private consulting firms. Other activities include reviewing subdivision plans and plans for facilities to be dedicated to the City for compliance with City standards.

Also managed are construction and inspection activities for all programs within the Department.

PROGRAM POSITIONS					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
Permanent FTE	127.00	130.00	130.00	0.00	130.00
Temporary FTE	1.00	0.00	0.00	0.00	0.00
Contract FTE	0.00	0.00	0.00	0.00	0.00
Total	128.00	130.00	130.00	0.00	130.00

CHARACTER OF EXPENDITURES					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
Salaries	\$ 7,858,475	\$ 7,892,662	\$ 7,886,951	\$ 0	\$ 7,886,951
Current Expenses	3,007,832	4,232,345	4,565,977	0	4,565,977
Equipment	42,528	14,000	0	0	0
Total	\$ 10,908,835	\$ 12,139,007	\$ 12,452,928	\$ 0	\$ 12,452,928

SOURCE OF FUNDS					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
General Fund	\$ 4,463,625	\$ 5,539,642	\$ 5,755,264	\$ 0	\$ 5,755,264
Highway Fund	5,805,210	5,879,365	5,897,664	0	5,897,664
Federal Grants Fund	640,000	720,000	800,000	0	800,000
Total	\$ 10,908,835	\$ 12,139,007	\$ 12,452,928	\$ 0	\$ 12,452,928

Land Services

Program Description

This program conducts land surveys, title searches, appraisals, negotiations and acquisition of real property and easements for all City projects.

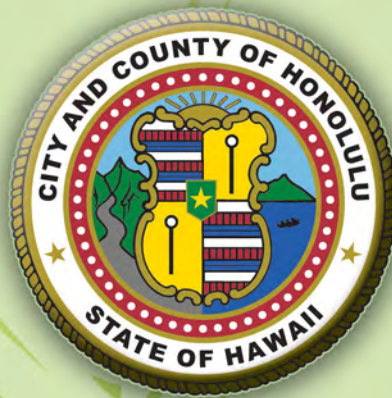
PROGRAM POSITIONS					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
Permanent FTE	53.00	53.00	53.00	0.00	53.00
Temporary FTE	0.00	0.00	0.00	0.00	0.00
Contract FTE	0.00	0.00	0.00	0.00	0.00
Total	53.00	53.00	53.00	0.00	53.00

CHARACTER OF EXPENDITURES					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
Salaries	\$ 2,653,027	\$ 2,572,097	\$ 2,664,664	\$ 0	\$ 2,664,664
Current Expenses	53,728	87,840	86,730	0	86,730
Equipment	113,563	57,600	60,000	0	60,000
Total	\$ 2,820,318	\$ 2,717,537	\$ 2,811,394	\$ 0	\$ 2,811,394

SOURCE OF FUNDS					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
General Fund	\$ 2,537,199	\$ 2,432,153	\$ 2,526,010	\$ 0	\$ 2,526,010
Highway Fund	167,418	168,888	168,888	0	168,888
Sewer Fund	115,701	116,496	116,496	0	116,496
Total	\$ 2,820,318	\$ 2,717,537	\$ 2,811,394	\$ 0	\$ 2,811,394

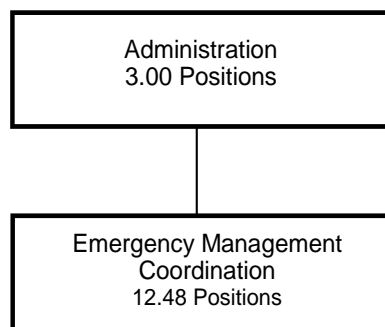
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Department of Emergency Management

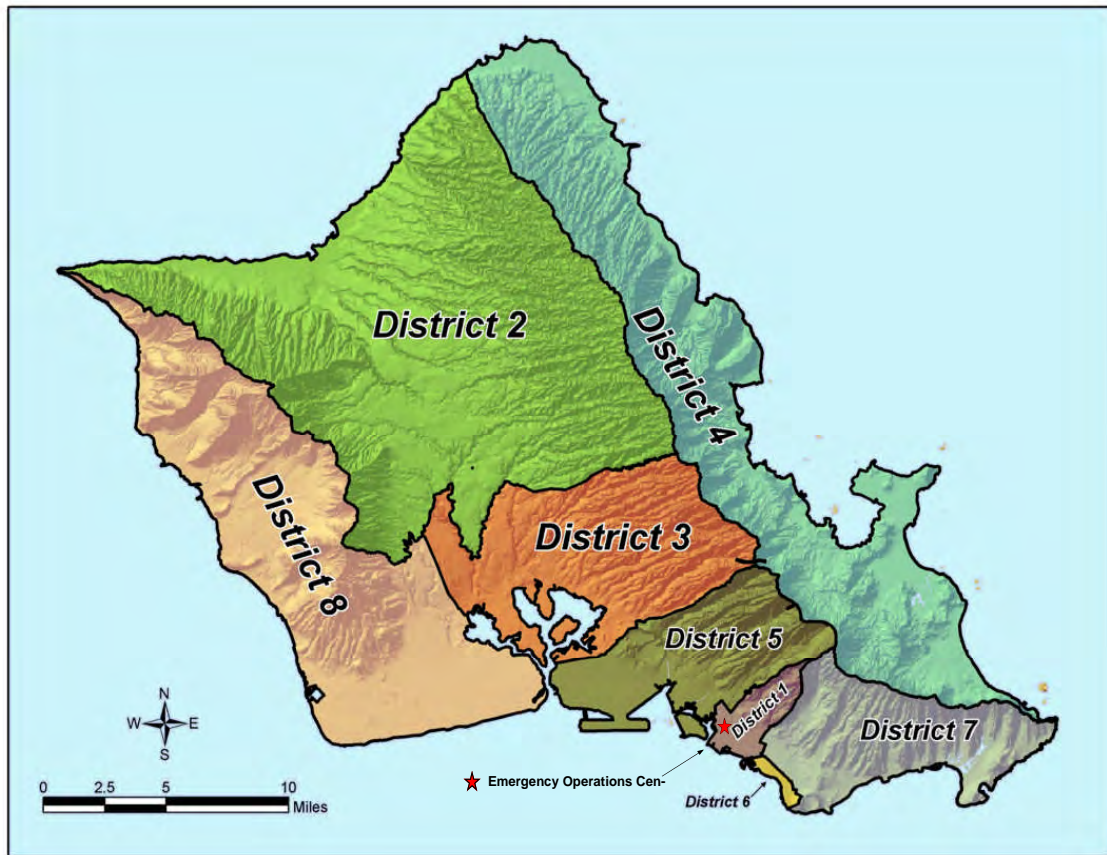


DEPARTMENT OF EMERGENCY MANAGEMENT (DEM) ORGANIZATION CHART

This chart reflects the number of full-time equivalent positions appropriated in Fiscal Year 2020.



DEPARTMENT OF EMERGENCY MANAGEMENT
(DEM)
EMERGENCY OPERATING DISTRICTS



EMERGENCY OPERATIONS CENTER (EOC)	FRANK F. FASI MUNICIPAL BUILDING
DISTRICT 1	CENTRAL HONOLULU
DISTRICT 2	WAIHAWA
DISTRICT 3	PEARL CITY
DISTRICT 4	KANEOHE
DISTRICT 5	KALIHI
DISTRICT 6	WAIKIKI
DISTRICT 7	EAST HONOLULU
DISTRICT 8	WAIANAE/KAPOLEI

Department of Emergency Management

Roles and Responsibilities

The Department of Emergency Management (DEM) coordinates the City’s emergency management functions with state, federal, and non-government agencies to mitigate, prepare for, respond to, and recover from natural and manmade hazards. The department, in coordination with other City departments and external partners, maintains a high level of readiness, prepares and updates contingency plans, and expands awareness of response programs to meet emergency needs.

Spending to Make a Difference

- Support disaster preparedness education and outreach for the whole community.
- Inclusive public information and education. Translating emergency preparedness to make them accessible to individuals in our communities with limited English proficiency.
- Ensure DEM staff and Emergency Management Reserve Corps (EMRC) volunteers have necessary supplies and communication equipment to conduct and sustain emergency operations.
- Maintain operational readiness of all communications and emergency systems, to include outdoor warning sirens.
- Develop and maintain emergency plans to enable coordinated and effective response to natural and human-caused disasters.

Budget Highlights

- Overall slight decrease over FY20 due to decreases in current expense expenditures.
- Increase of salaries due to negotiated collective bargaining agreement.

DEPARTMENT POSITIONS					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
Permanent FTE	13.48	13.48	14.48	0.00	14.48
Temporary FTE	2.00	2.00	1.00	0.00	1.00
Contract FTE	0.00	0.00	0.00	0.00	0.00
Total	15.48	15.48	15.48	0.00	15.48

EXPENDITURES BY PROGRAM					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
Emergency Management Coordination	\$ 2,724,660	\$ 1,726,197	\$ 1,341,991	\$ 0	\$ 1,341,991
Total	\$ 2,724,660	\$ 1,726,197	\$ 1,341,991	\$ 0	\$ 1,341,991

CHARACTER OF EXPENDITURES					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
Salaries	\$ 1,078,385	\$ 966,797	\$ 1,059,493	\$ 0	\$ 1,059,493
Current Expenses	1,336,731	759,400	282,498	0	282,498
Equipment	309,544	0	0	0	0
Total	\$ 2,724,660	\$ 1,726,197	\$ 1,341,991	\$ 0	\$ 1,341,991

SOURCE OF FUNDS					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
General Fund	\$ 1,261,019	\$ 1,691,197	\$ 1,306,991	\$ 0	\$ 1,306,991
Special Projects Fund	28,883	35,000	35,000	0	35,000
Federal Grants Fund	1,434,758	0	0	0	0
Total	\$ 2,724,660	\$ 1,726,197	\$ 1,341,991	\$ 0	\$ 1,341,991

Emergency Management Coordination

Program Description

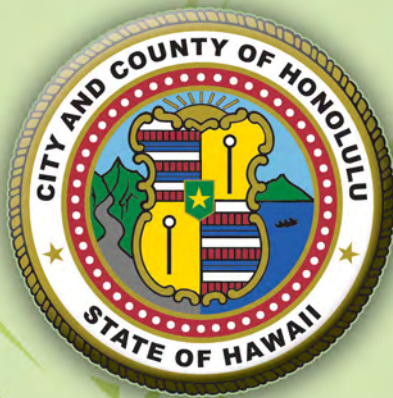
This program formulates emergency plans and procedures; coordinates the use of all available resources for the protection of life and property in the event of disaster; provides for the continuity of government operations; coordinates operational capabilities required to sustain operations in an emergency; assesses damage to public and private property; coordinates recovery activities; provides emergency information and public education; and coordinates an active volunteer program.

PROGRAM POSITIONS					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
Permanent FTE	13.48	13.48	14.48	0.00	14.48
Temporary FTE	2.00	2.00	1.00	0.00	1.00
Contract FTE	0.00	0.00	0.00	0.00	0.00
Total	15.48	15.48	15.48	0.00	15.48

CHARACTER OF EXPENDITURES					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
Salaries	\$ 1,078,385	\$ 966,797	\$ 1,059,493	\$ 0	\$ 1,059,493
Current Expenses	1,336,731	759,400	282,498	0	282,498
Equipment	309,544	0	0	0	0
Total	\$ 2,724,660	\$ 1,726,197	\$ 1,341,991	\$ 0	\$ 1,341,991

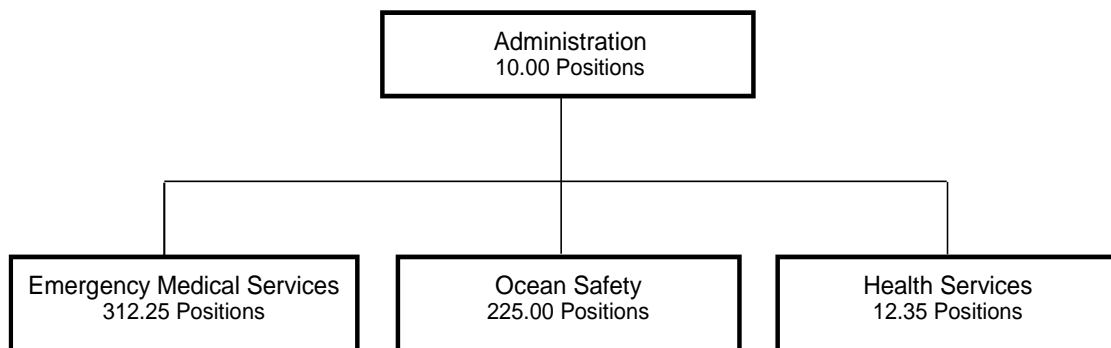
SOURCE OF FUNDS					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
General Fund	\$ 1,261,019	\$ 1,691,197	\$ 1,306,991	\$ 0	\$ 1,306,991
Special Projects Fund	28,883	35,000	35,000	0	35,000
Federal Grants Fund	1,434,758	0	0	0	0
Total	\$ 2,724,660	\$ 1,726,197	\$ 1,341,991	\$ 0	\$ 1,341,991

Department of Emergency Services

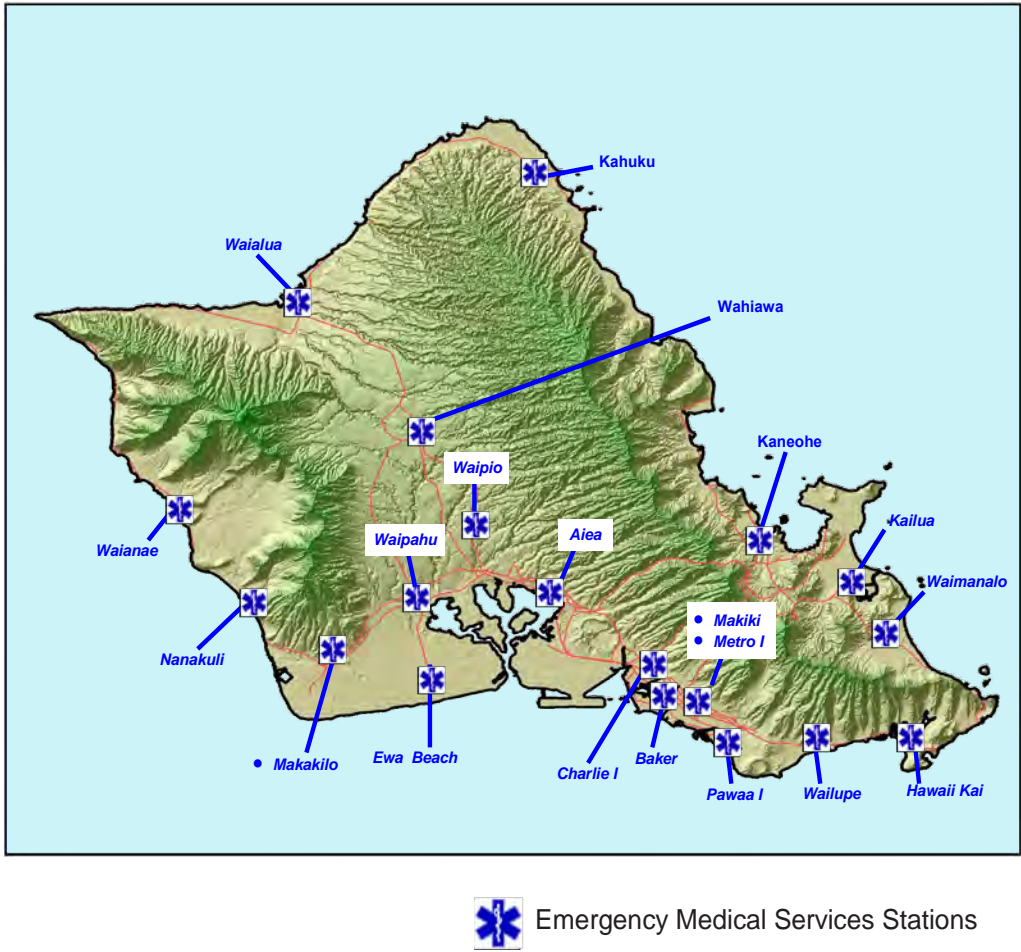


DEPARTMENT OF EMERGENCY SERVICES (ESD) ORGANIZATION CHART

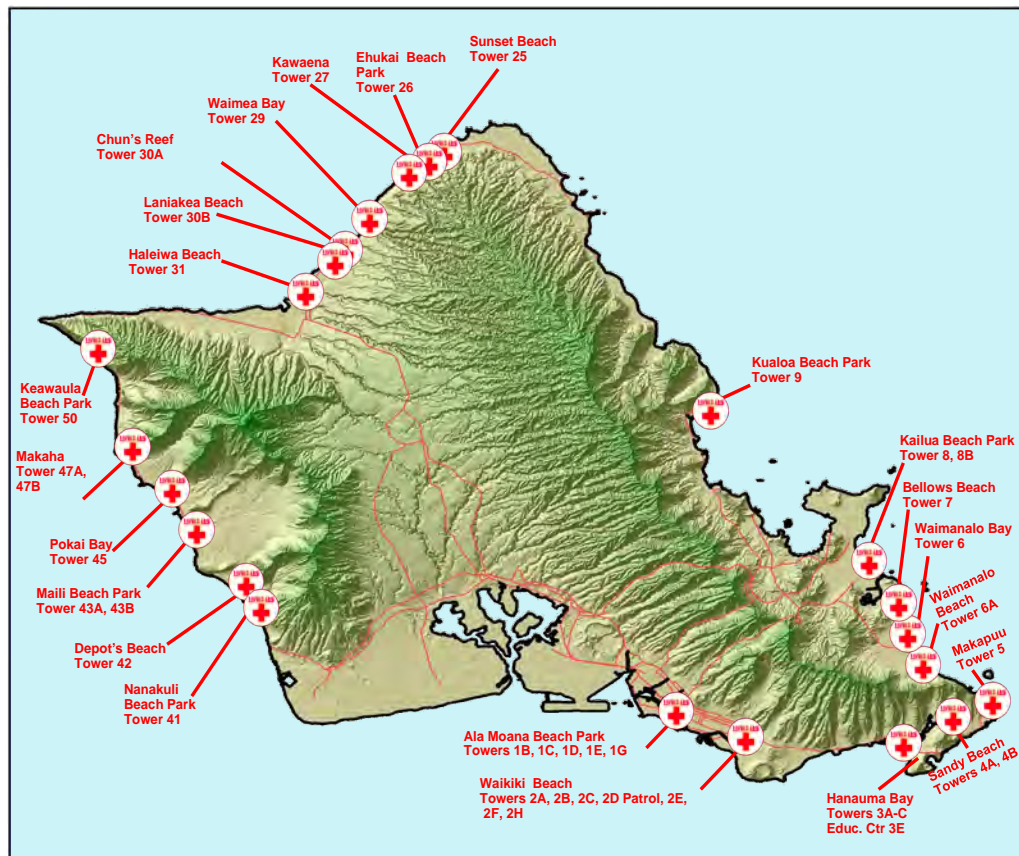
This chart reflects the number of full-time equivalent positions appropriated in Fiscal Year 2020.



DEPARTMENT OF EMERGENCY SERVICES
(ESD)
EMERGENCY MEDICAL SERVICES UNIT LOCATIONS



DEPARTMENT OF EMERGENCY SERVICES
(ESD)
OCEAN SAFETY—LIFEGUARD TOWERS



Lifeguard Towers

Department of Emergency Services

Roles and Responsibilities

The Department of Emergency Services is responsible for providing an effective and efficient operation via the Emergency Medical Services (EMS) Division, the Ocean Safety (OS) and Lifeguard Services Division and the Health Services (HS) Branch. EMS provides advanced life support, pre-hospital medical response by 21 ambulance units. OS provides disaster planning and response, a comprehensive ocean safety program that includes lifeguard services at 42 towers located at various beaches including selected City beach parks, and utilizes 17 mobile patrol and 911 dispatched response units to provide service to the remaining 156 identified beaches on Oahu. The Division also performs and participates in numerous ocean and drowning related education and injury prevention programs and campaigns. HS conducts pre-employment physical and medical evaluations for all City personnel as required for their positions and/or maintenance of licensure or physical fitness standards as mandated by the City and County of Honolulu, Hawaii Occupational Safety and Health Division (HIOSH), U. S. Department of Transportation, Federal Motor Carrier Safety Administration (FMCSA) or other regulating agencies, and provides other medical assistance to other City programs, including blood draws for DUI cases as requested by the Honolulu Police Department.

Spending to Make a Difference

- Purchase of fifteen (15) pharmaceutical dispensary machines to improve the availability, storage, and accountability of medications, including controlled substances for EMS units.
- Implementation of a four (4) day, ten (10) hour work schedule for mobile operations which will begin the implementation of the “Dawn to Dusk” ocean safety program for the City and County of Honolulu.
- Four (4) new response trucks for Ocean Safety for visible “Dawn to Dusk” coverage on the island of Oahu.

Budget Highlights

- Increase over FY 2020 salaries primarily due to negotiated collective bargaining increases and expansion of core services.
- Creation of twenty three (23) positions added to the Ocean Safety division to begin the implementation of the required “Dawn to Dusk” ocean safety operations island-wide by July, 2021; twelve (12) positions to support an ambulance unit in urban Honolulu; additional physician position for emergency medical coverage; and (0.50) additional physician position for Health Services medical evaluations of employees and new hires.

Department of Emergency Services

DEPARTMENT POSITIONS					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
Permanent FTE	505.20	533.50	533.50	36.75	570.25
Temporary FTE	0.00	0.00	0.00	0.00	0.00
Contract FTE	38.75	26.10	31.50	0.00	31.50
Total	543.95	559.60	565.00	36.75	601.75

EXPENDITURES BY PROGRAM					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
Administration	\$ 725,729	\$ 749,430	\$ 860,628	\$ 0	\$ 860,628
Emergency Medical Services	31,694,300	38,176,929	39,270,105	855,180	40,125,285
Ocean Safety	14,992,615	15,424,036	15,832,235	1,276,312	17,108,547
Health Services	964,509	955,413	906,958	42,516	949,474
Total	\$ 48,377,153	\$ 55,305,808	\$ 56,869,926	\$ 2,174,008	\$ 59,043,934

CHARACTER OF EXPENDITURES					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
Salaries	\$ 37,917,871	\$ 41,495,515	\$ 42,677,980	\$ 1,953,648	\$ 44,631,628
Current Expenses	8,423,518	9,902,351	10,237,366	0	10,237,366
Equipment	2,035,764	3,907,942	3,954,580	220,360	4,174,940
Total	\$ 48,377,153	\$ 55,305,808	\$ 56,869,926	\$ 2,174,008	\$ 59,043,934

SOURCE OF FUNDS					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
General Fund	\$ 46,651,002	\$ 53,210,286	\$ 54,977,543	\$ 2,174,008	\$ 57,151,551
Hanauma Bay Nature Preserve Fund	1,027,965	1,398,438	1,409,900	0	1,409,900
Special Projects Fund	698,186	697,084	482,483	0	482,483
Total	\$ 48,377,153	\$ 55,305,808	\$ 56,869,926	\$ 2,174,008	\$ 59,043,934

SOURCE OF FUNDS					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
General Fund	\$ 46,651,002	\$ 53,210,286	\$ 54,977,543	\$ 2,174,008	\$ 57,151,551
Hanauma Bay Nature Preserve Fund	1,027,965	1,398,438	1,409,900	0	1,409,900
Special Projects Fund	698,186	697,084	482,483	0	482,483
Total	\$ 48,377,153	\$ 55,305,808	\$ 56,869,926	\$ 2,174,008	\$ 59,043,934

Administration

Program Description

This program provides administrative support to the department in its delivery of pre-hospital emergency medical services, ocean safety and lifeguard services to the residents and visitors on the island of Oahu, and pre-employment, physical and medical evaluations for all City personnel as required for their position, maintenance of licensure, physical fitness, or other medical determination/assistance as needed.

PROGRAM POSITIONS					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
Permanent FTE	8.00	8.00	8.00	0.00	8.00
Temporary FTE	0.00	0.00	0.00	0.00	0.00
Contract FTE	1.00	2.00	2.00	0.00	2.00
Total	9.00	10.00	10.00	0.00	10.00

CHARACTER OF EXPENDITURES					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
Salaries	\$ 675,540	\$ 692,880	\$ 804,078	\$ 0	\$ 804,078
Current Expenses	50,189	56,550	56,550	0	56,550
Equipment	0	0	0	0	0
Total	\$ 725,729	\$ 749,430	\$ 860,628	\$ 0	\$ 860,628

SOURCE OF FUNDS					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
General Fund	\$ 725,729	\$ 749,430	\$ 860,628	\$ 0	\$ 860,628
Total	\$ 725,729	\$ 749,430	\$ 860,628	\$ 0	\$ 860,628

Emergency Medical Services

Program Description

Pursuant to an annual contract between the City and County of Honolulu and the State Department of Health, this program provides all Advanced Life Support (ALS) pre-hospital emergency medical care and emergency ambulance services for the public 24-hours per day, in an expeditious and efficient manner. The Emergency Medical Services (EMS) program also promotes injury prevention, public education, and disaster planning activities.

The budget includes funding for the city's costs of performing this program, which is eligible for 100% state reimbursement. Staffing of ambulance stations and the scheduled replacement of existing equipment and ambulances are included in the proposed funding.

PROGRAM POSITIONS					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
Permanent FTE	285.75	301.75	301.75	13.25	315.00
Temporary FTE	0.00	0.00	0.00	0.00	0.00
Contract FTE	10.50	10.50	13.50	0.00	13.50
Total	296.25	312.25	315.25	13.25	328.50

CHARACTER OF EXPENDITURES					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
Salaries	\$ 23,313,904	\$ 26,260,387	\$ 27,275,443	\$ 855,180	\$ 28,130,623
Current Expenses	6,800,839	8,372,662	8,489,662	0	8,489,662
Equipment	1,579,557	3,543,880	3,505,000	0	3,505,000
Total	\$ 31,694,300	\$ 38,176,929	\$ 39,270,105	\$ 855,180	\$ 40,125,285

SOURCE OF FUNDS					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
General Fund	\$ 31,694,300	\$ 38,176,929	\$ 39,270,105	\$ 855,180	\$ 40,125,285
Total	\$ 31,694,300	\$ 38,176,929	\$ 39,270,105	\$ 855,180	\$ 40,125,285

Ocean Safety

Program Description

This program provides comprehensive ocean safety programs; including ocean rescue, emergency medical response, prevention, and education services for the island of Oahu.

The division is the primary responder to emergencies arising on the beaches and near shore waters and has enhanced service functions.

The division continues to promote community awareness of best ocean safety practices through various programs, lectures, demonstrations, utilization of various media to disseminate educational information, and partnerships with Federal, State, non profit, for profit, and public safety agencies to ensure a comprehensive ocean safety program for the residents and visitors to the City and County of Honolulu.

PROGRAM POSITIONS					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
Permanent FTE	199.95	212.00	212.00	23.00	235.00
Temporary FTE	0.00	0.00	0.00	0.00	0.00
Contract FTE	26.00	13.00	16.00	0.00	16.00
Total	225.95	225.00	228.00	23.00	251.00

CHARACTER OF EXPENDITURES					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
Salaries	\$ 13,252,840	\$ 13,841,608	\$ 13,946,274	\$ 1,055,952	\$ 15,002,226
Current Expenses	1,322,572	1,218,366	1,436,381	0	1,436,381
Equipment	417,203	364,062	449,580	220,360	669,940
Total	\$ 14,992,615	\$ 15,424,036	\$ 15,832,235	\$ 1,276,312	\$ 17,108,547

SOURCE OF FUNDS					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
General Fund	\$ 13,266,464	\$ 13,328,514	\$ 13,939,852	\$ 1,276,312	\$ 15,216,164
Hanauma Bay Nature Preserve Fund	1,027,965	1,398,438	1,409,900	0	1,409,900
Special Projects Fund	698,186	697,084	482,483	0	482,483
Total	\$ 14,992,615	\$ 15,424,036	\$ 15,832,235	\$ 1,276,312	\$ 17,108,547

Health Services

Program Description

This program conducts pre-employment and annual medical evaluations of current and prospective employees, including examinations mandated under the Hawaii Occupational Safety and Health Division (HIOSH) and U.S. Department of Transportation, Federal Motor Carrier Safety Administration (FMCSA) rules, and supports hearing conservation, respiratory protection, asbestos and blood borne pathogen programs; medically certifies commercial drivers and operators of crane and hoist equipment; and conducts and oversees programs that are designed to promote health, reduce risks and prevent injury.

Health Services is responsible for the physical health and safety of all safety sensitive workers, to include Fitness for Duty and Return to Work.

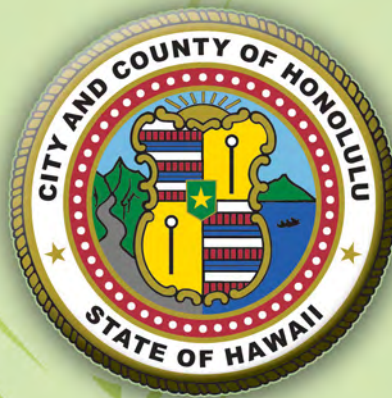
This program is responsible for the maintenance of City and County medical health services, as well as post-exposure incidents. Additionally, it administers a drug screening program for new hires and random testing for selected employees, including required medical review officer (MRO) services, and provides blood analysis for suspects arrested for driving under the influence of alcohol (DUI) for the Honolulu Police Department, including providing expert witness testimony in court.

PROGRAM POSITIONS					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
Permanent FTE	11.50	11.75	11.75	0.50	12.25
Temporary FTE	0.00	0.00	0.00	0.00	0.00
Contract FTE	1.25	0.60	0.00	0.00	0.00
Total	12.75	12.35	11.75	0.50	12.25

CHARACTER OF EXPENDITURES					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
Salaries	\$ 675,587	\$ 700,640	\$ 652,185	\$ 42,516	\$ 694,701
Current Expenses	249,918	254,773	254,773	0	254,773
Equipment	39,004	0	0	0	0
Total	\$ 964,509	\$ 955,413	\$ 906,958	\$ 42,516	\$ 949,474

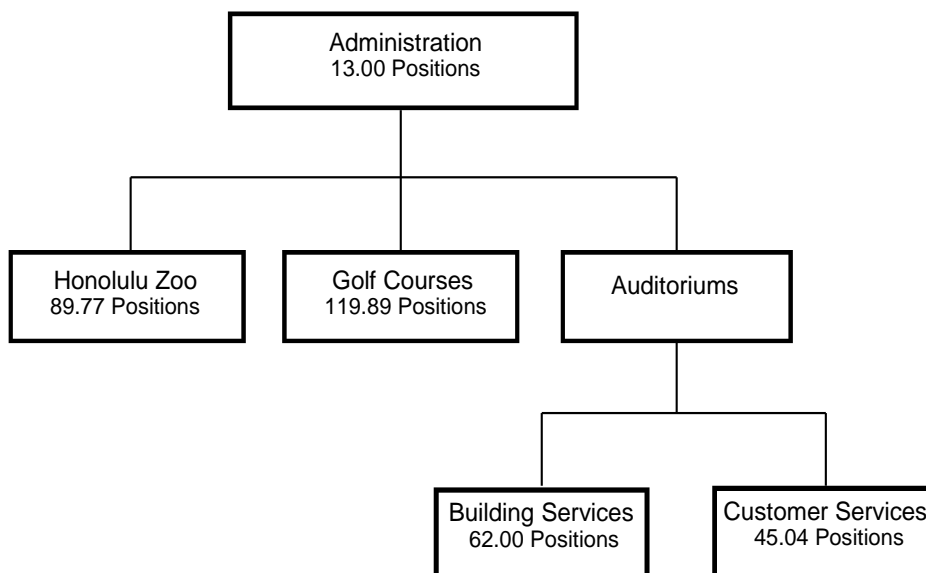
SOURCE OF FUNDS					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
General Fund	\$ 964,509	\$ 955,413	\$ 906,958	\$ 42,516	\$ 949,474
Total	\$ 964,509	\$ 955,413	\$ 906,958	\$ 42,516	\$ 949,474

Department of Enterprise Services

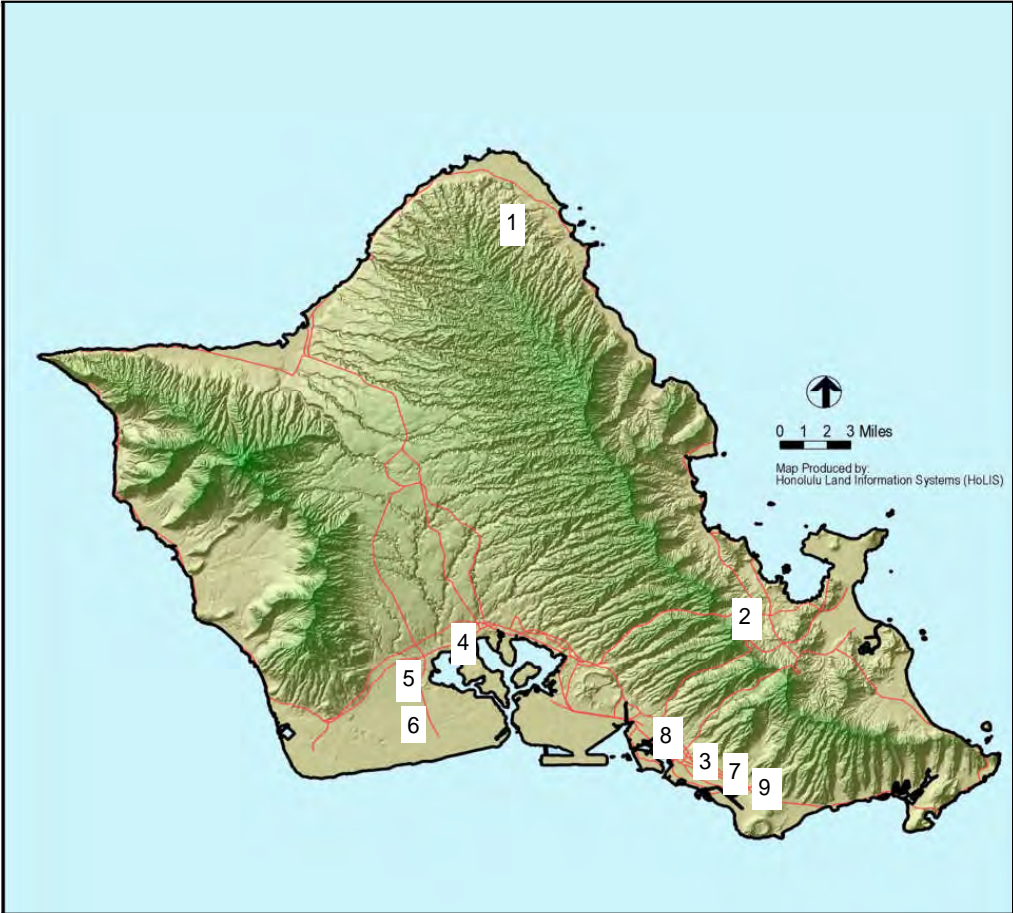


DEPARTMENT OF ENTERPRISE SERVICES (DES) ORGANIZATION CHART

This chart reflects the number of full-time equivalent positions appropriated in Fiscal Year 2020.



DEPARTMENT OF ENTERPRISE SERVICES
(DES)



FACILITIES LOCATIONS

- 1 KAHUKU MUNICIPAL GOLF COURSE
- 2 PALI MUNICIPAL GOLF COURSE
- 3 ALA WAI MUNICIPAL GOLF COURSE
- 4 TED MAKALENA MUNICIPAL GOLF COURSE
- 5 WEST LOCH MUNICIPAL GOLF COURSE
- 6 EWA VILLAGES MUNICIPAL GOLF COURSE
- 7 HONOLULU ZOO
- 8 NEAL S. BLAISDELL CENTER
- 9 TOM MOFFATT WAIKIKI SHELL

Department of Enterprise Services

Roles and Responsibilities

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

Spending to Make a Difference

- Upgrade and enhance Honolulu Zoo facilities to maintain the Association of Zoos and Aquariums (AZA) accreditation standards, promote conservation education of native species and improve the visitor experience.
- Address deferred maintenance needs of Blaisdell venues and campus to ensure continued service to the public.

Budget Highlights

- \$150,000 funded for bridge inspections at three of the six golf courses. Bridge inspections will be rotated each year to meet the mandatory two year inspection program.
- Current expense budget decreased slightly in FY2021.

DEPARTMENT POSITIONS					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
Permanent FTE	264.40	265.40	265.40	0.00	265.40
Temporary FTE	12.51	12.51	12.51	0.00	12.51
Contract FTE	44.31	51.79	36.79	0.00	36.79
Total	321.22	329.70	314.70	0.00	314.70

EXPENDITURES BY PROGRAM					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
Administration	\$ 916,851	\$ 1,524,603	\$ 740,616	\$ 0	\$ 740,616
Auditoriums	6,035,168	6,358,593	6,394,303	0	6,394,303
Honolulu Zoo	7,150,409	7,367,262	7,550,531	0	7,550,531
Golf Courses	10,224,769	10,408,186	10,778,120	0	10,778,120
Total	\$ 24,327,197	\$ 25,658,644	\$ 25,463,570	\$ 0	\$ 25,463,570

CHARACTER OF EXPENDITURES					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
Salaries	\$ 14,340,930	\$ 14,632,859	\$ 14,885,758	\$ 0	\$ 14,885,758
Current Expenses	9,752,267	10,882,585	10,475,312	0	10,475,312
Equipment	234,000	143,200	102,500	0	102,500
Total	\$ 24,327,197	\$ 25,658,644	\$ 25,463,570	\$ 0	\$ 25,463,570

SOURCE OF FUNDS					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
Honolulu Zoo Fund	\$ 7,192,293	\$ 7,367,262	\$ 7,550,531	\$ 0	\$ 7,550,531
Golf Fund	10,340,977	10,408,186	10,778,120	0	10,778,120
Special Events Fund	6,781,215	7,883,196	7,134,919	0	7,134,919
Special Projects Fund	12,712	0	0	0	0
Total	\$ 24,327,197	\$ 25,658,644	\$ 25,463,570	\$ 0	\$ 25,463,570

Administration

Program Description

The Administration program directs and coordinates the programs and activities of the Neal S. Blaisdell Center, Tom Moffatt Waikiki Shell, Honolulu Zoo, and six municipal golf courses. In addition, the program coordinates the preparation, administration, and enforcement of citywide concession contracts. This program provides staff and clerical support services in personnel, budgetary, and organization management.

PROGRAM POSITIONS					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
Permanent FTE	13.00	13.00	13.00	0.00	13.00
Temporary FTE	0.00	0.00	0.00	0.00	0.00
Contract FTE	1.00	0.00	0.00	0.00	0.00
Total	14.00	13.00	13.00	0.00	13.00

CHARACTER OF EXPENDITURES					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
Salaries	\$ 890,464	\$ 895,913	\$ 712,336	\$ 0	\$ 712,336
Current Expenses	26,387	628,690	28,280	0	28,280
Equipment	0	0	0	0	0
Total	\$ 916,851	\$ 1,524,603	\$ 740,616	\$ 0	\$ 740,616

SOURCE OF FUNDS					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
Special Events Fund	\$ 916,851	\$ 1,524,603	\$ 740,616	\$ 0	\$ 740,616
Total	\$ 916,851	\$ 1,524,603	\$ 740,616	\$ 0	\$ 740,616

Auditoriums

Program Description

The Auditoriums program manages and operates the Neal S. Blaisdell Center Arena, Concert Hall, Exhibition Hall, Arena, meeting rooms, and the Tom Moffatt Waikiki Shell to bring a diversity of entertainment, sports, expositions, cultural, and educational events to the citizens of Hawaii. The facilities are rented to individuals and groups at user fee rates set by Ordinance to cover the cost of operations. The program provides support services for these activities including: contracting, planning, marketing, preparing scaled drawings, ticketing, ushering, equipment rentals, security plans, set ups, and concession services. Some of the support services, equipment, and activities are chargeable to the tenants and those revenues contribute to covering the expenses of the operation of the facilities. The program provides overall maintenance and operation of the systems needed for the efficient use of buildings, equipment, and grounds at the Blaisdell Center and the Tom Moffatt Waikiki Shell. The program also provides trades and maintenance support to the Honolulu Zoo, some City concessions, the six municipal golf courses, and Thomas Square.

PROGRAM POSITIONS					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
Permanent FTE	60.00	60.00	60.00	0.00	60.00
Temporary FTE	0.00	0.00	0.00	0.00	0.00
Contract FTE	38.56	47.04	32.04	0.00	32.04
Total	98.56	107.04	92.04	0.00	92.04

CHARACTER OF EXPENDITURES					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
Salaries	\$ 3,888,498	\$ 4,128,648	\$ 4,055,048	\$ 0	\$ 4,055,048
Current Expenses	2,146,670	2,174,945	2,314,255	0	2,314,255
Equipment	0	55,000	25,000	0	25,000
Total	\$ 6,035,168	\$ 6,358,593	\$ 6,394,303	\$ 0	\$ 6,394,303

SOURCE OF FUNDS					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
Honolulu Zoo Fund	\$ 54,596	\$ 0	\$ 0	\$ 0	\$ 0
Golf Fund	116,208	0	0	0	0
Special Events Fund	5,864,364	6,358,593	6,394,303	0	6,394,303
Total	\$ 6,035,168	\$ 6,358,593	\$ 6,394,303	\$ 0	\$ 6,394,303

Honolulu Zoo

Program Description

The Honolulu Zoo program plans, operates, and maintains a 42-acre integrated zoological and botanical park within the boundaries of Kapiolani Park.

The mission of the Honolulu Zoo is to inspire stewardship of our living world by providing meaningful experiences for our guests. The Zoo emphasizes Pacific Tropical ecosystems and our values of malama (caring) and ho'okipa (hospitality).

PROGRAM POSITIONS					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
Permanent FTE	84.00	85.00	85.00	0.00	85.00
Temporary FTE	0.42	0.42	0.42	0.00	0.42
Contract FTE	4.35	4.35	4.35	0.00	4.35
Total	88.77	89.77	89.77	0.00	89.77

CHARACTER OF EXPENDITURES					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
Salaries	\$ 4,101,846	\$ 4,266,562	\$ 4,433,234	\$ 0	\$ 4,433,234
Current Expenses	2,984,659	3,052,500	3,104,797	0	3,104,797
Equipment	63,904	48,200	12,500	0	12,500
Total	\$ 7,150,409	\$ 7,367,262	\$ 7,550,531	\$ 0	\$ 7,550,531

SOURCE OF FUNDS					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
Honolulu Zoo Fund	\$ 7,137,697	\$ 7,367,262	\$ 7,550,531	\$ 0	\$ 7,550,531
Special Projects Fund	12,712	0	0	0	0
Total	\$ 7,150,409	\$ 7,367,262	\$ 7,550,531	\$ 0	\$ 7,550,531

Golf Courses

Program Description

The Golf Courses program operates and maintains six municipal golf courses: five eighteen-hole golf courses (Ala Wai, Pali, Ted Makalena, West Loch, and Ewa Villages) and one nine-hole golf course (Kahuku). The Golf Courses program schedules tournaments and accepts reservations for group and individual play via an automated reservation system; develops and enforces golf course rules and regulations; and collects and accounts for green, tournament, and golf cart rental fees. The Golf Courses program is also responsible for the operations of the power golf carts at the eighteen-hole courses and the rental of pull carts and golf club sets at Kahuku Golf Course. This program is responsible for renovating and maintaining the existing golf courses and for planning new municipal golf facilities. The program also monitors golf course related food and beverage, driving range, and pro shop concession contracts and makes recommendations for concession contract specifications.

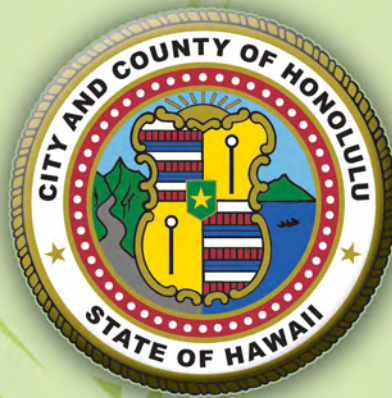
PROGRAM POSITIONS					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
Permanent FTE	107.40	107.40	107.40	0.00	107.40
Temporary FTE	12.09	12.09	12.09	0.00	12.09
Contract FTE	0.40	0.40	0.40	0.00	0.40
Total	119.89	119.89	119.89	0.00	119.89

CHARACTER OF EXPENDITURES					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
Salaries	\$ 5,460,122	\$ 5,341,736	\$ 5,685,140	\$ 0	\$ 5,685,140
Current Expenses	4,594,551	5,026,450	5,027,980	0	5,027,980
Equipment	170,096	40,000	65,000	0	65,000
Total	\$ 10,224,769	\$ 10,408,186	\$ 10,778,120	\$ 0	\$ 10,778,120

SOURCE OF FUNDS					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
Golf Fund	\$ 10,224,769	\$ 10,408,186	\$ 10,778,120	\$ 0	\$ 10,778,120
Total	\$ 10,224,769	\$ 10,408,186	\$ 10,778,120	\$ 0	\$ 10,778,120

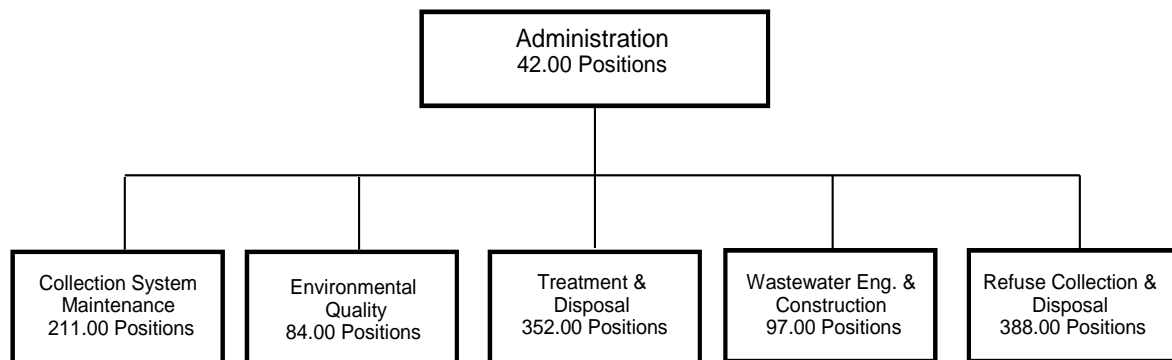
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Department of Environmental Services

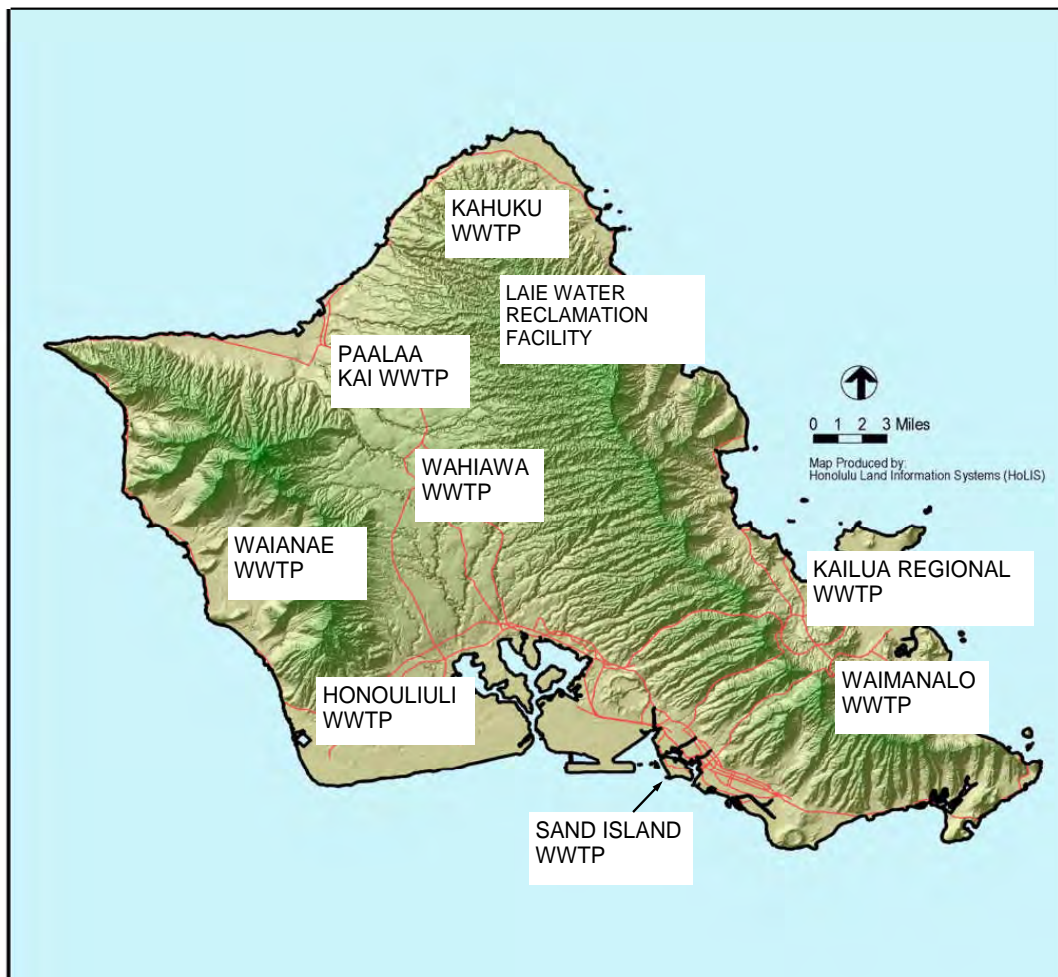


DEPARTMENT OF ENVIRONMENTAL SERVICES (ENV) ORGANIZATION CHART

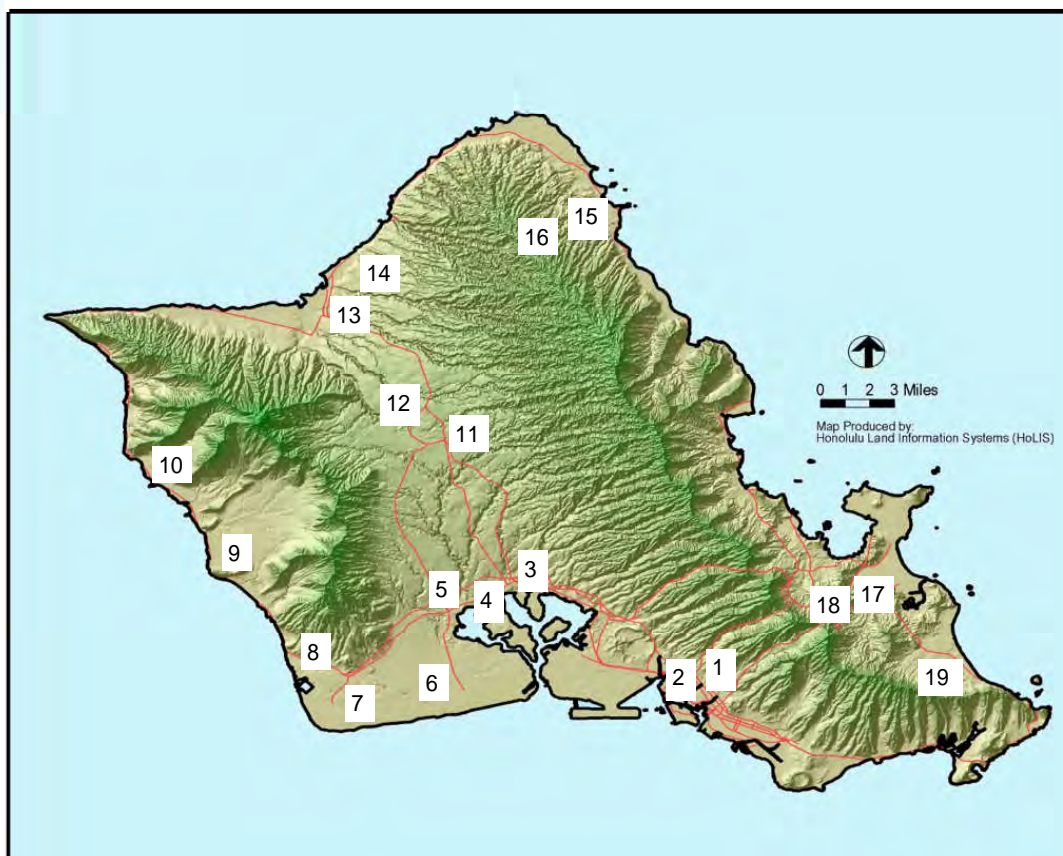
This chart reflects the number of full-time equivalent positions appropriated in Fiscal Year 2020.



**DEPARTMENT OF ENVIRONMENTAL SERVICES
(ENV)
WASTEWATER TREATMENT AND DISPOSAL FACILITIES**



**DEPARTMENT OF ENVIRONMENTAL SERVICES
(ENV)
REFUSE COLLECTION AND DISPOSAL FACILITIES**



REFUSE COLLECTION AND DISPOSAL FACILITIES LOCATIONS

- | | |
|---------------------------------|-----------------------------------|
| 1. HONOLULU CORP. YARD | 11. WAHIAWA CORP. YARD |
| 2. KEEHI TRANSFER STATION | 12. WAHIAWA CONVENIENCE CENTER |
| 3. PEARL CITY CORP. YARD | 13. WAIALUA CORP. YARD |
| 4. WAIPAHU MAINTENANCE FACILITY | 14. KAWAIILOA TRANSFER STATION |
| 5. WAIPAHU CONVENIENCE CENTER | 15. KOOLAULOALA-LAIE CORP. YARD |
| 6. EWA CONVENIENCE CENTER | 16. LAIE CONVENIENCE CENTER |
| 7. H-POWER | 17. KAILUA CORP. YARD |
| 8. WAIMANALO GULCH LANDFILL | 18. KAPAA QUARRY TRANSFER STATION |
| 9. WAIANAE CORP. YARD | 19. WAIMANALO CONVENIENCE CENTER |
| 10. WAIANAE CONVENIENCE CENTER | |

Department of Environmental Services

Roles and Responsibilities

The Department of Environmental Services plans, directs, operates, and administers the City and County of Honolulu's wastewater and solid waste programs. This includes operation and maintenance of the wastewater collection, treatment and disposal system, and the management, collection, and disposal of solid waste.

Spending to Make a Difference

- Process Improvements - Continue to utilize streamlined procurement methods to provide cured-in-place pipe (CIPP) lining to upgrade the wastewater collection system and meet 2010 Consent Decree rehabilitation requirements ahead of schedule. Coordinating sewer rehabilitation work with other utilities and road improvement work, including prioritization based on closed-circuit television (CCTV) inspections.
- Sewer Enhancements - Enhanced sewer cleaning program maintained at levels above the requirements in the 2010 Consent Decree for improved minimization of spills, maintenance of capacity, and reduction of problems causing odors.
- Refuse Service Enhancements - Implemented pilot change to bulky item collection via an appointment process. Working to expand island wide.

Budget Highlights

- Other salary and benefit increases primarily due to mandated collective bargaining contract terms.
- Sixty positions have been deactivated to reflect a more accurate picture of the number of positions required by the department to deliver services.

Department of Environmental Services

DEPARTMENT POSITIONS					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
Permanent FTE	1,173.00	1,173.00	1,173.00	0.00	1,173.00
Temporary FTE	1.00	1.00	1.00	0.00	1.00
Contract FTE	0.00	0.00	0.00	0.00	0.00
Total	1,174.00	1,174.00	1,174.00	0.00	1,174.00

EXPENDITURES BY PROGRAM					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
Administration	\$ 8,139,439	\$ 11,431,888	\$ 10,604,264	\$ 100,000	\$ 10,704,264
Environmental Quality	5,613,938	10,074,206	6,904,225	0	6,904,225
Collection System Maintenance	18,008,537	25,668,036	27,278,892	0	27,278,892
Wastewater Engineering and Construction	1,302,103	1,767,364	2,034,185	0	2,034,185
Treatment and Disposal	66,866,041	78,676,052	84,421,346	0	84,421,346
Refuse Collection and Disposal	158,246,259	166,787,409	169,056,721	0	169,056,721
Total	\$ 258,176,317	\$ 294,404,955	\$ 300,299,633	\$ 100,000	\$ 300,399,633

CHARACTER OF EXPENDITURES					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
Salaries	\$ 62,788,751	\$ 73,132,376	\$ 77,109,413	\$ 0	\$ 77,109,413
Current Expenses	195,387,566	221,272,579	222,290,220	100,000	222,390,220
Equipment	0	0	900,000	0	900,000
Total	\$ 258,176,317	\$ 294,404,955	\$ 300,299,633	\$ 100,000	\$ 300,399,633

SOURCE OF FUNDS					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
Sewer Fund	\$ 99,727,063	\$ 127,244,357	\$ 130,861,926	\$ 100,000	\$ 130,961,926
Refuse Genl Operating Acct -SWSF	62,450,825	63,671,218	64,929,214	0	64,929,214
Sld Wst Dis Fac Acct - SWSF	84,124,863	91,843,132	92,963,742	0	92,963,742
Glass Incentive Account - SWSF	198,850	700,000	700,000	0	700,000
Recycling Account - SWSF	11,674,716	10,946,248	10,844,751	0	10,844,751
Total	\$ 258,176,317	\$ 294,404,955	\$ 300,299,633	\$ 100,000	\$ 300,399,633

Administration

Program Description

This program provides administrative services for the City's wastewater and solid waste programs. It provides overall development, coordination and management through program financial planning, capital program planning, scheduling and tracking, and the development and operation of the Department's enterprise asset management system. Centralized personnel, financial, information technology, asset management, employee and management training and administrative services for the Department are also provided.

PROGRAM POSITIONS					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
Permanent FTE	42.00	42.00	42.00	0.00	42.00
Temporary FTE	0.00	0.00	0.00	0.00	0.00
Contract FTE	0.00	0.00	0.00	0.00	0.00
Total	42.00	42.00	42.00	0.00	42.00

CHARACTER OF EXPENDITURES					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
Salaries	\$ 2,186,404	\$ 2,552,293	\$ 2,676,679	\$ 0	\$ 2,676,679
Current Expenses	5,953,035	8,879,595	7,927,585	100,000	8,027,585
Equipment	0	0	0	0	0
Total	\$ 8,139,439	\$ 11,431,888	\$ 10,604,264	\$ 100,000	\$ 10,704,264

SOURCE OF FUNDS					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
Sewer Fund	\$ 7,936,444	\$ 11,216,468	\$ 10,388,536	\$ 100,000	\$ 10,488,536
Refuse Genl Operating Acct -SWSF	202,995	215,420	215,728	0	215,728
Total	\$ 8,139,439	\$ 11,431,888	\$ 10,604,264	\$ 100,000	\$ 10,704,264

Environmental Quality

Program Description

This division oversees compliance with wastewater environmental regulations, insures the environmental wastewater permits issued to the Department/division are technically valid, and utilizes risk assessment to establish effective and efficient environmental compliance programs.

The division manages a variety of programs that direct, coordinate, and manage activities relating to federal, state and local environmental requirements involving wastewater pre-treatment and discharge, industrial pre-treatment, discharge permits, and air, and water quality monitoring. The division develops programs and projects for discharges to our sewer collection system to prevent or minimize negative impacts to our treatment facilities and receiving body of waters. The division engages in public outreach and education to raise awareness of the impact of chemicals and products on our natural resources. The division also investigates and enforces against illegal discharges, reviews Environmental Assessments and Environmental Impact Statements for water quality impacts, and works with other agencies to update City standards to reflect local, state and federal requirements.

Support functions include water quality monitoring, air quality monitoring, laboratory analysis, oceanographic sampling, and biological monitoring.

PROGRAM POSITIONS					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
Permanent FTE	84.00	84.00	84.00	0.00	84.00
Temporary FTE	0.00	0.00	0.00	0.00	0.00
Contract FTE	0.00	0.00	0.00	0.00	0.00
Total	84.00	84.00	84.00	0.00	84.00

CHARACTER OF EXPENDITURES					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
Salaries	\$ 4,253,795	\$ 5,318,651	\$ 5,374,530	\$ 0	\$ 5,374,530
Current Expenses	1,360,143	4,755,555	1,529,695	0	1,529,695
Equipment	0	0	0	0	0
Total	\$ 5,613,938	\$ 10,074,206	\$ 6,904,225	\$ 0	\$ 6,904,225

SOURCE OF FUNDS					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
Sewer Fund	\$ 5,613,938	\$ 10,074,206	\$ 6,904,225	\$ 0	\$ 6,904,225
Total	\$ 5,613,938	\$ 10,074,206	\$ 6,904,225	\$ 0	\$ 6,904,225

Collection System Maintenance

Program Description

This program repairs, operates, and maintains the City's wastewater collection system which includes all of the gravity sewer lines, pump stations, and force mains.

PROGRAM POSITIONS					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
Permanent FTE	211.00	211.00	211.00	0.00	211.00
Temporary FTE	0.00	0.00	0.00	0.00	0.00
Contract FTE	0.00	0.00	0.00	0.00	0.00
Total	211.00	211.00	211.00	0.00	211.00

CHARACTER OF EXPENDITURES					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
Salaries	\$ 9,769,741	\$ 13,388,036	\$ 13,775,892	\$ 0	\$ 13,775,892
Current Expenses	8,238,796	12,280,000	13,503,000	0	13,503,000
Equipment	0	0	0	0	0
Total	\$ 18,008,537	\$ 25,668,036	\$ 27,278,892	\$ 0	\$ 27,278,892

SOURCE OF FUNDS					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
Sewer Fund	\$ 18,008,537	\$ 25,668,036	\$ 27,278,892	\$ 0	\$ 27,278,892
Total	\$ 18,008,537	\$ 25,668,036	\$ 27,278,892	\$ 0	\$ 27,278,892

Treatment and Disposal

Program Description

This program plans, directs, and coordinates the operation and maintenance of all City wastewater treatment plants in order to comply with State and Environmental Protection Agency's environmental permit standards. It also provides mechanical, electrical, building, and grounds support services for the repair of the nine wastewater facilities, four pre-treatment facilities, and seventy two pumping stations.

Maintenance activities include in-house preparation of architectural and engineering design plans as well as outsourcing professional design work to private consulting firms. Other activities include reviewing architectural and engineering design plans for the aforementioned facilities that were prepared by the Division of Wastewater Engineering and Construction. The program also manages and provides construction and inspection activities for the projects that were created by the program.

Electrical engineering, under the Technical Services Branch in the Division of Wastewater Treatment and Disposal continues to upgrade the division's Supervisory Control and Data Acquisition (SCADA) allowing communication to remote sites throughout all facilities.

PROGRAM POSITIONS					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
Permanent FTE	351.00	351.00	351.00	0.00	351.00
Temporary FTE	1.00	1.00	1.00	0.00	1.00
Contract FTE	0.00	0.00	0.00	0.00	0.00
Total	352.00	352.00	352.00	0.00	352.00

CHARACTER OF EXPENDITURES					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
Salaries	\$ 19,623,052	\$ 24,624,401	\$ 27,111,973	\$ 0	\$ 27,111,973
Current Expenses	47,242,989	54,051,651	57,309,373	0	57,309,373
Equipment	0	0	0	0	0
Total	\$ 66,866,041	\$ 78,676,052	\$ 84,421,346	\$ 0	\$ 84,421,346

SOURCE OF FUNDS					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
Sewer Fund	\$ 66,866,041	\$ 78,518,283	\$ 84,256,088	\$ 0	\$ 84,256,088
Refuse Genl Operating Acct -SWSF	0	157,769	165,258	0	165,258
Total	\$ 66,866,041	\$ 78,676,052	\$ 84,421,346	\$ 0	\$ 84,421,346

Refuse Collection and Disposal

Program Description

This program is responsible for the planning and administration of the City's solid waste management program. This includes the planning and implementation of municipal solid waste (MSW) reduction and recycling programs, the collection and transportation of MSW from single family households islandwide, the operation and maintenance of drop-off convenience centers, transfer stations, landfills, and collection operations yards, and the management of the City's H-POWER waste-to-energy facility and its Solar Building mixed material recycling center, which will begin operations in calendar year 2020.

PROGRAM POSITIONS					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
Permanent FTE	388.00	388.00	388.00	0.00	388.00
Temporary FTE	0.00	0.00	0.00	0.00	0.00
Contract FTE	0.00	0.00	0.00	0.00	0.00
Total	388.00	388.00	388.00	0.00	388.00

CHARACTER OF EXPENDITURES					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
Salaries	\$ 26,466,025	\$ 26,497,561	\$ 27,154,084	\$ 0	\$ 27,154,084
Current Expenses	131,780,234	140,289,848	141,002,637	0	141,002,637
Equipment	0	0	900,000	0	900,000
Total	\$ 158,246,259	\$ 166,787,409	\$ 169,056,721	\$ 0	\$ 169,056,721

SOURCE OF FUNDS					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
Refuse Genl Operating Acct -SWSF	\$ 62,247,830	\$ 63,298,029	\$ 64,548,228	\$ 0	\$ 64,548,228
Sld Wst Dis Fac Acct - SWSF	84,124,863	91,843,132	92,963,742	0	92,963,742
Glass Incentive Account - SWSF	198,850	700,000	700,000	0	700,000
Recycling Account - SWSF	11,674,716	10,946,248	10,844,751	0	10,844,751
Total	\$ 158,246,259	\$ 166,787,409	\$ 169,056,721	\$ 0	\$ 169,056,721

Wastewater Engineering and Construction

Program Description

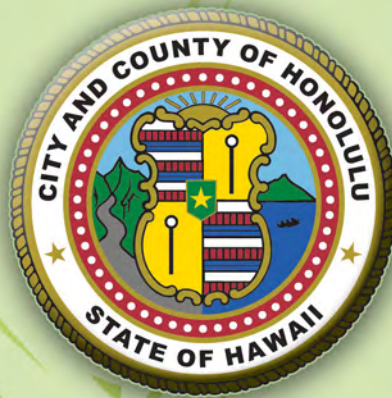
This program is responsible for the execution of the City's wastewater Capital Improvement Program. This includes the project planning, design and construction management of Capital projects and the major repair, replacement and rehabilitation of wastewater assets. Also included are the engineering support of the Program's operating functions and the maintenance of project records.

PROGRAM POSITIONS					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
Permanent FTE	97.00	97.00	97.00	0.00	97.00
Temporary FTE	0.00	0.00	0.00	0.00	0.00
Contract FTE	0.00	0.00	0.00	0.00	0.00
Total	97.00	97.00	97.00	0.00	97.00

CHARACTER OF EXPENDITURES					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
Salaries	\$ 489,734	\$ 751,434	\$ 1,016,255	\$ 0	\$ 1,016,255
Current Expenses	812,369	1,015,930	1,017,930	0	1,017,930
Equipment	0	0	0	0	0
Total	\$ 1,302,103	\$ 1,767,364	\$ 2,034,185	\$ 0	\$ 2,034,185

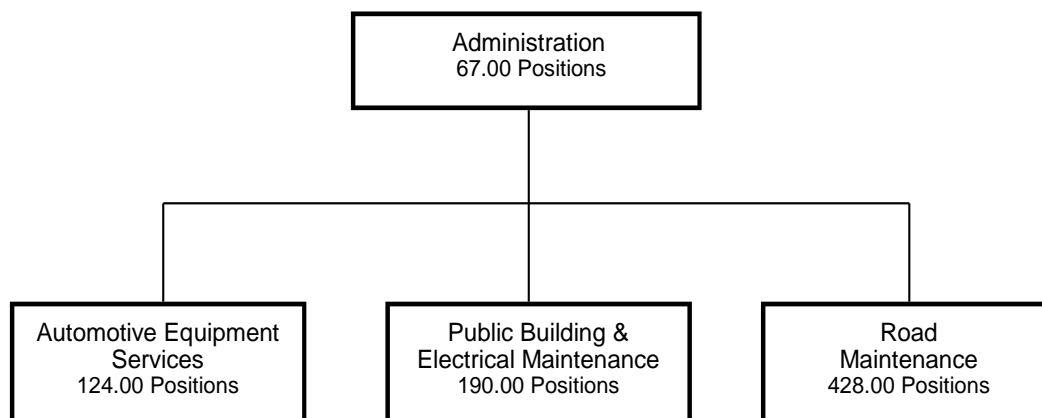
SOURCE OF FUNDS					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
Sewer Fund	\$ 1,302,103	\$ 1,767,364	\$ 2,034,185	\$ 0	\$ 2,034,185
Total	\$ 1,302,103	\$ 1,767,364	\$ 2,034,185	\$ 0	\$ 2,034,185

Department of Facility Maintenance

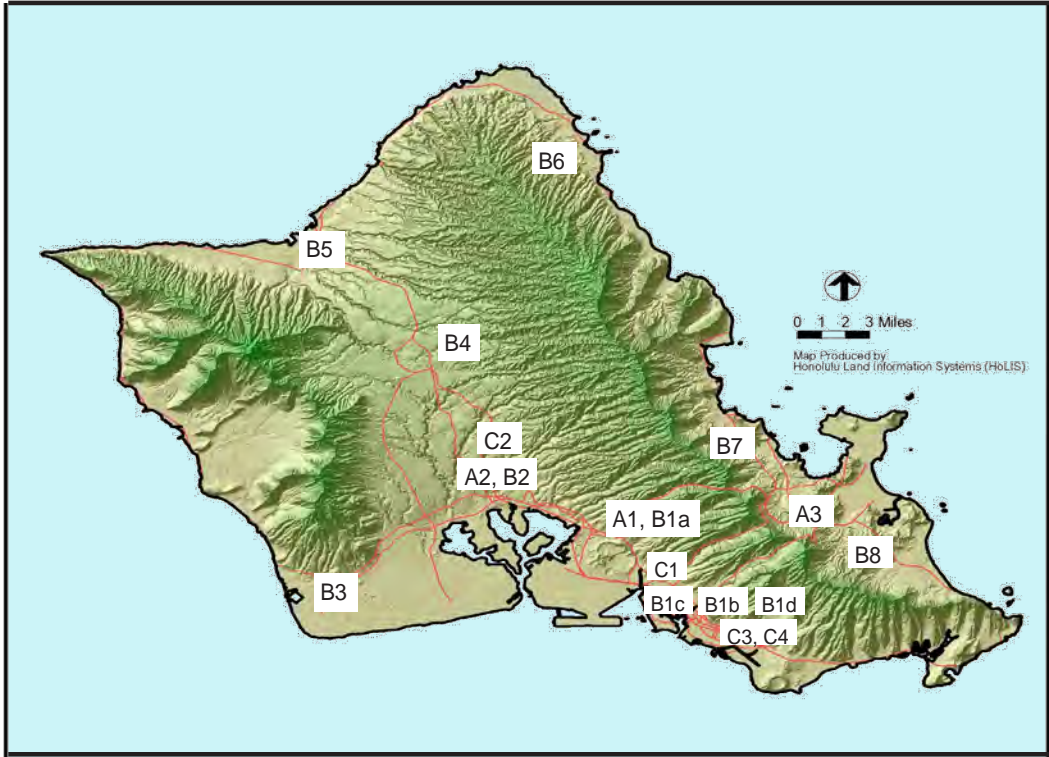


DEPARTMENT OF FACILITY MAINTENANCE (DFM) ORGANIZATION CHART

This chart reflects the number of full-time equivalent positions appropriated in Fiscal Year 2020.



DEPARTMENT OF FACILITY MAINTENANCE
(DFM)



AUTOMOTIVE EQUIPMENT SERVICE Repair and Maintenance Facilities		ROAD MAINTENANCE Baseyards	
A1 HALAWA	* Services all Honolulu based agencies from Aiea to Hawaii Kai * Services Keehi Transfer Station * Services DRM street sweeping * Services Waianae Refuse * Services Waialua Refuse * Services Kailua Transfer Station	B1a HALAWA (Honolulu District)	
A2 PEARL CITY	* Services Central/Leeward based agencies	B1b HONOLULU Clean Team	
A3 KAPAA	* Services Windward based agencies from Waimanalo to Laie	B1c HONOLULU Street Sweeping	
		B1d HONOLULU Coning	
		B2 PEARL CITY (EWA)	
		B3 KAPOLEI (Waianae District)	
		B4 WAHIAWA	
		B5 WAIALUA	
		B6 LAIE (KOOLAULOA)	
		B7 KANEOHE (KOOLAUPOKO)	
		B8 KAILUA	
BUILDING AND ELECTRICAL MAINTENANCE Baseyards			
C1 PUBLIC BUILDING and ELECTRICAL MAINTENANCE (R&M)			
C2 TRAFFIC and ELECTRICAL MAINTENANCE SERVICES (TEMS)			
C3 CUSTODIAL and UTILITY SERVICES (CUS)			
C4 SECURITY and EMPLOYEE PARKING OPERATIONS (SEOP)			

Department of Facility Maintenance

Roles and Responsibilities

The Department of Facility Maintenance (DFM) plans and administers the City's repair, renovation, and maintenance programs for roads, bridges, streams, flood control systems, sidewalks, road medians and traffic islands, city public buildings, city vehicles and construction equipment (except for vehicles/equipment belonging to the Board of Water Supply, Honolulu Authority for Rapid Transit, and the Police and Fire Departments), and for mechanical, electrical and electronic equipment and facilities, including those for parks, street lighting and communication sites. It also plans, directs, operates, and administers the City's storm water permit programs. Additionally, DFM provides heavy vehicle and equipment training, interdepartmental mail service, and enforces the City's Stored Property and Sidewalk Nuisance Ordinances (SPO/SNO).

Spending to Make a Difference

- Public Safety - Concentrate resources to improve public safety and quality of life by performing road reconstruction/repaving, sidewalk repairs, pothole patching, flood control maintenance, street lighting repairs/installations, road median and traffic island maintenance to minimize traffic hazards, and by removing improperly stored personal property from City property (which may result in impounding such property) in accordance with SPO/SNO.
- Public Buildings - Maintain and preserve the public buildings of the City and County of Honolulu to achieve the highest level of use and functionality of the buildings. Conduct preventive maintenance to maximize the life of the equipment and building while working to minimize unplanned repairs.
- Road Maintenance - Further implement the Pavement Management System (PMS) to help strategically plan the proper rehabilitation and reconstruction of roadway pavements and identify less costly treatments that will extend pavement life. Further develop the Pavement Preservation program designed to apply cost-effective treatments (such as slurry seal, seal coatings, crack sealing, and other less costly maintenance techniques) to prolong roadway life and reduce the rate of roadway deterioration. In addition, pursue a work order system to better organize and measure the performance of City road crews.
- Vehicle Maintenance - Continue ongoing implementation of improvements that align Automotive Equipment Service resources to achieve efficient delivery of vehicle repair, maintenance services and driver training for City agencies dependent on safe operable vehicles and equipment used to provide direct services to the public. Efforts are underway to advance the effectiveness of services provided by the Division of Automotive Equipment Service using available technology to implement fleet modernization practices that reduce the overall cost of vehicle ownership and improve vehicle safety, reliability and efficiency.
- Storm Water Quality Requirements - Increase public education in storm water quality programs to meet Municipal Separate Storm Sewer Systems (MS4) permit requirements and continue to develop programs related to catch basin inspection and cleaning, street cleaning, and trash reduction. Continue expansion of resources (personnel and equipment) to comply with an EPA (Environmental Protection Agency) audit report and NPDES (National Pollutant Discharge Elimination System) permit requirements to minimize pollutants reaching State waters.

Budget Highlights

- Increase over FY2020 salaries primarily due to negotiated collective bargaining increases.
- Creation of twenty four (24) new permanent positions to maintain public buildings and structures, which include the Joint Traffic Management Center (JTMC) and rail stations, and address third party permits that require the installation of small cell equipment on street lights in the City right-of-way.
- Current Expense increases in FY 2021 which include additional funding of: \$1,360,000 for JTMC electricity; \$994,645 for guard and security services master agreement wage rate increases and additional services for the JTMC; \$327,952 for repairs to engine cylinder blocks for City vehicles and equipment; and \$4,660,474 for other rentals (annual payment on lease schedule for LED streetlight conversion project offset by reduced electricity costs).

DEPARTMENT POSITIONS					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
Permanent FTE	804.00	794.00	809.00	24.00	833.00
Temporary FTE	0.00	0.00	0.00	0.00	0.00
Contract FTE	15.00	15.00	20.50	0.00	20.50
Total	819.00	809.00	829.50	24.00	853.50

EXPENDITURES BY PROGRAM					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
Administration	\$ 11,009,584	\$ 11,745,924	\$ 11,970,728	\$ 0	\$ 11,970,728
Public Building and Electrical Maintenance	32,139,181	33,404,283	40,671,105	1,395,736	42,066,841
Automotive Equipment Services	17,627,424	18,206,092	18,505,248	0	18,505,248
Road Maintenance	26,234,807	31,452,778	30,048,243	0	30,048,243
Total	\$ 87,010,996	\$ 94,809,077	\$ 101,195,324	\$ 1,395,736	\$ 102,591,060

CHARACTER OF EXPENDITURES					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
Salaries	\$ 33,416,307	\$ 33,928,381	\$ 35,510,921	\$ 956,748	\$ 36,467,669
Current Expenses	52,780,150	58,783,896	65,371,403	438,988	65,810,391
Equipment	814,539	2,096,800	313,000	0	313,000
Total	\$ 87,010,996	\$ 94,809,077	\$ 101,195,324	\$ 1,395,736	\$ 102,591,060

SOURCE OF FUNDS					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
General Fund	\$ 37,145,003	\$ 40,408,360	\$ 40,824,264	\$ 345,540	\$ 41,169,804
Highway Fund	37,301,714	39,729,221	47,731,246	0	47,731,246
Highway Beautification Fund	1,414,590	2,347,080	552,591	0	552,591
Bikeway Fund	21,201	35,316	35,316	0	35,316
Sewer Fund	1,750,477	1,732,188	1,633,447	0	1,633,447
Transportation Fund	109,037	133,415	126,744	1,050,196	1,176,940
Refuse Genl Operating Acct - SWSF	4,628,944	5,211,749	5,145,858	0	5,145,858
Recycling Account - SWSF	4,611,130	5,211,748	5,145,858	0	5,145,858
Special Projects Fund	28,900	0	0	0	0
Total	\$ 87,010,996	\$ 94,809,077	\$ 101,195,324	\$ 1,395,736	\$ 102,591,060

Administration

Program Description

The Administration program plans, directs, administers, and coordinates line and staff activities relating to facility maintenance functions and programs involving the maintenance of public roads, streets, bridges, streams, drainage and flood control systems, sidewalks, road medians and traffic islands, traffic signs and markings; street lighting and electrical systems of parks and other facilities; City public buildings; City vehicles and equipment except for Board of Water Supply, Honolulu Fire Department, Honolulu Police Department, and the Honolulu Authority for Rapid Transportation; and the enforcement of the City's Stored Property and Sidewalk Nuisances Ordinances. The program also administers the City's storm water permit programs, and provides interdepartmental mail services.

PROGRAM POSITIONS					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
Permanent FTE	55.00	61.00	61.00	0.00	61.00
Temporary FTE	0.00	0.00	0.00	0.00	0.00
Contract FTE	6.00	6.00	1.00	0.00	1.00
Total	61.00	67.00	62.00	0.00	62.00

CHARACTER OF EXPENDITURES					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
Salaries	\$ 2,559,180	\$ 2,962,999	\$ 2,466,650	\$ 0	\$ 2,466,650
Current Expenses	8,391,786	8,782,925	9,467,078	0	9,467,078
Equipment	58,618	0	37,000	0	37,000
Total	\$ 11,009,584	\$ 11,745,924	\$ 11,970,728	\$ 0	\$ 11,970,728

SOURCE OF FUNDS					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
General Fund	\$ 9,782,706	\$ 10,558,891	\$ 10,315,431	\$ 0	\$ 10,315,431
Highway Fund	1,197,978	1,187,033	1,655,297	0	1,655,297
Special Projects Fund	28,900	0	0	0	0
Total	\$ 11,009,584	\$ 11,745,924	\$ 11,970,728	\$ 0	\$ 11,970,728

Public Building and Electrical Maintenance

Program Description

The Public Building and Electrical Maintenance programs, plans, directs, coordinates, and administers the repair and maintenance programs for public buildings and appurtenant structures; custodial and utility services programs; and repair and maintenance programs for street, park, mall, outdoor and other City lighting, electrical facilities, and communication facilities under the jurisdiction of the Department of Facility Maintenance. The program also administers activities including City employees' parking; motor pool; and security for the Frank F. Fasi Municipal Building, Honolulu Hale, Kapolei Hale, Kapalama Hale, the Joint Traffic Management Center (JTMC), and certain other facilities.

PROGRAM POSITIONS					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
Permanent FTE	184.00	184.00	184.00	24.00	208.00
Temporary FTE	0.00	0.00	0.00	0.00	0.00
Contract FTE	6.00	6.00	16.50	0.00	16.50
Total	190.00	190.00	200.50	24.00	224.50

CHARACTER OF EXPENDITURES					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
Salaries	\$ 7,171,799	\$ 7,496,162	\$ 8,905,939	\$ 956,748	\$ 9,862,687
Current Expenses	24,365,120	25,521,321	31,674,166	438,988	32,113,154
Equipment	602,262	386,800	91,000	0	91,000
Total	\$ 32,139,181	\$ 33,404,283	\$ 40,671,105	\$ 1,395,736	\$ 42,066,841

SOURCE OF FUNDS					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
General Fund	\$ 21,736,006	\$ 22,281,873	\$ 23,017,172	\$ 345,540	\$ 23,362,712
Highway Fund	10,275,322	10,970,179	17,508,373	0	17,508,373
Bikeway Fund	18,816	18,816	18,816	0	18,816
Transportation Fund	109,037	133,415	126,744	1,050,196	1,176,940
Total	\$ 32,139,181	\$ 33,404,283	\$ 40,671,105	\$ 1,395,736	\$ 42,066,841

Department of Facility Maintenance

Automotive Equipment Services

Program Description

The Automotive Equipment Service (AES) program plans, directs, coordinates, and administers the vehicle and equipment acquisition, disposal, repair, maintenance and operator training programs for the City with the exception of programs under the Board of Water Supply, Honolulu Police Department, Honolulu Fire Department, and Honolulu Authority for Rapid Transportation.

PROGRAM POSITIONS					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
Permanent FTE	124.00	124.00	124.00	0.00	124.00
Temporary FTE	0.00	0.00	0.00	0.00	0.00
Contract FTE	0.00	0.00	0.00	0.00	0.00
Total	124.00	124.00	124.00	0.00	124.00

CHARACTER OF EXPENDITURES					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
Salaries	\$ 7,352,047	\$ 6,864,336	\$ 7,004,459	\$ 0	\$ 7,004,459
Current Expenses	10,275,377	11,341,756	11,315,789	0	11,315,789
Equipment	0	0	185,000	0	185,000
Total	\$ 17,627,424	\$ 18,206,092	\$ 18,505,248	\$ 0	\$ 18,505,248

SOURCE OF FUNDS					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
General Fund	\$ 3,470,658	\$ 2,825,442	\$ 3,209,017	\$ 0	\$ 3,209,017
Highway Fund	3,166,215	3,224,965	3,371,068	0	3,371,068
Sewer Fund	1,750,477	1,732,188	1,633,447	0	1,633,447
Refuse Genl Operating Acct - SWSF	4,628,944	5,211,749	5,145,858	0	5,145,858
Recycling Account - SWSF	4,611,130	5,211,748	5,145,858	0	5,145,858
Total	\$ 17,627,424	\$ 18,206,092	\$ 18,505,248	\$ 0	\$ 18,505,248

Road Maintenance

Program Description

The Road Maintenance program maintains city roadways, sidewalks, storm drains, bridges, striping, signs and markings, outdoor municipal parking lots, bike paths, bus stops/shelters, road medians and traffic islands, and remnant properties. It renders pavement maintenance to private roadways open to public use, pursuant to city ordinance. The division also has the responsibility of maintaining City-owned streams, channels, ditches and other flood control facilities as well as enforcing the maintenance of privately-owned streams. It also maintains litter containers at bus stops and some pedestrian mall areas in Waikiki, removes graffiti within City roadway and drainage facilities, and enforces Stored Property/Sidewalk Nuisance Ordinances. In the rural districts, it provides dead animal pickup and oversees refuse collection services at Wahiawa, Laie, and Waialua for the Department of Environmental Services.

PROGRAM POSITIONS					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
Permanent FTE	441.00	425.00	440.00	0.00	440.00
Temporary FTE	0.00	0.00	0.00	0.00	0.00
Contract FTE	3.00	3.00	3.00	0.00	3.00
Total	444.00	428.00	443.00	0.00	443.00

CHARACTER OF EXPENDITURES					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
Salaries	\$ 16,333,281	\$ 16,604,884	\$ 17,133,873	\$ 0	\$ 17,133,873
Current Expenses	9,747,867	13,137,894	12,914,370	0	12,914,370
Equipment	153,659	1,710,000	0	0	0
Total	\$ 26,234,807	\$ 31,452,778	\$ 30,048,243	\$ 0	\$ 30,048,243

SOURCE OF FUNDS					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
General Fund	\$ 2,155,633	\$ 4,742,154	\$ 4,282,644	\$ 0	\$ 4,282,644
Highway Fund	22,662,199	24,347,044	25,196,508	0	25,196,508
Highway Beautification Fund	1,414,590	2,347,080	552,591	0	552,591
Bikeway Fund	2,385	16,500	16,500	0	16,500
Total	\$ 26,234,807	\$ 31,452,778	\$ 30,048,243	\$ 0	\$ 30,048,243

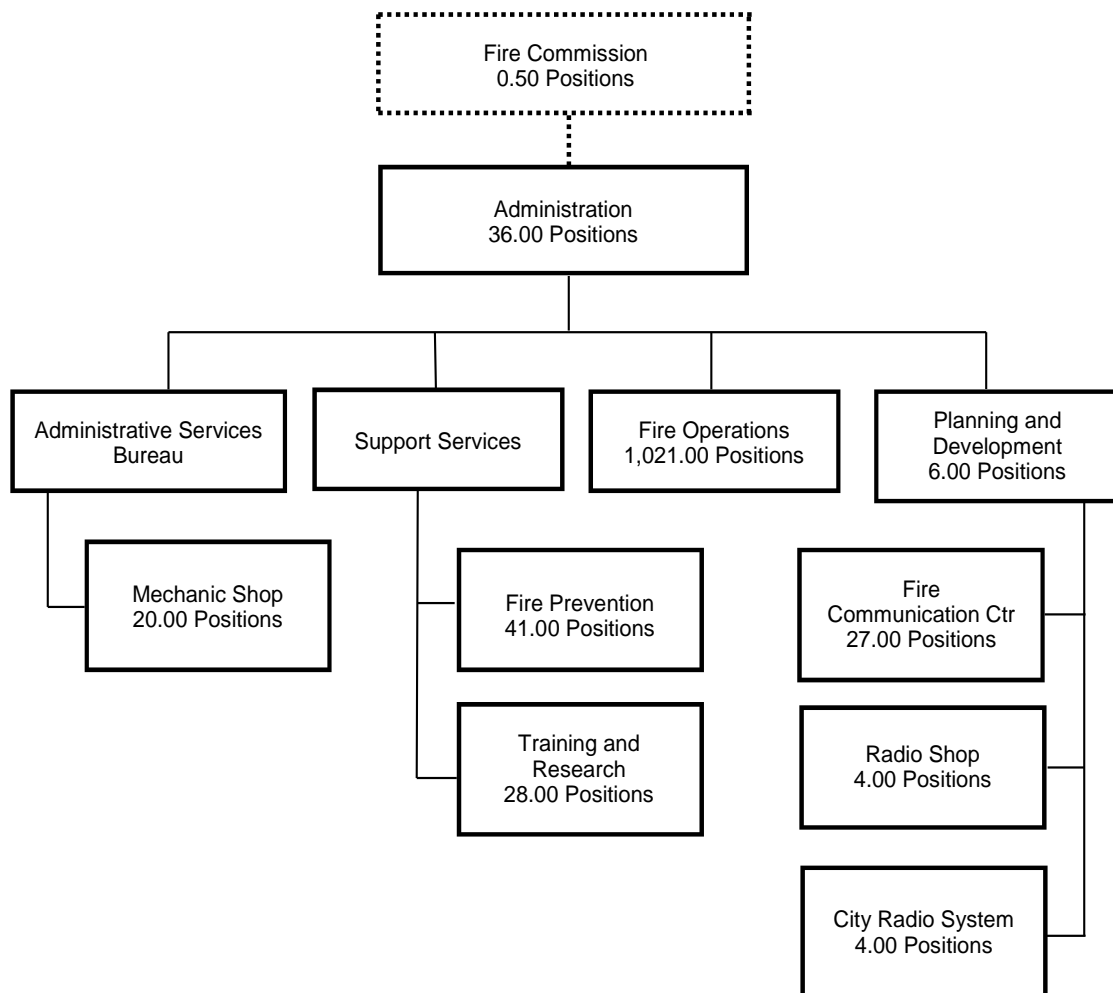
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Honolulu Fire Department

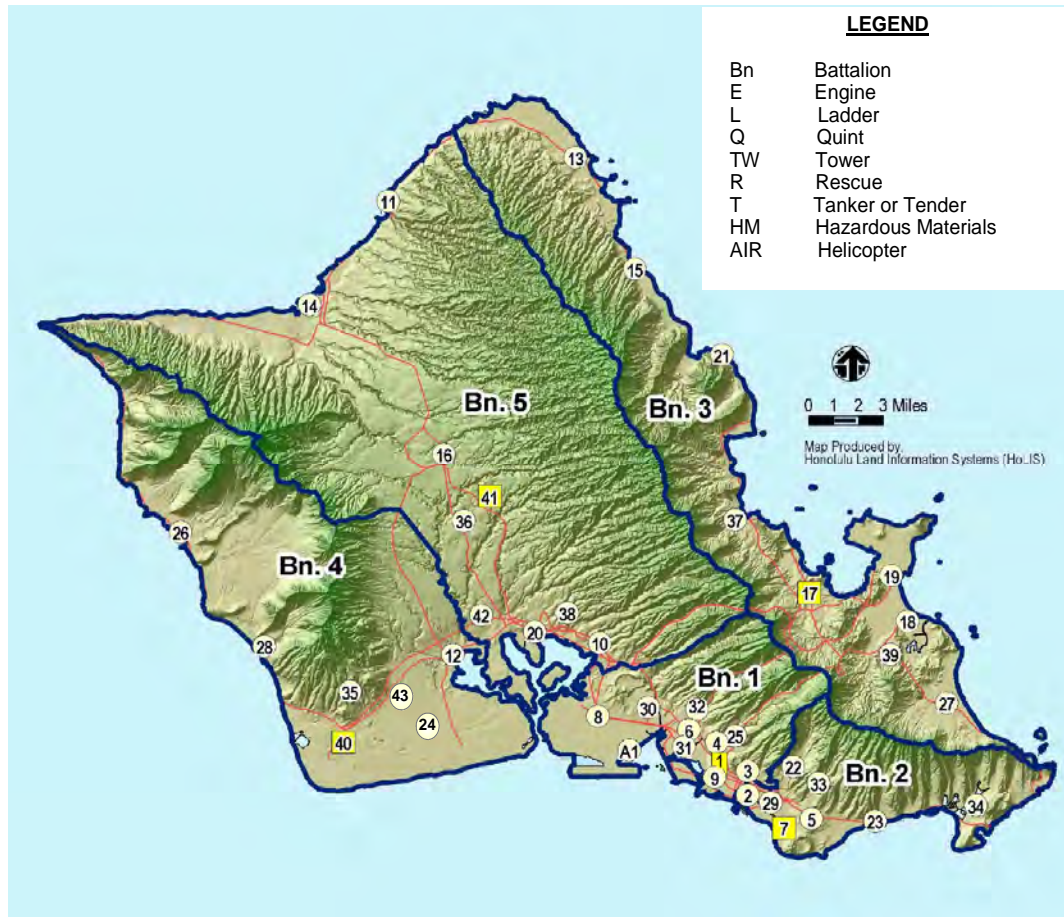


HONOLULU FIRE DEPARTMENT (HFD) ORGANIZATION CHART

This chart reflects the number of full-time equivalent positions appropriated in Fiscal Year 2020



HONOLULU FIRE DEPARTMENT
(HFD)



Station	Name	Companies	Station	Name	Companies
1	Central	BN1, E1	23	Wailupe	E23
2	Pawaa	E2, L2, R1	24	Ewa Beach	E24
3	Makiki	E3	25	Nuuanu	E25
4	Kuakini	E4, L4	26	Waianae	E26, Q26, T26
5	Kaimuki	E5, L5	27	Waimanalo	E27
6	Kalihi	E6	28	Nanakuli	E28, T28
7	Waikiki	Bn2, E7, L7	29	McCully	E29, L29
8	Mokulele	E8	30	Moanalua	E30, Q30, T30
9	Kakaako	E9, TW9	31	Kalihi Kai	E31, Q31
10	Aiea	E10	32	Kalihi Uka	E32, HM1
11	Sunset	E11	33	Palolo	E33
12	Waipahu	E12, Q12, T12	34	Hawaii Kai	E34, Q34
13	Kahuku	E13	35	Makakilo	E35
14	Waialua	E14	36	Mililani	E36
15	Hauula	E15, T15	37	Kahaluu	E37
16	Wahiawa	E16, T16	38	Waiau	E38, Q38
17	Kaneohe	Bn3, E17, Q17	39	Olomana	E39
18	Kailua	E18, Q18	40	Kapolei	Bn4, E40, TW40, HM2
19	Aieahi, R3	E19	41	Mililani Mauka	Bn5, E41, R2
20	Pearl City	E20	41	Waikale	E42
21	Kaaawa	E21	43	E Kapolei	E43, Q43
22	Manoa	E22	A1	Aircraft	Air1

Honolulu Fire Department

Roles and Responsibilities

The Honolulu Fire Department (HFD) provides for a safer community through prevention, preparation, and effective emergency response. The Department maintains a modern and technologically advanced force of fire fighting and rescue personnel and equipment through its various activities, which are administered by qualified professional leadership.

The Department provides for community risk reduction through fire code adoption, plans review, fire code inspections, fire investigations, enforcement of fire regulations, a fire and life safety education program, public communication, and pre-emergency planning.

The HFD continues to conduct and improve its various programs, such as training and education of fire fighters (FF); reliable and efficient communication systems; fire apparatus maintenance and repair; research and evaluation of the fire service's best practices, procedures, and equipment; and coordination of the City Radio System.

The Department provides fire fighting, search and rescue, emergency medical, and hazardous materials (HM) response for the City and County of Honolulu (City). These duties are performed on a wide variety of terrain that includes steep mountain ranges, wildlands, and agricultural fields, structures, which comprise a modern metropolitan city, including industrial complexes, business centers, government complexes, high-rise resorts, condominiums, and high-density urban residential dwellings, and the surrounding ocean.

Spending to Make a Difference

- The Fire Communication Center (FCC) installed an additional VIPER Next Generation (NG) 911 call-taking console in the Joint Traffic Management Center. This will allow the call takers to handle the increased volume of 911 calls that are usually associated with large-scale incidents.
- The HFD's fiscal year (FY) 2021 allows the HFD to replace vital equipment that is needed to conduct emergency operation mitigation. These items include, thermal imaging cameras, hydraulic rescue tools, unmanned aerial systems and fire hose testers. It also allows the HFD to provide safe working conditions by replacing personal protective decontamination equipment.
- The Computer section continues to install fiber optic cable and improve network infrastructure at fire facilities to accommodate today's Internet Protocol device capabilities.
- The HFD is establishing a new contract for personal protective clothing to provide personnel with the most up-to-date technology to ensure safe and healthy working conditions while performing fire fighting operations.

Budget Highlights

- The Fire Communication Center (FCC) will continue to receive 100% reimbursement from the State's Enhanced 9-1-1 Board for costs associated with computer-aided dispatch system (CADS)-related hardware and software.
- Salary funding increases over FY 2020 due to collective bargaining agreement increases that were approved in FY 2020.
- The budget allows the HFD to accommodate two Fire Fighter Recruit classes in FY 2021. These classes will fill vacancies due to retirements and separation from service.
- Funding is included for two additional mechanic positions in the Mechanic Shop. Additional mechanics are needed to keep up with increased fire apparatus and fire fighting equipment requirements and repair standards, decrease overtime, and minimize apparatus downtime.

DEPARTMENT POSITIONS					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
Permanent FTE	1,184.00	1,185.00	1,186.00	2.00	1,188.00
Temporary FTE	1.00	1.00	0.00	0.00	0.00
Contract FTE	1.50	1.50	1.50	0.00	1.50
Total	1,186.50	1,187.50	1,187.50	2.00	1,189.50

EXPENDITURES BY PROGRAM					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
Administration	\$ 3,917,018	\$ 3,345,795	\$ 3,314,961	\$ 0	\$ 3,314,961
Fire Communication Center	3,579,800	4,036,126	4,061,542	0	4,061,542
Fire Prevention	5,534,701	5,328,590	5,799,074	0	5,799,074
Training and Research	3,027,011	3,591,427	3,716,658	0	3,716,658
Radio Shop	382,304	3,599,894	307,021	0	307,021
Fire Operations	110,578,284	114,823,573	120,042,848	0	120,042,848
Planning and Development	0	1,029,149	1,059,573	0	1,059,573
Fire Commission	3,293	71,626	20,676	0	20,676
City Radio System	297,147	306,507	300,507	0	300,507
Mechanic Shop	2,845,399	2,903,698	3,008,960	126,996	3,135,956
HFD Grants	329,658	0	0	0	0
Total	\$ 130,494,615	\$ 139,036,385	\$ 141,631,820	\$ 126,996	\$ 141,758,816

CHARACTER OF EXPENDITURES					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
Salaries	\$ 115,177,656	\$ 120,478,872	\$ 126,745,351	\$ 126,996	\$ 126,872,347
Current Expenses	14,735,822	18,122,513	14,531,469	0	14,531,469
Equipment	581,137	435,000	355,000	0	355,000
Total	\$ 130,494,615	\$ 139,036,385	\$ 141,631,820	\$ 126,996	\$ 141,758,816

SOURCE OF FUNDS					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
General Fund	\$ 129,844,163	\$ 139,036,385	\$ 141,631,820	\$ 126,996	\$ 141,758,816
Special Projects Fund	566,091	0	0	0	0
Federal Grants Fund	84,361	0	0	0	0
Total	\$ 130,494,615	\$ 139,036,385	\$ 141,631,820	\$ 126,996	\$ 141,758,816

Administration

Program Description

This program plans, directs, and coordinates fiscal resources; administers personnel services and record keeping; ensures the appropriate purchase of goods and services for the Department to protect life and property by preventing and mitigating fires and emergencies; and coordinates fire fighting, first responder assistance, and rescue services with other agencies and organizations. Administration provides the Department with administrative support to include operating and Capital Improvement Program (CIP) budget preparations; personnel and records management; administrative reports; CIP project coordination; and coordination of the maintenance, renovation, and repair of 51 fire stations and worksites. Administration also evaluates and purchases equipment and apparatuses needed by the Department; implements personnel functions; manages the activities of the Waipahu Maintenance Facility; plans, administers, and evaluates the analysis of data collection to develop programs; investigates and implements safety practices through the Occupational Safety and Health Office; and identifies national trends in order to recommend program direction.

PROGRAM POSITIONS					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
Permanent FTE	40.00	35.00	35.00	0.00	35.00
Temporary FTE	0.00	0.00	0.00	0.00	0.00
Contract FTE	1.00	1.00	1.00	0.00	1.00
Total	41.00	36.00	36.00	0.00	36.00

CHARACTER OF EXPENDITURES					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
Salaries	\$ 3,171,774	\$ 2,807,176	\$ 2,770,964	\$ 0	\$ 2,770,964
Current Expenses	745,244	538,619	543,997	0	543,997
Equipment	0	0	0	0	0
Total	\$ 3,917,018	\$ 3,345,795	\$ 3,314,961	\$ 0	\$ 3,314,961

SOURCE OF FUNDS					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
General Fund	\$ 3,917,018	\$ 3,345,795	\$ 3,314,961	\$ 0	\$ 3,314,961
Total	\$ 3,917,018	\$ 3,345,795	\$ 3,314,961	\$ 0	\$ 3,314,961

Fire Communication Center

Program Description

The Fire Communication Center (FCC) serves as the central communication and dispatch center for the Honolulu Fire Department (HFD) and is considered a secondary public-safety answering point (PSAP). All 911 calls are initially received by Oahu's primary PSAP, which is located at the Honolulu Police Department's (HPD) Headquarters (HQ). Each call is then transferred to the HFD's, the Honolulu Emergency Services Department's (HESD), or the HPD's dispatch center.

The FCC processes 911 calls and dispatches emergency response resources through an integrated system of primary and backup equipment. The VIPER NG911 call-taking system, the TriTech CADS, and 800 MHz radio system are primarily used to process 911 calls, dispatch emergency resources, and maintain radio communications with responding personnel. Four crews, each having six highly trained personnel (one Captain, one Fire Fighter III, and four Fire Fighter IIs) operate as call takers, dispatchers, and radio operators.

The primary PSAP transfers the initial 911 call to the HFD through the VIPER NG911 call-taking system. The system automatically provides the caller's telephone number and location to the 911 call taker, who confirms the emergency address and nature. This information is entered into the CADS, which identifies the fastest and most capable emergency resource(s) for response. Dispatchers then alert the selected fire station(s) and broadcast the incident information using the 800 MHz radio system. In addition to receiving a verbal emergency dispatch, the responding company receives incident information directly from the CADS to their mobile data terminal on the apparatus and a text message on their cellular phone. Radio operators continuously monitor and facilitate radio communications between the HFD's, the HESD's, and the HPD's dispatch centers and other City, state, and federal agencies through the tactical interoperability communication plan. To maintain continuity of operations, the FCC has backup systems at alternate sites, which are located in the Central Fire Station and the HFD HQ.

The FCC also manages nonemergency telephone calls regarding community concerns, alarm system testing, cooking notifications, controlled agricultural burns, and school fire drills. In addition, the FCC works closely with the HFD's Information Specialist to release incident fire reports and audio recordings in accordance with the Uniform Information Practices Act.

PROGRAM POSITIONS					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
Permanent FTE	27.00	27.00	27.00	0.00	27.00
Temporary FTE	0.00	0.00	0.00	0.00	0.00
Contract FTE	0.00	0.00	0.00	0.00	0.00
Total	27.00	27.00	27.00	0.00	27.00

CHARACTER OF EXPENDITURES					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
Salaries	\$ 3,087,897	\$ 3,386,256	\$ 3,549,776	\$ 0	\$ 3,549,776
Current Expenses	454,790	604,870	511,766	0	511,766
Equipment	37,113	45,000	0	0	0
Total	\$ 3,579,800	\$ 4,036,126	\$ 4,061,542	\$ 0	\$ 4,061,542

SOURCE OF FUNDS					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
General Fund	\$ 3,579,800	\$ 4,036,126	\$ 4,061,542	\$ 0	\$ 4,061,542
Total	\$ 3,579,800	\$ 4,036,126	\$ 4,061,542	\$ 0	\$ 4,061,542

Fire Prevention

Program Description

The Fire Prevention Bureau effectively promotes fire and life safety programs that assist the Department in accomplishing its mission of providing for a safer community. Responsibilities include reviewing and adopting fire codes, rules, and laws; conducting fire code compliance inspections; reviewing building construction plans; investigating fires to determine origin and cause; and providing fire and life safety education to the community.

The Fireworks License and Permits Program works to control the import, storage, wholesale, and retail of fireworks in the City. Collection of licenses and permits related to fireworks sales and use are managed by this office. By ordinance, this function is supported by the fees collected from these permits and licenses.

PROGRAM POSITIONS					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
Permanent FTE	40.00	40.00	41.00	0.00	41.00
Temporary FTE	1.00	1.00	0.00	0.00	0.00
Contract FTE	0.00	0.00	0.00	0.00	0.00
Total	41.00	41.00	41.00	0.00	41.00

CHARACTER OF EXPENDITURES					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
Salaries	\$ 4,935,335	\$ 4,890,825	\$ 5,276,799	\$ 0	\$ 5,276,799
Current Expenses	599,366	437,765	522,275	0	522,275
Equipment	0	0	0	0	0
Total	\$ 5,534,701	\$ 5,328,590	\$ 5,799,074	\$ 0	\$ 5,799,074

SOURCE OF FUNDS					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
General Fund	\$ 5,213,907	\$ 5,328,590	\$ 5,799,074	\$ 0	\$ 5,799,074
Special Projects Fund	320,794	0	0	0	0
Total	\$ 5,534,701	\$ 5,328,590	\$ 5,799,074	\$ 0	\$ 5,799,074

Training and Research

Program Description

The Honolulu Fire Department strives to maintain a high-level of performance by constantly keeping pace with the latest innovative techniques and equipment. The Training and Research Bureau assists with planning, coordinating, and evaluating the Department's training activities, such as fire suppression and hazardous materials techniques; emergency medical instruction and evaluation; certification testing; apparatus operations; specifications of fire apparatuses and equipment; and current educational training programs for recruits and incumbents.

PROGRAM POSITIONS					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
Permanent FTE	28.00	28.00	28.00	0.00	28.00
Temporary FTE	0.00	0.00	0.00	0.00	0.00
Contract FTE	0.00	0.00	0.00	0.00	0.00
Total	28.00	28.00	28.00	0.00	28.00

CHARACTER OF EXPENDITURES					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
Salaries	\$ 2,730,180	\$ 3,316,154	\$ 3,438,197	\$ 0	\$ 3,438,197
Current Expenses	296,831	275,273	278,461	0	278,461
Equipment	0	0	0	0	0
Total	\$ 3,027,011	\$ 3,591,427	\$ 3,716,658	\$ 0	\$ 3,716,658

SOURCE OF FUNDS					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
General Fund	\$ 3,027,011	\$ 3,591,427	\$ 3,716,658	\$ 0	\$ 3,716,658
Total	\$ 3,027,011	\$ 3,591,427	\$ 3,716,658	\$ 0	\$ 3,716,658

Radio Shop

Program Description

The Radio Shop supports island wide radio communications for dispatching and coordinating units responding to fire, medical, hazardous materials, and rescue incidents. Fire Fighters work in conjunction with other agencies, such as the Department of Emergency Management (DEM), the Honolulu Emergency Services Department (HESD), the Honolulu Police Department (HPD), the State of Hawaii Department of Land and Natural Resources, and the U.S. Coast Guard.

This activity plans and designs systems; identifies equipment specifications; performs installations, adjustments, testing, and upgrades; and maintains the HFD's main and alternate dispatch centers, public address systems, base radios, sirens, light bars, and Opticom (traffic signal control) equipment. The Radio Shop is directly responsible for radio software configurations, programming, and updates for the Department and the transition to the City's new Project 25 (P25)-compliant 700/800 MHz digital radio system.

The Radio Shop also assists the Department of Information Technology (DIT) by supporting mobile data terminals, which are located in fire suppression apparatuses, performing various maintenance tasks at remote radio sites, and developing individual radio programming utilized by the City's emergency support responders, who support the first responders' mission by providing manpower, equipment, and facilities during major disasters.

PROGRAM POSITIONS					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
Permanent FTE	4.00	4.00	4.00	0.00	4.00
Temporary FTE	0.00	0.00	0.00	0.00	0.00
Contract FTE	0.00	0.00	0.00	0.00	0.00
Total	4.00	4.00	4.00	0.00	4.00

CHARACTER OF EXPENDITURES					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
Salaries	\$ 254,432	\$ 252,465	\$ 262,196	\$ 0	\$ 262,196
Current Expenses	127,872	3,347,429	44,825	0	44,825
Equipment	0	0	0	0	0
Total	\$ 382,304	\$ 3,599,894	\$ 307,021	\$ 0	\$ 307,021

SOURCE OF FUNDS					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
General Fund	\$ 382,304	\$ 3,599,894	\$ 307,021	\$ 0	\$ 307,021
Total	\$ 382,304	\$ 3,599,894	\$ 307,021	\$ 0	\$ 307,021

Fire Operations

Program Description

Fire Operations responds to incidents categorized into the following service types:

- Fire suppression
- Search and rescue
- Hazardous Materials (HM)
- Medical Response

Fire Operations is staffed with 1,014 uniformed response, 5 uniformed administrative, and 2 civilian personnel. There are 43 fire stations and an aircraft station. The fire stations house 43 engines, 6 ladders, 8 quints, 2 towers, 1 helicopter tender, and 5 water tankers. Special Operations companies include three heavy rescue companies, two HM companies, and two helicopters to assist with fire fighting, rescues, and reconnaissance. There are also seven rescue watercrafts; two brush trucks; five rapid response vehicles; a mobile command center; a communications vehicle; a mass decontamination trailer; an urban search and rescue trailer; and a prime mover, which transports specialty trailers.

PROGRAM POSITIONS					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
Permanent FTE	1,021.00	1,021.00	1,021.00	0.00	1,021.00
Temporary FTE	0.00	0.00	0.00	0.00	0.00
Contract FTE	0.00	0.00	0.00	0.00	0.00
Total	1,021.00	1,021.00	1,021.00	0.00	1,021.00

CHARACTER OF EXPENDITURES					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
Salaries	\$ 99,253,083	\$ 103,526,117	\$ 109,048,175	\$ 0	\$ 109,048,175
Current Expenses	10,870,538	10,907,456	10,639,673	0	10,639,673
Equipment	454,663	390,000	355,000	0	355,000
Total	\$ 110,578,284	\$ 114,823,573	\$ 120,042,848	\$ 0	\$ 120,042,848

SOURCE OF FUNDS					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
General Fund	\$ 110,578,284	\$ 114,823,573	\$ 120,042,848	\$ 0	\$ 120,042,848
Total	\$ 110,578,284	\$ 114,823,573	\$ 120,042,848	\$ 0	\$ 120,042,848

Planning and Development

Program Description

The Planning and Development (P&D) manages the Department's accreditation process, which includes building the Department's Strategic Plan, Standards of Cover (SOC), and Self-Assessment Manual. The Strategic Plan identifies the Department's goals and objectives. The Standards of Cover is a comprehensive look at community and operational risks, historical response times, and services provided. Self-Assessment Manual documents and appraises each aspect of the Department. The goal of accreditation is to continuously improve all divisions within the Department to provide exemplary service to the public.

The P&D also carries out the day-to-day functions of the Grant Management Program, including researching, applying for, and executing funds from the Homeland Security Grant Program; the Urban Area Security Initiative; the State of Hawaii Department of Transportation's Safe Highways Program; the Assistance to Firefighters Grant Program; the Hazard Mitigation Grant Program; the Pre-Disaster Mitigation Program; the Port Security Grant Program; and various other programs.

The Department uses a records management system (RMS) as a repository for incident data, which is furnished to the National Fire Incident Reporting System. P&D has direct oversight of the RMS maintenance, customization, and quality assurance.

In addition, the P&D conducts sensitive internal investigations that require confidentiality. Its Assistant Chief serves as the Departmental Inspector General.

The P&D also oversees and monitors the Department's information technology and data processing systems and the Fire Communication Center and Radio Shop.

PROGRAM POSITIONS					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
Permanent FTE	0.00	6.00	6.00	0.00	6.00
Temporary FTE	0.00	0.00	0.00	0.00	0.00
Contract FTE	0.00	0.00	0.00	0.00	0.00
Total	0.00	6.00	6.00	0.00	6.00

CHARACTER OF EXPENDITURES					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
Salaries	\$ 0	\$ 674,954	\$ 706,313	\$ 0	\$ 706,313
Current Expenses	0	354,195	353,260	0	353,260
Equipment	0	0	0	0	0
Total	\$ 0	\$ 1,029,149	\$ 1,059,573	\$ 0	\$ 1,059,573

SOURCE OF FUNDS					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
General Fund	\$ 0	\$ 1,029,149	\$ 1,059,573	\$ 0	\$ 1,059,573
Total	\$ 0	\$ 1,029,149	\$ 1,059,573	\$ 0	\$ 1,059,573

Fire Commission

Program Description

The Honolulu Fire Commission acts as a liaison between the HFD and the citizens of the City. It handles all complaints against the Department and assists the HFD with obtaining sufficient resources from the City administration to complete its mission.

PROGRAM POSITIONS					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
Permanent FTE	0.00	0.00	0.00	0.00	0.00
Temporary FTE	0.00	0.00	0.00	0.00	0.00
Contract FTE	0.50	0.50	0.50	0.00	0.50
Total	0.50	0.50	0.50	0.00	0.50

CHARACTER OF EXPENDITURES					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
Salaries	\$ 2,665	\$ 17,676	\$ 17,676	\$ 0	\$ 17,676
Current Expenses	628	53,950	3,000	0	3,000
Equipment	0	0	0	0	0
Total	\$ 3,293	\$ 71,626	\$ 20,676	\$ 0	\$ 20,676

SOURCE OF FUNDS					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
General Fund	\$ 3,293	\$ 71,626	\$ 20,676	\$ 0	\$ 20,676
Total	\$ 3,293	\$ 71,626	\$ 20,676	\$ 0	\$ 20,676

City Radio System

Program Description

The Honolulu Fire Department's (HFD) Radio Shop administers and maintains communications for City departments and divisions under its City Radio System program. This activity supports local government radio users on the 800 MHz trunking system, including coordinating and supervising radio installations; developing department-specific software radio configurations and radio programming; and assisting the Department of Emergency Management (DEM) by training and developing training materials as needed. Support will continue to be focused on equipping and training divisions from the Department of Design and Construction, the Department of Enterprise Services, the Department of Environmental Services, the Department of Facility Maintenance, and the Department of Parks and Recreation, as they have been identified as emergency support responders and play a support role to first responders during emergencies.

Older radios, made available when the Honolulu Police Department (HPD) upgraded to newer radios, are reprogrammed and distributed to City users by the Radio Shop. Use, maintenance, programming, and repair of these radios are provided to the City at no cost to end-users.

PROGRAM POSITIONS					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
Permanent FTE	4.00	4.00	4.00	0.00	4.00
Temporary FTE	0.00	0.00	0.00	0.00	0.00
Contract FTE	0.00	0.00	0.00	0.00	0.00
Total	4.00	4.00	4.00	0.00	4.00

CHARACTER OF EXPENDITURES					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
Salaries	\$ 257,076	\$ 264,672	\$ 262,072	\$ 0	\$ 262,072
Current Expenses	40,071	41,835	38,435	0	38,435
Equipment	0	0	0	0	0
Total	\$ 297,147	\$ 306,507	\$ 300,507	\$ 0	\$ 300,507

SOURCE OF FUNDS					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
General Fund	\$ 297,147	\$ 306,507	\$ 300,507	\$ 0	\$ 300,507
Total	\$ 297,147	\$ 306,507	\$ 300,507	\$ 0	\$ 300,507

Mechanic Shop

Program Description

The Mechanic Shop repairs and maintains the HFD's fleet of 43 engine, 6 aerial ladder, 8 quint, 2 aerial tower, 2 rescue, 2 HM, 6 tanker, 1 tender, 1 fuel/lube, and 23 relief apparatuses; 1 tractor; 1 command vehicle; 1 communication vehicle; approximately 90 auxiliary vehicles; 38 trailers; 15 auxiliary support equipment; and 2 ambulances. Included for water rescues are 4 rescue boats, 21 jet skis/watercrafts, and 15 miscellaneous equipment. Other responsibilities include maintaining and repairing approximately 30,000 pieces of small equipment, fire fighting equipment, lawn tools, office furniture, and rescue power tools.

The Mechanic Shop also repairs and maintains the HPD's fleet of heavy equipment diesel vehicles above 10,000 pounds gross vehicle weight. This group consists of one special weapons vehicles, one bomb truck, three tactical trucks, two tractor and trailer equipment trucks, one heavy mobile communication trailers, one emergency management command trucks, two equipment trailers, and one investigations vehicle.

The Mechanic Shop maintains all firefighting equipment to meet National Fire Protection Association, state, and federal motor vehicle carrier standards, which include annual fire pump, compressed air foam systems, and aerial and ground ladder testing and safety inspections.

PROGRAM POSITIONS					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
Permanent FTE	20.00	20.00	20.00	2.00	22.00
Temporary FTE	0.00	0.00	0.00	0.00	0.00
Contract FTE	0.00	0.00	0.00	0.00	0.00
Total	20.00	20.00	20.00	2.00	22.00

CHARACTER OF EXPENDITURES					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
Salaries	\$ 1,336,223	\$ 1,342,577	\$ 1,413,183	\$ 126,996	\$ 1,540,179
Current Expenses	1,474,176	1,561,121	1,595,777	0	1,595,777
Equipment	35,000	0	0	0	0
Total	\$ 2,845,399	\$ 2,903,698	\$ 3,008,960	\$ 126,996	\$ 3,135,956

SOURCE OF FUNDS					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
General Fund	\$ 2,845,399	\$ 2,903,698	\$ 3,008,960	\$ 126,996	\$ 3,135,956
Total	\$ 2,845,399	\$ 2,903,698	\$ 3,008,960	\$ 126,996	\$ 3,135,956

HFD Grants

Program Description

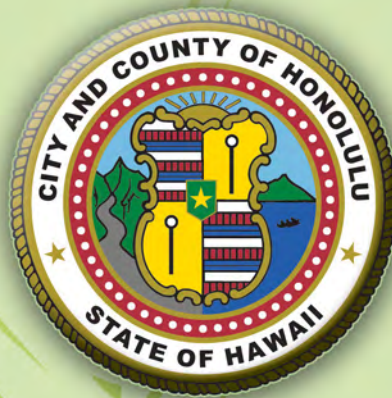
This activity provides an accounting for all federal and state grants received and expended by the Department to supplement City funds to accomplish the Department's mission.

PROGRAM POSITIONS					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
Permanent FTE	0.00	0.00	0.00	0.00	0.00
Temporary FTE	0.00	0.00	0.00	0.00	0.00
Contract FTE	0.00	0.00	0.00	0.00	0.00
Total	0.00	0.00	0.00	0.00	0.00

CHARACTER OF EXPENDITURES					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
Salaries	\$ 148,991	\$ 0	\$ 0	\$ 0	\$ 0
Current Expenses	126,306	0	0	0	0
Equipment	54,361	0	0	0	0
Total	\$ 329,658	\$ 0	\$ 0	\$ 0	\$ 0

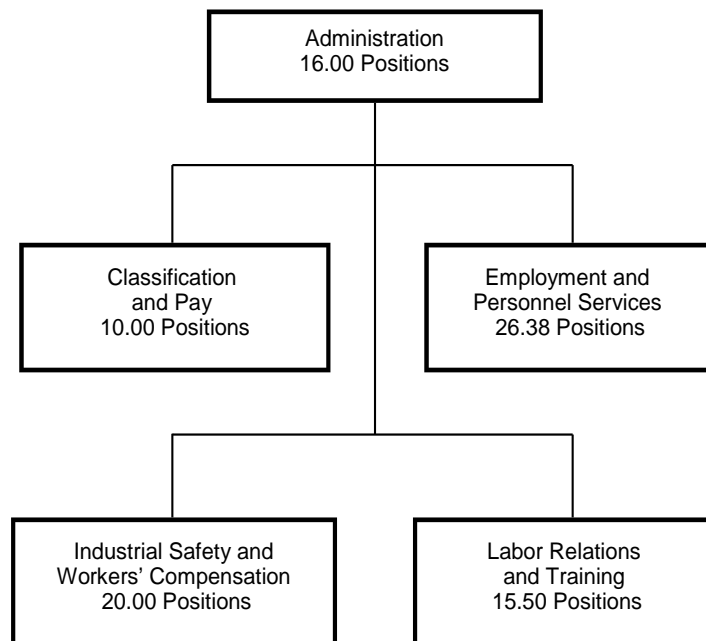
SOURCE OF FUNDS					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
Special Projects Fund	\$ 245,297	\$ 0	\$ 0	\$ 0	\$ 0
Federal Grants Fund	84,361	0	0	0	0
Total	\$ 329,658	\$ 0	\$ 0	\$ 0	\$ 0

Department of Human Resources



DEPARTMENT OF HUMAN RESOURCES (DHR) ORGANIZATION CHART

This chart reflects the number of full-time equivalent positions appropriated in Fiscal Year 2020.



Department of Human Resources

Roles and Responsibilities

The Department of Human Resources (DHR) is the central personnel staff agency for the City and County of Honolulu. DHR's primary purpose, as reflected in the City Charter, 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. The Department is charged with building a career service designed to attract, select and retain, on a merit basis, the best qualified civil servants. DHR negotiates and administers nine collective bargaining agreements covering city employees. The Department also administers programs in training, safety, workers' compensation, equal employment issues, and incentives and awards.

Spending to Make a Difference

- With a focus on succession planning and customer service, DHR continues to expand employee training and development opportunities to improve the delivery of services to the public.

Budget Highlights

- Department's budget reflects an overall reduction in FY2021 with a continued focus on core services.

Department of Human Resources

DEPARTMENT POSITIONS					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
Permanent FTE	81.00	81.00	81.00	0.00	81.00
Temporary FTE	0.00	0.00	0.00	0.00	0.00
Contract FTE	7.13	6.88	6.88	0.00	6.88
Total	88.13	87.88	87.88	0.00	87.88

EXPENDITURES BY PROGRAM					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
Administration	\$ 1,344,180	\$ 1,464,765	\$ 1,428,838	\$ 0	\$ 1,428,838
Employment and Personnel Services	1,993,521	2,169,529	1,980,328	0	1,980,328
Classification and Pay	787,374	780,678	835,873	0	835,873
Industrial Safety and Workers' Compensation	1,421,072	1,376,492	1,374,609	0	1,374,609
Labor Relations and Training	1,360,618	1,395,907	1,371,951	0	1,371,951
Total	\$ 6,906,765	\$ 7,187,371	\$ 6,991,599	\$ 0	\$ 6,991,599

CHARACTER OF EXPENDITURES					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
Salaries	\$ 6,467,324	\$ 6,543,038	\$ 6,368,364	\$ 0	\$ 6,368,364
Current Expenses	439,441	644,333	623,235	0	623,235
Equipment	0	0	0	0	0
Total	\$ 6,906,765	\$ 7,187,371	\$ 6,991,599	\$ 0	\$ 6,991,599

SOURCE OF FUNDS					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
General Fund	\$ 6,906,765	\$ 7,187,371	\$ 6,991,599	\$ 0	\$ 6,991,599
Total	\$ 6,906,765	\$ 7,187,371	\$ 6,991,599	\$ 0	\$ 6,991,599

Administration

Program Description

The Administration program provides department-wide leadership and coordination. Included in the Administration budget for the Department of Human Resources is the City's Equal Opportunity (EO) Program. The EO Program serves as a resource to the executive and legislative leadership of the City. While the EO Officer and staff positions are administratively assigned to the Department of Human Resources, the program operates independently across all organizational levels, activities and functions within the City. The EO Program responsibilities include monitoring compliance with federal, state and city laws dealing with employment discrimination as well as those addressing discrimination in the delivery of programs and services of the City. In addition to the EO Program, the Administration program includes the Enterprise Resource Planning (ERP) Branch that manages and executes the Human Resources functions of the City's ERP Project.

PROGRAM POSITIONS					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
Permanent FTE	13.00	13.00	13.00	0.00	13.00
Temporary FTE	0.00	0.00	0.00	0.00	0.00
Contract FTE	3.25	3.00	3.00	0.00	3.00
Total	16.25	16.00	16.00	0.00	16.00

CHARACTER OF EXPENDITURES					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
Salaries	\$ 1,269,122	\$ 1,359,381	\$ 1,322,054	\$ 0	\$ 1,322,054
Current Expenses	75,058	105,384	106,784	0	106,784
Equipment	0	0	0	0	0
Total	\$ 1,344,180	\$ 1,464,765	\$ 1,428,838	\$ 0	\$ 1,428,838

SOURCE OF FUNDS					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
General Fund	\$ 1,344,180	\$ 1,464,765	\$ 1,428,838	\$ 0	\$ 1,428,838
Total	\$ 1,344,180	\$ 1,464,765	\$ 1,428,838	\$ 0	\$ 1,428,838

Employment and Personnel Services

Program Description

This program plans, develops and administers the City's recruitment, examination and employment services programs; recruits personnel for City jobs; evaluates candidates' qualifications and suitability for public employment; develops and administers examinations to establish eligible lists; refers names of qualified candidates to fill departmental personnel functions; researches and develops new personnel programs; supports, coordinates, and oversees compliance with the City's drug and alcohol testing programs; oversees compliance efforts related to Fair Labor Standards and information privacy; administers the City's employee recognition programs; administers audit and employee records management activities; coordinates the promulgation of personnel rules; and assists departments in resolving problems in recruitment, examinations, selection, placement, personnel transactions, benefits and related matters.

PROGRAM POSITIONS					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
Permanent FTE	26.00	26.00	26.00	0.00	26.00
Temporary FTE	0.00	0.00	0.00	0.00	0.00
Contract FTE	0.38	0.38	0.38	0.00	0.38
Total	26.38	26.38	26.38	0.00	26.38

CHARACTER OF EXPENDITURES					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
Salaries	\$ 1,898,264	\$ 1,987,321	\$ 1,819,497	\$ 0	\$ 1,819,497
Current Expenses	95,257	182,208	160,831	0	160,831
Equipment	0	0	0	0	0
Total	\$ 1,993,521	\$ 2,169,529	\$ 1,980,328	\$ 0	\$ 1,980,328

SOURCE OF FUNDS					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
General Fund	\$ 1,993,521	\$ 2,169,529	\$ 1,980,328	\$ 0	\$ 1,980,328
Total	\$ 1,993,521	\$ 2,169,529	\$ 1,980,328	\$ 0	\$ 1,980,328

Classification and Pay

Program Description

This program plans, develops and administers classification and pay plans; conducts classification reviews and prepares and revises class specifications; recommends pricing for newly established classes; researches and recommends classification and pay practices; participates in state-wide meetings on repricing review activities and surveys, and in collective bargaining pay and repricing negotiations; develops salary and benefit adjustment recommendations for excluded managerial employees; and advises departments on personnel implications of reorganizations, reassignment of work, creation of new classes, and related matters.

PROGRAM POSITIONS					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
Permanent FTE	10.00	10.00	10.00	0.00	10.00
Temporary FTE	0.00	0.00	0.00	0.00	0.00
Contract FTE	0.00	0.00	0.00	0.00	0.00
Total	10.00	10.00	10.00	0.00	10.00

CHARACTER OF EXPENDITURES					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
Salaries	\$ 777,423	\$ 768,337	\$ 824,753	\$ 0	\$ 824,753
Current Expenses	9,951	12,341	11,120	0	11,120
Equipment	0	0	0	0	0
Total	\$ 787,374	\$ 780,678	\$ 835,873	\$ 0	\$ 835,873

SOURCE OF FUNDS					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
General Fund	\$ 787,374	\$ 780,678	\$ 835,873	\$ 0	\$ 835,873
Total	\$ 787,374	\$ 780,678	\$ 835,873	\$ 0	\$ 835,873

Industrial Safety and Workers' Compensation

Program Description

This program is responsible for the administration of a City-wide safety and accident prevention program to comply with the Hawaii Occupational Safety and Health Law and the City's self-insured workers' compensation program which is managed in accordance with the Hawaii Workers' Compensation Law.

PROGRAM POSITIONS					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
Permanent FTE	20.00	20.00	20.00	0.00	20.00
Temporary FTE	0.00	0.00	0.00	0.00	0.00
Contract FTE	0.00	0.00	0.00	0.00	0.00
Total	20.00	20.00	20.00	0.00	20.00

CHARACTER OF EXPENDITURES					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
Salaries	\$ 1,399,169	\$ 1,352,487	\$ 1,350,504	\$ 0	\$ 1,350,504
Current Expenses	21,903	24,005	24,105	0	24,105
Equipment	0	0	0	0	0
Total	\$ 1,421,072	\$ 1,376,492	\$ 1,374,609	\$ 0	\$ 1,374,609

SOURCE OF FUNDS					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
General Fund	\$ 1,421,072	\$ 1,376,492	\$ 1,374,609	\$ 0	\$ 1,374,609
Total	\$ 1,421,072	\$ 1,376,492	\$ 1,374,609	\$ 0	\$ 1,374,609

Labor Relations and Training

Program Description

This program plans, develops and administers the City's labor relations, personnel development and training programs; administers collective bargaining agreements; participates in collective bargaining negotiations; conducts Steps 2 and 3 grievance hearings; advocates arbitration cases; and assists departments with personnel management, contract administration, performance, discipline, and training issues.

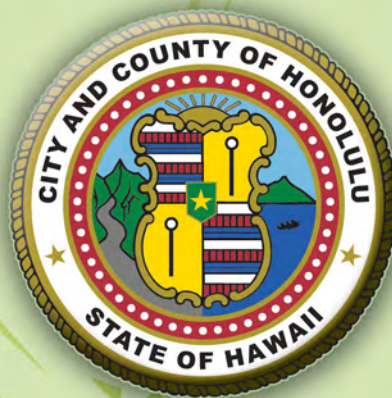
PROGRAM POSITIONS					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
Permanent FTE	12.00	12.00	12.00	0.00	12.00
Temporary FTE	0.00	0.00	0.00	0.00	0.00
Contract FTE	3.50	3.50	3.50	0.00	3.50
Total	15.50	15.50	15.50	0.00	15.50

CHARACTER OF EXPENDITURES					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
Salaries	\$ 1,123,346	\$ 1,075,512	\$ 1,051,556	\$ 0	\$ 1,051,556
Current Expenses	237,272	320,395	320,395	0	320,395
Equipment	0	0	0	0	0
Total	\$ 1,360,618	\$ 1,395,907	\$ 1,371,951	\$ 0	\$ 1,371,951

SOURCE OF FUNDS					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
General Fund	\$ 1,360,618	\$ 1,395,907	\$ 1,371,951	\$ 0	\$ 1,371,951
Total	\$ 1,360,618	\$ 1,395,907	\$ 1,371,951	\$ 0	\$ 1,371,951

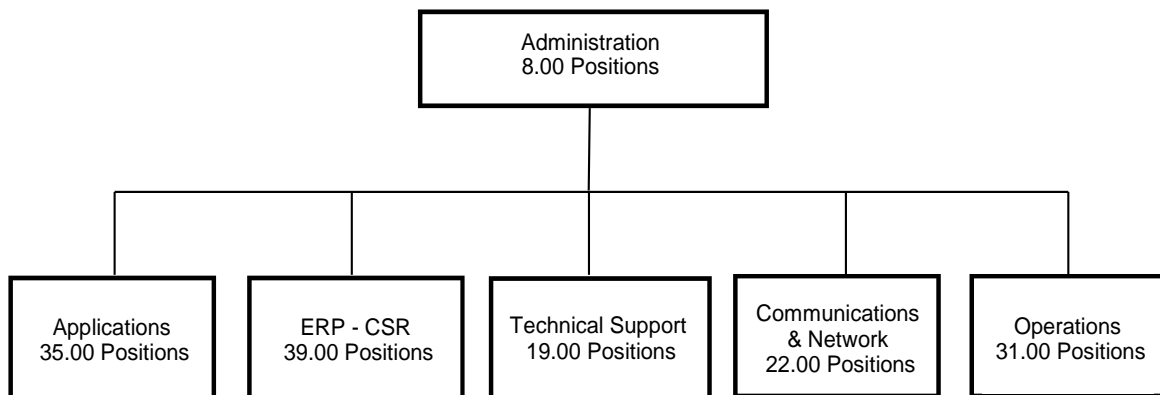
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Department of Information Technology



DEPARTMENT OF INFORMATION TECHNOLOGY (DIT) ORGANIZATION CHART

This chart reflects the number of full-time equivalent positions appropriated in Fiscal Year 2020.



Department of Information Technology

Roles and Responsibilities

The Department of Information Technology (DIT) manages the City's information technology program, excluding those systems maintained by semi-autonomous agencies created by ordinance. DIT sets and enforces citywide technology and data security standards and policies. In addition, the department provides technical expertise in computer and communications technologies to all branches of city government and assists the Mayor with promoting a technology industry in the City and County of Honolulu.

Spending to Make a Difference

- The City continues to improve its information technology program through the deployment of:
 - Lōkahi, a centralized Intelligent Operations Center which provides integration of Workflows and Data across the Enterprise.
 - HlperCloud, an on-island, high-performance cloud providing highly resilient and scalable computer, network, and storage capacity for containers running across multiple data centers. FY2021 projects include substantial parallel computing resources for artificial intelligence and deep machine learning.
 - Motor Vehicle Registration modernization, including the most comprehensive redesign of the system in over forty years. Modern Application Programming Interfaces will allow dealers to register new vehicles without having to complete physical or electronic documents. A new blockchain design will provide shared access to expanded vehicle data.
 - HNLpay, a centralized payment management system which will provide quicker implementation of online transactions with faster and more consistent processing.
 - HNLsign, a secure digital certificate signing system which will eliminate many workflows that currently generate large amounts of paper. Digitally signed emails will reduce vulnerabilities to email phishing attacks.
 - PROS, a new Lōkahi component to manage the Department of Parks and Recreation and allow the public to reserve and register for a wider variety of facilities and activities
 - AM2, a new Lōkahi component to manage assets across the enterprise.
 - Extended features for the online training and testing component of Lōkahi.
 - The new Time and Attendance system, providing more comprehensive automation, better accuracy, and accountability.
- Occupancy of the new Joint Traffic Management Center (JTMC), including a large data center.
- Completion of a new state-of-the-art data center to replace the City's primary facility built over forty years ago, which will also reduce power and cooling costs.
- Installation of a third mainframe for development of applications free of legacy technologies.
- Installation of new cloud storage to expand capacity and extend capabilities to the new HlperCloud.
- New core network routers and switches to restructure the network architecture in the new data center and to provide expanded segmentation for greater security.

Budget Highlights

- The department's operating budget for FY2021 reflects a significant decrease as compared to FY2020. This decrease is due to a reduction in this year's cost for the CHERPS System upgrade from \$7,500,000 in FY20 to \$5,800,000 in FY21. Adding to this decrease is a reduction in our communication equipment budget of \$900,000, mainly due to the one-time purchase of communications equipment for the JTMC in FY20.

Department of Information Technology

DEPARTMENT POSITIONS					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
Permanent FTE	152.00	152.00	152.50	0.00	152.50
Temporary FTE	0.00	0.00	0.00	0.00	0.00
Contract FTE	2.00	2.00	1.50	0.00	1.50
Total	154.00	154.00	154.00	0.00	154.00

EXPENDITURES BY PROGRAM					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
Administration	\$ 12,080,854	\$ 20,144,472	\$ 17,305,732	\$ 0	\$ 17,305,732
Applications	2,478,584	2,326,188	2,216,164	0	2,216,164
Operations	1,413,760	1,483,799	1,375,337	0	1,375,337
Technical Support	1,393,413	1,359,080	1,471,269	0	1,471,269
ERP-CSR	2,538,730	2,627,875	2,688,034	0	2,688,034
Communications and Network	1,286,038	1,303,015	1,360,383	0	1,360,383
Total	\$ 21,191,379	\$ 29,244,429	\$ 26,416,919	\$ 0	\$ 26,416,919

CHARACTER OF EXPENDITURES					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
Salaries	\$ 9,747,747	\$ 9,737,824	\$ 9,757,229	\$ 0	\$ 9,757,229
Current Expenses	10,778,437	17,351,005	15,404,690	0	15,404,690
Equipment	665,195	2,155,600	1,255,000	0	1,255,000
Total	\$ 21,191,379	\$ 29,244,429	\$ 26,416,919	\$ 0	\$ 26,416,919

SOURCE OF FUNDS					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
General Fund	\$ 18,644,842	\$ 28,748,958	\$ 25,892,143	\$ 0	\$ 25,892,143
Sewer Fund	267,311	306,338	338,152	0	338,152
Liquor Commission Fund	69,276	69,276	72,576	0	72,576
Refuse Genl Operating Acct -SWSF	48,419	61,009	55,200	0	55,200
Special Projects Fund	2,161,531	0	0	0	0
Federal Grants Fund	0	58,848	58,848	0	58,848
Total	\$ 21,191,379	\$ 29,244,429	\$ 26,416,919	\$ 0	\$ 26,416,919

Administration

Program Description

The Administration program manages and directs the department's administrative policies, procedures and plans. The activity is responsible for managing and ensuring compliance with all policies in the acquisition of equipment, software and supplies; developing and monitoring contracts for purchases and the maintenance of computer equipment and software; coordinating the annual budget preparation and administration of approved budgets; billing for data processing services; vendor contract agreements; accounts payable; transacting all departmental personnel matters; and providing centralized clerical services for all divisions within the department; and other administrative matters.

PROGRAM POSITIONS					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
Permanent FTE	8.00	8.00	8.00	0.00	8.00
Temporary FTE	0.00	0.00	0.00	0.00	0.00
Contract FTE	0.00	0.00	0.00	0.00	0.00
Total	8.00	8.00	8.00	0.00	8.00

CHARACTER OF EXPENDITURES					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
Salaries	\$ 637,222	\$ 656,995	\$ 665,170	\$ 0	\$ 665,170
Current Expenses	10,778,437	17,331,877	15,385,562	0	15,385,562
Equipment	665,195	2,155,600	1,255,000	0	1,255,000
Total	\$ 12,080,854	\$ 20,144,472	\$ 17,305,732	\$ 0	\$ 17,305,732

SOURCE OF FUNDS					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
General Fund	\$ 9,919,323	\$ 20,144,472	\$ 17,305,732	\$ 0	\$ 17,305,732
Special Projects Fund	2,161,531	0	0	0	0
Total	\$ 12,080,854	\$ 20,144,472	\$ 17,305,732	\$ 0	\$ 17,305,732

Applications

Program Description

The Applications program performs computer systems applications development and support, and coordinates the efforts between the department and user agencies as it relates to applications development, database administration, enterprise software license administration and contract negotiation, internet/intranet web content management, mobile computing, cloud computing, application quality and information services.

This activity conducts feasibility studies; performs system analysis, design and development; performs systems testing, user training and detailed documentation of the developed applications; maintains implemented systems; provides file conversion support; provides database administration; and assistance to City departments in the procurement and implementation of vendor application software; negotiates enterprise GIS software license contract; provide GIS server administration support and performs project management functions for information technology project integration and implementation.

PROGRAM POSITIONS					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
Permanent FTE	35.00	35.00	34.50	0.00	34.50
Temporary FTE	0.00	0.00	0.00	0.00	0.00
Contract FTE	0.00	0.00	0.50	0.00	0.50
Total	35.00	35.00	35.00	0.00	35.00

CHARACTER OF EXPENDITURES					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
Salaries	\$ 2,478,584	\$ 2,326,188	\$ 2,216,164	\$ 0	\$ 2,216,164
Current Expenses	0	0	0	0	0
Equipment	0	0	0	0	0
Total	\$ 2,478,584	\$ 2,326,188	\$ 2,216,164	\$ 0	\$ 2,216,164

SOURCE OF FUNDS					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
General Fund	\$ 2,478,584	\$ 2,326,188	\$ 2,216,164	\$ 0	\$ 2,216,164
Total	\$ 2,478,584	\$ 2,326,188	\$ 2,216,164	\$ 0	\$ 2,216,164

Operations

Program Description

The Operations program plans, administers, coordinates and executes the central and remote computer system operations of the City's computer facilities located islandwide. This is a 24 hour per day x 365 day per year operation.

This activity performs enterprise scanning and shredding; develops and maintains document controls to assure accuracy of data processed; develops computer schedules of production data processing tasks; routes documents and reports to and from users; coordinates software and hardware changes via a change management system; maintains offsite storage of all production datasets; develops and maintains disaster recovery planning for computer systems; manages a centralized help desk call center; coordinates the activities of support technicians; and operates, controls and maintains the computer equipment and network at the City's data centers.

PROGRAM POSITIONS					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
Permanent FTE	31.00	31.00	31.00	0.00	31.00
Temporary FTE	0.00	0.00	0.00	0.00	0.00
Contract FTE	0.00	0.00	0.00	0.00	0.00
Total	31.00	31.00	31.00	0.00	31.00

CHARACTER OF EXPENDITURES					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
Salaries	\$ 1,413,760	\$ 1,464,671	\$ 1,356,209	\$ 0	\$ 1,356,209
Current Expenses	0	19,128	19,128	0	19,128
Equipment	0	0	0	0	0
Total	\$ 1,413,760	\$ 1,483,799	\$ 1,375,337	\$ 0	\$ 1,375,337

SOURCE OF FUNDS					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
General Fund	\$ 1,413,760	\$ 1,424,951	\$ 1,316,489	\$ 0	\$ 1,316,489
Federal Grants Fund	0	58,848	58,848	0	58,848
Total	\$ 1,413,760	\$ 1,483,799	\$ 1,375,337	\$ 0	\$ 1,375,337

Technical Support

Program Description

The Technical Support program serves as the technical advisor internal to the Department of Information Technology and external to all City's departments and agencies. It provides technical support for the planning, installation and operations of citywide computer services, storage devices, electronic mail, internet and intranet activities/transactions, access control and alarm monitoring systems (ACAMS).

The Technical Support program also plans, installs, administers, supports and maintains systems hardware and software for the mainframe, x86 servers and storage area networks; monitors capacity and manages upgrades; trains applications and operations staffs in the use of systems software; and prepares reports on systems usage and capacity requirements.

The Technical Support program is responsible to ensure the protection, security and integrity of the City's valuable information resources. To that end, the program formulates, implements, and enforces policies and procedures in the monitoring and prevention of intended and unintended attack of the City's information systems.

PROGRAM POSITIONS					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
Permanent FTE	19.00	19.00	19.00	0.00	19.00
Temporary FTE	0.00	0.00	0.00	0.00	0.00
Contract FTE	0.00	0.00	0.00	0.00	0.00
Total	19.00	19.00	19.00	0.00	19.00

CHARACTER OF EXPENDITURES					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
Salaries	\$ 1,393,413	\$ 1,359,080	\$ 1,471,269	\$ 0	\$ 1,471,269
Current Expenses	0	0	0	0	0
Equipment	0	0	0	0	0
Total	\$ 1,393,413	\$ 1,359,080	\$ 1,471,269	\$ 0	\$ 1,471,269

SOURCE OF FUNDS					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
General Fund	\$ 1,393,413	\$ 1,359,080	\$ 1,471,269	\$ 0	\$ 1,471,269
Total	\$ 1,393,413	\$ 1,359,080	\$ 1,471,269	\$ 0	\$ 1,471,269

ERP-CSR

Program Description

The Enterprise Resource Planning - Computer Service Representative (ERP-CSR) program performs computer systems ERP design and support, and coordinates the efforts between the department and user agencies as it relates to ERP design, Financial, Budget, Human Resource, Timekeeping and Payroll technology information services, City desktop computing support and management.

This activity conducts feasibility studies; performs system analysis, design and configuration; performs systems testing, user training and detailed documentation of the designed ERP applications; maintains implemented systems; provides interfaces and reports; provides assistance to City departments in the technical implementation of Budget, Financial, Human Resource, Timekeeping and Payroll application software; and performs project management functions for ERP IT project integration and implementation. This program also handles the City's desktop computer hardware and software deployment; assists the user agencies to plan and coordinate their data processing goals; develop forms and workflows for internal processing; and provides Computer Services Representative support services.

PROGRAM POSITIONS					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
Permanent FTE	37.00	37.00	38.00	0.00	38.00
Temporary FTE	0.00	0.00	0.00	0.00	0.00
Contract FTE	2.00	2.00	1.00	0.00	1.00
Total	39.00	39.00	39.00	0.00	39.00

CHARACTER OF EXPENDITURES					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
Salaries	\$ 2,538,730	\$ 2,627,875	\$ 2,688,034	\$ 0	\$ 2,688,034
Current Expenses	0	0	0	0	0
Equipment	0	0	0	0	0
Total	\$ 2,538,730	\$ 2,627,875	\$ 2,688,034	\$ 0	\$ 2,688,034

SOURCE OF FUNDS					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
General Fund	\$ 2,153,724	\$ 2,191,252	\$ 2,222,106	\$ 0	\$ 2,222,106
Sewer Fund	267,311	306,338	338,152	0	338,152
Liquor Commission Fund	69,276	69,276	72,576	0	72,576
Refuse Genl Operating Acct -SWSF	48,419	61,009	55,200	0	55,200
Total	\$ 2,538,730	\$ 2,627,875	\$ 2,688,034	\$ 0	\$ 2,688,034

Communications and Network

Program Description

Serves as the infrastructure support division for first responder communications including the City & County of Honolulu Networks (wired and wireless), telephone systems, 700 MHz and 800 MHz radio, microwave, and related systems; responsible for the management of related technology and facilities, including buildings and towers; oversees all security access both physical and electronic to the various technology systems supported by DIT. Participates in strategic and tactical planning for the efficient and effective use of information resources in overall City operations. Evaluates plans and proposals from other governmental agencies (e.g. Federal, State and County) and public or quasi-public organizations for compatibility with City network systems.

Provides project management and directs project support staff of consultants and vendors who provide ongoing support to the 700 MHz, 800 MHz, Microwave, wireless, City-wide fiber network infrastructure and wireless systems. Functions include contract preparation and management to ensure compliance with the documented specific needs of the City related to networks, voice, servers and electronic storage components and systems.

Manages tower construction, fiber construction and wireless construction projects. Functions as technical advisor for fiber network infrastructure for the City's new construction projects.

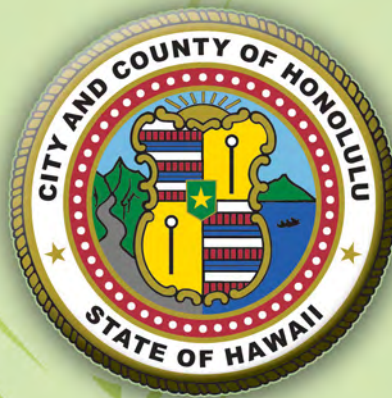
Provides technical support and guidance to the City's public safety agencies in various operations and missions, such as Wireless Emergency 911.

PROGRAM POSITIONS					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
Permanent FTE	22.00	22.00	22.00	0.00	22.00
Temporary FTE	0.00	0.00	0.00	0.00	0.00
Contract FTE	0.00	0.00	0.00	0.00	0.00
Total	22.00	22.00	22.00	0.00	22.00

CHARACTER OF EXPENDITURES					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
Salaries	\$ 1,286,038	\$ 1,303,015	\$ 1,360,383	\$ 0	\$ 1,360,383
Current Expenses	0	0	0	0	0
Equipment	0	0	0	0	0
Total	\$ 1,286,038	\$ 1,303,015	\$ 1,360,383	\$ 0	\$ 1,360,383

SOURCE OF FUNDS					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
General Fund	\$ 1,286,038	\$ 1,303,015	\$ 1,360,383	\$ 0	\$ 1,360,383
Total	\$ 1,286,038	\$ 1,303,015	\$ 1,360,383	\$ 0	\$ 1,360,383

Department of Land Management



Department of Land Management

Roles and Responsibilities

The Department of Land Management (DLM) is responsible for protecting, developing, and managing City real property interests (except those under the jurisdiction of the Department of Parks and Recreation). These responsibilities include maintaining a perpetual inventory of all City real property interests, including all lands owned, leased, rented or controlled by the City. For property under the jurisdiction of other executive agencies, DLM acts in an advisory role to ensure best practices in land management are adhered to. For property not under the jurisdiction of other executive agencies, DLM will develop and implement land management plans, property management plans and conservation and stewardship plans. Most notably, DLM negotiates and reviews all real property transactions that would affect the City’s inventory. This includes public-private partnership agreements, development agreements, purchase/sale agreements, leases, licenses, concessions and acquisitions funded by the Clean Water and Natural Lands (CWNL) fund.

Spending to Make a Difference

- Continued funding to improve asset management of city properties in the area of maintenance and property security.

Budget Highlights

- Salary increases primarily due to the successful filling of civil service positions and collective bargaining increases.
- DLM’s Asset Development Division will oversee the following projects in FY21:
 - Development of 524 Kaaahi Street - Completion of a contract agreement with the Sand Island Drug Treatment Center and completion of their relocation to the new property.
 - Development of a property on Iwilei Street - Construction completion for the Resource Center and 27-unit rental apartments.
 - West Loch Modular Housing - DLM will plan, design and construct a 58-unit modular housing project.
 - Transfer of public school sites - DLM is working to further the legislative mandate to coordinate with the Department of Education to transfer public school sites to the state. Per Act 206 (SLH 2017), 14 public schools on 17 parcels will be transferred and, per Act 210 (SLH 2018), 83 public schools on 103 parcels will be transferred by FY21.
 - Development of City facilities - DLM will continue assisting other City departments with their needs to acquire properties and subsequent development of facilities. Many City facilities are currently outdated; therefore, DLM will seek new or renovated facility improvements to enhance productivity and efficiency in the provision of City services.
 - Acquisition of CWNL conservation easements and fee simple property - DLM is working on two CWNL transactions.
- Asset Management Division - DLM’s active rental housing inventory increased from 15 residential properties to 18 residential properties for a total of 1,400 rental units.

DEPARTMENT POSITIONS					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
Permanent FTE	18.00	28.00	28.00	0.00	28.00
Temporary FTE	0.00	0.00	0.00	0.00	0.00
Contract FTE	0.00	0.00	0.00	0.00	0.00
Total	18.00	28.00	28.00	0.00	28.00

EXPENDITURES BY PROGRAM					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
Administration	\$ 1,407,131	\$ 3,473,764	\$ 2,936,573	\$ 57,650	\$ 2,994,223
Total	\$ 1,407,131	\$ 3,473,764	\$ 2,936,573	\$ 57,650	\$ 2,994,223

CHARACTER OF EXPENDITURES					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
Salaries	\$ 894,985	\$ 507,472	\$ 951,555	\$ 0	\$ 951,555
Current Expenses	512,146	2,866,292	1,985,018	57,650	2,042,668
Equipment	0	100,000	0	0	0
Total	\$ 1,407,131	\$ 3,473,764	\$ 2,936,573	\$ 57,650	\$ 2,994,223

SOURCE OF FUNDS					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
General Fund	\$ 1,360,370	\$ 2,978,236	\$ 2,691,642	\$ 57,650	\$ 2,749,292
Clean Water and Natural Lands Fund	0	295,528	244,931	0	244,931
Housing Development Special Fund	46,761	200,000	0	0	0
Total	\$ 1,407,131	\$ 3,473,764	\$ 2,936,573	\$ 57,650	\$ 2,994,223

Administration

Program Description

The Department of Land Management was created when the electorate of Honolulu voted to pass Charter Amendment 8 during the 2016 General Election. This charter amendment established a department to manage all of the City and County of Honolulu's real estate interests and to negotiate real property transactions for the City. The Administration activity oversees, manages and provides administrative support to the Department of Land Management.

PROGRAM POSITIONS					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
Permanent FTE	18.00	28.00	28.00	0.00	28.00
Temporary FTE	0.00	0.00	0.00	0.00	0.00
Contract FTE	0.00	0.00	0.00	0.00	0.00
Total	18.00	28.00	28.00	0.00	28.00

CHARACTER OF EXPENDITURES					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
Salaries	\$ 894,985	\$ 507,472	\$ 951,555	\$ 0	\$ 951,555
Current Expenses	512,146	2,866,292	1,985,018	57,650	2,042,668
Equipment	0	100,000	0	0	0
Total	\$ 1,407,131	\$ 3,473,764	\$ 2,936,573	\$ 57,650	\$ 2,994,223

SOURCE OF FUNDS					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
General Fund	\$ 1,360,370	\$ 2,978,236	\$ 2,691,642	\$ 57,650	\$ 2,749,292
Clean Water and Natural Lands Fund	0	295,528	244,931	0	244,931
Housing Development Special Fund	46,761	200,000	0	0	0
Total	\$ 1,407,131	\$ 3,473,764	\$ 2,936,573	\$ 57,650	\$ 2,994,223

Office of the Mayor



Office of the Mayor

Roles and Responsibilities

As the Chief Executive Officer of the City and County of Honolulu (City), the Mayor coordinates all administrative activities. The Mayor faithfully enforces the provisions of the Revised Charter of the City and County of Honolulu and all applicable laws and statutes; and provides leadership, vision and direction for City Administration.

Spending to Make a Difference

- Affordable Housing Strategy - Oahu is experiencing a housing crisis, and needs to build more than 24,000 housing units to address demand. The Mayor's Affordable Housing Strategy, in partnership with developers, builders, and other stakeholders, addresses these needs with new and revised policies, incentives, regulations, and investments. Ongoing infrastructure investment in transit-oriented development (TOD) areas is critical to support affordable housing on City and State lands.
- Mayor's Climate Commitment - In an effort to secure a cleaner, safer and healthier environment and economy for the residents and businesses of Honolulu, the Mayor is focused on supporting policies that will increase preparedness and develop resilient infrastructure in response to climate change, integrate sustainable and environmental values into City plans and promote resilience of communities and coastal areas. Through Directive 18-02, the Mayor requires that all City Departments and Agencies view climate change and the need for both climate change mitigation and adaptation as an urgent matter, and take a proactive approach in both reducing greenhouse gas emissions and protect and prepare the City for the physical and economic impacts of climate change.
- Honolulu Rail Operations - Public transportation is an important contributing factor to urban sustainability. Effective transportation networks that incorporate public transit help lower a city's carbon footprint, and make cities more livable by easing commute and transportation needs and increasing accessibility. The Mayor is working with the Honolulu Authority for Rapid Transportation and the Department of Transportation Services to ensure that rail operations will be fully functional with adequate funding and staffing to serve the city's transit needs.

Budget Highlights

- Modest increase in FY2021. The main expenditures for the office(s) are salaries, which reflect a slight increase over the prior Fiscal Year.

DEPARTMENT POSITIONS					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
Permanent FTE	6.00	6.00	6.00	0.00	6.00
Temporary FTE	0.00	0.00	0.00	0.00	0.00
Contract FTE	0.00	0.00	0.00	0.00	0.00
Total	6.00	6.00	6.00	0.00	6.00

EXPENDITURES BY PROGRAM					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
Administration	\$ 717,298	\$ 740,676	\$ 766,872	\$ 0	\$ 766,872
Contingency Fund	16,676	30,000	30,000	0	30,000
Total	\$ 733,974	\$ 770,676	\$ 796,872	\$ 0	\$ 796,872

CHARACTER OF EXPENDITURES					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
Salaries	\$ 666,979	\$ 670,236	\$ 689,472	\$ 0	\$ 689,472
Current Expenses	66,995	100,440	107,400	0	107,400
Equipment	0	0	0	0	0
Total	\$ 733,974	\$ 770,676	\$ 796,872	\$ 0	\$ 796,872

SOURCE OF FUNDS					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
General Fund	\$ 733,974	\$ 770,676	\$ 796,872	\$ 0	\$ 796,872
Total	\$ 733,974	\$ 770,676	\$ 796,872	\$ 0	\$ 796,872

Administration

Program Description

This activity oversees city agencies, establishes policies and provides management direction for all executive departments.

PROGRAM POSITIONS					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
Permanent FTE	6.00	6.00	6.00	0.00	6.00
Temporary FTE	0.00	0.00	0.00	0.00	0.00
Contract FTE	0.00	0.00	0.00	0.00	0.00
Total	6.00	6.00	6.00	0.00	6.00

CHARACTER OF EXPENDITURES					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
Salaries	\$ 666,979	\$ 670,236	\$ 689,472	\$ 0	\$ 689,472
Current Expenses	50,319	70,440	77,400	0	77,400
Equipment	0	0	0	0	0
Total	\$ 717,298	\$ 740,676	\$ 766,872	\$ 0	\$ 766,872

SOURCE OF FUNDS					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
General Fund	\$ 717,298	\$ 740,676	\$ 766,872	\$ 0	\$ 766,872
Total	\$ 717,298	\$ 740,676	\$ 766,872	\$ 0	\$ 766,872

Contingency Fund

Program Description

This activity, as established by Section 5-105 of the Revised Charter of the City and County of Honolulu 1973 (2000 ed.), provides a contingency fund to be expended for such public purposes as the Mayor deems proper.

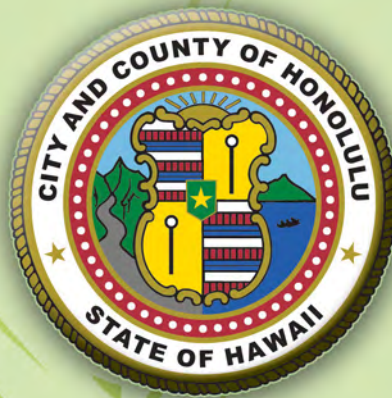
PROGRAM POSITIONS					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
Permanent FTE	0.00	0.00	0.00	0.00	0.00
Temporary FTE	0.00	0.00	0.00	0.00	0.00
Contract FTE	0.00	0.00	0.00	0.00	0.00
Total	0.00	0.00	0.00	0.00	0.00

CHARACTER OF EXPENDITURES					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
Salaries	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Current Expenses	16,676	30,000	30,000	0	30,000
Equipment	0	0	0	0	0
Total	\$ 16,676	\$ 30,000	\$ 30,000	\$ 0	\$ 30,000

SOURCE OF FUNDS					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
General Fund	\$ 16,676	\$ 30,000	\$ 30,000	\$ 0	\$ 30,000
Total	\$ 16,676	\$ 30,000	\$ 30,000	\$ 0	\$ 30,000

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Office of the Managing Director



Office of the Managing Director

Roles and Responsibilities

As the lead manager for the City and County of Honolulu (City), the Managing Director oversees and evaluates the management and performance of all executive departments and agencies and prescribes the standards of administrative practices to be followed.

The Managing Director performs all the duties and functions required by the City Charter and provides guidance to departments in maintaining a safe and vibrant community.

Spending to Make a Difference

- Leading a Vibrant City - Under the Mayor’s leadership, the Office of the Managing Director (MDO) responds to and addresses community issues, works on policy issues with the City Council, creates economic development opportunities and cultural activities, engages in and monitors community feedback at neighborhood board meetings, manages the executive agencies to ensure collaboration, fiscal responsibility and efficient operations, with an emphasis in providing excellent customer service.
- Improving City Processes - The MDO is leading a transformation in modernizing practices to improve processes around the City in an effort to improve efficiency and drive productivity. Process workflows are being automated and revamped, and there is a concerted effort to migrate from paper-based to digital systems. These improvements are being implemented by cross departmental teams.
- Training Our Future Leaders - The City is fortunate to have an experienced workforce, but the boomer generation is retiring in large numbers and this creates a gap in managerial experience. The MDO is working to develop training opportunities focused on leadership development.
- Fostering Sister-City Relationships - Building upon relationships with cities around the world MDO works with Honolulu’s sister cities to enhance tourism, business relations, educational, cultural and sports exchanges, and the flow of knowledge and ideas. These relationships play a vital role in enhancing Honolulu’s unique and rich cultural, social and economic fabric.

Budget Highlights

- Overall decrease in FY2021. The main expenditures for the office(s) are salaries.
- 1.0 general funded full time position and 4.0 grant funded full time positions are added in the Office of Climate Change, Sustainability and Resiliency (CCSR). The positions will help CCSR to expand its capacity as the office continues to grow from its establishment in 2016.

DEPARTMENT POSITIONS					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
Permanent FTE	35.50	35.50	35.50	5.00	40.50
Temporary FTE	1.00	1.00	1.00	0.00	1.00
Contract FTE	1.00	0.00	0.00	0.00	0.00
Total	37.50	36.50	36.50	5.00	41.50

EXPENDITURES BY PROGRAM					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
City Management	\$ 2,104,709	\$ 2,048,244	\$ 2,117,462	\$ 0	\$ 2,117,462
Culture and the Arts	511,955	550,298	530,874	0	530,874
Office of Housing	182,341	226,560	179,896	0	179,896
Office of Climate Change, Sustainability and Resiliency	1,586,472	1,268,996	1,099,266	83,980	1,183,246
Total	\$ 4,385,477	\$ 4,094,098	\$ 3,927,498	\$ 83,980	\$ 4,011,478

CHARACTER OF EXPENDITURES					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
Salaries	\$ 2,917,041	\$ 2,792,688	\$ 2,805,204	\$ 55,200	\$ 2,860,404
Current Expenses	1,468,436	1,301,410	1,122,294	28,780	1,151,074
Equipment	0	0	0	0	0
Total	\$ 4,385,477	\$ 4,094,098	\$ 3,927,498	\$ 83,980	\$ 4,011,478

SOURCE OF FUNDS					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
General Fund	\$ 3,597,533	\$ 4,094,098	\$ 3,927,498	\$ 83,980	\$ 4,011,478
Special Projects Fund	787,944	0	0	0	0
Total	\$ 4,385,477	\$ 4,094,098	\$ 3,927,498	\$ 83,980	\$ 4,011,478

City Management

Program Description

Provides funds for the Office of the Managing Director. Management and coordination of the executive agencies and the Office of Economic Development are funded through this program.

PROGRAM POSITIONS					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
Permanent FTE	21.50	21.50	21.50	0.00	21.50
Temporary FTE	1.00	1.00	1.00	0.00	1.00
Contract FTE	0.00	0.00	0.00	0.00	0.00
Total	22.50	22.50	22.50	0.00	22.50

CHARACTER OF EXPENDITURES					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
Salaries	\$ 1,807,518	\$ 1,752,864	\$ 1,805,532	\$ 0	\$ 1,805,532
Current Expenses	297,191	295,380	311,930	0	311,930
Equipment	0	0	0	0	0
Total	\$ 2,104,709	\$ 2,048,244	\$ 2,117,462	\$ 0	\$ 2,117,462

SOURCE OF FUNDS					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
General Fund	\$ 2,010,371	\$ 2,048,244	\$ 2,117,462	\$ 0	\$ 2,117,462
Special Projects Fund	94,338	0	0	0	0
Total	\$ 2,104,709	\$ 2,048,244	\$ 2,117,462	\$ 0	\$ 2,117,462

Culture and the Arts

Program Description

The Mayor's Office of Culture and the Arts (MOCA) was created in 1971 after the passage of the Percent for Art law in 1967 that established the Art in City Buildings Program. MOCA promotes and increases awareness of the importance of arts and cultural heritages for the benefit of the people in the City and County of Honolulu. Through Culture and Arts Programs and a Collaborative Arts Program, MOCA provides opportunities for the development and exposure to culture and arts in all forms.

PROGRAM POSITIONS					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
Permanent FTE	5.00	5.00	5.00	0.00	5.00
Temporary FTE	0.00	0.00	0.00	0.00	0.00
Contract FTE	0.00	0.00	0.00	0.00	0.00
Total	5.00	5.00	5.00	0.00	5.00

CHARACTER OF EXPENDITURES					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
Salaries	\$ 315,277	\$ 300,528	\$ 305,604	\$ 0	\$ 305,604
Current Expenses	196,678	249,770	225,270	0	225,270
Equipment	0	0	0	0	0
Total	\$ 511,955	\$ 550,298	\$ 530,874	\$ 0	\$ 530,874

SOURCE OF FUNDS					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
General Fund	\$ 481,956	\$ 550,298	\$ 530,874	\$ 0	\$ 530,874
Special Projects Fund	29,999	0	0	0	0
Total	\$ 511,955	\$ 550,298	\$ 530,874	\$ 0	\$ 530,874

Office of Housing

Program Description

Established by the Council to ensure that agencies of the state and federal governments, private organizations, nonprofit groups, community organizations, and individuals will work in partnership to address issues regarding affordable housing, senior housing, special needs housing and homelessness.

PROGRAM POSITIONS					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
Permanent FTE	2.00	2.00	2.00	0.00	2.00
Temporary FTE	0.00	0.00	0.00	0.00	0.00
Contract FTE	0.00	0.00	0.00	0.00	0.00
Total	2.00	2.00	2.00	0.00	2.00

CHARACTER OF EXPENDITURES					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
Salaries	\$ 139,141	\$ 140,160	\$ 143,496	\$ 0	\$ 143,496
Current Expenses	43,200	86,400	36,400	0	36,400
Equipment	0	0	0	0	0
Total	\$ 182,341	\$ 226,560	\$ 179,896	\$ 0	\$ 179,896

SOURCE OF FUNDS					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
General Fund	\$ 182,341	\$ 226,560	\$ 179,896	\$ 0	\$ 179,896
Total	\$ 182,341	\$ 226,560	\$ 179,896	\$ 0	\$ 179,896

Office of Climate Change, Sustainability and Resiliency

Program Description

The Office of Climate Change, Sustainability and Resiliency was created when the electorate of Honolulu voted to pass Charter Amendment 7 during the 2016 General Election. This charter amendment established an office whose purpose is to be the central point for gathering information and working with internal and external stakeholders on issues related to climate change, resiliency and sustainability. The office also serves the newly created, five member, Climate Change Commission.

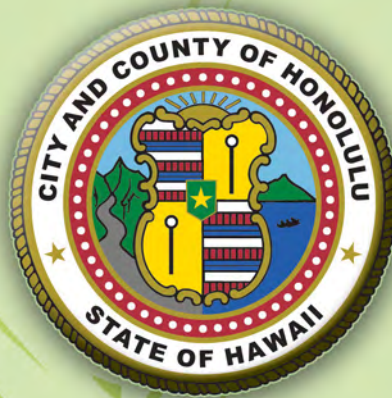
PROGRAM POSITIONS					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
Permanent FTE	7.00	7.00	7.00	5.00	12.00
Temporary FTE	0.00	0.00	0.00	0.00	0.00
Contract FTE	1.00	0.00	0.00	0.00	0.00
Total	8.00	7.00	7.00	5.00	12.00

CHARACTER OF EXPENDITURES					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
Salaries	\$ 655,105	\$ 599,136	\$ 550,572	\$ 55,200	\$ 605,772
Current Expenses	931,367	669,860	548,694	28,780	577,474
Equipment	0	0	0	0	0
Total	\$ 1,586,472	\$ 1,268,996	\$ 1,099,266	\$ 83,980	\$ 1,183,246

SOURCE OF FUNDS					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
General Fund	\$ 922,865	\$ 1,268,996	\$ 1,099,266	\$ 83,980	\$ 1,183,246
Special Projects Fund	663,607	0	0	0	0
Total	\$ 1,586,472	\$ 1,268,996	\$ 1,099,266	\$ 83,980	\$ 1,183,246

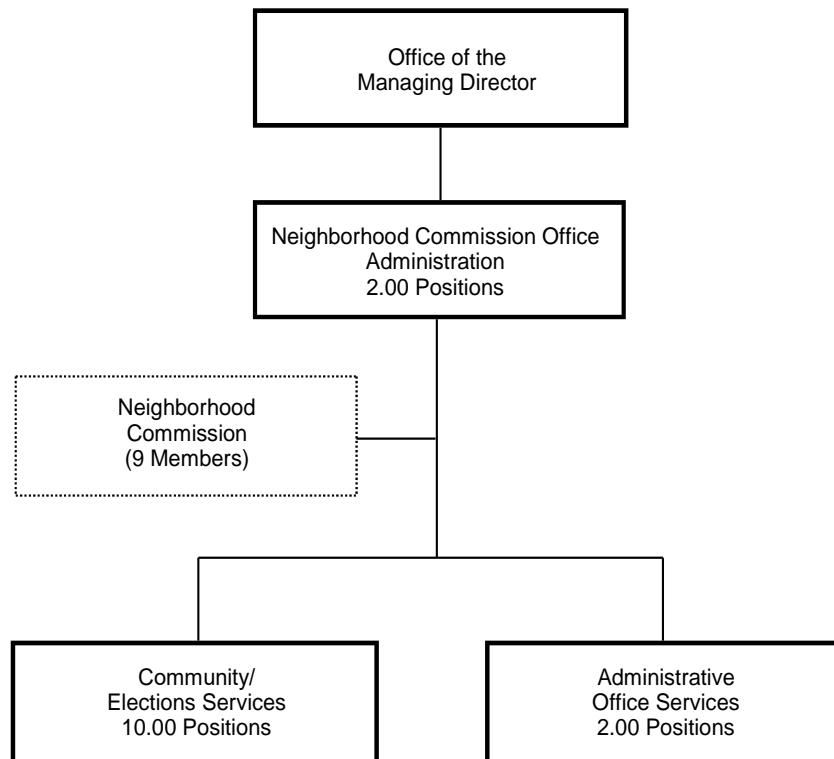
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Neighborhood Commission

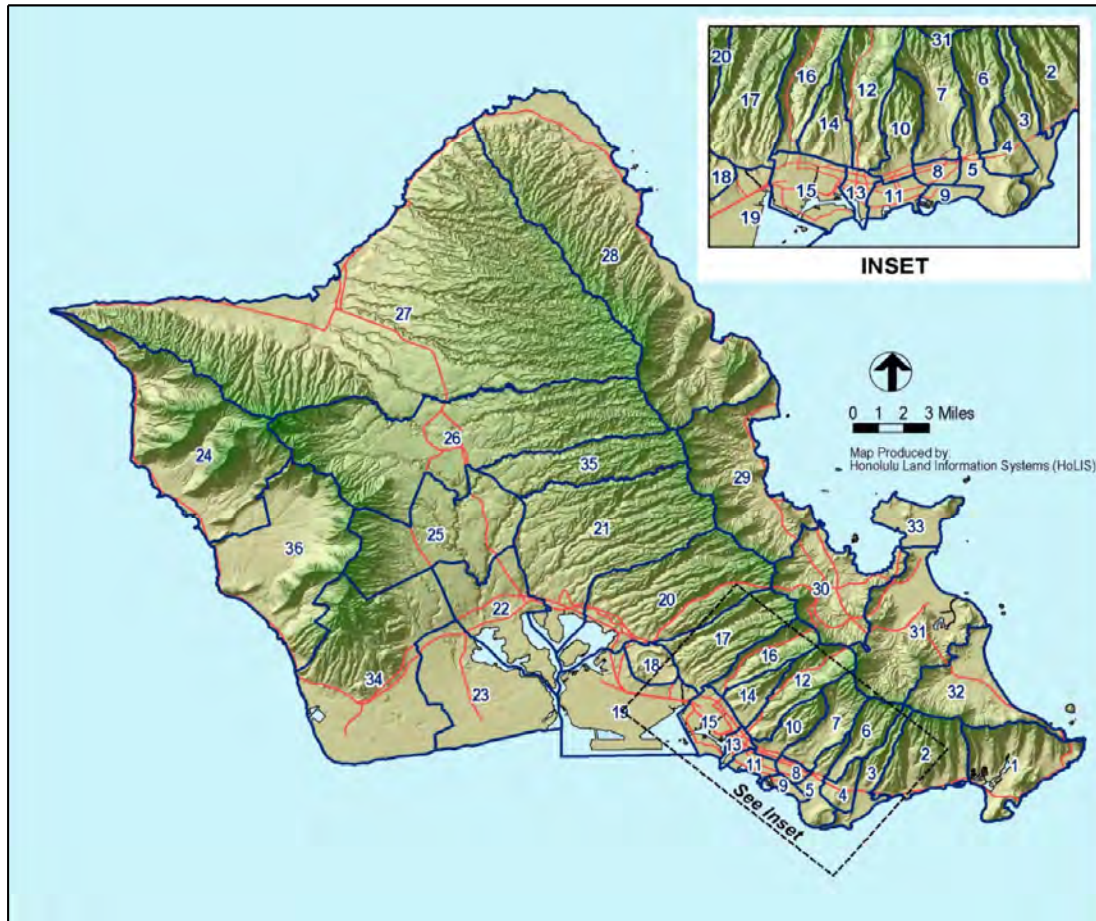


NEIGHBORHOOD COMMISSION OFFICE (NCO) ORGANIZATION CHART

This chart reflects the number of full-time equivalent positions appropriated in Fiscal Year 2020.



**NEIGHBORHOOD COMMISSION OFFICE
(NCO)
NEIGHBORHOOD BOARDS BOUNDARIES**



No.	NEIGHBORHOOD BOARD	No.	NEIGHBORHOOD BOARD	No.	NEIGHBORHOOD BOARD
1	HAWAII KAI	13	DOWNTOWN	25	MILILANI/WAIPIO/ MELEMANU
2	KULIOUOU-KALANI IKI	14	LILIHA/ALEWA/PUUNUI KAMEHAMEHA HEIGHTS	26	WAHIAWA-WHITMORE VILLAGE
3	WAIALAE-KAHALA	15	KALIHI-PALAMA	27	NORTH SHORE
4	KAIMUKI	16	KALIHI VALLEY	28	KOOLAULO
5	DIAMOND HEAD/KAPAHULU/ ST. LOUIS HEIGHTS	17	MOANALUA (Not Formed)	29	KAHALUU
6	PALOLO	18	ALIAMANU/SALT LAKE/ FOSTER VILLAGE	30	KANEOHE
7	MANOA	19	AIRPORT (Not Formed)	31	KAILUA
8	MCCULLY/MOILIILI	20	AIEA	32	WAIMANALO
9	WAIKIKI	21	PEARL CITY	33	MOKAPU (Not Formed)
10	MAKIKI/LOWER PUNCHBOWL/ TANTALUS	22	WAIPAHU	34	MAKAKILO/KAPOLEI/ HONOKAI HALE
11	ALA MOANA/KAKAAKO	23	EWA	35	MILILANI MAUKA/ LAULANI VALLEY
12	NUUANU/PUNCHBOWL	24	WAIANAE COAST	36	NANAKULI-MAILI

Neighborhood Commission

Roles and Responsibilities

The Neighborhood Commission (the Commission), with assistance from the Neighborhood Commission Office (NCO), is responsible for the mandated ten-year review of the Neighborhood Plan. The Neighborhood Plan serves as the legal framework for the Neighborhood Board System. The mission of the Neighborhood Commission is to increase and assure effective citizen participation in government through the Neighborhood Board System.

The NCO provides staff support to the nine-member Neighborhood Commission and the Neighborhood Board System comprised of 33 neighborhood boards. NCO staff attends regular monthly meetings, produces meeting minutes, and provides proper public notice of all meetings of the Commission and the neighborhood boards. The NCO also facilitates hundreds of responses for concerns asked of Mayor Caldwell and City departments through his representatives at neighborhood board meetings.

Spending to Make a Difference

- Technology - Continually update and add to the Neighborhood Commission Office website to modernize digital interaction with citizens. The NCO website provides resources and info-graphics about the Neighborhood Board System as well as training resources for those interested in Sunshine Law and how meetings are run. The NCO will continue to improve communication and transparency by using social media tools.
- Community Outreach - Visit businesses, clubs and community groups to publicize the Neighborhood Board System with the goal of increasing citizen engagement. Host various community events to disseminate information, gain public input about the Neighborhood Board System, and to engage potential new board members. The NCO will also continue to participate at various community events island-wide to engage residents and other members of the public.
- Training - Develop training tools and informative memos for distribution to board members and make available to the public at-large. The NCO will continue to increase training & certification, by the National Association of Parliamentarians, for staff to improve the services provided to the boards.

Budget Highlights

- Increase of \$185,000 in FY2021 due to Neighborhood Board Elections being held biennially in odd numbered years.

DEPARTMENT POSITIONS					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
Permanent FTE	15.00	14.00	14.00	0.00	14.00
Temporary FTE	1.00	0.00	0.00	0.00	0.00
Contract FTE	0.00	0.00	0.00	0.00	0.00
Total	16.00	14.00	14.00	0.00	14.00

EXPENDITURES BY PROGRAM					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
Neighborhood Commission	\$ 872,714	\$ 759,846	\$ 871,756	\$ 0	\$ 871,756
Total	\$ 872,714	\$ 759,846	\$ 871,756	\$ 0	\$ 871,756

CHARACTER OF EXPENDITURES					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
Salaries	\$ 607,010	\$ 615,596	\$ 542,856	\$ 0	\$ 542,856
Current Expenses	265,704	144,250	328,900	0	328,900
Equipment	0	0	0	0	0
Total	\$ 872,714	\$ 759,846	\$ 871,756	\$ 0	\$ 871,756

SOURCE OF FUNDS					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
General Fund	\$ 872,714	\$ 759,846	\$ 871,756	\$ 0	\$ 871,756
Total	\$ 872,714	\$ 759,846	\$ 871,756	\$ 0	\$ 871,756

Neighborhood Commission

Program Description

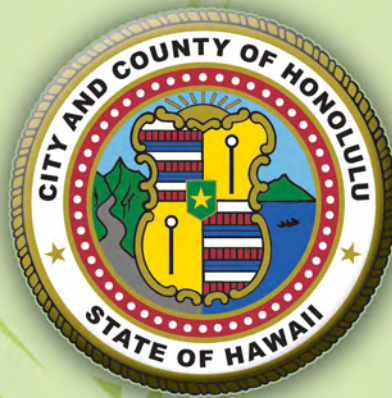
The Neighborhood Commission Office (NCO) provides administrative and technical support services to the Neighborhood Commission, 33 neighborhood boards, and the city administration.

PROGRAM POSITIONS					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
Permanent FTE	15.00	14.00	14.00	0.00	14.00
Temporary FTE	1.00	0.00	0.00	0.00	0.00
Contract FTE	0.00	0.00	0.00	0.00	0.00
Total	16.00	14.00	14.00	0.00	14.00

CHARACTER OF EXPENDITURES					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
Salaries	\$ 607,010	\$ 615,596	\$ 542,856	\$ 0	\$ 542,856
Current Expenses	265,704	144,250	328,900	0	328,900
Equipment	0	0	0	0	0
Total	\$ 872,714	\$ 759,846	\$ 871,756	\$ 0	\$ 871,756

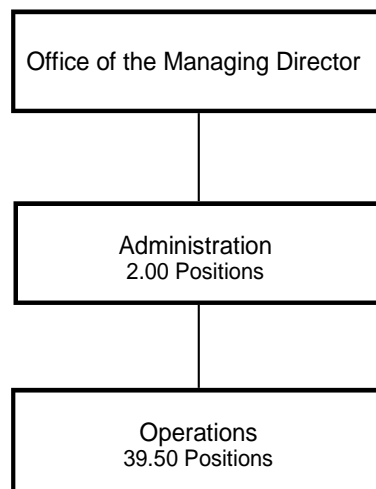
SOURCE OF FUNDS					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
General Fund	\$ 872,714	\$ 759,846	\$ 871,756	\$ 0	\$ 871,756
Total	\$ 872,714	\$ 759,846	\$ 871,756	\$ 0	\$ 871,756

Royal Hawaiian Band



ROYAL HAWAIIAN BAND (RHB) ORGANIZATION CHART

This chart reflects the number of full-time equivalent positions appropriated in Fiscal Year 2020.



Royal Hawaiian Band

Roles and Responsibilities

The Royal Hawaiian Band represents the City at public events, including regular concerts, official ceremonies, special programs and parades with the music and dance of Hawaii.

Spending to Make a Difference

Maintain a high standard of musical performance and efficiently manage the resources of the band.

- Provide expanded musical services to different segments of the community through a variety of programs.
- Promote the City and County of Honolulu through concerts, tours and recordings, which feature the music and dance of Hawaii.
- Expanded performances for the elderly at hospitals, nursing homes, adult day care facilities, retirement facilities and community senior programs.
- Promote and perpetuate the Hawaiian culture through the performance of traditional Hawaiian music and dance.

Budget Highlights

- Increase over FY 2020 current expenses due to the modest expansion of core services. Increases in service to the elderly in conjunction with the Mayor's Initiative as an age friendly city.
- Slight salary decrease due to current vacant positions.

Royal Hawaiian Band

DEPARTMENT POSITIONS					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
Permanent FTE	40.00	40.00	40.00	0.00	40.00
Temporary FTE	0.00	0.00	0.00	0.00	0.00
Contract FTE	1.50	1.50	1.50	0.00	1.50
Total	41.50	41.50	41.50	0.00	41.50

EXPENDITURES BY PROGRAM					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
Royal Hawaiian Band	\$ 2,415,776	\$ 2,514,644	\$ 2,454,646	\$ 0	\$ 2,454,646
Total	\$ 2,415,776	\$ 2,514,644	\$ 2,454,646	\$ 0	\$ 2,454,646

CHARACTER OF EXPENDITURES					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
Salaries	\$ 2,278,662	\$ 2,328,944	\$ 2,272,583	\$ 0	\$ 2,272,583
Current Expenses	125,115	163,700	172,063	0	172,063
Equipment	11,999	22,000	10,000	0	10,000
Total	\$ 2,415,776	\$ 2,514,644	\$ 2,454,646	\$ 0	\$ 2,454,646

SOURCE OF FUNDS					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
General Fund	\$ 2,415,776	\$ 2,514,644	\$ 2,454,646	\$ 0	\$ 2,454,646
Total	\$ 2,415,776	\$ 2,514,644	\$ 2,454,646	\$ 0	\$ 2,454,646

Royal Hawaiian Band

Program Description

This activity provides music in concerts and parades for official governmental functions and at public venues for residents and visitors.

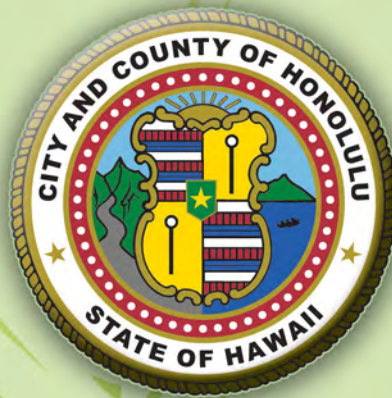
PROGRAM POSITIONS					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
Permanent FTE	40.00	40.00	40.00	0.00	40.00
Temporary FTE	0.00	0.00	0.00	0.00	0.00
Contract FTE	1.50	1.50	1.50	0.00	1.50
Total	41.50	41.50	41.50	0.00	41.50

CHARACTER OF EXPENDITURES					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
Salaries	\$ 2,278,662	\$ 2,328,944	\$ 2,272,583	\$ 0	\$ 2,272,583
Current Expenses	125,115	163,700	172,063	0	172,063
Equipment	11,999	22,000	10,000	0	10,000
Total	\$ 2,415,776	\$ 2,514,644	\$ 2,454,646	\$ 0	\$ 2,454,646

SOURCE OF FUNDS					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
General Fund	\$ 2,415,776	\$ 2,514,644	\$ 2,454,646	\$ 0	\$ 2,454,646
Total	\$ 2,415,776	\$ 2,514,644	\$ 2,454,646	\$ 0	\$ 2,454,646

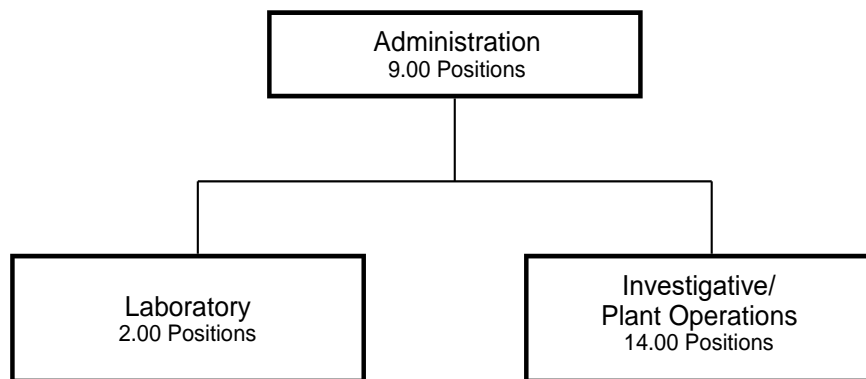
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Department of the Medical Examiner



DEPARTMENT OF THE MEDICAL EXAMINER (MED) ORGANIZATION CHART

This chart reflects the number of full-time equivalent positions appropriated in Fiscal Year 2020.



Department of the Medical Examiner

Roles and Responsibilities

The Department of the Medical Examiner is responsible for investigating any death occurring on Oahu by violence, accident or suicide, or suddenly when the decedent was in apparent good health or had not recently been treated by a physician, while in custody, within twenty-four hours of admission to a hospital, or in any suspicious or unusual manner. The purpose of such investigations is to discover, document and preserve the medical, anatomic and/or evidentiary findings that will allow the Department to determine the cause and manner of death, identify the deceased, help adjudicate an individual's guilt or innocence in courts of law, determine or exclude contributory or causative factors to the death, and provide expert testimony in criminal and civil litigation. The Department of the Medical Examiner also provides education and research assistance to local and national medical, legal, academic and law enforcement organizations and communities.

Spending to Make a Difference

- The Department is partnering with the Hawai'i Department of Health to enhance toxicology testing for collection of more accurate data pertaining to drug related and drug involved deaths, with special emphasis on opioid abuse.
- The Department will significantly advance the efficiency and precision of data collection and analysis with an updated decedent case management system acquired in association with its partnership with the Hawai'i Department of Health.
- New investment in technology including digital fingerprinting.
- Disaster preparedness including portable digital body and dental x-ray systems and updated morgue equipment.

Budget Highlights

- Current Expense increases in FY 2021 which include: \$456,250 for off-site body storage during the proposed renovation of the medical examiner's facility; \$403,010 for the transport of bodies due to increased costs and for off-site body transport to storage facilities; and \$240,000 for guard and security services to provide 24/7 security for the facility and employees.
- Salary decreases in FY 2021 due to vacant Pathologist position.

Department of the Medical Examiner

DEPARTMENT POSITIONS					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
Permanent FTE	24.00	25.00	25.00	0.00	25.00
Temporary FTE	0.00	0.00	0.00	0.00	0.00
Contract FTE	1.00	0.00	0.00	0.00	0.00
Total	25.00	25.00	25.00	0.00	25.00

EXPENDITURES BY PROGRAM					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
Investigation of Deaths	\$ 2,200,189	\$ 2,762,643	\$ 3,392,875	\$ 0	\$ 3,392,875
Total	\$ 2,200,189	\$ 2,762,643	\$ 3,392,875	\$ 0	\$ 3,392,875

CHARACTER OF EXPENDITURES					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
Salaries	\$ 1,660,805	\$ 1,968,904	\$ 1,784,854	\$ 0	\$ 1,784,854
Current Expenses	539,384	730,239	1,559,721	0	1,559,721
Equipment	0	63,500	48,300	0	48,300
Total	\$ 2,200,189	\$ 2,762,643	\$ 3,392,875	\$ 0	\$ 3,392,875

SOURCE OF FUNDS					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
General Fund	\$ 2,198,584	\$ 2,762,643	\$ 3,392,875	\$ 0	\$ 3,392,875
Federal Grants Fund	1,605	0	0	0	0
Total	\$ 2,200,189	\$ 2,762,643	\$ 3,392,875	\$ 0	\$ 3,392,875

Investigation of Deaths

Program Description

This activity brings expert and independent medical evaluation to deaths that are of concern to the health, safety and welfare of the community as a whole by investigating the circumstances of any death within the jurisdiction of the Department. Jurisdictional deaths are those occurring by violence, accident or suicide, or suddenly when in apparent good health, or when not recently treated by a physician, while in custody, within twenty-four hours of admission to a hospital, or in any suspicious or unusual manner. This activity includes interview of witnesses, examination and documentation of the death scene, researching information in the field and in an office setting, and conducting postmortem and laboratory examinations that culminate in the issuance of a report setting forth the cause and manner of death.

Expert medicolegal testimony is provided in depositions, preliminary hearings, grand jury inquiries and at trial.

Identification of human remains and differentiation from non-human remains is also perform.

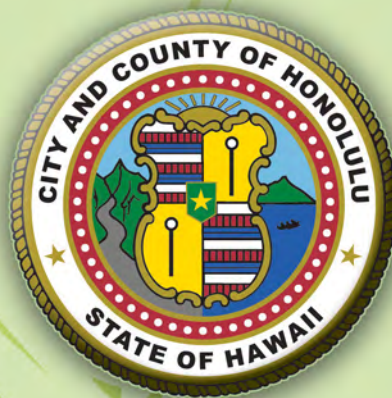
PROGRAM POSITIONS					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
Permanent FTE	24.00	25.00	25.00	0.00	25.00
Temporary FTE	0.00	0.00	0.00	0.00	0.00
Contract FTE	1.00	0.00	0.00	0.00	0.00
Total	25.00	25.00	25.00	0.00	25.00

CHARACTER OF EXPENDITURES					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
Salaries	\$ 1,660,805	\$ 1,968,904	\$ 1,784,854	\$ 0	\$ 1,784,854
Current Expenses	539,384	730,239	1,559,721	0	1,559,721
Equipment	0	63,500	48,300	0	48,300
Total	\$ 2,200,189	\$ 2,762,643	\$ 3,392,875	\$ 0	\$ 3,392,875

SOURCE OF FUNDS					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
General Fund	\$ 2,198,584	\$ 2,762,643	\$ 3,392,875	\$ 0	\$ 3,392,875
Federal Grants Fund	1,605	0	0	0	0
Total	\$ 2,200,189	\$ 2,762,643	\$ 3,392,875	\$ 0	\$ 3,392,875

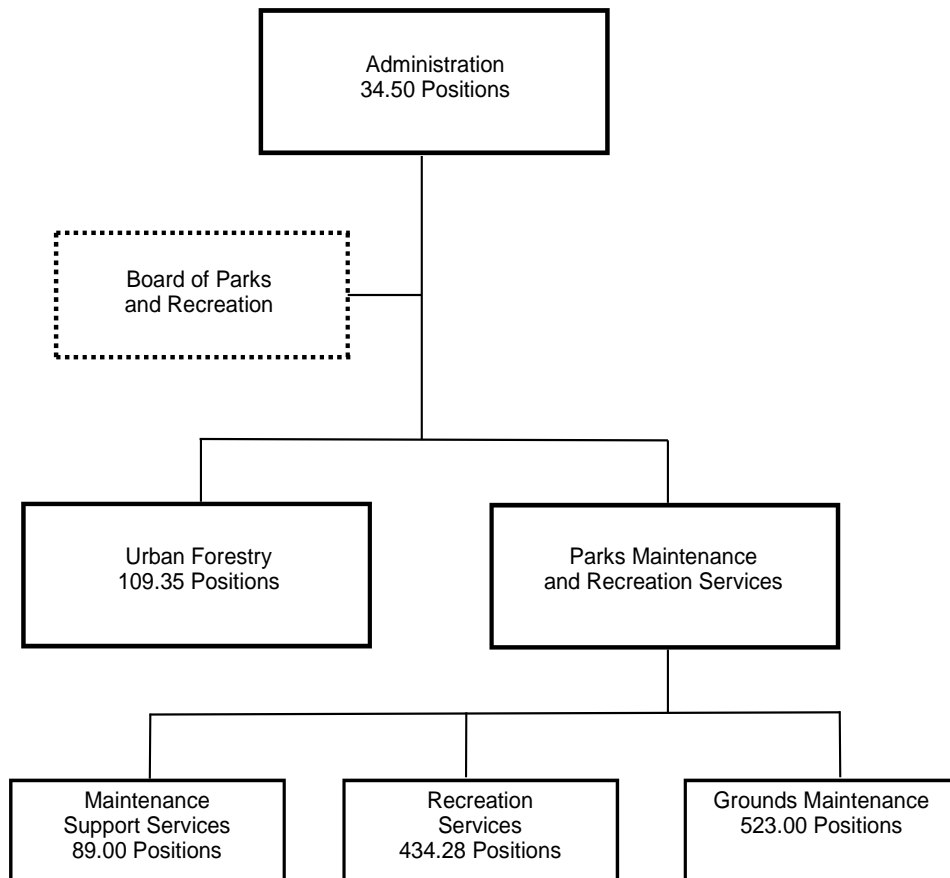
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Department of Parks and Recreation

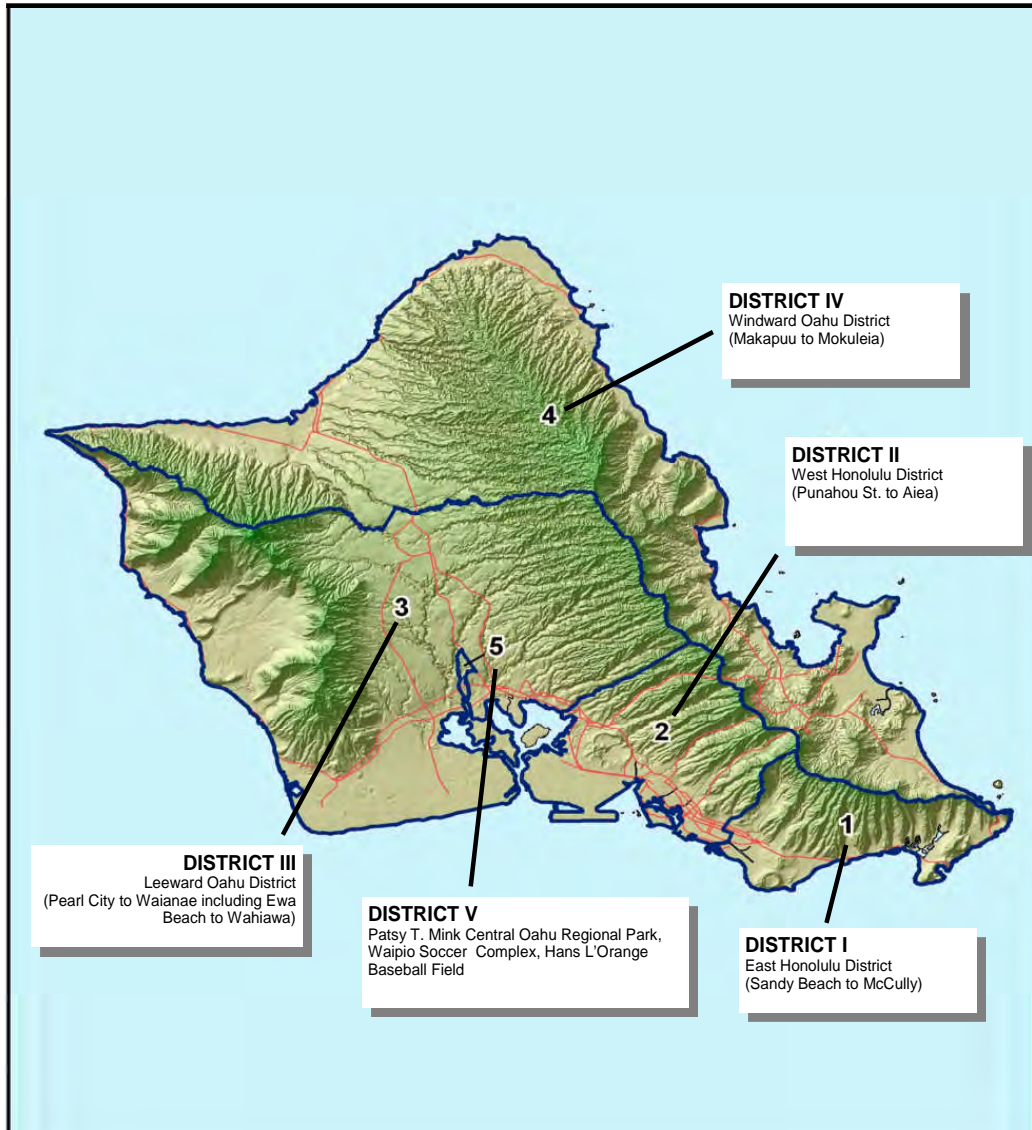


DEPARTMENT OF PARKS AND RECREATION (DPR) ORGANIZATION CHART

This chart reflects the number of full-time equivalent positions appropriated in Fiscal Year 2020.



DEPARTMENT OF PARKS AND RECREATION
(DPR)
ISLANDWIDE PARK SYSTEM



TOTAL NUMBER OF PARKS AND RECREATION AREAS: 401

Including:

- 37 Regional Parks and District Parks
- 60 Beach Parks
- 193 Mini, Urban, Neighborhood, Community, and Miscellaneous Parks
- 2 Nature Parks and Preserves
- 5 Botanical Gardens
- 11 Community Gardens (1,265 plots)
- 86 Beach Access Right-of-Ways
- 7 Malls

Department of Parks and Recreation

Roles and Responsibilities

The Department of Parks and Recreation (DPR) maintains and operates parks and recreational facilities under City jurisdiction; develops and implements programs for cultural, recreational and other leisure-time activities; beautifies City streets, parks and recreational facilities, including planting, pruning, and maintenance of shade trees; and maintains and operates the City’s botanical and community gardens.

The Department also provides a wide range of recreational facilities and services that are readily available to all ages, and promotes the history and the multi-ethnic culture of Hawaii; protects cultural, and archaeological resources on our properties; and fosters the visual and performing arts.

Spending to Make a Difference

- Continue with high impact maintenance projects renovating comfort stations, re-surfacing sports courts, refurbishment of play apparatus systems and exercise equipment.
- Expansion of core services to meet the demands of improving and maintaining park facilities.

Budget Highlights

- 59.8 full-time positions have been deactivated to reflect a more accurate picture of the number of positions the department has to deliver services.
- The addition of one (1) Recreation Specialist III to assist with shore water permits.
- \$650,000 for the Mayor’s 100,000 Tree Initiative.
- \$910,000 for the Patsy T. Mink Central Oahu Regional Park Field Lighting Upgrade.
- \$3,222,000 for security guard services for parks and gardens island-wide including \$250,000 for Haiku Stairs.
- In addition, another \$3,022,000 to support the Mayor’s Kakou for the Parks Initiative.

DEPARTMENT POSITIONS					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
Permanent FTE	921.70	947.70	947.70	1.00	948.70
Temporary FTE	4.65	4.65	4.65	0.00	4.65
Contract FTE	230.80	237.78	229.03	0.00	229.03
Total	1,157.15	1,190.13	1,181.38	1.00	1,182.38

EXPENDITURES BY PROGRAM					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
Administration	\$ 2,539,613	\$ 2,439,403	\$ 2,495,273	\$ 59,616	\$ 2,554,889
Urban Forestry Program	10,916,981	12,340,493	11,430,777	0	11,430,777
Maintenance Support Services	8,423,989	19,902,380	8,416,404	0	8,416,404
Recreation Services	23,240,267	24,547,926	24,591,540	0	24,591,540
Grounds Maintenance	35,416,835	40,171,189	39,823,631	250,000	40,073,631
Total	\$ 80,537,685	\$ 99,401,391	\$ 86,757,625	\$ 309,616	\$ 87,067,241

CHARACTER OF EXPENDITURES					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
Salaries	\$ 48,119,873	\$ 51,079,916	\$ 49,590,267	\$ 59,616	\$ 49,649,883
Current Expenses	31,717,356	47,720,275	36,766,258	250,000	37,016,258
Equipment	700,456	601,200	401,100	0	401,100
Total	\$ 80,537,685	\$ 99,401,391	\$ 86,757,625	\$ 309,616	\$ 87,067,241

SOURCE OF FUNDS					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
General Fund	\$ 76,637,633	\$ 94,195,280	\$ 81,575,039	\$ 309,616	\$ 81,884,655
Highway Beautification Fund	610,000	610,000	610,000	0	610,000
Hanauma Bay Nature Preserve Fund	2,948,202	3,749,211	3,792,686	0	3,792,686
Patsy T. Mink Central Oahu Regional Park Fund	3,328	534,800	444,800	0	444,800
Waipio Peninsula Soccer Park Fund	20,354	112,100	112,100	0	112,100
Special Projects Fund	109,053	0	0	0	0
Federal Grants Fund	209,115	200,000	223,000	0	223,000
Total	\$ 80,537,685	\$ 99,401,391	\$ 86,757,625	\$ 309,616	\$ 87,067,241

Administration

Program Description

The Administration directs the overall management, maintenance and operations of the City's park system and respective Division programs and services. It provides staff and clerical services in personnel, professional development, safety, planning, purchasing, budgetary and organizational management; conducts research relating to resolving management issues; administers the agency's property control, supply and equipment inventory; coordinates administrative reporting activities; monitors and submits correspondence to City Council and State Legislature on behalf of the Department, maintains the updates of Park Rules and Regulations as necessary and administers the issuance of permits for use of parks and recreational facilities and in coordination with the Honolulu Police Department enforces park rules and regulations.

PROGRAM POSITIONS					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
Permanent FTE	33.00	34.00	34.00	1.00	35.00
Temporary FTE	0.50	0.50	0.50	0.00	0.50
Contract FTE	0.00	0.00	0.00	0.00	0.00
Total	33.50	34.50	34.50	1.00	35.50

CHARACTER OF EXPENDITURES					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
Salaries	\$ 1,914,592	\$ 1,796,953	\$ 1,978,853	\$ 59,616	\$ 2,038,469
Current Expenses	538,222	642,450	516,420	0	516,420
Equipment	86,799	0	0	0	0
Total	\$ 2,539,613	\$ 2,439,403	\$ 2,495,273	\$ 59,616	\$ 2,554,889

SOURCE OF FUNDS					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
General Fund	\$ 2,460,209	\$ 2,439,403	\$ 2,495,273	\$ 59,616	\$ 2,554,889
Special Projects Fund	79,404	0	0	0	0
Total	\$ 2,539,613	\$ 2,439,403	\$ 2,495,273	\$ 59,616	\$ 2,554,889

Urban Forestry Program

Program Description

The Urban Forestry program manages the botanical garden and horticulture programs. The Honolulu Botanical Gardens encompass 650 acres including the Foster, Lili'uokalani, Koko Crater, Ho'omaluhia, and Wahiawa Botanical Gardens. The Community Gardening Program and other gardening-related recreational, environmental, and cultural public programs are also part of this unit. The horticulture programs plant, prune, trim, water, and maintain shade trees, palms, and other plants along public roadways, parks and malls; keep street lights, power lines, traffic control devices, and right-of-ways free of imposing branches; grow plants for beautification projects and public gardens; grow and maintain ornamental plants for use in government offices and at city-sponsored events; and conduct a developmental and testing program for plant materials useful for the programs. The Exceptional Trees Program is also part of this unit.

PROGRAM POSITIONS					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
Permanent FTE	98.00	104.00	104.00	0.00	104.00
Temporary FTE	2.85	2.85	2.85	0.00	2.85
Contract FTE	3.50	2.50	2.50	0.00	2.50
Total	104.35	109.35	109.35	0.00	109.35

CHARACTER OF EXPENDITURES					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
Salaries	\$ 4,787,829	\$ 5,026,693	\$ 4,585,327	\$ 0	\$ 4,585,327
Current Expenses	6,049,152	7,114,500	6,731,950	0	6,731,950
Equipment	80,000	199,300	113,500	0	113,500
Total	\$ 10,916,981	\$ 12,340,493	\$ 11,430,777	\$ 0	\$ 11,430,777

SOURCE OF FUNDS					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
General Fund	\$ 10,290,621	\$ 11,710,493	\$ 10,800,777	\$ 0	\$ 10,800,777
Highway Beautification Fund	610,000	610,000	610,000	0	610,000
Hanauma Bay Nature Preserve Fund	14,100	20,000	20,000	0	20,000
Special Projects Fund	2,260	0	0	0	0
Total	\$ 10,916,981	\$ 12,340,493	\$ 11,430,777	\$ 0	\$ 11,430,777

Maintenance Support Services

Program Description

The Maintenance Support Services (MSS) is responsible for providing minor repair and/or replacement services to department's park buildings, ground facilities and equipment island-wide. The trades program, the mainstay in maintaining and repairing an aging inventory of facilities, diligently works to maintain buildings to a safe acceptable level. The work program, which contracts out work projects, is an integral part of the maintenance program. MSS provides heavy construction equipment support, utility crew support and a chemical unit that provides fertilizing, herbicide, and vector control to all parks. MSS also responds to emergency repair calls on park properties (plumbing, carpentry).

PROGRAM POSITIONS					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
Permanent FTE	88.00	88.00	88.00	0.00	88.00
Temporary FTE	0.00	0.00	0.00	0.00	0.00
Contract FTE	0.00	1.00	0.00	0.00	0.00
Total	88.00	89.00	88.00	0.00	88.00

CHARACTER OF EXPENDITURES					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
Salaries	\$ 4,533,020	\$ 4,788,060	\$ 4,509,312	\$ 0	\$ 4,509,312
Current Expenses	3,822,206	15,114,320	3,907,092	0	3,907,092
Equipment	68,763	0	0	0	0
Total	\$ 8,423,989	\$ 19,902,380	\$ 8,416,404	\$ 0	\$ 8,416,404

SOURCE OF FUNDS					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
General Fund	\$ 8,419,958	\$ 19,842,380	\$ 8,356,404	\$ 0	\$ 8,356,404
Hanauma Bay Nature Preserve Fund	4,031	60,000	60,000	0	60,000
Total	\$ 8,423,989	\$ 19,902,380	\$ 8,416,404	\$ 0	\$ 8,416,404

Recreation Services

Program Description

Recreation Services plans, organizes, conducts, provides and promotes recreational and community services for all segments of the population on Oahu. This unit provides direct recreational services to the public through city-wide, district and community programs involving cultural, recreational and other leisure time activities and special events.

PROGRAM POSITIONS					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
Permanent FTE	210.50	208.50	209.50	0.00	209.50
Temporary FTE	0.50	0.50	0.50	0.00	0.50
Contract FTE	224.30	225.28	223.53	0.00	223.53
Total	435.30	434.28	433.53	0.00	433.53

CHARACTER OF EXPENDITURES					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
Salaries	\$ 16,043,111	\$ 16,812,674	\$ 17,049,690	\$ 0	\$ 17,049,690
Current Expenses	7,197,156	7,697,252	7,516,850	0	7,516,850
Equipment	0	38,000	25,000	0	25,000
Total	\$ 23,240,267	\$ 24,547,926	\$ 24,591,540	\$ 0	\$ 24,591,540

SOURCE OF FUNDS					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
General Fund	\$ 20,936,054	\$ 21,876,231	\$ 21,875,176	\$ 0	\$ 21,875,176
Hanauma Bay Nature Preserve Fund	2,067,709	2,464,695	2,486,364	0	2,486,364
Patsy T. Mink Central Oahu Regional Park Fund	0	7,000	7,000	0	7,000
Special Projects Fund	27,389	0	0	0	0
Federal Grants Fund	209,115	200,000	223,000	0	223,000
Total	\$ 23,240,267	\$ 24,547,926	\$ 24,591,540	\$ 0	\$ 24,591,540

Grounds Maintenance

Program Description

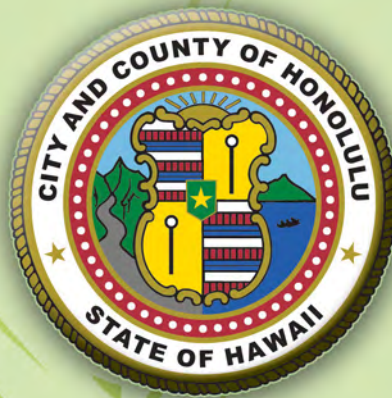
The Grounds Maintenance provides grounds keeping, custodial and maintenance services to all parks and recreation facilities on the island of Oahu.

PROGRAM POSITIONS					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
Permanent FTE	492.20	513.20	512.20	0.00	512.20
Temporary FTE	0.80	0.80	0.80	0.00	0.80
Contract FTE	3.00	9.00	3.00	0.00	3.00
Total	496.00	523.00	516.00	0.00	516.00

CHARACTER OF EXPENDITURES					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
Salaries	\$ 20,841,321	\$ 22,655,536	\$ 21,467,085	\$ 0	\$ 21,467,085
Current Expenses	14,110,620	17,151,753	18,093,946	250,000	18,343,946
Equipment	464,894	363,900	262,600	0	262,600
Total	\$ 35,416,835	\$ 40,171,189	\$ 39,823,631	\$ 250,000	\$ 40,073,631

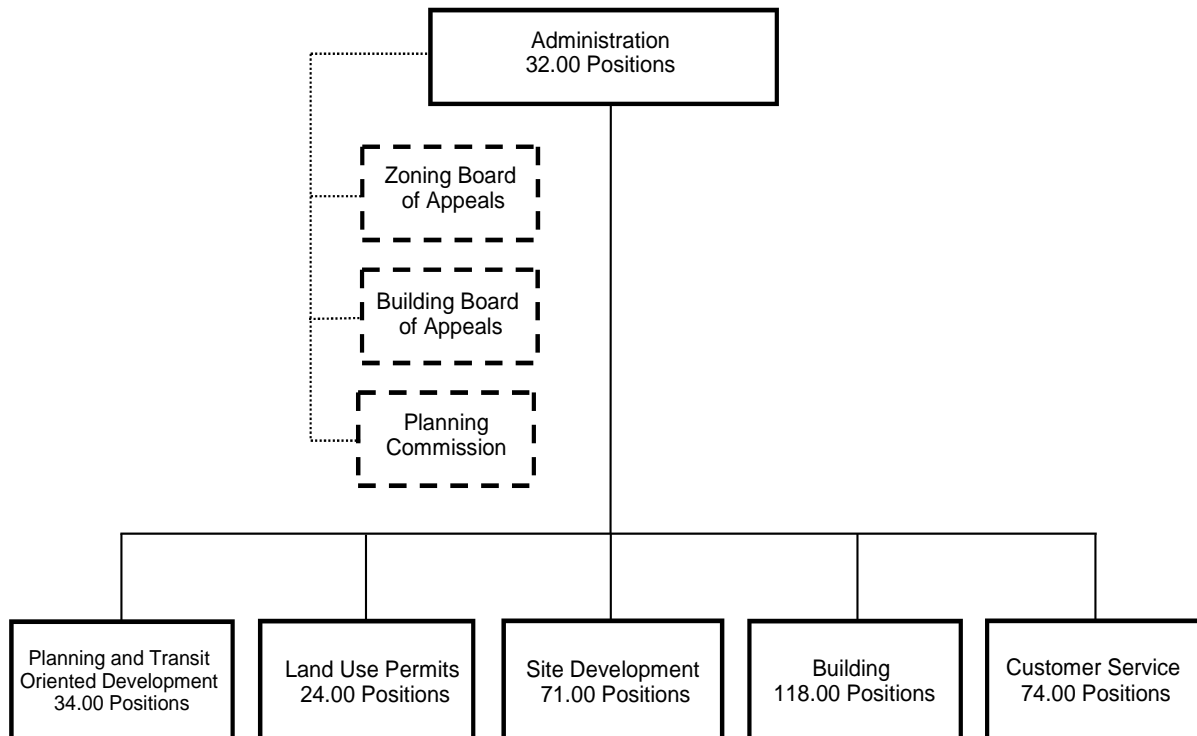
SOURCE OF FUNDS					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
General Fund	\$ 34,530,791	\$ 38,326,773	\$ 38,047,409	\$ 250,000	\$ 38,297,409
Hanauma Bay Nature Preserve Fund	862,362	1,204,516	1,226,322	0	1,226,322
Patsy T. Mink Central Oahu Regional Park Fund	3,328	527,800	437,800	0	437,800
Waipio Peninsula Soccer Park Fund	20,354	112,100	112,100	0	112,100
Total	\$ 35,416,835	\$ 40,171,189	\$ 39,823,631	\$ 250,000	\$ 40,073,631

Department of Planning and Permitting



DEPARTMENT OF PLANNING AND PERMITTING (DPP) ORGANIZATION CHART

This chart reflects the number of full-time equivalent positions appropriated in Fiscal Year 2020.



DEPARTMENT OF PLANNING AND PERMITTING
(DPP)
DEVELOPMENT PLAN AREAS



- 1 PRIMARY URBAN CENTER
- 2 EWA
- 3 CENTRAL OAHU
- 4 EAST HONOLULU
- 5 KOOLAUPOKO
- 6 KOOLAULOA
- 7 NORTH SHORE
- 8 WAIANAE

Department of Planning and Permitting

Roles and Responsibilities

The Department of Planning and Permitting is responsible for the City's long-range and community planning efforts and for the administration and enforcement of various permits required for the development and use of land and structures. It also is involved in affordable housing and transportation policies.

Spending to Make a Difference

- Transit Oriented Development (TOD) - Public and private investment in TOD are increasing development throughout the rail corridor, revitalizing communities, and increasing affordable and workforce housing supply and property tax revenues. On-going tasks include business and community outreach; finalizing and adopting Neighborhood TOD Plans and zoning; implementing catalytic projects; coordinating targeted infrastructure investments; assisting in implementing affordable housing and climate resilience strategies; collaborating with state and federal agencies; and developing TOD supportive policies and projects.
- Planning - Updates to the City's Development Plans and Sustainable Communities Plans (SCP), as required by City Charter, are ongoing with the next revision to be the North Shore SCP which was last updated in May 2011. Efforts are also ongoing to expand upon research data, such as the categorization of employment data, for land use monitoring purposes. With over 5,000 affordable housing units anticipated to be developed in the next five years, efforts are underway to coordinate with other City agencies to centralize and streamline the processing of affordable housing data with the launching of a customized tracking software. In addition, a contract with a third party administrator to increase efficiencies in administering the City's affordable housing program will continue through FY 2021.
- Land Use Permits - Based on the outreach conducted for the Land Use Ordinance (LUO) Update, Article 6 Parking & Loading amendments were submitted to Council. Amendments to the LUO's definitions, master use table and certain development standards are underway. Contract negotiations are nearly complete to hire a consultant for Phase III of the effort, i.e., improve the permitting processes. TOD zoning for new station areas will support creative, catalytic redevelopment along the rail corridor. Amendments to the shoreline regulations will better protect beaches from sea level rise.
- Building - Updating the Building Code for building, electrical, plumbing, housing, and energy. Positions are being filled to review and inspect building permits for requirements mandated by the City's National Pollutant Discharge Elimination System (NPDES) Permit.
- Customer Service - The residential permit procedures within the Permit Issuance Branch (PIB) has been updated within the relevant Branch standard operating procedures (SOP) manual in December of 2019. Procedures for one-time review (OTR) and OTR-60 has been established. The SOP also includes procedures for accessory dwelling units (ADU) on the acceptance and review of ADU applications submitted for permit issuance and issuance of on-line permits. POSSE WEB is currently being integrated within the Department and the Customer Service Division was one of two Divisions that has been using the new WEB since December 2019. Since January 2020, PIB has hired 4 new Building Permit Clerks. Three of the new hires are currently in training, learning the responsibilities of the initial and final permit processing. The fourth Permit Clerk has a start date with PIB on February 17, 2020.
- Site Development Division - Improving the subdivision dedication process. Implementing plan review options including electronic plan submittals. Streamlining document and civil engineering permit processing. Also filling position to review plans and inspect permits for trenching and grading projects to comply with requirements mandated by the City's NPDES Permit.
- Honolulu Land Information System (HOLIS) - Continuing to steadily invest in upgrading the technology capabilities of the Department to enable effective and efficient operations. Implementation of new user interfaces and data configurations to expand information access and content. Providing technical support services in utilizing existing systems, and assisting in the deployment of scanned hard copy documents.

Budget Highlights

- Salary and benefit increases primarily due to mandated collective bargaining contracts.
- Additional funding of \$100,000 for Contested Case Hearing Officers along with 1.0 full-time position for an Ombudsman in Administration.

Department of Planning and Permitting

- Additional funding of \$300,000 for the enforcement of illegal short-term rentals in Administration and 5.0 full-time positions in Customer Service.
- Additional consultant funding of \$300,000 for staff training and operational improvements, \$50,000 for Building Department accreditation, and 1.0 full-time position in Customer Service.
- \$200,000 for Phase IV of the upgrading of the City's Land Use Ordinance review and revision.

Department of Planning and Permitting

DEPARTMENT POSITIONS					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
Permanent FTE	335.00	344.00	341.00	7.00	348.00
Temporary FTE	0.00	0.00	0.00	0.00	0.00
Contract FTE	13.00	9.00	7.00	0.00	7.00
Total	348.00	353.00	348.00	7.00	355.00

EXPENDITURES BY PROGRAM					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
Administration	\$ 5,310,065	\$ 7,257,587	\$ 6,607,900	\$ 0	\$ 6,607,900
Site Development	3,710,211	3,884,740	3,173,185	0	3,173,185
Land Use Permits	1,595,813	1,701,163	1,572,106	0	1,572,106
Planning	2,885,351	3,578,306	3,040,365	0	3,040,365
Customer Service	3,505,392	3,846,954	3,235,214	0	3,235,214
Building	5,903,077	5,668,152	5,941,441	0	5,941,441
Total	\$ 22,909,909	\$ 25,936,902	\$ 23,570,211	\$ 0	\$ 23,570,211

CHARACTER OF EXPENDITURES					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
Salaries	\$ 18,046,253	\$ 18,053,356	\$ 17,100,861	\$ 0	\$ 17,100,861
Current Expenses	4,863,656	7,813,546	6,444,350	0	6,444,350
Equipment	0	70,000	25,000	0	25,000
Total	\$ 22,909,909	\$ 25,936,902	\$ 23,570,211	\$ 0	\$ 23,570,211

SOURCE OF FUNDS					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
General Fund	\$ 19,194,171	\$ 22,386,824	\$ 20,720,408	\$ 0	\$ 20,720,408
Highway Fund	2,343,473	2,265,182	1,537,788	0	1,537,788
Sewer Fund	1,102,265	1,284,896	1,312,015	0	1,312,015
Federal Grants Fund	270,000	0	0	0	0
Total	\$ 22,909,909	\$ 25,936,902	\$ 23,570,211	\$ 0	\$ 23,570,211

Administration

Program Description

This program plans, directs, and coordinates the activities of the Department of Planning and Permitting (DPP). It provides administrative service activities for the department, including personnel management, budget preparation, and fiscal management. The Honolulu Land Information System (HoLIS), which is part of the administration program, is responsible for the management of the City's Geographic Information System (GIS) and the associated tabular data bases. It oversees the operations that maintain, protect, store and utilize geospatial data in support of citywide programs and projects. HoLIS maintains, edits, and updates the City's multipurpose cadastre and land records base maps. It produces maps and other geo-spatial data products for city departments and programs. HoLIS provides coordination and technical support in the development and design of GIS applications and software programs. It also coordinates GIS data distribution and public access programs.

HoLIS is also responsible for managing and supporting the technical operations of the department's Automated Permit Tracking and Management System (AutoPermits). The AutoPermits program, commonly referred to as POSSE, enhances methods for processing development permits, and effectively identifies the status of permit applications in the review process. This includes services to modify and update permit tracking work flows, to modify application information content, and to generate permit production reports. Integration of scanned documents and the development of the department's internet customer services are also being managed by HoLIS. The department also continues to enhance and expand the use of the ePlans program to replace or minimize the submittal of paper plans with the permit applications that will allow for the review and approval of the plans electronically.

PROGRAM POSITIONS					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
Permanent FTE	31.00	32.00	32.00	1.00	33.00
Temporary FTE	0.00	0.00	0.00	0.00	0.00
Contract FTE	0.00	0.00	0.00	0.00	0.00
Total	31.00	32.00	32.00	1.00	33.00

CHARACTER OF EXPENDITURES					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
Salaries	\$ 2,090,682	\$ 2,057,087	\$ 2,019,550	\$ 0	\$ 2,019,550
Current Expenses	3,219,383	5,200,500	4,588,350	0	4,588,350
Equipment	0	0	0	0	0
Total	\$ 5,310,065	\$ 7,257,587	\$ 6,607,900	\$ 0	\$ 6,607,900

SOURCE OF FUNDS					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
General Fund	\$ 5,078,090	\$ 6,994,108	\$ 6,345,078	\$ 0	\$ 6,345,078
Sewer Fund	231,975	263,479	262,822	0	262,822
Total	\$ 5,310,065	\$ 7,257,587	\$ 6,607,900	\$ 0	\$ 6,607,900

Site Development

Program Description

The Site Development Division administers and enforces subdivision and grading ordinances, drainage regulations, and the National Flood Insurance Program on Oahu, and sets standards and regulates infrastructure requirements for site development. It also processes applications for subdivisions, reviews construction plans for subdivisions and improvements by private developers within City right-of-ways and easements, and conducts site inspections to ensure compliance with approved plans and City standards. The Division's responsibilities extend to new development of roads, drainage and sewer systems, street lights and signs, traffic signals, and pavement markings. The Division also processes and issues permits for both public and private projects for grading, excavation in City streets, and sewer and storm drain connections, and reviews various land development and building permit applications for adequacy of infrastructure. The Division is tasked with a portion of the City's National Pollutant Discharge Elimination System (NPDES) permit responsibilities.

PROGRAM POSITIONS					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
Permanent FTE	69.00	71.00	71.00	0.00	71.00
Temporary FTE	0.00	0.00	0.00	0.00	0.00
Contract FTE	0.00	0.00	0.00	0.00	0.00
Total	69.00	71.00	71.00	0.00	71.00

CHARACTER OF EXPENDITURES					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
Salaries	\$ 3,476,458	\$ 3,606,590	\$ 2,906,085	\$ 0	\$ 2,906,085
Current Expenses	233,753	278,150	267,100	0	267,100
Equipment	0	0	0	0	0
Total	\$ 3,710,211	\$ 3,884,740	\$ 3,173,185	\$ 0	\$ 3,173,185

SOURCE OF FUNDS					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
General Fund	\$ 496,448	\$ 598,141	\$ 586,204	\$ 0	\$ 586,204
Highway Fund	2,343,473	2,265,182	1,537,788	0	1,537,788
Sewer Fund	870,290	1,021,417	1,049,193	0	1,049,193
Total	\$ 3,710,211	\$ 3,884,740	\$ 3,173,185	\$ 0	\$ 3,173,185

Land Use Permits

Program Description

The Land Use Permits Division (LUPD) administers the Land Use Ordinance (LUO) and all regulations pertaining to land use within the City and County of Honolulu. It reviews and prepares amendments to the LUO as required, coordinates interpretations of the LUO, and reviews and processes all LUO regulated land use permits. In addition, the division administers the Special Management Area (SMA) and Shoreline Setback Ordinances for the City, and processes all required SMA Permits, shoreline setback variances and permits for minor shoreline structures. It also processes requests for affordable housing exemptions under HRS Chapter 201H-38.

PROGRAM POSITIONS					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
Permanent FTE	21.00	23.00	23.00	0.00	23.00
Temporary FTE	0.00	0.00	0.00	0.00	0.00
Contract FTE	1.00	1.00	1.00	0.00	1.00
Total	22.00	24.00	24.00	0.00	24.00

CHARACTER OF EXPENDITURES					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
Salaries	\$ 1,463,237	\$ 1,486,163	\$ 1,362,956	\$ 0	\$ 1,362,956
Current Expenses	132,576	215,000	209,150	0	209,150
Equipment	0	0	0	0	0
Total	\$ 1,595,813	\$ 1,701,163	\$ 1,572,106	\$ 0	\$ 1,572,106

SOURCE OF FUNDS					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
General Fund	\$ 1,595,813	\$ 1,701,163	\$ 1,572,106	\$ 0	\$ 1,572,106
Total	\$ 1,595,813	\$ 1,701,163	\$ 1,572,106	\$ 0	\$ 1,572,106

Planning

Program Description

The Planning Division is responsible for the preparation, evaluation and revision of the Oahu General Plan and long-range regional development plans. It processes applications for State land use boundary amendments for parcels equal to or less than 15 acres, and represents the City before the Land Use Commission for amendments larger than 15 acres. It also processes applications for Public Infrastructure Map amendments, zone changes, zoning district boundary amendments, and State Special Use Permits. The division administers affordable housing requirements, including the processing of legal documents and certifying household eligibility. It also monitors compliance with unilateral agreement conditions associated with zone changes, including affordable housing requirements. In addition, it develops community-based special area plans, prepares an annual report on current status of land use; and provides projections of population, housing, visitor units and employment for City and State land use and infrastructure planning. It provides land use and population planning assistance to the Oahu Metropolitan Planning Organization (OMPO). The division partners with the Census Bureau in revising Census geography for the county and in improving data coverage for national census purposes. The division provides special tabulations of the decennial census data as well as data from the annual American Community Survey to assist with local planning and grant application purposes. It assists infrastructure agencies in the preparation of functional plans consistent with land use plans and adopted population growth benchmark figures. Lastly, the division engages in special policy initiatives, such as important Agricultural lands, climate change and sea level rise, and age-friendly communities.

The Transit Oriented Development (TOD) Division is responsible for guiding the development around the City's proposed rail stations and route that is being built by the Honolulu Authority for Rapid Transportation (HART). TOD is also responsible for working with the City's legacy communities to promote their development consistent with their historical foundation.

PROGRAM POSITIONS					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
Permanent FTE	31.00	33.00	31.00	0.00	31.00
Temporary FTE	0.00	0.00	0.00	0.00	0.00
Contract FTE	1.00	1.00	1.00	0.00	1.00
Total	32.00	34.00	32.00	0.00	32.00

CHARACTER OF EXPENDITURES					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
Salaries	\$ 2,149,930	\$ 2,213,706	\$ 2,236,415	\$ 0	\$ 2,236,415
Current Expenses	735,421	1,364,600	803,950	0	803,950
Equipment	0	0	0	0	0
Total	\$ 2,885,351	\$ 3,578,306	\$ 3,040,365	\$ 0	\$ 3,040,365

SOURCE OF FUNDS					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
General Fund	\$ 2,615,351	\$ 3,578,306	\$ 3,040,365	\$ 0	\$ 3,040,365
Federal Grants Fund	270,000	0	0	0	0
Total	\$ 2,885,351	\$ 3,578,306	\$ 3,040,365	\$ 0	\$ 3,040,365

Customer Service

Program Description

The Customer Service division is responsible for various services and functions that involve front-line interaction with the public. It operates the consolidated permit counter which is responsible for handling customer inquiries, processing minor permits over the counter, receiving permit applications for review and collecting permit fees. It also operates a consolidated permit records center which maintains the department's various historical and current property and permit records. The Customer Service Division receives and processes all complaints, and inspects to ensure the compliance of existing buildings, structures, vacant lots, and sidewalks for the purpose of eliminating unsafe and substandard conditions, and to administer the civil fine program.

PROGRAM POSITIONS					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
Permanent FTE	68.00	68.00	68.00	6.00	74.00
Temporary FTE	0.00	0.00	0.00	0.00	0.00
Contract FTE	10.00	6.00	4.00	0.00	4.00
Total	78.00	74.00	72.00	6.00	78.00

CHARACTER OF EXPENDITURES					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
Salaries	\$ 3,317,206	\$ 3,461,478	\$ 3,059,264	\$ 0	\$ 3,059,264
Current Expenses	188,186	315,476	150,950	0	150,950
Equipment	0	70,000	25,000	0	25,000
Total	\$ 3,505,392	\$ 3,846,954	\$ 3,235,214	\$ 0	\$ 3,235,214

SOURCE OF FUNDS					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
General Fund	\$ 3,505,392	\$ 3,846,954	\$ 3,235,214	\$ 0	\$ 3,235,214
Total	\$ 3,505,392	\$ 3,846,954	\$ 3,235,214	\$ 0	\$ 3,235,214

Building

Program Description

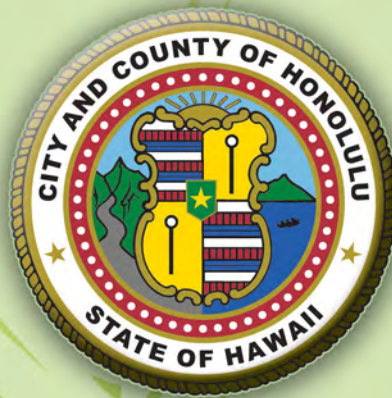
The Building Program is responsible for the administration and enforcement of the building, electrical, plumbing, building energy efficiency and housing codes. It reviews permit applications, plans, specifications, and calculations in conjunction with the issuance of building, relocation, and sign permits. The division inspects buildings, structures, sidewalks, and driveways under construction for compliance with approved plans and pertinent codes.

PROGRAM POSITIONS					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
Permanent FTE	115.00	117.00	116.00	0.00	116.00
Temporary FTE	0.00	0.00	0.00	0.00	0.00
Contract FTE	1.00	1.00	1.00	0.00	1.00
Total	116.00	118.00	117.00	0.00	117.00

CHARACTER OF EXPENDITURES					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
Salaries	\$ 5,548,740	\$ 5,228,332	\$ 5,516,591	\$ 0	\$ 5,516,591
Current Expenses	354,337	439,820	424,850	0	424,850
Equipment	0	0	0	0	0
Total	\$ 5,903,077	\$ 5,668,152	\$ 5,941,441	\$ 0	\$ 5,941,441

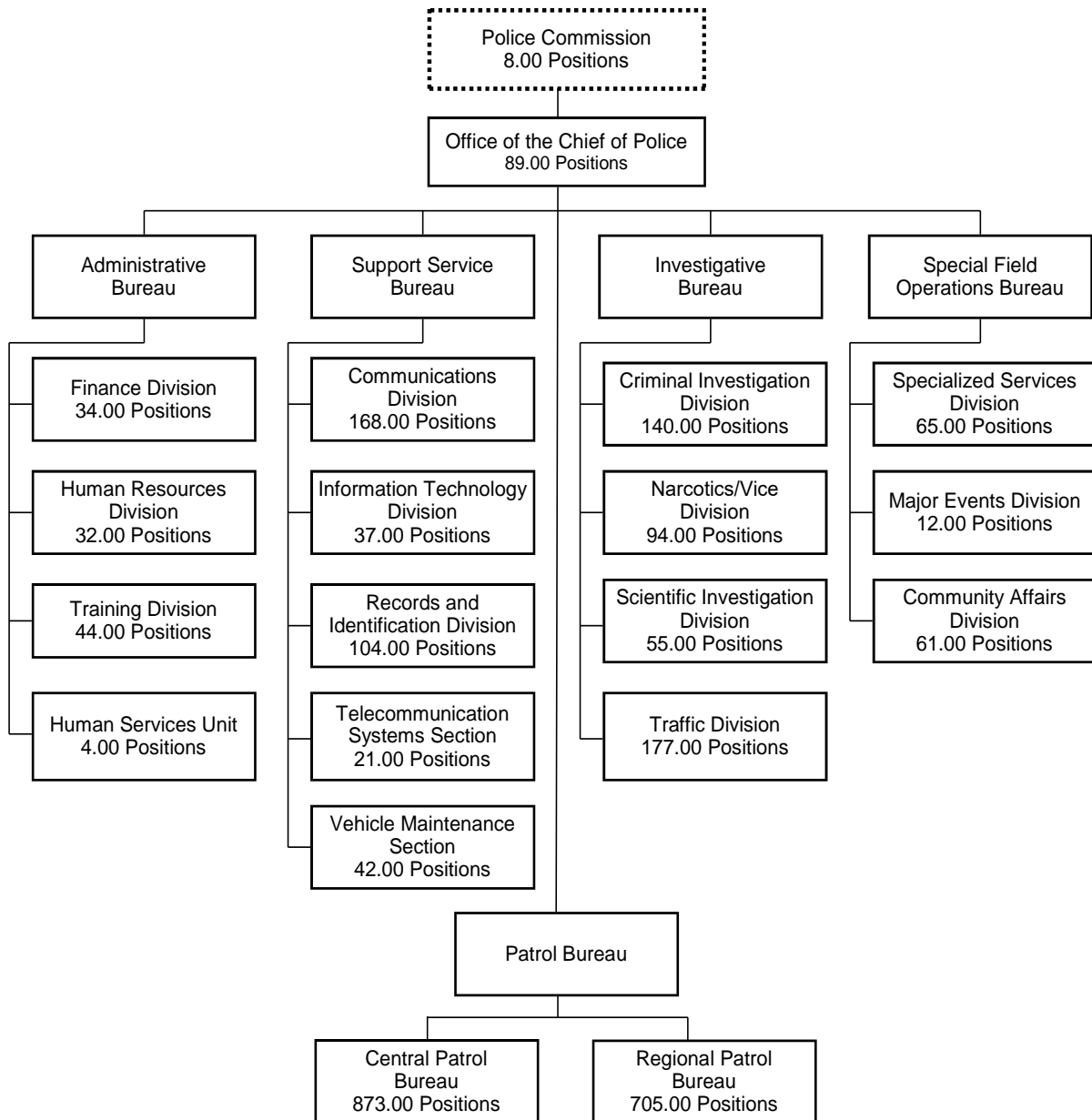
SOURCE OF FUNDS					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
General Fund	\$ 5,903,077	\$ 5,668,152	\$ 5,941,441	\$ 0	\$ 5,941,441
Total	\$ 5,903,077	\$ 5,668,152	\$ 5,941,441	\$ 0	\$ 5,941,441

Honolulu Police Department

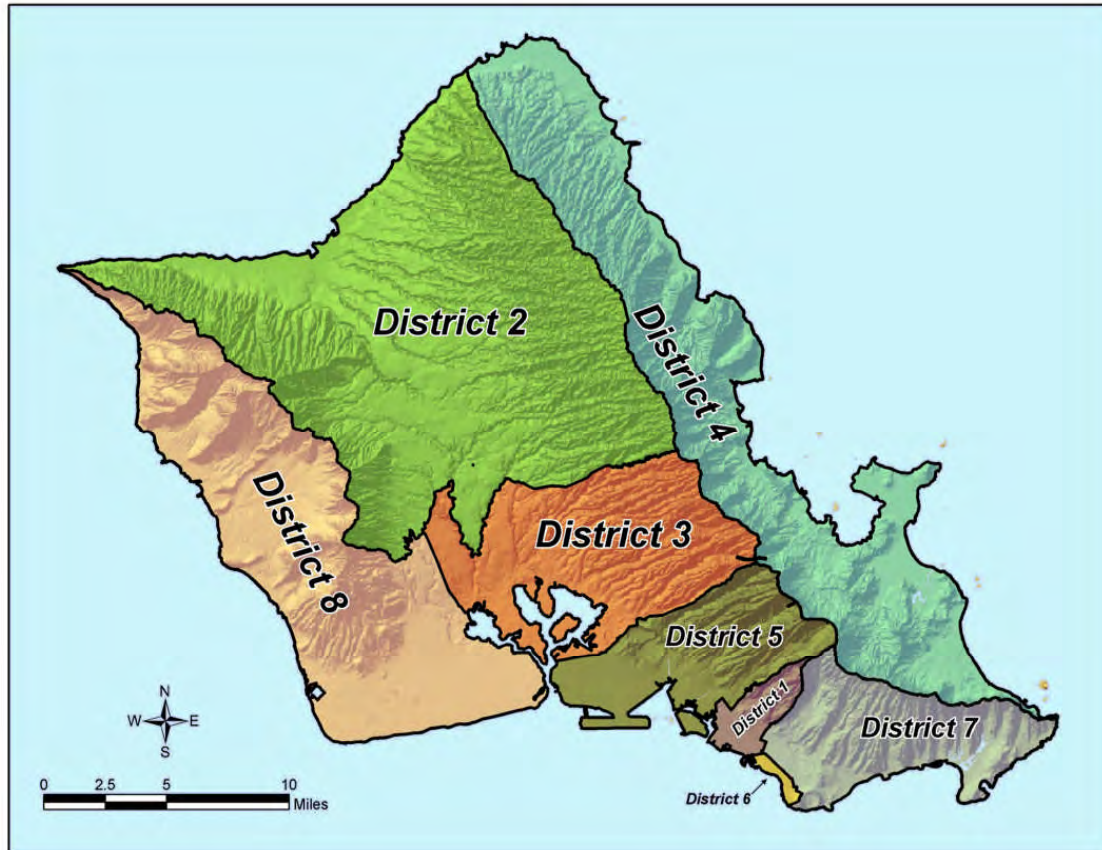


HONOLULU POLICE DEPARTMENT (HPD) ORGANIZATION CHART

This chart reflects the number of full-time equivalent positions appropriated in Fiscal Year 2020.



**HONOLULU POLICE DEPARTMENT
(HPD)
PATROL DISTRICTS**



	DISTRICT	POPULATION	% OF TOTAL	SQ. MILES	OFFICERS AUTHORIZED	BEATS
1	CENTRAL HONOLULU	81,700	8%	7.6	249	24
2	WAHIAWA	115,500	12%	204	134	13
3	PEARL CITY	165,900	17%	64.8	155	17
4	KANEOHE	136,000	14%	126.9	191	22
5	KALIH	138,900	14%	39.7	202	23
6	WAIKIKI	25,800	3%	1.3	149	13
7	EAST HONOLULU	157,000	16%	40.4	155	26
8	WAIANAE/KAPOLEI	153,300	16%	114.7	212	20

Honolulu Police Department

Roles and Responsibilities

The Honolulu Police Department is responsible for the preservation of the public peace, prevention of crime, detection and apprehension of law offenders, protection of the rights of persons and property, and enforcement of federal and state laws and city ordinances and regulations.

Spending to Make a Difference

The Honolulu Police Department has identified specific strategic outcomes for the Fiscal Year 2021. The Honolulu Police Department goals are commensurate with Mayor Caldwell's vision of providing a higher level of customer service to the public. The areas of focus include, but are not limited to:

- Addressing Violent Crimes Concerns - The department has addressed the community's concern over the perception that violent crimes are on the rise. Patrol initiatives, such as high visibility, increased patrol staffing, and focused concentration of resources in specific neighborhoods have been implemented. The department continues to enhance the partnership between detectives, crime reduction units, and patrol officers through active investigations.
- Traffic Safety Initiatives - Working together, the patrol districts and the Traffic Division will continue to increase traffic enforcement and safety efforts. Through the adoption of technology, the road closure times when investigating critical and fatal motor vehicle collisions will be further reduced. Recently the prevalence of pedestrian fatal collisions as well as that of drug impaired drivers has been increasing at a significant rate. The HPD will continue to partner with the DTS and HDOT and "Walk Wise Hawaii" in spreading the pedestrian safety message to pedestrians and motorists alike through the use of positive reinforcement, educational materials, and enforcement action. In response to the recent increase in drug impaired driving, the HPD will train more officers to recognize the signs and symptoms associated with drug impairment.
- Improve Family and Domestic Violence Awareness - The Child and Family Violence Detail (Criminal Investigation Division) will implement improvements in their training. They will also continue to build upon partnerships with current domestic violence providers, nonprofit organizations, and government working groups to strengthen domestic violence laws, provide a timely and comprehensive response to domestic violence incidents and support the needs of domestic violence survivors.
- Executive Management Training and Review - Train upper management on administrative responsibilities and duties, leadership and management principles, and current law enforcement issues. In-service presentations will be given during the Commanders' Meetings.
- Fiscally Responsible Use of Overtime - Commanders will evaluate current practices on how overtime hours are being expended. The categories with the highest percentages of overtime usage will be recognized and changes to the current practices will be implemented to show a significant reduction where possible. The recording and reporting of overtime will be done regularly to identify focus areas.

Budget Highlights

- The FY2021 budget increase is due to mandated collective bargaining contract terms, including bonuses and retro pay. The increase also reflects the continuation of the Body Worn Camera (BWC) project \$1,260,000, implementation of the upgraded Conducted Energy Weapon (Taser 7) project \$372,600, and the mobile device project to assist sworn personnel during investigations \$1,500,000.
- The reactivation of 6 and creation of 10 civilian positions, including Computer Operator I positions to process the high volume of video footage from BWC evidence. This creation is aligned with the Chief's objective of transparency, processing video footage for both prosecution and to address the public's concerns of officers' performance. The IT Service Technicians will provide needed support as the HPD implements added Mobile Computing devices. The Victim/Witness Counselor position is mandated by Hawaii Revised Statutes to process inquiries concerning sexual assault evidence collection kits and serve as a liaison between the HPD and crime victims, communicating information in both directions.
- The creation of 85.0 full-time sworn positions, without funding, to increase staffing in patrol districts and special units.

DEPARTMENT POSITIONS					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
Permanent FTE	2,651.00	2,701.00	2,707.00	95.00	2,802.00
Temporary FTE	0.00	0.00	0.00	0.00	0.00
Contract FTE	64.00	64.00	65.00	0.00	65.00
Total	2,715.00	2,765.00	2,772.00	95.00	2,867.00

EXPENDITURES BY PROGRAM					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
Police Commission	\$ 473,175	\$ 508,030	\$ 624,374	\$ 0	\$ 624,374
Office of the Chief of Police	8,202,731	8,507,726	8,004,986	30,000	8,034,986
Patrol	164,104,498	164,888,344	166,762,119	0	166,762,119
Special Field Operations	13,549,856	13,994,125	15,051,245	57,000	15,108,245
Investigations	41,386,013	43,194,701	43,191,091	76,700	43,267,791
Support Services	34,229,630	35,718,058	34,891,192	0	34,891,192
Administrative Services	24,090,241	35,390,321	43,030,604	372,600	43,403,204
HPD Grants	5,787,015	0	0	0	0
Total	\$ 291,823,159	\$ 302,201,305	\$ 311,555,611	\$ 536,300	\$ 312,091,911

CHARACTER OF EXPENDITURES					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
Salaries	\$ 251,483,215	\$ 259,735,810	\$ 271,462,256	\$ 0	\$ 271,462,256
Current Expenses	38,553,666	42,416,495	39,573,355	536,300	40,109,655
Equipment	1,786,278	49,000	520,000	0	520,000
Total	\$ 291,823,159	\$ 302,201,305	\$ 311,555,611	\$ 536,300	\$ 312,091,911

SOURCE OF FUNDS					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
General Fund	\$ 259,126,864	\$ 275,013,838	\$ 282,898,503	\$ 536,300	\$ 283,434,803
Highway Fund	26,909,280	27,187,467	28,657,108	0	28,657,108
Special Projects Fund	881,724	0	0	0	0
Federal Grants Fund	4,905,291	0	0	0	0
Total	\$ 291,823,159	\$ 302,201,305	\$ 311,555,611	\$ 536,300	\$ 312,091,911

Police Commission

Program Description

The Honolulu Police Commission appoints and may remove the Chief of Police; reviews the departmental budget and makes recommendations to the Mayor; submits an annual report to the Mayor and the City Council; receives, considers, and investigates charges brought by the public against the department or any of its members, and reports its findings to the Chief of Police; and reviews requests for legal counsel for police officers.

PROGRAM POSITIONS					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
Permanent FTE	8.00	8.00	8.00	0.00	8.00
Temporary FTE	0.00	0.00	0.00	0.00	0.00
Contract FTE	0.00	0.00	0.00	0.00	0.00
Total	8.00	8.00	8.00	0.00	8.00

CHARACTER OF EXPENDITURES					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
Salaries	\$ 369,655	\$ 360,756	\$ 471,950	\$ 0	\$ 471,950
Current Expenses	103,520	147,274	152,424	0	152,424
Equipment	0	0	0	0	0
Total	\$ 473,175	\$ 508,030	\$ 624,374	\$ 0	\$ 624,374

SOURCE OF FUNDS					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
General Fund	\$ 473,175	\$ 508,030	\$ 624,374	\$ 0	\$ 624,374
Total	\$ 473,175	\$ 508,030	\$ 624,374	\$ 0	\$ 624,374

Office of the Chief of Police

Program Description

The Office of the Chief of Police provides the overall administration of the Honolulu Police Department. It is responsible for the control, management and direction of its officers and civilian employees. It ensures that the department's operations are directed toward the preservation of the public peace, prevention of crime, detection and arrest of offenders of the law, protection of the rights of persons and property, and the enforcement of all state laws and city ordinances.

PROGRAM POSITIONS					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
Permanent FTE	79.00	89.00	89.00	14.00	103.00
Temporary FTE	0.00	0.00	0.00	0.00	0.00
Contract FTE	0.00	0.00	1.00	0.00	1.00
Total	79.00	89.00	90.00	14.00	104.00

CHARACTER OF EXPENDITURES					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
Salaries	\$ 7,605,566	\$ 7,434,699	\$ 7,113,961	\$ 0	\$ 7,113,961
Current Expenses	597,165	1,073,027	891,025	30,000	921,025
Equipment	0	0	0	0	0
Total	\$ 8,202,731	\$ 8,507,726	\$ 8,004,986	\$ 30,000	\$ 8,034,986

SOURCE OF FUNDS					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
General Fund	\$ 8,202,731	\$ 8,507,726	\$ 8,004,986	\$ 30,000	\$ 8,034,986
Total	\$ 8,202,731	\$ 8,507,726	\$ 8,004,986	\$ 30,000	\$ 8,034,986

Patrol

Program Description

The Patrol Bureau plans, directs and coordinates the operations of all field uniformed police units. The Patrol Bureau is responsible for all operations related to the prevention of crime, enforcement of the laws of the State of Hawaii and City and County of Honolulu, and the apprehension and custody of violators.

The Central Receiving Division (CRD) provides support for the patrol and investigative units through efficient processing, custodial care, and security for all persons arrested in Central and East Honolulu. The division also provides custodial care and processing for those arrestees from the regional patrol divisions who are under investigation or unable to make bail. The CRD provides for the transportation of custodial arrestees to the Honolulu District Court, Circuit Court, Family Court and the various detention facilities in Honolulu.

The CRD is also responsible for the security of the Alapai police headquarters building. This includes monitoring of all closed circuit cameras and responding to all alarms within the building, as well as screening all building visitors and coordinating their visits.

PROGRAM POSITIONS					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
Permanent FTE	1,518.00	1,555.00	1,556.00	45.00	1,601.00
Temporary FTE	0.00	0.00	0.00	0.00	0.00
Contract FTE	23.00	23.00	23.00	0.00	23.00
Total	1,541.00	1,578.00	1,579.00	45.00	1,624.00

CHARACTER OF EXPENDITURES					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
Salaries	\$ 154,096,034	\$ 153,458,022	\$ 155,676,286	\$ 0	\$ 155,676,286
Current Expenses	10,008,464	11,430,322	11,085,833	0	11,085,833
Equipment	0	0	0	0	0
Total	\$ 164,104,498	\$ 164,888,344	\$ 166,762,119	\$ 0	\$ 166,762,119

SOURCE OF FUNDS					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
General Fund	\$ 148,885,778	\$ 151,022,845	\$ 151,621,288	\$ 0	\$ 151,621,288
Highway Fund	15,218,720	13,865,499	15,140,831	0	15,140,831
Total	\$ 164,104,498	\$ 164,888,344	\$ 166,762,119	\$ 0	\$ 166,762,119

Special Field Operations

Program Description

The Special Field Operations Bureau is comprised of the Specialized Services, Community Affairs, and Major Events Divisions and the Legislative Liaison Office.

The Specialized Services Division (SSD) is responsible for providing a coordinated tactical response to exceptionally hazardous situations such as barricaded suspects, hostage taking, and active-shooter incidents. Additional duties include dignitary and witness protection, high-risk warrant and restraining order service, fugitive searches, violent offender apprehension, operating the bomb detail, and helicopter and canine services.

The mission of the Community Affairs Division (CAD) is to reduce unlawful activities by juvenile offenders through prevention, intervention and education programs. It is the liaison between HPD, Hawaii State Judiciary's Family Court, the State Department of Health's Alcohol and Drug Abuse Division, the City's Department of Community Services' Oahu Workforce Investment Board Youth Council, and the Coalition for a Tobacco Free Hawaii. This Division also runs the Drug Abuse Resistance Education (DARE) and the Police Activities League (PAL) programs.

The Major Events Division (MED) is responsible for preparing the department to prevent, respond to, and recover from acts or potential acts of terrorism or other hazardous events. Other duties include command or support at major events; interagency communications; coordination of threat assessments to critical infrastructure sites; and intelligence gathering, evaluation, and dissemination as appropriate.

The Legislative Liaison Office (LLO) is concerned with legislative matters at all levels of government, in particular, matters concerning the Hawaii State Legislature and Honolulu City Council. The LLO reviews and determines if there is a departmental interest in proposed legislation and resolutions that are introduced in the legislature and council. If the proposed legislation and resolutions are deemed viable, it is referred to the appropriate element concerned for information and action.

PROGRAM POSITIONS					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
Permanent FTE	138.00	138.00	138.00	0.00	138.00
Temporary FTE	0.00	0.00	0.00	0.00	0.00
Contract FTE	0.00	0.00	0.00	0.00	0.00
Total	138.00	138.00	138.00	0.00	138.00

CHARACTER OF EXPENDITURES					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
Salaries	\$ 12,050,697	\$ 11,947,126	\$ 12,932,184	\$ 0	\$ 12,932,184
Current Expenses	1,489,424	2,046,999	2,049,061	57,000	2,106,061
Equipment	9,735	0	70,000	0	70,000
Total	\$ 13,549,856	\$ 13,994,125	\$ 15,051,245	\$ 57,000	\$ 15,108,245

SOURCE OF FUNDS					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
General Fund	\$ 13,549,856	\$ 13,994,125	\$ 15,051,245	\$ 57,000	\$ 15,108,245
Total	\$ 13,549,856	\$ 13,994,125	\$ 15,051,245	\$ 57,000	\$ 15,108,245

Investigations

Program Description

The Investigative Bureau includes the Criminal Investigation, Narcotics/Vice, and Traffic Divisions, and the Scientific Investigation Section.

The Criminal Investigation Division (CID) investigates cases involving murder, robbery, sexual assault, assault, domestic violence and child abuse, financial fraud and forgery, auto theft, and white collar crimes. The division increases community involvement through programs such as CrimeStoppers and the Business Police Academy, and fosters partnerships with other law enforcement agencies.

The Narcotics/Vice Division (NVD) enforces the laws relating to gambling, prostitution, pornography, intoxicants, and narcotics. Programs include marijuana eradication, seizure of the assets of major drug dealers, efforts to close and disrupt illegal gambling operations, addressing complaints of prostitution and narcotics violations, and investigating money laundering schemes and computer crimes against children.

The Scientific Investigation Section (SIS) operates the only full-service forensic laboratory in the State of Hawaii and provides services to Maui, Kauai and Hawaii and other city, state, federal and external jurisdictional law enforcement agencies. The SIS includes units in forensic biology, drug analysis, trace evidence, firearms and toolmark identification, questioned documents, crime scene response, facial reconstruction, composite drawings, and digital image processing. Accreditation has become nationally recognized as the standard for all forensic laboratories. To date, the Forensic Biology, Drug Analysis, Firearm and Toolmark, Questioned Documents and Trace Evidence Units in SIS have been accredited.

The Traffic Division is responsible for promoting the safe and efficient movement of traffic on the public roadways through educational programs, traffic management, and enforcement of traffic laws; investigating death and critical injury collisions and felony traffic crimes; and overseeing the investigation and completion of Category A traffic collision cases. The Traffic Division provides highway traffic management through visible presence to deter traffic violations and prompt response to address traffic problems as they occur.

PROGRAM POSITIONS					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
Permanent FTE	425.00	426.00	428.00	27.00	455.00
Temporary FTE	0.00	0.00	0.00	0.00	0.00
Contract FTE	40.00	40.00	40.00	0.00	40.00
Total	465.00	466.00	468.00	27.00	495.00

CHARACTER OF EXPENDITURES					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
Salaries	\$ 38,093,713	\$ 39,357,904	\$ 39,343,097	\$ 0	\$ 39,343,097
Current Expenses	3,292,300	3,796,797	3,847,994	76,700	3,924,694
Equipment	0	40,000	0	0	0
Total	\$ 41,386,013	\$ 43,194,701	\$ 43,191,091	\$ 76,700	\$ 43,267,791

SOURCE OF FUNDS					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
General Fund	\$ 29,695,453	\$ 29,872,733	\$ 29,674,814	\$ 76,700	\$ 29,751,514
Highway Fund	11,690,560	13,321,968	13,516,277	0	13,516,277
Total	\$ 41,386,013	\$ 43,194,701	\$ 43,191,091	\$ 76,700	\$ 43,267,791

Support Services

Program Description

The Support Services Bureau is responsible for functions that support the HPD's overall operations and assist with the daily functions of the department. The bureau consists of the Communications, Records and Identification, and Information Technology Divisions, and Telecommunications Systems and Vehicle Maintenance Sections.

The Communications Division is the largest Public Safety Answering Point (PSAP) in the State of Hawaii and serves as the PSAP for all 9-1-1 calls placed in the City and County of Honolulu. The division also serves as the Oahu Warning Point and the alternate Hawaii State Warning Point for civil defense emergencies.

The Records and Identification Division provides a variety of functions that include centralized recordkeeping, fingerprint identification and comparisons, criminal history checks, evidence storage and disposal, firearms permit applications and registrations, legislative testimony, control and service of legal documents, sex offender registration, alarm registration, and tracking and billing of false alarms.

The Information Technology Division (ITD) provides primary information technology and research and statistical services for the department and other law enforcement agencies and supports all police operations during times of emergency and disaster.

The Telecommunications Systems Section (TSS) is responsible for the support for the City's public safety digital voice and digital microwave communication systems infrastructure. The TSS is also responsible for the maintenance of the police mobile and portable radios, emergency blue lights, and electronic sirens in the officers' sub-sidized and departmental fleet vehicles.

The Vehicle Maintenance Section (VMS) is responsible for the repair and maintenance of the department's fleet of police vehicles as well as motorcycles, support vehicles, trailers, and off-road gear. The section also includes a dispatch section and a service station that runs 24 hours a day, 7 days a week. The VMS has repair facilities located at the Alapai headquarters and the Police Training Academy in Waipahu.

PROGRAM POSITIONS					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
Permanent FTE	371.00	372.00	375.00	9.00	384.00
Temporary FTE	0.00	0.00	0.00	0.00	0.00
Contract FTE	0.00	0.00	0.00	0.00	0.00
Total	371.00	372.00	375.00	9.00	384.00

CHARACTER OF EXPENDITURES					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
Salaries	\$ 20,569,972	\$ 20,255,725	\$ 20,277,297	\$ 0	\$ 20,277,297
Current Expenses	12,233,392	15,462,333	14,163,895	0	14,163,895
Equipment	1,426,266	0	450,000	0	450,000
Total	\$ 34,229,630	\$ 35,718,058	\$ 34,891,192	\$ 0	\$ 34,891,192

SOURCE OF FUNDS					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
General Fund	\$ 34,229,630	\$ 35,718,058	\$ 34,891,192	\$ 0	\$ 34,891,192
Total	\$ 34,229,630	\$ 35,718,058	\$ 34,891,192	\$ 0	\$ 34,891,192

Administrative Services

Program Description

The Administrative Bureau consists of the Finance, Human Resources, and Training Divisions, and the Human Services Unit.

The Finance Division is responsible for the overall management and administration of the department's fiscal program. Primary responsibilities include the processing of all cash receipts and disbursements, budget and special project funds, and payroll and deductions. The division also administers, coordinates, develops, manages, and monitors approximately 41 federal and state grant awards totaling \$11.7 million. The grants focus on reducing crime, drug and gambling enforcement, predictive policing, traffic safety, domestic violence, community policing strategies, and forensic laboratory enhancement.

The Human Resources Division is responsible for the administration of all personnel matters within the Honolulu Police Department, working in conjunction with the City's Department of Human Resources. The staff is responsible for the entire employee hiring process, including contracted pre-employment psychological assessment services, personnel transfers and promotions, labor relations and Equal Employment Opportunity related issues, coordinating the drug screening program, and maintaining the department's official personnel records.

The Training Division maintains and conducts a full-scale training program with modern police methods and practices. It focuses on three main areas: recruit training, annual recall training, and specialized training for officers in units requiring specific skills, and serves as one of the primary training centers for law enforcement in the State of Hawaii. The division also maintains a training academy with multi-purpose classroom facilities, a gymnasium, outdoor training areas, buildings for training and simulations, driving and shooting simulators, and a canine facility.

The Human Services Unit (HSU) provides assessment, intervention, operational support and consultative services to the Police Department and its employees. In addition, HSU performs non-medical suitability screenings.

PROGRAM POSITIONS					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
Permanent FTE	112.00	113.00	113.00	0.00	113.00
Temporary FTE	0.00	0.00	0.00	0.00	0.00
Contract FTE	1.00	1.00	1.00	0.00	1.00
Total	113.00	114.00	114.00	0.00	114.00

CHARACTER OF EXPENDITURES					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
Salaries	\$ 17,212,163	\$ 26,921,578	\$ 35,647,481	\$ 0	\$ 35,647,481
Current Expenses	6,782,829	8,459,743	7,383,123	372,600	7,755,723
Equipment	95,249	9,000	0	0	0
Total	\$ 24,090,241	\$ 35,390,321	\$ 43,030,604	\$ 372,600	\$ 43,403,204

SOURCE OF FUNDS					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
General Fund	\$ 24,090,241	\$ 35,390,321	\$ 43,030,604	\$ 372,600	\$ 43,403,204
Total	\$ 24,090,241	\$ 35,390,321	\$ 43,030,604	\$ 372,600	\$ 43,403,204

HPD Grants

Program Description

This activity provides an accounting for all federal and state grants received and expended by the department to supplement city funds in the accomplishment of the department's mission.

It administers, coordinates, develops, manages, and monitors approximately 41 federal and state grant awards totaling \$11.7 million. The grant projects range from reducing crime in targeted areas of drug and gambling enforcement, traffic safety, and domestic violence; to community building, community policing, enhanced professional training, and forensic laboratory improvements.

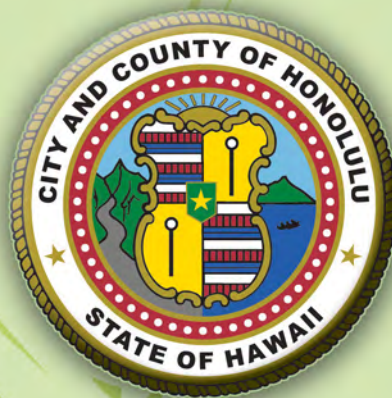
PROGRAM POSITIONS					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
Permanent FTE	0.00	0.00	0.00	0.00	0.00
Temporary FTE	0.00	0.00	0.00	0.00	0.00
Contract FTE	0.00	0.00	0.00	0.00	0.00
Total	0.00	0.00	0.00	0.00	0.00

CHARACTER OF EXPENDITURES					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
Salaries	\$ 1,485,415	\$ 0	\$ 0	\$ 0	\$ 0
Current Expenses	4,046,572	0	0	0	0
Equipment	255,028	0	0	0	0
Total	\$ 5,787,015	\$ 0	\$ 0	\$ 0	\$ 0

SOURCE OF FUNDS					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
Special Projects Fund	\$ 881,724	\$ 0	\$ 0	\$ 0	\$ 0
Federal Grants Fund	4,905,291	0	0	0	0
Total	\$ 5,787,015	\$ 0	\$ 0	\$ 0	\$ 0

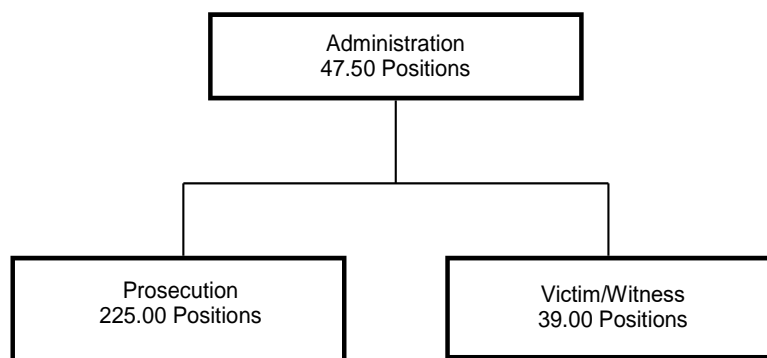
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Department of the Prosecuting Attorney



DEPARTMENT OF THE PROSECUTING ATTORNEY (PAT) ORGANIZATION CHART

This chart reflects the number of full-time equivalent positions appropriated in Fiscal Year 2020.



Department of the Prosecuting Attorney

Roles and Responsibilities

The Department of the Prosecuting Attorney (PAT) investigates and prosecutes violations of statutes, ordinances and regulations for which there are criminal sanctions. PAT represents the people in criminal proceedings in District, Circuit and Family courts. The Department handles appeals and other matters heard by the Hawaii's Intermediate Court of Appeals and Hawaii's Supreme Court, as well as the federal courts to include the United States District Court of Hawaii, the 9th Circuit Court of Appeals and the United States Supreme Court. PAT also provides services to victims of crime. The Department established the following mission statement: To promote and ensure public safety and order through effective, efficient and just prosecution.

Spending to Make a Difference

- Prosecutor by Karpel (PbK) - Federal Bureau of Investigation (FBI) Criminal Justice Information Services (CJIS) Security compliant browser-based case management system stores all events, electronic files (documents, audio records, video recordings) in a single database and can cross-reference a defendant's entire criminal history in a single search. PbK provides electronic discovery capabilities eliminating manual discovery processing. PbK also allows deputy prosecutors to review their cases from laptops in court via the internet rather than having to transport bulky paper files.

Budget Highlights

- The FY2021 salary budget includes an additional \$314,000 in funding for Deputy Prosecuting Attorney merit raises, to allow the agency to recruit and retain highly-skilled and experienced attorneys.
- The current expense budget includes funding for the PbK Case Management System multi-year contract to cover annual support services and software license costs.

Department of the Prosecuting Attorney

DEPARTMENT POSITIONS					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
Permanent FTE	260.00	261.00	264.00	0.00	264.00
Temporary FTE	29.00	29.00	25.00	0.00	25.00
Contract FTE	21.50	21.50	12.50	0.00	12.50
Total	310.50	311.50	301.50	0.00	301.50

EXPENDITURES BY PROGRAM					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
Administration	\$ 6,457,825	\$ 6,211,851	\$ 6,043,650	\$ 0	\$ 6,043,650
Prosecution	14,154,887	14,535,468	15,170,012	0	15,170,012
Victim/Witness Assistance	3,223,930	2,115,157	2,166,131	0	2,166,131
Total	\$ 23,836,642	\$ 22,862,476	\$ 23,379,793	\$ 0	\$ 23,379,793

CHARACTER OF EXPENDITURES					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
Salaries	\$ 18,496,364	\$ 18,163,288	\$ 19,076,711	\$ 0	\$ 19,076,711
Current Expenses	5,340,278	4,699,188	4,303,082	0	4,303,082
Equipment	0	0	0	0	0
Total	\$ 23,836,642	\$ 22,862,476	\$ 23,379,793	\$ 0	\$ 23,379,793

SOURCE OF FUNDS					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
General Fund	\$ 20,537,686	\$ 20,032,525	\$ 21,040,236	\$ 0	\$ 21,040,236
Special Projects Fund	1,471,732	1,898,352	1,349,266	0	1,349,266
Federal Grants Fund	1,827,224	931,599	990,291	0	990,291
Total	\$ 23,836,642	\$ 22,862,476	\$ 23,379,793	\$ 0	\$ 23,379,793

Administration

Program Description

Provides overall direction over programs and activities of the department; performs fiscal budgeting, personnel, planning, legislative audio/visual, and investigative services in support of departmental programs. Establishes policies and priority programs aimed at enhancing public safety. Champions victims' rights. Engages and informs community about initiatives.

PROGRAM POSITIONS					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
Permanent FTE	22.00	23.00	24.00	0.00	24.00
Temporary FTE	3.00	3.00	3.00	0.00	3.00
Contract FTE	21.50	21.50	12.50	0.00	12.50
Total	46.50	47.50	39.50	0.00	39.50

CHARACTER OF EXPENDITURES					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
Salaries	\$ 2,584,400	\$ 2,632,532	\$ 2,501,044	\$ 0	\$ 2,501,044
Current Expenses	3,873,425	3,579,319	3,542,606	0	3,542,606
Equipment	0	0	0	0	0
Total	\$ 6,457,825	\$ 6,211,851	\$ 6,043,650	\$ 0	\$ 6,043,650

SOURCE OF FUNDS					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
General Fund	\$ 6,457,825	\$ 6,211,851	\$ 6,043,650	\$ 0	\$ 6,043,650
Total	\$ 6,457,825	\$ 6,211,851	\$ 6,043,650	\$ 0	\$ 6,043,650

Prosecution

Program Description

Investigates and prosecutes violations of statutes, ordinances, and regulations within the City and County of Honolulu for which there are criminal sanctions.

PROGRAM POSITIONS					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
Permanent FTE	209.00	209.00	211.00	0.00	211.00
Temporary FTE	18.00	16.00	12.00	0.00	12.00
Contract FTE	0.00	0.00	0.00	0.00	0.00
Total	227.00	225.00	223.00	0.00	223.00

CHARACTER OF EXPENDITURES					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
Salaries	\$ 13,720,590	\$ 13,832,824	\$ 14,818,304	\$ 0	\$ 14,818,304
Current Expenses	434,297	702,644	351,708	0	351,708
Equipment	0	0	0	0	0
Total	\$ 14,154,887	\$ 14,535,468	\$ 15,170,012	\$ 0	\$ 15,170,012

SOURCE OF FUNDS					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
General Fund	\$ 13,124,654	\$ 12,989,112	\$ 14,088,044	\$ 0	\$ 14,088,044
Special Projects Fund	786,095	1,202,208	693,048	0	693,048
Federal Grants Fund	244,138	344,148	388,920	0	388,920
Total	\$ 14,154,887	\$ 14,535,468	\$ 15,170,012	\$ 0	\$ 15,170,012

Victim/Witness Assistance

Program Description

Provides support services for crime victims and witnesses, with emphasis on victims of violent crimes. Counselors assist victims and witnesses in obtaining help from social service agencies, help guide them through the criminal justice system, and serve as liaisons with deputy prosecutors.

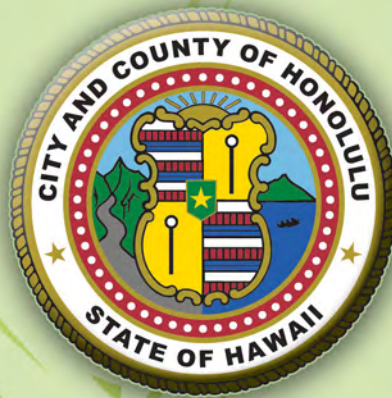
PROGRAM POSITIONS					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
Permanent FTE	29.00	29.00	29.00	0.00	29.00
Temporary FTE	8.00	10.00	10.00	0.00	10.00
Contract FTE	0.00	0.00	0.00	0.00	0.00
Total	37.00	39.00	39.00	0.00	39.00

CHARACTER OF EXPENDITURES					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
Salaries	\$ 2,191,374	\$ 1,697,932	\$ 1,757,363	\$ 0	\$ 1,757,363
Current Expenses	1,032,556	417,225	408,768	0	408,768
Equipment	0	0	0	0	0
Total	\$ 3,223,930	\$ 2,115,157	\$ 2,166,131	\$ 0	\$ 2,166,131

SOURCE OF FUNDS					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
General Fund	\$ 955,207	\$ 831,562	\$ 908,542	\$ 0	\$ 908,542
Special Projects Fund	685,637	696,144	656,218	0	656,218
Federal Grants Fund	1,583,086	587,451	601,371	0	601,371
Total	\$ 3,223,930	\$ 2,115,157	\$ 2,166,131	\$ 0	\$ 2,166,131

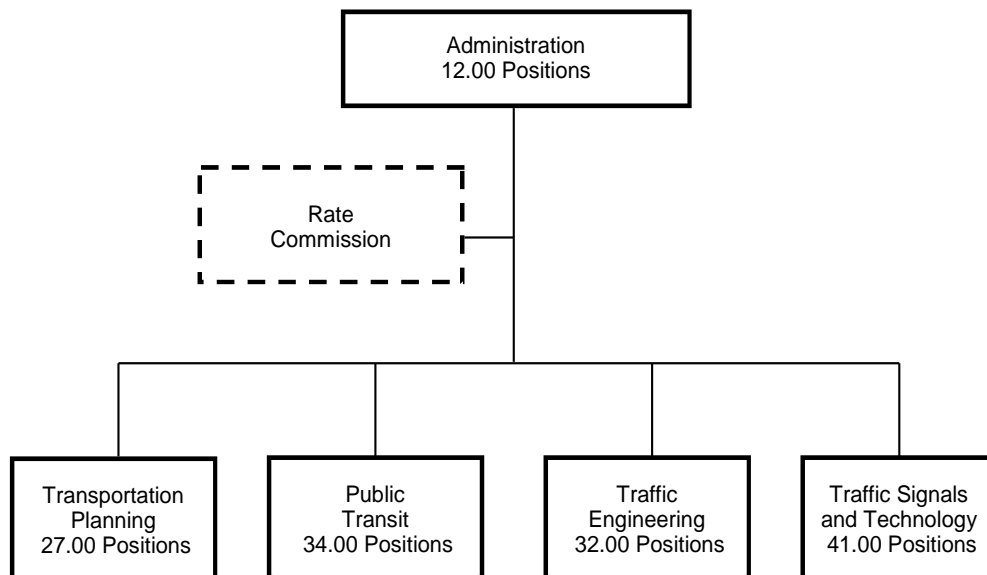
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Department of Transportation Services

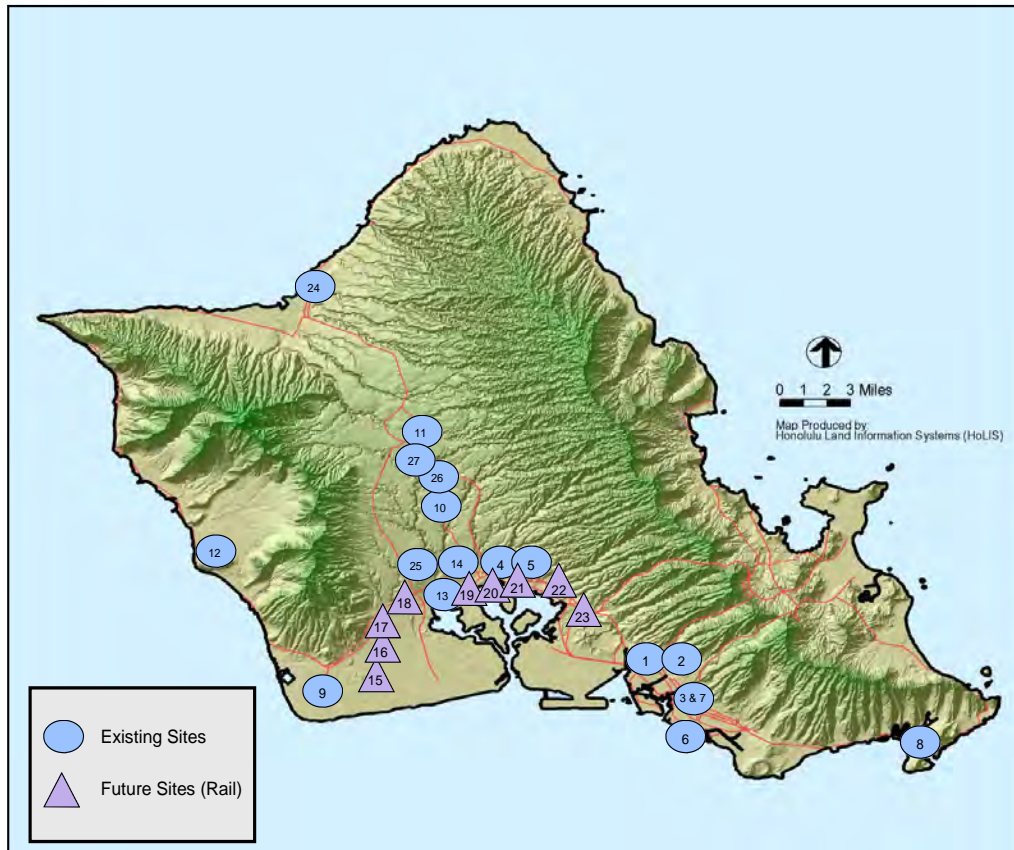


DEPARTMENT OF TRANSPORTATION SERVICES (DTS) ORGANIZATION CHART

This chart reflects the number of full-time equivalent positions appropriated in Fiscal Year 2020.



DEPARTMENT OF TRANSPORTATION SERVICES
(DTS)
MAJOR TRANSPORTATION FACILITIES



- | | | | |
|----|-------------------------------------------------------------|----|---------------------------|
| 1 | MIDDLE STREET TRANSIT CENTER AND KALIHI-PALAMA BUS FACILITY | 15 | KUALAKAI STATION |
| 2 | TRAFFIC CONTROL CENTER | 16 | KEONEAE STATION |
| 3 | JOINT TRAFFIC MANAGEMENT CENTER | 17 | HONOULIULI STATION |
| 4 | TRAFFIC SIGNAL FIELD OPERATION BRANCH | 18 | HOAEAE STATION |
| 5 | PEARL CITY BUS FACILITY | 19 | POUHALA STATION |
| 6 | ALA MOANA CENTER BUS STOPS | 20 | HALAULANI STATION |
| 7 | ALAPAI TRANSIT CENTER | 21 | WAIAWA STATION |
| 8 | HAWAII KAI PARK AND RIDE | 22 | PUULOLO STATION |
| 9 | KAPOLEI TRANSIT CENTER | 23 | HALAWA STATION |
| 10 | MILILANI TRANSIT CENTER | 24 | HALEIWA PARK AND RIDE |
| 11 | WAIHAWA TRANSIT CENTER | 25 | ROYAL KUNIA PARK AND RIDE |
| 12 | WAIANAE TRANSIT CENTER | 26 | MILILANI PARK AND RIDE |
| 13 | WAIPAHU TRANSIT CENTER | 27 | WAIHAWA PARK AND RIDE |
| 14 | RAIL OPERATIONS CENTER (ROC) | | |

Department of Transportation Services

Roles and Responsibilities

The Department of Transportation Services (DTS) facilitates the movement of people and goods in the City and County of Honolulu through effective planning, design, engineering, and operations of Complete Streets, public transit and mobility, and transportation technology. Thoughtful multimodal planning interfaces existing TheBus and Handi-Van services with the City's new rail line, shared mobility, bicycle, and pedestrian facilities for unprecedented mobility options. This mobility is augmented and aided by state of the art traffic management facilities, critical traffic signal operations and maintenance, thoughtfully implemented public parking policies, and forward thinking planning and engineering programs.

With rail opening in Fiscal Year 2021, the City and County of Honolulu will usher in a major new mode of transport which will interface seamlessly to our existing TheBus and Handi-Van networks. Rail will transformatively change transportation in Honolulu; combined with our existing multimodal agency responsibilities, DTS is well-situated to better transportation in Honolulu through the following initiatives:

Spending to Make a Difference

- **Rail Operations:** The first ten miles of rail will open with nine stations between East Kapolei and Aloha Stadium, offering travelers in Kapolei, Waipahu, Pearl City, Aiea, and Halawa frequent, reliable, and convenient trains every ten minutes all day to major destinations along the rail corridor.
- **Bus-Rail Integration:** Thoughtful planning and implementation of modified TheBus service to interface with rail will benefit riders along the first ten miles of rail in Kapolei, Waipahu, Pearl City, Aiea, and Halawa. Additionally, new frequent bus rapid transit service will be implemented between the Halawa Aloha Stadium Station, Downtown Honolulu, and Ala Moana to imitate the full alignment of rail currently under construction.
- **Electronic Multimodal Fare Collection System:** The HOLO card will continue to roll out to bus riders in anticipation of the opening of rail. Work is underway to allow HOLO to be used for parking, retail, bikeshare, and other financial transactions.
- **Protected Bike Lanes:** Continue the planning, design, and construction of a protected bikeway network in the urban core. This includes the construction of protected bike facility extensions into downtown as well as adding mauka-makai routes to support demand demonstrated through results of the King Street bikeway, South Street bikeway, and the successful launch of bikeshare.
- **Bicycle Infrastructure:** In addition to the protected bike lane effort, DTS will continue to install sharrows, bike lanes and protected bike lanes on City streets, as stand-alone contracted projects or in conjunction with the City road repaving program.
- **Shared Mobility:** Continue support of new shared mobility while maintaining order and safety on sidewalks and roads. Shared mobility, including bicycles and electric shared devices, will contribute to better mobility and accessibility to rail and other Oahu neighborhoods.
- **Complete Streets Program:** Continue to implement the City's Complete Streets Ordinance as it relates to DTS by updating plans, policies and programs, and by planning, designing, and installing certain projects in accordance with said ordinance. Establish a Complete Streets Program to coordinate efforts between DDC, DTS, DFM, and DPP to install pedestrian, bicycle and traffic calming improvements with pavement rehabilitation or resurfacing projects.
- **Multimodal Transportation Planning:** Continue with the update to the 2012 Oahu Bike Plans to be used by the Complete Streets Team, with the goal of creating a robust bike network while adding protected bike lanes, a new type of bike facility. Continue with the creation of the first City and County of Honolulu Pedestrian Plan for the entire island that is tasked with completing an inventory of existing facilities and the prioritization of construction projects to improve safety and accessibility for pedestrians.
- **Joint Traffic Management Center:** Operate the new Joint Traffic Management Center, a facility that provides comprehensive and coordinated transportation management by co-locating City transportation functions (active traffic management), transit monitoring systems (rail and TheBus), emergency response agencies (police, fire and emergency services) and state transportation elements (Hawaii Department of Transportation) under one roof and on one operations floor.

- Traffic Cameras: Expand the City's traffic camera program geographically with the goal of achieving island-wide coverage, thereby increasing the effectiveness of the Joint Traffic Management Center.
- Ala Wai Bicycle and Pedestrian Bridge Project: Continue design, engineering, and construction efforts on Ala Pono, an Ala Wai Crossing, which will provide connectivity between Waikiki, Mo'ili'ili, and the University of Hawaii at Manoa.

Budget Highlights

- The Transportation Mobility program budget includes \$299.64 million in funding for contractual services for the operation of the City's bus and paratransit services.
- The Rail Operations and Maintenance program budget includes \$67.29 million to fund salaries and expenses associated with the new rail system that is anticipated to start running in December 2020. In addition to operating and maintaining the trains, the program includes expanded bus service to connect with rail stations, dedicated parking facilities, as well as improved pedestrian and bicycle connections.
- Budget issues of \$62.8 million is included in the agency's budget to meet current and future operational requirements.
- Significant budget issues include the following:
 - The budget includes funding for nine (9) permanent positions and two (2) personal services contracts for the start-up and implementation of Rail operations and maintenance; two (2) permanent positions needed to pursue revenue enhancement opportunities and optimization for the City; and one (1) permanent clerical position to assist with the Complete Streets Office.
 - The Transportation Planning budget includes \$9.07 million for the 2nd year cost of a multi-year consultant services contract to hire outside transportation professionals to guide and assist the agency in the implementation, activation, operation and maintenance of the Rail system.
- Other significant issues include the following:
 - The Administration budget includes \$600,000 for rent of office space for Rail staffing, contractors and interns.
 - The Transportation Technology budget includes \$300,000 for contractual maintenance for various equipment at the Joint Traffic Management Center.
 - The Transportation Mobility budget includes \$466,500 for wayfinding and directional signage in neighborhoods surrounding rail stations and detailed maps for routes affected by rail construction, service changes, and signs in foreign languages.
 - The Transportation Mobility, Oahu Transit Services (OTS), budget includes an additional \$8.05 million for collective bargaining cost increases for TheBus and TheHandi-Van. This includes \$4.34 million for salaries and \$3.71 million for current expense (fringe benefit) costs.
 - The Transportation Mobility, OTS, budget includes an added \$1.07 million (18,162 service hours) for TheHandi-Van to implement additional service improvements to meet the growing demand for service and provide the necessary resources to address the anticipated increase in TheHandi-Van fleet.
 - The Transportation Mobility, OTS, budget includes an additional \$3.07 million (31,513 additional service hours) to undertake bus service changes necessary for integrating bus and rail transit services, adjusting routes, improving schedule adherence, and relieving overcrowding.

Department of Transportation Services

DEPARTMENT POSITIONS					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
Permanent FTE	120.00	134.00	134.00	12.00	146.00
Temporary FTE	0.00	0.00	0.00	0.00	0.00
Contract FTE	4.00	12.00	2.00	2.00	4.00
Total	124.00	146.00	136.00	14.00	150.00

EXPENDITURES BY PROGRAM					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
Administration	\$ 715,798	\$ 2,024,665	\$ 2,134,607	\$ 1,799,640	\$ 3,934,247
Transportation Engineering	3,796,214	4,216,606	2,474,311	0	2,474,311
Transportation Planning	4,500,978	9,229,797	10,696,554	6,258,624	16,955,178
Transportation Technology	3,921,433	6,499,513	5,405,490	75,588	5,481,078
Transportation Mobility	268,736,981	291,647,930	301,156,526	54,694,201	355,850,727
Total	\$ 281,671,404	\$ 313,618,511	\$ 321,867,488	\$ 62,828,053	\$ 384,695,541

CHARACTER OF EXPENDITURES					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
Salaries	\$ 146,386,934	\$ 157,554,883	\$ 160,328,160	\$ 3,317,483	\$ 163,645,643
Current Expenses	134,650,555	155,300,478	160,653,988	59,510,570	220,164,558
Equipment	633,915	763,150	885,340	0	885,340
Total	\$ 281,671,404	\$ 313,618,511	\$ 321,867,488	\$ 62,828,053	\$ 384,695,541

SOURCE OF FUNDS					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
General Fund	\$ 2,034,280	\$ 6,049,080	\$ 810,904	\$ 0	\$ 810,904
Highway Fund	8,100,705	18,315,833	9,903,872	170,388	10,074,260
Bikeway Fund	570,895	602,813	611,032	0	611,032
Transportation Fund	245,348,689	267,368,850	289,422,745	62,657,665	352,080,410
Special Projects Fund	587,706	133,000	0	0	0
Federal Grants Fund	25,029,129	21,148,935	21,118,935	0	21,118,935
Total	\$ 281,671,404	\$ 313,618,511	\$ 321,867,488	\$ 62,828,053	\$ 384,695,541

Administration

Program Description

This program plans, directs, and coordinates the activities of DTS in accordance with the provisions of the City Charter and the guidance of the Mayor and Managing Director. It provides administrative service activities for the department, including personnel management, budget preparation, and fiscal management. It provides complete streets administration for City infrastructure departments, traffic and transit related media information and liaison services to the Honolulu Rate Commission. The Administration program provides oversight of rail operations and maintenance including possible public-private partnership concession agreement management and entering into other innovative business relationships.

PROGRAM POSITIONS					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
Permanent FTE	10.00	12.00	15.00	6.00	21.00
Temporary FTE	0.00	0.00	0.00	0.00	0.00
Contract FTE	0.00	0.00	1.00	2.00	3.00
Total	10.00	12.00	16.00	8.00	24.00

CHARACTER OF EXPENDITURES					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
Salaries	\$ 673,596	\$ 766,735	\$ 1,376,718	\$ 519,840	\$ 1,896,558
Current Expenses	42,202	1,257,930	757,889	1,279,800	2,037,689
Equipment	0	0	0	0	0
Total	\$ 715,798	\$ 2,024,665	\$ 2,134,607	\$ 1,799,640	\$ 3,934,247

SOURCE OF FUNDS					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
General Fund	\$ 0	\$ 1,170,000	\$ 810,904	\$ 0	\$ 810,904
Highway Fund	715,798	854,665	963,115	32,664	995,779
Transportation Fund	0	0	360,588	1,766,976	2,127,564
Total	\$ 715,798	\$ 2,024,665	\$ 2,134,607	\$ 1,799,640	\$ 3,934,247

Transportation Engineering

Program Description

This program has oversight over two main aspects concerning the roads and streets of the City. The first is to provide for the safe and efficient operations of all the City's roads and streets as it relates to the movement of people and freight via both public and private vehicles, bicycles and walking. In concert with this, the division is responsible to maintain striping and signing plans; recommend and implement standards for signs, pavement markings and warning devices; receive, investigate, analyze and resolve queries from the public and government agencies regarding the operation of vehicular, pedestrian and bicycle traffic; maintain, review and revise the City's Traffic Code Ordinance; analyze and determine warrants for traffic signals; maintain worksheets of traffic control devices; operate and maintain certain municipal parking lots and on-street parking; manage the City's general street curb area in regards to freight and passenger loading zones; and administer the School Traffic Safety Committee. This division implements many of the City's Complete Streets projects in coordination with other City, State and Federal agencies.

The second main aspect of the division is to provide, administer, promote and implement various traffic improvement, safety and bikeway programs via the Capital Improvement Program, by working with consultants, community organizations, contractors and government officials. In addition, the division administers various educational promotions related to traffic and pedestrian safety (such as the Walk Wise Hawaii, Be Safe Be Seen, Ped Man, Safe Routes to School, and the production of public service media announcements); and participates in the Oahu Fleet Safety Organization.

PROGRAM POSITIONS					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
Permanent FTE	30.00	32.00	32.00	0.00	32.00
Temporary FTE	0.00	0.00	0.00	0.00	0.00
Contract FTE	0.00	0.00	0.00	0.00	0.00
Total	30.00	32.00	32.00	0.00	32.00

CHARACTER OF EXPENDITURES					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
Salaries	\$ 1,920,100	\$ 1,999,301	\$ 1,717,152	\$ 0	\$ 1,717,152
Current Expenses	1,876,114	2,217,305	757,159	0	757,159
Equipment	0	0	0	0	0
Total	\$ 3,796,214	\$ 4,216,606	\$ 2,474,311	\$ 0	\$ 2,474,311

SOURCE OF FUNDS					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
General Fund	\$ 908,289	\$ 800,000	\$ 0	\$ 0	\$ 0
Highway Fund	1,713,886	2,650,793	1,863,279	0	1,863,279
Bikeway Fund	570,895	602,813	611,032	0	611,032
Special Projects Fund	587,706	133,000	0	0	0
Federal Grants Fund	15,438	30,000	0	0	0
Total	\$ 3,796,214	\$ 4,216,606	\$ 2,474,311	\$ 0	\$ 2,474,311

Transportation Planning

Program Description

The Transportation Planning Division provides transportation planning and coordinates federal financial funding resources; is responsible for supporting Oahu's data-driven regional modal plans that inform the City's transportation improvement project selection; represents the City and coordinates with the Oahu Metropolitan Planning Organization regarding the Oahu Regional Transportation Plan, Transportation Improvement Program, and Overall Work Program; serves as the department's clearinghouse for the review of and comment on environmental assessment and transportation impact submittals to ensure consistency with the application of national best practice multimodal principles, traffic congestion mitigation, and roadway safety elements; administers, programs, and manages the City's federal-aid transportation funding for multi-modal and complete-street initiatives including roadway, intersection, pedestrian, bikeway, and transit improvements; monitors, oversees, and regulates mandatory State and Federal funding certifications and assurances to insure and maintain compliance as a grant recipient; regulates federal-aid compliance of the Disadvantaged Business Enterprise and Equal Employment Opportunity Programs for the City; coordinates, budgets, and programs the department's Capital Improvement Program and incorporates Federal Transit Administration (FTA) and Federal Highway Administration (FHWA) federal funding; conducts, analyzes, and organizes transportation data necessary to conduct traffic analysis, formulate capacity demands, and initiate safety measures such as traffic signals, crosswalks, and speed limits; and coordinates and implements short and long-range parking master plans, financials, and technology to maximize non-fare revenue.

PROGRAM POSITIONS					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
Permanent FTE	18.00	20.00	19.00	3.00	22.00
Temporary FTE	0.00	0.00	0.00	0.00	0.00
Contract FTE	1.00	7.00	0.00	0.00	0.00
Total	19.00	27.00	19.00	3.00	22.00

CHARACTER OF EXPENDITURES					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
Salaries	\$ 1,014,720	\$ 1,707,282	\$ 900,978	\$ 204,924	\$ 1,105,902
Current Expenses	3,486,258	7,522,515	9,768,236	6,053,700	15,821,936
Equipment	0	0	27,340	0	27,340
Total	\$ 4,500,978	\$ 9,229,797	\$ 10,696,554	\$ 6,258,624	\$ 16,955,178

SOURCE OF FUNDS					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
General Fund	\$ 339,991	\$ 0	\$ 0	\$ 0	\$ 0
Highway Fund	1,749,588	9,229,797	1,790,923	62,136	1,853,059
Transportation Fund	0	0	8,905,631	6,196,488	15,102,119
Federal Grants Fund	2,411,399	0	0	0	0
Total	\$ 4,500,978	\$ 9,229,797	\$ 10,696,554	\$ 6,258,624	\$ 16,955,178

Transportation Technology

Program Description

This program's goals are to effectively and efficiently manage, operate, develop, and implement Honolulu's traffic signal systems operations, Traffic Management Center activities and expansion, traffic camera coverage, traveler information program, Intelligent Transportation Systems (ITS) projects and transit applications, and management of street use permits and its related traffic management. The division is developing and establishing the next generation of smart traffic technology and ITS projects. The division optimizes the existing traffic signal operation for maximum throughput volumes with minimum delays while addressing safety, maintenance, and operational considerations. The division provides and researches real time traveler information to drivers, commuters, transit vehicles, and news media on current traffic conditions. The information is networked to the internet, Police, Civil Defense, Fire, local television and radio stations, and other transportation-related agencies.

The division includes the Street Usage Section, which reviews and issues traffic control permits for parades, special events, construction and other street usage. The section monitors the permits issued. It also coordinates and utilizes the Traffic Management Center functions and special duty police, signs, barricades, cones and changeable-message displays to reroute or warn commuters and to maintain a safe construction, special event, or parade travel area.

The division will also provide oversight of the operations and management of the completed Joint Traffic Management Center (JTMC); in coordination with other City, State and Federal agencies.

PROGRAM POSITIONS					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
Permanent FTE	37.00	38.00	38.00	1.00	39.00
Temporary FTE	0.00	0.00	0.00	0.00	0.00
Contract FTE	1.00	3.00	1.00	0.00	1.00
Total	38.00	41.00	39.00	1.00	40.00

CHARACTER OF EXPENDITURES					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
Salaries	\$ 2,289,287	\$ 2,560,546	\$ 2,370,773	\$ 75,588	\$ 2,446,361
Current Expenses	1,632,146	3,859,967	2,985,717	0	2,985,717
Equipment	0	79,000	49,000	0	49,000
Total	\$ 3,921,433	\$ 6,499,513	\$ 5,405,490	\$ 75,588	\$ 5,481,078

SOURCE OF FUNDS					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
General Fund	\$ 0	\$ 800,000	\$ 0	\$ 0	\$ 0
Highway Fund	3,921,433	5,580,578	5,286,555	75,588	5,362,143
Federal Grants Fund	0	118,935	118,935	0	118,935
Total	\$ 3,921,433	\$ 6,499,513	\$ 5,405,490	\$ 75,588	\$ 5,481,078

Transportation Mobility

Program Description

This program is responsible for planning and directing the City's island wide public transit system, including establishing policies for the operation of the fixed route and paratransit services; conducting appropriate reviews of established routes and determining adjustments required; providing equipment; procuring new buses and paratransit vehicles; overseeing the development and maintenance of transit facilities, installing and maintaining bus shelters and bus stops; and reviewing and overseeing the contractor conducting the in-person functional assessments used for determining eligibility for paratransit services in accordance with the Americans with Disabilities Act of 1990. This division oversees the contractors operating the City's public transit system and responds to recommendations, complaints and questions about public transit operations received from the community and public officials. The division is also actively engaged in recruitment, planning and coordination activities to fill new positions to undertake the division's new responsibilities for oversight of rail operations and maintenance, as well as to facilitate the integration of bus and rail operations, in anticipation of the projected interim opening of the rail system in December 2020.

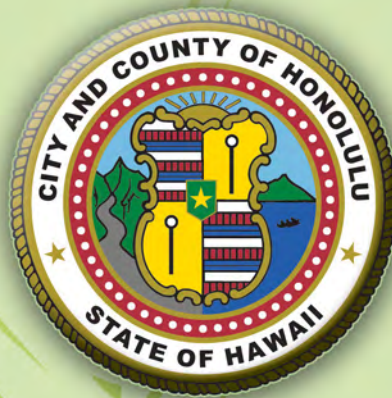
PROGRAM POSITIONS					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
Permanent FTE	25.00	32.00	30.00	2.00	32.00
Temporary FTE	0.00	0.00	0.00	0.00	0.00
Contract FTE	2.00	2.00	0.00	0.00	0.00
Total	27.00	34.00	30.00	2.00	32.00

CHARACTER OF EXPENDITURES					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
Salaries	\$ 140,489,231	\$ 150,521,019	\$ 153,962,539	\$ 2,517,131	\$ 156,479,670
Current Expenses	127,613,835	140,442,761	146,384,987	52,177,070	198,562,057
Equipment	633,915	684,150	809,000	0	809,000
Total	\$ 268,736,981	\$ 291,647,930	\$ 301,156,526	\$ 54,694,201	\$ 355,850,727

SOURCE OF FUNDS					
	FY 2019 Actual	FY 2020 Appropriated	Current Svcs	Budget Issues	FY 2021 Total Budget
General Fund	\$ 786,000	\$ 3,279,080	\$ 0	\$ 0	\$ 0
Transportation Fund	245,348,689	267,368,850	280,156,526	54,694,201	334,850,727
Federal Grants Fund	22,602,292	21,000,000	21,000,000	0	21,000,000
Total	\$ 268,736,981	\$ 291,647,930	\$ 301,156,526	\$ 54,694,201	\$ 355,850,727

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Revenues



Revenues

Detailed Statement of Revenues and Surplus

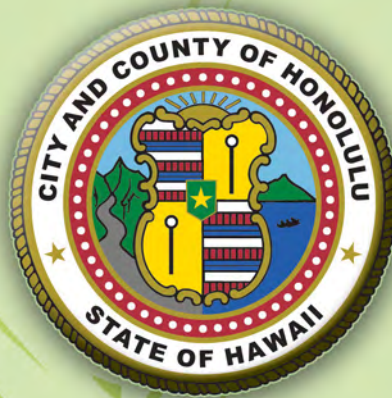
Budget Basis

The accounts of the City are organized on the basis of funds, each of which is considered a separate accounting entity. The operations of each fund are accounted for with a separate set of self-balancing accounts that comprise its assets, liabilities, fund equity, revenues and expenditures. Government resources are allocated to and accounted for in individual funds based upon the purposes for which the resources are to be spent and the means by which spending activities are controlled. The City's accounting records for the governmental funds and expendable trust and agency funds are maintained on a modified accrual basis.

Budgeted Revenues

Budgeted revenues are based on estimates of the financial resources used for financing operations and development of new facilities. Tax revenues are relatively stable and predictable. Fee schedules, historical trends, and economic and demographic patterns largely determine levels of other revenues. The comparative revenue schedules that follow generally reflect prior years' trends even though some may be irregular. In large part, revenue projections are a continuation of these trends.

Detailed Statement of Revenues and Surplus



Detailed Statement of Revenues and Surplus

General Fund (110)

This fund accounts for all financial resources except those required to be accounted for in another fund.
The major revenue source in the General Fund is the real property tax.

Source of Receipts	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimated
Taxes			
Real Property Taxes - Current Year	\$ 399,428,005	\$ 1,404,724,000	\$ 1,420,048,000
Real Property Taxes - Prior Year	7,168,208	3,000,000	3,000,000
R P T - Lock Box	396,647,524	0	0
R P T Mortgage Company	457,590,177	0	0
RPT - Epay	27,964,101	0	0
Public Svc Company Tax	41,182,468	41,969,118	42,808,500
Total - Taxes	\$ 1,329,980,483	\$ 1,449,693,118	\$ 1,465,856,500
Licenses and Permits			
Auctioneer & Pawn Broker	\$ 2,442	\$ 2,400	\$ 2,400
Firearms	1,723	1,600	1,600
Second-Hand & Junk Dealer	10,325	8,300	8,300
Used Mtr Veh Part Dealer	764	540	540
Wreck Salv Reblid Mtr Veh	598	420	420
Peddler/Itinerant Vendor	1,686	770	770
Tear Gas/Othr Noxious Sub	125	60	60
Scrap Dealers	2,600	2,300	2,300
Pedicab License Fees	56	0	0
HPD Alarm Permits	181,670	189,400	190,000
Regis-Third Party Reviewr	2,700	2,700	18,700
Building Permits	20,454,506	20,000,000	21,803,500
Non-Storm Wtr Dischg Pmt	0	1,200	4,000
NPDES fee	532,995	600,000	600,000
Signs	26,928	27,000	27,000
Motor Vehicle Plate Fees	603,942	601,040	601,040
Mtr Veh Spc No Plate Fee	813,627	814,850	814,850
Motor Vehicle Tag Fees	382,750	390,200	390,200
Motor Veh Trfr Fee & Pen	2,778,716	2,794,100	2,794,100
Dupl Regis/Ownership Cert	187,190	188,100	188,100
Correction Fees	8,700	6,200	6,200
Mvr-Annual Fee	14,610,871	14,810,200	14,810,200
Reconstr Inspec Fees	40,440	39,620	39,620
Moped Annual License Fee	138,573	149,610	149,610
Passenger & Frt Veh Lic	726	0	0
Nonresident Vehicle Prmt	19,320	19,550	19,550
Private Trans Reg Fees	48,135	48,140	48,140
Motor Vehicle Drivers Lic	5,658,935	5,117,530	5,696,130
Dog Licenses	144,391	161,200	161,200
Dog Tag Fees	6,151	6,480	6,480
Easement Grants	99,036	80,000	80,000
Newsstands	4,935	4,940	4,940

Detailed Statement of Revenues and Surplus

General Fund (110)

Source of Receipts	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimated
Telephone Enclosures	106	100	100
Dispensing Rack	128,306	173,900	173,900
Excav/Rep-St & Sidewalk	140	0	0
Fire Code Permit & Lic	719,994	720,000	748,238
Fireworks License Fees	74,054	58,502	54,923
Camping Permits	326,043	316,000	319,200
Total - Licenses and Permits	\$ 48,014,199	\$ 47,336,952	\$ 49,766,311
Intergovernmental Revenue			
Wireless Enhanced 911	\$ 138,190	\$ 0	\$ 0
Transient Accomdn Tax	45,423,000	45,423,000	45,423,000
Fish and Wildlife Svcs	115,191	67,116	63,483
Total - Intergovernmental Revenue	\$ 45,676,381	\$ 45,490,116	\$ 45,486,483
Charges for Services			
Duplication-Master Tapes	\$ 62,793	\$ 45,250	\$ 45,250
Data Proc Svc-State	658,721	650,000	650,000
Data Proc Svc-US Govt	2,561	1,500	1,500
Data Proc Svc-Othr County	535,560	400,000	400,000
Legal Services (BWS)	200,000	209,200	219,600
Svc Fee-Dishonored Checks	23,436	21,720	21,720
Service Fee for Card Payment	112,713	110,500	110,500
Band Collection	1,200	0	0
Sale of Gasoline and Oil	140,889	120,000	110,000
Subdivision Fees	92,200	100,000	125,000
Zoning Reg Applcn Fees	289,100	250,000	357,550
Witness Fees	4	0	0
Short-Term Rental Reg/Renewal Fees	0	0	700,000
Nonconform Certi Renewal	324,400	240,000	484,400
Plan Review Fee	1,544,898	2,576,156	2,524,961
Adm Fee-Mult-Fam Hsg Prgm	22,447	14,000	14,000
Exam Fees-Spec Inspectors	560	600	600
Reg Fees-Spec Inspectors	27	0	0
Military Hsg Fee-Lieu Rpt	982,741	998,260	998,000
Zoning/Flood Clear Fee	71,600	75,000	75,000
Duplicate Copy-Any Record	146,983	152,303	150,832
Abstract of Information	2,046	2,250	2,250
Copy-Map, Plan, Diagram	968	975	9,975
Cert Voter Registration	1,036	0	0
Voter Registration Lists	24,664	0	0
Medical Examiner's Report	4,151	4,000	4,000
Cert-Correctness of Info	820	35	35
Prop Tax Record Search	4,069	3,000	3,000
HPD Alarm Service Charges	120,128	106,600	110,000
Attendant Services	462,496	450,000	454,500
Spay-Neuter Service	288,136	289,700	289,700

Detailed Statement of Revenues and Surplus

General Fund (110)

Source of Receipts	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimated
Kitchen & Facility Usage	8,425	10,000	10,100
Other Misc Services	7,500	0	98,175
Taxi/Pedicab Drivers Cert	25	30	30
HPD Special Duty Fees	315,055	306,000	310,000
Electrical Inspection	54	100	12,920
Bldg Code Variance/Appeal	6,200	6,200	9,050
Sidewalk Nuisance Fee	200	200	200
City Employees Parking	772,125	770,000	750,000
Kapalama Hale Parking Facility	40,870	75,000	90,000
HPD Parking Lot	138,560	125,000	125,000
Scuba and Snorkeling	28,110	26,000	26,300
Commercial Filming	83,480	73,000	73,700
Summer Fun Program	241,493	236,000	238,300
Fall and Spring Programs	41,000	0	0
Parks District V Fees	3,491	0	0
Foster Botanic Garden	153,787	138,000	139,400
Fees for Community Garden	48,954	45,000	45,000
Total - Charges for Services	\$ 8,010,676	\$ 8,631,579	\$ 9,790,548
Fines and Forfeits			
Fines Miscellaneous	\$ 90	\$ 0	\$ 0
HPD Alarm Fines	240,232	220,900	220,900
Fines-Storm Water	950	36,000	25,000
Fines-Short Term Rental Civil Penalties	0	0	30,000
Fines-Viol Bldg Elec Etc	554,844	700,000	715,000
Liquidated Contr Damages	13,103	0	0
Forfeiture of Seized Prop	302,093	25,000	25,000
Total - Fines and Forfeits	\$ 1,111,312	\$ 981,900	\$ 1,015,900
Miscellaneous Revenues			
Investments	\$ 5,164,110	\$ 0	\$ 0
Investments-Pool	14,152,207	16,897,000	15,736,000
Other Sources-Interest Earnings	1,479	0	0
Rental Units (City Prop)	311,216	2,106,557	2,013,865
Rental Units (Hcd Prop)	221,214	221,214	221,000
Rental-Amb Facil-Fire Stn	63,900	63,900	63,900
Other Rents Recreat Facil	2,360	2,500	2,500
Perquisite Housing	10,845	9,822	9,292
Rental of Equipment	6,142	14,000	15,000
Rental for Use of Land	490,522	308,532	308,532
Telecom Facilities Rental	177,622	230,000	300,000
Buildings & Improvements	9,682	0	0
Other Escheats	0	50,000	50,000
Police Department	23,600	19,000	19,500
Develop Prem-Royal Kunia	47,433	0	0
Recov of Utility Charges	2,865	8,980	8,980

Detailed Statement of Revenues and Surplus

General Fund (110)

Source of Receipts	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimated
Recov-Workers' Comp Paymt	50	450,000	400,000
Recov-Overtime Inspection	10,299	0	0
Recov-Crt Odr Restitution	150	0	0
Misc Recov,Collect,Etc	8,928	0	0
Recov State-Emerg Amb Svc	41,178,745	46,551,619	50,905,240
Recov State-Hawaii State ID	710,157	754,920	821,450
Recov State-Motor Vehicle	1,061,071	1,097,030	1,097,030
Recov Work Comp-3Rd Party	390,825	300,000	300,000
Recovery-Recycled Materials	65	0	0
Recov-State-Comml Drv Lic	308,079	639,620	635,760
Recovery-Interest-Federal Subsidy	1,169,574	976,697	786,153
Recov-Direct Costs HART	752,708	1,025,800	1,017,835
Reimb State-MV Insp Prgm	708,135	784,770	784,770
Reimb of Admin Cost-Ewa	48,221	50,000	50,000
Reimb State - DPP Placard	153,876	153,740	153,740
Reimb From Org. Plates	36,630	38,850	38,850
Towing Service Premiums	120,000	120,000	120,000
Other Sundry Realization	14,024	0	0
Sund Refunds-Prior Expend	4,655,720	454,500	454,500
Sund Refunds-Curr Exp	270,452	80,000	80,000
Sundry Ref-Pcard Rebate	387,631	0	0
Vacation Accum Deposits	326,486	45,900	45,900
Misc Rev/Cash Over/Short	850	0	0
Auction Sale-Impound Veh	179,760	179,760	179,760
Auction Sale-Unclaim Prop	85,217	33,000	37,000
Sale-Other Mtls & Suppl	85,011	189,210	400,210
Sale of Scrap Materials	16,282	16,000	16,000
Total - Miscellaneous Revenues	\$ 73,364,143	\$ 73,872,921	\$ 77,072,767
Revolving Fund Revenues			
Late Charge	\$ 33,313	\$ 34,100	\$ 27,000
Repay Dchd Loans-Others	27,408	0	0
Total - Revolving Fund Revenues	\$ 60,721	\$ 34,100	\$ 27,000
Utilities or Other Enterprises			
Interest Earnings-Others	\$ 5	\$ 0	\$ 0
Miscellaneous Revenues	1	0	0
Total - Utilities or Other Enterprises	\$ 6	\$ 0	\$ 0
Non-Revenue Receipts			
Recov-Debt Svc Wf/Refuse	\$ 15,361,700	\$ 15,352,486	\$ 15,477,864
Recov Debt Sv-Swdf Sp Fd	27,361,549	26,001,722	28,942,027
Recov Debt Svc-Hsg Sp Fd	7,425,725	5,138,362	4,603,187
Recov Debt Svc-Swr Fund	1,046,684	74,468	77,817
Recov Debt Svc-HART	0	51,000,000	71,704,864
Recov Swr Fd(Wwm Radio)	35,000	35,000	35,000
Recov-Debt Svc Golf Fd	1,871,906	2,069,152	2,126,878

Detailed Statement of Revenues and Surplus

General Fund (110)

Source of Receipts	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimated
Recov D/S-Spec Events Fd	2,461,600	2,761,614	3,376,116
Recov D/S-Hanauma Bay Fd	1,136,849	1,170,676	1,175,297
Recov Debt Svc-Zoo Fund	3,330,645	3,425,357	3,492,161
Recov Debt Svc-Hwy Fund	117,612,309	128,542,906	131,863,539
Recov Case - Zoo Fund	725,900	738,200	769,300
Recov CASE-Spec Events Fd	705,800	787,600	777,700
Recov CASE-Hanauma Bay Fd	389,000	501,600	420,600
Recov CASE - Hwy Beaut Fd	379,436	416,000	284,100
Recov CASE - Sw Sp Fd	12,609,200	12,755,800	12,611,800
Recov CASE-Golf Fund	872,500	885,500	934,100
Recov CASE-Hwy Fund	13,852,700	15,084,600	15,726,400
Recov CASE-Sewer Fund	19,895,700	18,586,000	21,137,600
Recov CASE-Liquor Comm Fd	338,100	359,000	369,300
Recov CASE-Patsy T Mink Central Oahu Reg Pk Fd	10,500	26,700	22,200
Recov CASE - Bikeway Fd	92,200	80,600	82,000
Recov CASE-Waipio Peninsula Soccer Park Fund	5,600	5,600	5,600
Recov CASE-Hsg Dev Sp Fd	381,800	312,100	265,900
Recovery CASE-BWS	3,300,000	3,300,000	3,300,000
Recov CASE-HART	623,141	1,144,200	1,502,902
Trans Fr Ref Gnl Ac-Rent	263,500	263,500	263,500
Trf-Sewer Fund for Rent	472,500	472,500	472,500
Total - Non-Revenue Receipts	\$ 232,561,544	\$ 291,291,243	\$ 321,820,252
Unreserved Fund Balance	\$ 172,375,778	\$ 216,276,457	\$ 178,125,844
Interfund Transfer	\$ (338,951,105)	\$ (354,397,627)	\$ (434,605,592)
Total - General Fund	\$ 1,572,204,138	\$ 1,779,210,759	\$ 1,714,356,013

Detailed Statement of Revenues and Surplus

Highway Fund (120)

This fund accounts for the disposition of proceeds from special revenues earmarked by law for highway and related activities. Major revenue sources include the City fuel tax, vehicle weight tax, and public utility franchise tax.

Source of Receipts	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimated
Taxes			
Franchise Tax - HECO	\$ 44,123,161	\$ 45,005,624	\$ 45,905,737
Franchise Tax - GASCO	2,924,274	2,880,113	2,896,000
Fuel Tax - Current Year	51,139,808	51,682,128	51,935,080
Total - Taxes	\$ 98,187,243	\$ 99,567,865	\$ 100,736,817
Licenses and Permits			
Storm Drain Conn Fee	\$ 12,300	\$ 13,000	\$ 13,000
Non-Storm Wtr Dischg Pmt	0	4,000	2,500
Grading Excavation & Fill	495,990	500,000	500,000
Motor Vehicle Weight Tax	171,422,857	184,431,820	184,431,820
Dlnqt Mtr Veh Wt Tax Pen	1,157,848	1,161,120	1,161,120
Other Vehicle Weight Tax	5,281,536	5,658,550	5,658,550
Dlnqt Othr Veh Wt Tax Pen	36,340	36,420	36,420
Taxi Stand Permit Fee	8,925	8,820	8,820
Taxi Stand Decals	86	90	90
Frt Curb Load Zone-Permit	239,025	239,310	239,310
Frt Curb Load Zone-Decals	10,580	10,600	10,600
Pass Loading Zone-Permit	17,203	17,220	17,220
Pass Loading Zone-Decals	747	750	750
Excav/Rep-St & Sidewalk	326,295	330,000	330,000
Total - Licenses and Permits	\$ 179,009,732	\$ 192,411,700	\$ 192,410,200
Charges for Services			
Witness Fees	\$ 0	\$ 15	\$ 15
Sidewalk Specs File Fee	36,600	38,000	38,000
Driveway Specs File Fee	3,800	4,000	4,000
Duplicate Copy-Any Record	180	0	0
Sidewalk Area Cleaning	0	6,920	6,920
Sidewalk Repair	35,803	33,354	33,354
Parking Placards	2,100	2,400	2,400
Street Parking Meter	4,195,109	5,040,000	5,040,000
Frm Damaged Parking Meter	2,255	2,500	2,500
Kuhio-Kaiolu Parking Lot	678	0	0
Kaimuki Parking Lot #2	224,621	250,000	235,000
Kailua Parking Lot	199,640	250,000	220,000
Kalakaua Parking Lot	224,286	250,000	225,000
Civic Center Parking Lot	51,223	62,000	58,000
Parking Chgs - Salt Lake-	46,010	53,000	46,500
Parking Charges-Palace Sq	65,613	75,000	70,000
HPD Parking Lot	15,124	17,000	16,500
Kailua Elderly Hsg P/Lot	140,311	165,000	140,000

Detailed Statement of Revenues and Surplus

Highway Fund (120)

Source of Receipts	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimated
Lamppost Banner Display	68,640	47,000	48,500
Total - Charges for Services	\$ 5,311,993	\$ 6,296,189	\$ 6,186,689
Fines and Forfeits			
Fines-Storm Water	\$ 36,300	\$ 25,000	\$ 25,000
Total - Fines and Forfeits	\$ 36,300	\$ 25,000	\$ 25,000
Miscellaneous Revenues			
Marin Tower Pkg Garage	\$ 226,751	\$ 201,000	\$ 201,000
Harbor Court Garage	367,886	363,000	363,000
Kaimuki Parking Lot Concession	540,012	540,000	540,000
Other Sources-Interest Earnings	635	0	0
Rental for Use of Land	120,520	118,800	118,800
Kukui Plaza Garage	117,978	118,000	118,000
Smith-Beretania Parking	96,740	96,000	96,000
Recov-Damaged St Lights	295,987	30,000	45,000
Recov-Damaged Traf Signal	269,237	150,000	150,000
Recovery of Traffic Signs	68,268	25,000	25,000
Other Comp-Loss of Fixed Asset	11,702	32,631	7,000
Recov-Overhead Charges	3,321	4,000	4,000
Recovery-Interest-Federal Subsidy	2,169,360	1,869,542	1,572,307
Reimb State-Traf Sig Main	892,869	550,000	700,000
Sund Refunds-Prior Expend	1,436,611	250,000	250,000
Sund Refunds-Curr Exp	483	0	0
Vacation Accum Deposits	88,114	500	500
Misc Rev/Cash Over/Short	(3,824)	0	0
Sale-Other Mtls & Suppl	1,899	2,000	2,000
Total - Miscellaneous Revenues	\$ 6,704,549	\$ 4,350,473	\$ 4,192,607
Unreserved Fund Balance	\$ 15,473,775	\$ 28,581,272	\$ 26,703,677
Interfund Transfer	\$ (154,084,064)	\$ (167,809,524)	\$ (174,392,701)
Total - Highway Fund	\$ 150,639,528	\$ 163,422,975	\$ 155,862,289

Detailed Statement of Revenues and Surplus

Highway Beautification Fund (130)

The Highway Beautification and Disposal of Abandoned Vehicles Revolving Fund accounts for receipts (\$7.00 per vehicle) collected for each certificate of registration. These monies are expended primarily for the beautification of highways under the jurisdiction of the City and the disposition of abandoned vehicles.

Source of Receipts	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimated
Charges for Services			
Hwy Beautification Fees	\$ 4,705,348	\$ 4,711,840	\$ 4,711,840
Total - Charges for Services	\$ 4,705,348	\$ 4,711,840	\$ 4,711,840
Miscellaneous Revenues			
Sund Refunds-Prior Expend	\$ 81	\$ 0	\$ 0
Total - Miscellaneous Revenues	\$ 81	\$ 0	\$ 0
Unreserved Fund Balance	\$ 8,986,689	\$ 6,815,324	\$ 3,296,656
Interfund Transfer	\$ (377,600)	\$ (416,000)	\$ (284,100)
Total - Highway Beautification Fund	\$ 13,314,518	\$ 11,111,164	\$ 7,724,396

Highway Beautification Fund

Detailed Statement of Revenues and Surplus

Bikeway Fund Fund (140)

This fund accounts for receipts from bicycle and moped registration fees, which are earmarked for operating costs and acquisition, design, construction, improvement, repair and maintenance costs related to bikeways, including the installation and repair of storm drains and bridges.

Source of Receipts	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimated
Licenses and Permits			
Bicycle Licenses	\$ 293,609	\$ 293,610	\$ 293,610
Moped Annual License Fee	80,420	81,160	81,160
Total - Licenses and Permits	\$ 374,029	\$ 374,770	\$ 374,770
Miscellaneous Revenues			
Sund Refunds-Prior Expend	\$ 85	\$ 0	\$ 0
Total - Miscellaneous Revenues	\$ 85	\$ 0	\$ 0
Non-Revenue Receipts			
Transfer Fr General Fd	\$ 1,448,727	\$ 1,273,749	\$ 428,671
Total - Non-Revenue Receipts	\$ 1,448,727	\$ 1,273,749	\$ 428,671
Unreserved Fund Balance	\$ 937,597	\$ 1,895,031	\$ 917,931
Interfund Transfer	\$ (92,200)	\$ (80,600)	\$ (82,000)
Total - Bikeway Fund	\$ 2,668,238	\$ 3,462,950	\$ 1,639,372

Detailed Statement of Revenues and Surplus

Parks and Playgrounds Fund (150)

This fund accounts for all monies received in lieu of providing land in perpetuity or dedicating land, together with facilities for park and playground purposes. These monies must be expended for the purchase of land for parks and playgrounds, purchase of park and playground equipment, and/or other improvement of existing parks and playgrounds.

Source of Receipts	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimated
Miscellaneous Revenues			
Subdividers-Park/Playgrnd	\$ 956,668	\$ 964,869	\$ 0
Total - Miscellaneous Revenues	\$ 956,668	\$ 964,869	\$ 0
Unreserved Fund Balance	\$ 3,890,397	\$ 4,277,044	\$ 2,031,317
Total - Parks and Playgrounds Fund	\$ 4,847,065	\$ 5,241,913	\$ 2,031,317

Detailed Statement of Revenues and Surplus

Sewer Fund (170)

This fund accounts for all monies received pursuant to the provisions of the Federal Water Pollution Control Act amendments of 1972 and the Hawaii Revised Statutes and expended for the purposes authorized.

Source of Receipts	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimated
Charges for Services			
Sale of Gasoline and Oil	\$ 210,028	\$ 0	\$ 0
Duplicate Copy-Any Record	1,761	100	100
Sewer Lateral Instal	203,672	127,273	127,973
Sewer Service Charges	449,432,641	453,430,350	455,819,600
Other Sewer Chgs	32,755	174,354	175,313
Wstwr Sys Facil Chgs	2,138,556	10,902,400	10,902,400
Total - Charges for Services	\$ 452,019,413	\$ 464,634,477	\$ 467,025,386
Fines and Forfeits			
Fines-Indust Ww Discharge	\$ 1,500	\$ 15,000	\$ 15,000
Total - Fines and Forfeits	\$ 1,500	\$ 15,000	\$ 15,000
Miscellaneous Revenues			
Investments	\$ 6,992,754	\$ 0	\$ 0
Investments-Pool	20,021,862	21,113,000	7,229,879
Rental for Use of Land	100,760	0	0
Contributions to The City	15,000	0	0
Recov-Overtime Inspection	102,084	0	0
Recov-Crt Odr Restitution	9	0	0
Recovery-Interest-Federal Subsidy	5,034,360	3,434,914	2,977,208
Other Sundry Realization	1,525	0	0
Sund Refunds-Prior Expend	3,986	0	0
Vacation Accum Deposits	46,743	0	0
Sale of Scrap Materials	720	0	0
Total - Miscellaneous Revenues	\$ 32,319,803	\$ 24,547,914	\$ 10,207,087
Unreserved Fund Balance	\$ 696,174,703	\$ 999,120,826	\$ 783,653,144
Interfund Transfer	\$ (21,449,884)	\$ (19,180,169)	\$ (21,722,917)
Total - Sewer Fund	\$ 1,159,065,535	\$ 1,469,138,048	\$ 1,239,177,700

Detailed Statement of Revenues and Surplus

Transportation Fund (180)

This fund accounts for all monies generated by or received from bus, handi-van and rail, and Joint Traffic Management Center (JTMC) parking garage. The funds from the bus, handi-van and rail are used for the management, operation, maintenance and administration of the bus, handi-van and rail transportation system. JTMC parking garage revenues are used for expenses of operation, maintenance, improvement and betterment of the JTMC parking garage facilities.

Source of Receipts	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimated
Charges for Services			
Witness Fees	\$ 32	\$ 0	\$ 0
City Employees Parking	10,780	0	0
JTMC Parking	269,273	100,000	200,000
Spc Handicap Transp Fares	1,819,743	1,800,000	1,800,000
Total - Charges for Services	\$ 2,099,828	\$ 1,900,000	\$ 2,000,000
Miscellaneous Revenues			
Other Sources-Interest Earnings	\$ 34	\$ 0	\$ 0
Rental Units (City Prop)	21,300	21,300	21,300
Sund Refunds-Prior Expend	22,677	0	0
Misc Rev/Cash Over/Short	10,519	0	0
Total - Miscellaneous Revenues	\$ 54,530	\$ 21,300	\$ 21,300
Utilities or Other Enterprises			
Bus Fare	\$ 52,064,935	\$ 51,400,000	\$ 51,400,000
U-Pass	2,703,715	2,700,000	2,700,000
Recovery of Damages	171,244	0	0
Bus Advertising	190,119	168,000	168,000
Ots-Employee Parking Chge	163,575	160,000	160,000
Other Bus Transportation	26,197	0	0
Total - Utilities or Other Enterprises	\$ 55,319,785	\$ 54,428,000	\$ 54,428,000
Non-Revenue Receipts			
Bus Subsidy-General Fund	\$ 166,031,641	\$ 188,226,873	\$ 269,909,382
Bus Subsidy-Highway Fund	22,619,055	19,827,292	26,802,762
Total - Non-Revenue Receipts	\$ 188,650,696	\$ 208,054,165	\$ 296,712,144
Unreserved Fund Balance	\$ 5,395,611	\$ 5,906,255	\$ 5,728,215
Total - Transportation Fund	\$ 251,520,450	\$ 270,309,720	\$ 358,889,659

Detailed Statement of Revenues and Surplus

Liquor Commission Fund (190)

This fund accounts for all monies collected by as well as received on behalf of the Liquor Commission and used for the operational and administrative costs of the Liquor Commission.

Source of Receipts	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimated
Licenses and Permits			
Direct Wine Shipper	\$ 91,350	\$ 85,000	\$ 85,000
Personal Shipment Permit	1,976	2,250	2,250
Basic Liquor Lic(New Lic)	184,699	185,000	200,000
Liquor Applcn Filing Fee	2,000	3,000	3,000
Addtl Liqr Lic (Gr Sale)	2,910,599	3,000,000	3,000,000
Renewal Liquor License	2,963,100	2,900,000	2,900,000
Total - Licenses and Permits	\$ 6,153,724	\$ 6,175,250	\$ 6,190,250
Charges for Services			
Service Fee for Card Payment	\$ (109)	\$ 0	\$ 0
Liqr Licensee Change Name	3,150	3,000	3,000
Charge for Photo Id	126,310	130,000	135,000
Charges for Publications	3,790	3,000	3,000
Duplicate Copy-Any Record	1,315	1,500	1,500
City Employees Parking	6,985	6,400	6,400
Total - Charges for Services	\$ 141,441	\$ 143,900	\$ 148,900
Fines and Forfeits			
Fines-Liquor Commission	\$ 239,759	\$ 150,000	\$ 150,000
Total - Fines and Forfeits	\$ 239,759	\$ 150,000	\$ 150,000
Miscellaneous Revenues			
Sund Refunds-Prior Expend	\$ 2,178	\$ 0	\$ 0
Vacation Accum Deposits	2,986	0	0
Misc Rev/Cash Over/Short	81	0	0
Total - Miscellaneous Revenues	\$ 5,245	\$ 0	\$ 0
Unreserved Fund Balance	\$ 2,212,768	\$ 2,697,218	\$ 2,083,404
Interfund Transfer	\$ (338,100)	\$ (359,000)	\$ (369,300)
Total - Liquor Commission Fund	\$ 8,414,837	\$ 8,807,368	\$ 8,203,254

Detailed Statement of Revenues and Surplus

Rental Assistance Fund (203)

This fund accounts for all net receipts from the Hale Pauahi parking structure which are expended for monthly rental assistance payments to landlords on behalf of an eligible applicant.

Source of Receipts	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimated
Miscellaneous Revenues			
Parking Stalls	\$ 233,592	\$ 233,000	\$ 233,000
Total - Miscellaneous Revenues	\$ 233,592	\$ 233,000	\$ 233,000
Unreserved Fund Balance	\$ 1,768,653	\$ 1,871,698	\$ 1,885,678
Total - Rental Assistance Fund	\$ 2,002,245	\$ 2,104,698	\$ 2,118,678

Detailed Statement of Revenues and Surplus

Grants in Aid Fund (220)

This fund shall be used by the City to award grants in aid to federal income tax exempt non-profit organizations that provide services to economically and/or socially disadvantaged populations or provide services for public benefit in the areas of the arts, culture, economic development or the environment.

Source of Receipts	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimated
Miscellaneous Revenues			
Investments-Pool	\$ 135,540	\$ 170,000	\$ 158,000
Total - Miscellaneous Revenues	\$ 135,540	\$ 170,000	\$ 158,000
Non-Revenue Receipts			
Transfer Fr General Fd	\$ 8,313,555	\$ 8,193,760	\$ 8,239,988
Total - Non-Revenue Receipts	\$ 8,313,555	\$ 8,193,760	\$ 8,239,988
Unreserved Fund Balance	\$ 1,553,333	\$ 2,553,967	\$ 1,656,187
Total - Grants in Aid Fund	\$ 10,002,428	\$ 10,917,727	\$ 10,054,175

Detailed Statement of Revenues and Surplus

Hanauma Bay Nature Preserve Fund (230)

This fund accounts for receipts from the entrance and vehicle admission fees to Hanauma Bay Nature Preserve and is earmarked primarily for the operation, maintenance, and improvement of the Nature Preserve.

Source of Receipts	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimated
Charges for Services			
Hanauma Bay Parking	\$ 200,766	\$ 186,000	\$ 187,900
Hanauma Bay-Admission	4,840,311	4,600,000	4,646,000
Total - Charges for Services	\$ 5,041,077	\$ 4,786,000	\$ 4,833,900
Miscellaneous Revenues			
Investments-Pool	\$ 122,657	\$ 150,000	\$ 140,000
Perquisite Housing	8,706	5,200	3,090
Hanauma Beach Park Conces	374,934	360,000	360,000
Hanauma Shuttle Bus Svc	47,833	45,000	48,000
Hanauma Snorkling Rental	1,884,143	1,872,000	1,900,000
Hanauma Gift Shop Concess	337,395	250,000	250,000
Automatic Teller Machines	0	1,300	1,300
Misc Rev/Cash Over/Short	(92)	0	0
Total - Miscellaneous Revenues	\$ 2,775,576	\$ 2,683,500	\$ 2,702,390
Unreserved Fund Balance	\$ 5,428,791	\$ 6,487,253	\$ 3,783,185
Interfund Transfer	\$ (1,525,849)	\$ (1,680,770)	\$ (1,595,897)
Total - Hanauma Bay Nature Preserve Fund	\$ 11,719,595	\$ 12,275,983	\$ 9,723,578

Hanauma Bay Nature Preserve Fund

Detailed Statement of Revenues and Surplus

Reserve for Fiscal Stability Fund (240)

This fund is designated as a reserve for economic and revenue downturns and emergency situations.

Source of Receipts	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimated
Licenses and Permits			
Easement Grants	\$ 0	\$ 2,784,620	\$ 0
Total - Licenses and Permits	\$ 0	\$ 2,784,620	\$ 0
Miscellaneous Revenues			
Investments-Pool	\$ 2,016,180	\$ 2,390,000	\$ 2,226,000
Land	0	538,500	0
Total - Miscellaneous Revenues	\$ 2,016,180	\$ 2,928,500	\$ 2,226,000
Non-Revenue Receipts			
Transfer Fr General Fd	\$ 7,000,000	\$ 7,000,000	\$ 7,000,000
Total - Non-Revenue Receipts	\$ 7,000,000	\$ 7,000,000	\$ 7,000,000
Unreserved Fund Balance	\$ 111,615,088	\$ 120,631,267	\$ 133,344,387
Total - Reserve for Fiscal Stability Fund	\$ 120,631,268	\$ 133,344,387	\$ 142,570,387

Detailed Statement of Revenues and Surplus

Solid Waste Special Fund (250)

This fund accounts for all revenues derived from the operation of the City's Refuse Division, solid waste disposal programs, glass recycling program, and other recycling programs. All monies placed in this fund are maintained in separate accounts identified with, and expended for, the intended purpose.

Source of Receipts	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimated
Licenses and Permits			
Refuse Collector-Lic	\$ 5,875	\$ 4,500	\$ 4,500
Refuse Collector-Decal	908	900	900
Glass Recycler	400	300	300
Total - Licenses and Permits	\$ 7,183	\$ 5,700	\$ 5,700
Intergovernmental Revenue			
Pynt Fr St-Glass Disp Fee	\$ 198,867	\$ 200,000	\$ 200,000
Total - Intergovernmental Revenue	\$ 198,867	\$ 200,000	\$ 200,000
Charges for Services			
Duplicate Copy-Any Record	\$ 48	\$ 0	\$ 0
Bus. Automated Refuse Pu	60	0	0
Pre-Paid Coll/Disp Chgs	48,604	0	0
Business Premises	437,246	435,000	435,000
Disposal Charges	4,501,823	4,050,000	4,050,000
Disp Chgs Surcharge-Other	4,554,758	4,374,000	4,179,600
Disp Chgs Surcharge - C&C	2,497,423	2,752,800	2,455,200
Total - Charges for Services	\$ 12,039,962	\$ 11,611,800	\$ 11,119,800
Fines and Forfeits			
Fines-Unpaid Civil	\$ 4,900	\$ 0	\$ 0
Fines Miscellaneous	1,500	0	0
Total - Fines and Forfeits	\$ 6,400	\$ 0	\$ 0
Miscellaneous Revenues			
Investments	\$ 847,053	\$ 0	\$ 0
Investments-Pool	1,950,181	2,427,000	2,260,000
Recovery-Damaged Refuse Carts	1,950	0	0
Sund Refunds-Prior Expend	8,346	0	0
Vacation Accum Deposits	40,913	0	0
Total - Miscellaneous Revenues	\$ 2,848,443	\$ 2,427,000	\$ 2,260,000
Utilities or Other Enterprises			
Tip Fees-Private Direct	\$ 31,906,315	\$ 32,400,000	\$ 31,185,000
Electrical Energy Revenue	74,565,386	70,000,000	70,000,000
Tip Fees-Other	23,178,079	22,940,000	21,700,000
Easement-AES Barbers Pt	39,161	0	0
Total - Utilities or Other Enterprises	\$ 129,688,941	\$ 125,340,000	\$ 122,885,000
Non-Revenue Receipts			
Transfer Fr General Fd	\$ 112,735,620	\$ 106,555,286	\$ 110,105,652
Total - Non-Revenue Receipts	\$ 112,735,620	\$ 106,555,286	\$ 110,105,652
Unreserved Fund Balance	\$ 50,918,315	\$ 67,676,051	\$ 69,288,264

Detailed Statement of Revenues and Surplus

Reserve for Fiscal Stability Fund (240)

Source of Receipts	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimated
Interfund Transfer	\$ (55,595,949)	\$ (56,878,749)	\$ (57,295,191)
Total - Refuse Genl Operating Acct -SWSF	\$ 252,847,782	\$ 256,937,088	\$ 258,569,225

Detailed Statement of Revenues and Surplus

Land Conservation Fund (260)

The fund accounts for all gifts, voluntary contributions to the city, and all revenues designated by ordinance or resolution for deposit into the fund. All monies deposited into this fund shall be used to purchase or otherwise acquire lands or property entitlements for natural resource land conservation purposes of the city.

Source of Receipts	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimated
Unreserved Fund Balance	\$ 220	\$ 220	\$ 220
Total - Land Conservation Fund	\$ 220	\$ 220	\$ 220

Detailed Statement of Revenues and Surplus

Clean Water and Natural Lands Fund (270)

This fund accounts for monies transferred from real property tax revenues to be used to purchase or otherwise acquire real estate or any interest therein for land conservation in the city. The monies may be used for the purposes of: protection of watershed lands to preserve water quality and water supply; preservation of forests, beaches, coastal areas and agricultural lands; public outdoor recreation and education, including access to beaches and mountains; preservation of historic or cultural important land areas and sites; protection of significant habitats or ecosystems, including buffer zones; conservation of land in order to reduce erosion, floods, landslides, and runoff; and acquisition of public access to public land and open spaces.

Source of Receipts	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimated
Miscellaneous Revenues			
Investments-Pool	\$ 407,314	\$ 511,000	\$ 476,000
Total - Miscellaneous Revenues	\$ 407,314	\$ 511,000	\$ 476,000
Non-Revenue Receipts			
Transfer Fr General Fd-RPT	\$ 6,327,227	\$ 7,023,620	\$ 7,100,240
Total - Non-Revenue Receipts	\$ 6,327,227	\$ 7,023,620	\$ 7,100,240
Unreserved Fund Balance	\$ 19,251,096	\$ 26,005,636	\$ 11,041,401
Total - Clean Water and Natural Lands Fund	\$ 25,985,637	\$ 33,540,256	\$ 18,617,641

Detailed Statement of Revenues and Surplus

Affordable Housing Fund (280)

This fund accounts for monies transferred from real property tax revenues to provide for and maintain affordable rental housing for persons earning sixty percent or less of the median household income in the city. Monies may be used for: the provision and expansion of affordable rental housing and suitable living environments in projects, which may include mixed-use, mixed-income projects, having residential units that are principally for persons of low and moderate income through land acquisition for, development of, construction of, and/or capital improvements or rehabilitation to such housing, provided that the funded housing remains affordable for at least sixty years.

Source of Receipts	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimated
Miscellaneous Revenues			
Investments-Pool	\$ 690,733	\$ 790,000	\$ 736,000
Total - Miscellaneous Revenues	\$ 690,733	\$ 790,000	\$ 736,000
Non-Revenue Receipts			
Transfer Fr General Fd-RPT	\$ 6,327,227	\$ 7,023,620	\$ 7,100,240
Total - Non-Revenue Receipts	\$ 6,327,227	\$ 7,023,620	\$ 7,100,240
Unreserved Fund Balance	\$ 31,017,712	\$ 35,476,683	\$ 1,116,369
Total - Affordable Housing Fund	\$ 38,035,672	\$ 43,290,303	\$ 8,952,609

Detailed Statement of Revenues and Surplus

Community Development Fund (310)

This fund accounts for monies provided by the Federal government under the Housing and Community Development Act of 1974, as amended; the National Affordable Housing Act of 1990, as amended; monies generated as program income; and monies carried over from prior years. Funds are expended to carry out the objectives of the Acts. Funds under the HOME program are funded under the Federal Grants Projects Fund beginning in fiscal year 1977.

Source of Receipts	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimated
Intergovernmental Revenue			
CDBG, PI-93-383	\$ 0	\$ 8,035,248	\$ 8,018,590
CDBG-Program Income	620,829	1,577,574	525,000
US Dept of Housing and Urban Development	2,846,221	0	0
Total - Intergovernmental Revenue	\$ 3,467,050	\$ 9,612,822	\$ 8,543,590
Miscellaneous Revenues			
Sund Refunds-Prior Expend	\$ 9,720	\$ 0	\$ 0
Total - Miscellaneous Revenues	\$ 9,720	\$ 0	\$ 0
Interfund Transfer	\$ 0	\$ (400,000)	\$ 0
Total - Community Development Fund	\$ 3,476,770	\$ 9,212,822	\$ 8,543,590

Detailed Statement of Revenues and Surplus

Patsy T. Mink Central Oahu Regional Park Fund (321)

This fund accounts for monies generated from the Patsy T. Mink Central Oahu Regional Park. Funds are expended for the improvement, maintenance and repair of the Park. All appropriations from this fund must be used to supplement, and not supplant, other city fund appropriations for the Patsy T. Mink Central Oahu Regional Park.

Source of Receipts	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimated
Charges for Services			
Custodial Services	\$ 975	\$ 0	\$ 0
Attendant Services	56,985	57,000	57,000
Parks District V Fees	177,017	165,000	165,000
Total - Charges for Services	\$ 234,977	\$ 222,000	\$ 222,000
Miscellaneous Revenues			
Aquatics Ctr Food Concess	\$ 3,600	\$ 0	\$ 0
Total - Miscellaneous Revenues	\$ 3,600	\$ 0	\$ 0
Unreserved Fund Balance	\$ 338,921	\$ 563,670	\$ 256,258
Interfund Transfer	\$ (10,500)	\$ (26,700)	\$ (22,200)
Total - Patsy T. Mink Central Oahu Regional Park Fund	\$ 566,998	\$ 758,970	\$ 456,058

Detailed Statement of Revenues and Surplus

Waipio Peninsula Soccer Park Fund (322)

This fund accounts for monies generated from the Waipio Peninsula Soccer Park. Funds are expended for the improvement, maintenance and repair of the Park. All appropriations from this fund must be used to supplement, and not supplant, other city fund appropriations for the Waipio Peninsula Soccer Park.

Source of Receipts	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimated
Charges for Services			
Parks District V Fees	\$ 91,547	\$ 78,000	\$ 78,000
Total - Charges for Services	\$ 91,547	\$ 78,000	\$ 78,000
Unreserved Fund Balance	\$ 142,329	\$ 207,923	\$ 174,949
Interfund Transfer	\$ (5,600)	\$ (5,600)	\$ (5,600)
Total - Waipio Peninsula Soccer Park Fund	\$ 228,276	\$ 280,323	\$ 247,349

Waipio Peninsula Soccer Park Fund

Detailed Statement of Revenues and Surplus

Honolulu Zoo Fund (323)

This fund accounts for monies generated by operations of the Honolulu Zoo and monies transferred from real property tax revenues. The monies may be used for the operations, repair, maintenance, and improvement of the Honolulu Zoo, salaries of persons employed at the Zoo and related expenses, acquisition of zoo animals, and debt service for capital improvements at the Zoo.

Source of Receipts	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimated
Charges for Services			
Service Fee for Card Payment	\$ 5,517	\$ 0	\$ 0
Zoo Parking Lot	1,280,519	1,250,000	1,250,000
Honolulu Zoo	4,960,231	4,000,000	5,000,000
Total - Charges for Services	\$ 6,246,267	\$ 5,250,000	\$ 6,250,000
Miscellaneous Revenues			
Investments-Pool	\$ 43,850	\$ 31,000	\$ 24,000
Honolulu Zoo Food Conces	339,638	300,000	325,000
Recov-Crt Odr Restitution	120	0	0
Vacation Accum Deposits	3,121	0	0
Misc Rev/Cash Over/Short	101	0	0
Total - Miscellaneous Revenues	\$ 386,830	\$ 331,000	\$ 349,000
Utilities or Other Enterprises			
Recovery of Damages	\$ 207	\$ 0	\$ 0
Total - Utilities or Other Enterprises	\$ 207	\$ 0	\$ 0
Non-Revenue Receipts			
Transfer Fr General Fd	\$ 2,087,458	\$ 2,841,176	\$ 49,598
Transfer Fr General Fd-RPT	6,327,227	7,023,620	7,100,240
Total - Non-Revenue Receipts	\$ 8,414,685	\$ 9,864,796	\$ 7,149,838
Unreserved Fund Balance	\$ 1,111,045	\$ 1,877,896	\$ 2,407,320
Interfund Transfer	\$ (4,056,545)	\$ (4,163,557)	\$ (4,261,461)
Total - Honolulu Zoo Fund	\$ 12,102,489	\$ 13,160,135	\$ 11,894,697

Detailed Statement of Revenues and Surplus

Golf Fund (350)

This fund accounts for all receipts derived from the operation of the City's golf facilities. All funds are expended for the management, operation and maintenance of the municipal golf courses.

Source of Receipts	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimated
Charges for Services			
Golf Course Fees	\$ 6,256,849	\$ 6,413,587	\$ 7,069,618
Total - Charges for Services	\$ 6,256,849	\$ 6,413,587	\$ 7,069,618
Miscellaneous Revenues			
Golf Course Cart Rentals	\$ 2,285,909	\$ 2,490,475	\$ 2,695,758
Rental for Use of Land	6,000	0	0
Golf Course-Pro Shops	6,600	16,200	8,400
Golf Course Food Conces	90,139	96,200	108,200
Golf Course Driving Range	563,495	530,000	530,000
Sund Refunds-Prior Expend	477	0	0
Sund Refunds-Curr Exp	256	0	0
Misc Rev/Cash Over/Short	663	0	0
Total - Miscellaneous Revenues	\$ 2,953,539	\$ 3,132,875	\$ 3,342,358
Non-Revenue Receipts			
Transfer Fr General Fd	\$ 9,111,289	\$ 7,537,205	\$ 7,628,960
Total - Non-Revenue Receipts	\$ 9,111,289	\$ 7,537,205	\$ 7,628,960
Unreserved Fund Balance	\$ 1,198,822	\$ 2,307,546	\$ 1,574,187
Interfund Transfer	\$ (2,744,406)	\$ (2,954,652)	\$ (3,060,978)
Total - Golf Fund	\$ 16,776,093	\$ 16,436,561	\$ 16,554,145

Detailed Statement of Revenues and Surplus

Special Events Fund (360)

This fund accounts for all revenues derived from the operation of the City's auditorium facilities and Waikiki Shell. All funds are expended for the operation of the Department of Enterprise Services.

Source of Receipts	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimated
Charges for Services			
Svc Fee-Dishonored Checks	\$ 50	\$ 0	\$ 0
Surcharge On Tickets	72,092	90,000	78,000
Other Misc Services	2,400	8,400	8,400
Total - Charges for Services	\$ 74,542	\$ 98,400	\$ 86,400
Miscellaneous Revenues			
Investments-Pool	\$ 33,758	\$ 44,000	\$ 36,000
Rental for Use of Land	27,429	13,000	20,000
Arena	763,661	650,000	650,000
Assembly Hall (Pikake Room)	58,524	80,000	72,500
Meeting Room	146,221	105,000	150,000
Exhibition Pavilion	525,500	530,000	475,000
Theater-Concert Hall	440,374	500,000	425,000
Waikiki Shell	61,384	115,000	100,000
Galleria (Other Area)	20,463	20,000	20,000
Riser and Chair Setup	6,300	7,500	6,300
Chair and Table Setup	210,332	160,000	180,000
Stage Setup	116,040	100,000	102,000
Moving Equipment	2,000	2,000	2,000
Ushering Service	259,782	266,000	265,000
Spotlight and Sound Setup	155,365	150,000	150,000
Excessive Cleanup	28,598	25,000	25,000
Piano	13,749	15,000	14,000
Box Office Service	636,579	675,000	670,000
Other Personal Services	132,232	130,000	130,000
Food Conces-Auditoriums	368,484	450,000	450,000
Parking-Auditoriums	2,287,976	2,200,000	2,200,000
Other-Auditoriums	1,050	1,000	1,000
Novelty Sales Concess-Aud	59,319	35,000	55,000
Ala Moana Conces-Waikiki	53,490	55,000	60,000
Kapiolani Beach Conces	209,031	195,000	195,000
Waikiki Beach Food Conces	186,745	170,000	170,000
Waikiki Surfbld Lockr Conc	154,270	160,000	160,000
Pouring Rts-Vending Mach	78,199	85,000	85,000
Koko Head Stables Conces	6,282	10,000	10,000
Waikiki Beach Conces-Othr	1,609,372	1,570,000	1,600,000
Veh-Mounted Food Conces	602	0	0
Automatic Teller Machines	35,055	3,000	3,000
Sund Refunds-Prior Expend	1,000	0	0
Vacation Accum Deposits	188	0	0
Sale of Scrap Materials	11	0	0

Detailed Statement of Revenues and Surplus

Golf Fund (350)

Source of Receipts	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimated
Total - Miscellaneous Revenues	\$ 8,689,365	\$ 8,521,500	\$ 8,481,800
Non-Revenue Receipts			
Transfer Fr General Fd	\$ 6,899,507	\$ 7,078,869	\$ 5,481,560
Total - Non-Revenue Receipts	\$ 6,899,507	\$ 7,078,869	\$ 5,481,560
Unreserved Fund Balance	\$ 303,300	\$ 2,419,062	\$ 2,282,203
Interfund Transfer	\$ (3,167,400)	\$ (3,549,214)	\$ (4,153,816)
Total - Special Events Fund	\$ 12,799,314	\$ 14,568,617	\$ 12,178,147

Detailed Statement of Revenues and Surplus

Special Projects Fund (380)

This fund accounts for all monies received under special contracts entered into, by and between the City and the State. Monies received from various sources for operating and capital improvement expenditures for which no financing has been provided in other funds, such as contributions from property owners exclusive of improvement district assessment collections, are also accounted for in this fund.

Source of Receipts	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimated
Intergovernmental Revenue			
Mayor's Lei Day Program	\$ 27,390	\$ 0	\$ 0
Hawaii Tourism Authority	100,000	0	0
Program On Aging-State Sh	0	10,745,556	12,296,757
LEPC Emergency Planning	28,883	33,000	35,000
Wireless Enhanced 911	2,002,070	1,300,000	1,300,000
AFC Admin Assist's Pay	213,200	245,400	245,400
State Department of Transportation	582,635	287,408	0
State Department of Health	4,442,894	0	0
State Department of Human Services	1,674,894	0	0
State Dept of Labor & Industrial Relations	15,000	0	0
State Dept of Land & Natural Resources	522,813	697,084	697,084
State Dept of the Attorney General	1,394,283	0	1,395,166
State Department of Budget and Finance	10,165,404	0	0
Total - Intergovernmental Revenue	\$ 21,169,466	\$ 13,308,448	\$ 15,969,407
Charges for Services			
Plan Review Fee	\$ 872,425	\$ 0	\$ 0
Total - Charges for Services	\$ 872,425	\$ 0	\$ 0
Miscellaneous Revenues			
Contributions to The City	\$ 536,578	\$ 0	\$ 0
Private Grants to The City	662,016	0	0
Recov-Crt Odr Restitution	6,126	0	0
Sund Refunds-Prior Expend	58,107	0	0
Total - Miscellaneous Revenues	\$ 1,262,827	\$ 0	\$ 0
Utilities or Other Enterprises			
Miscellaneous Revenues	\$ 64,871	\$ 0	\$ 0
Total - Utilities or Other Enterprises	\$ 64,871	\$ 0	\$ 0
Non-Revenue Receipts			
State Grants	\$ 0	\$ 2,014,130	\$ 6,414,562
Total - Non-Revenue Receipts	\$ 0	\$ 2,014,130	\$ 6,414,562
Total - Special Projects Fund	\$ 23,369,589	\$ 15,322,578	\$ 22,383,969

Detailed Statement of Revenues and Surplus

Federal Grants Fund (390)

This fund accounts for all monies received from the Federal government as grants for specific projects as well as supporting monies from other sources, where such monies are not accountable in any other fund. All monies placed in this fund are maintained in separate accounts identified with, and expended for, the intended purpose.

Source of Receipts	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimated
Federal Grants Fund - Operating			
Intergovernmental Revenue			
HOME Grant	\$ 987,295	\$ 3,141,694	\$ 2,405,738
HUD-Youthbuild Prgm	0	553,000	620,000
Workforce Investment Act	0	3,142,772	3,142,000
Housing Opportunity-HOPWA	16,047	19,056	19,056
First to Work Program	0	1,289,291	2,829,234
Program On Aging	0	614,085	4,742,881
Federal DOT Grants	34,074	0	0
HOME Grant-Program Income	0	78,000	637,843
FTA-49 USC Chapter 53	21,004,243	21,000,000	21,000,000
FHWA Traffic Ctrl Ctr Ops	0	122,000	125,000
FHWA-Bridge Inspections	0	800,000	800,000
US Dept of Transportation-FHWA	10,395	0	0
Emerg Shelter Grants Prgm	43,823	48,581	51,135
Community Prosecution	50,108	0	0
US Dept of Agriculture	184,115	223,000	225,200
US Dept of Commerce	71,435	0	0
US Dept of Health & Human Services	814,182	0	0
US Dept of Justice	3,224,146	0	990,291
US Dept of Labor	3,095,627	0	0
US Dept of Transportation	1,840,608	0	0
US Dept of Education	171,999	20,000	20,000
Dea Marijuana Grant	1,356	0	0
US Dept of Housing and Urban Development	0	1,425,000	0
HIDTA Program	1,262,116	0	0
Juvenile Accountability	0	70,000	70,000
Homeland Security Grants	734,579	0	102,000
Total - Intergovernmental Revenue	\$ 33,546,148	\$ 32,546,479	\$ 37,780,378
Miscellaneous Revenues			
Investments	\$ 2,907	\$ 0	\$ 0
Sund Refunds-Prior Expend	283,566	0	0
Sund Refunds-Curr Exp	3,005	0	0
Total - Miscellaneous Revenues	\$ 289,478	\$ 0	\$ 0
Non-Revenue Receipts			
State Grants	\$ 0	\$ 4,183,138	\$ 1,853,959
Federal Grants	0	77,568	78,456
Total - Non-Revenue Receipts	\$ 0	\$ 4,260,706	\$ 1,932,415
Total - Federal Grants Fund - Operating	\$ 33,835,626	\$ 36,807,185	\$ 39,712,793

Detailed Statement of Revenues and Surplus

Federal Grants Fund (390)

Source of Receipts	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimated
Federal Grants Fund - CIP			
Intergovernmental Revenue			
HOME Grant	\$ 549,570	\$ 0	\$ 430,000
CDBG-Program Income	14,470	0	0
Housing Opportunity-HOPWA	0	616,157	616,157
HOME Grant-Program Income	1,981,977	472,000	0
FTA-49 USC Chapter 53	0	33,000,000	48,184,800
FHWA Traffic Ctrl Ctr Ops	0	5,300,000	13,920,000
US Dept of Transportation-FHWA	2,831	26,480,000	37,860,000
Emerg Shelter Grants Prgm	68,994	630,672	630,673
Total - Intergovernmental Revenue	\$ 2,617,842	\$ 66,498,829	\$ 101,641,630
Miscellaneous Revenues			
Sund Refunds-Prior Expend	\$ 8,063	\$ 0	\$ 0
Total - Miscellaneous Revenues	\$ 8,063	\$ 0	\$ 0
Total - Federal Grants Fund - CIP	\$ 2,625,905	\$ 66,498,829	\$ 101,641,630
Total - Federal Grants Fund - (390)	\$ 36,461,531	\$ 103,306,014	\$ 141,354,423

Detailed Statement of Revenues and Surplus

Housing & Comm Dev Rehab Fund (410)

This fund makes loan monies available-primarily to low and moderate income applicants unable to secure or qualify for funds-under the Rehabilitation Loan Program sponsored by the Federal government.

Source of Receipts	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimated
Charges for Services			
Svc Fee-Dishonored Checks	\$ 50	\$ 0	\$ 0
Total - Charges for Services	\$ 50	\$ 0	\$ 0
Miscellaneous Revenues			
Investments	\$ 127,758	\$ 0	\$ 0
Other Sources-Interest Earnings	618	0	0
Total - Miscellaneous Revenues	\$ 128,376	\$ 0	\$ 0
Revolving Fund Revenues			
Principal	\$ 941,062	\$ 3,000,000	\$ 3,000,000
Interest	13,943	0	0
Late Charge	820	0	0
Total - Revolving Fund Revenues	\$ 955,825	\$ 3,000,000	\$ 3,000,000
Unreserved Fund Balance	\$ 3,000,000	\$ 0	\$ 2,595,700
Total - Housing & Comm Dev Rehab Fund	\$ 4,084,251	\$ 3,000,000	\$ 5,595,700

Detailed Statement of Revenues and Surplus

Pauahi Project Expend, HI R-15 Fund (430)

This fund was created to facilitate financing of the Pauahi Project redevelopment plan providing for the acquisition, clearance, construction of site improvements, and sale or lease of home, apartment, and commercial sites to private parties for development in accordance with said plans.

Source of Receipts	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimated
Miscellaneous Revenues			
Investments	\$ 17,300	\$ 0	\$ 0
Total - Miscellaneous Revenues	\$ 17,300	\$ 0	\$ 0
Unreserved Fund Balance	\$ 972,503	\$ 989,803	\$ 989,803
Total - Pauahi Project Expend, HI R-15 Fund	\$ 989,803	\$ 989,803	\$ 989,803

Detailed Statement of Revenues and Surplus

Housing & Comm Dev Sec 8 Fund (470)

This fund accounts for all monies received from the Federal government under the Housing and Community Development Act of 1974 for the purpose set forth under Title II of the Act.

Source of Receipts	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimated
Intergovernmental Revenue			
Sec 8 Mainstream Voucher	\$ 1,362,128	\$ 1,360,564	\$ 0
Sec 8 Mod Rehab (001)	0	(300,000)	300,000
Sec 8 Exstg Hsg Vou Prgm	59,386,748	57,808,052	62,652,920
Total - Intergovernmental Revenue	\$ 60,748,876	\$ 58,868,616	\$ 62,952,920
Miscellaneous Revenues			
Investments	\$ 71,727	\$ 0	\$ 0
Other Sources-Interest Earnings	56,363	0	0
Other Escheats	17,063	0	0
Vacation Accum Deposits	1,583	0	0
Total - Miscellaneous Revenues	\$ 146,736	\$ 0	\$ 0
Total - Housing & Comm Dev Sec 8 Fund	\$ 60,895,612	\$ 58,868,616	\$ 62,952,920

Detailed Statement of Revenues and Surplus

Leasehold Conversion Fund (490)

This fund accounts for all monies to assist lessees of land upon which are situated either residential condominium, cooperative housing, or residential planned development to purchase those lands at fair and reasonable prices.

Source of Receipts	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimated
Miscellaneous Revenues			
Investments	\$ 3,935	\$ 0	\$ 0
Total - Miscellaneous Revenues	\$ 3,935	\$ 0	\$ 0
Unreserved Fund Balance	\$ 123,366	\$ 127,301	\$ 127,301
Total - Leasehold Conversion Fund	\$ 127,301	\$ 127,301	\$ 127,301

Detailed Statement of Revenues and Surplus

General Improvement Bond Fund (610)

This fund accounts for proceeds of general obligation bonds issued to pay all or part of those appropriations for public improvements specified to be expended from this fund.

Source of Receipts	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimated
Non-Revenue Receipts			
General Obligation Bonds	\$ 128,002,022	\$ 416,688,832	\$ 171,618,799
Total - Non-Revenue Receipts	\$ 128,002,022	\$ 416,688,832	\$ 171,618,799
Total - General Improvement Bond Fund	\$ 128,002,022	\$ 416,688,832	\$ 171,618,799

Detailed Statement of Revenues and Surplus

Highway Improvement Bond Fund (620)

This fund accounts for proceeds of general obligation bonds issued to pay all or part of those appropriations for highway and related public improvements specified to be expended from this fund.

Source of Receipts	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimated
Non-Revenue Receipts			
General Obligation Bonds	\$ 185,002,915	\$ 162,206,000	\$ 132,576,100
Total - Non-Revenue Receipts	\$ 185,002,915	\$ 162,206,000	\$ 132,576,100
Total - Highway Improvement Bond Fund	\$ 185,002,915	\$ 162,206,000	\$ 132,576,100

Detailed Statement of Revenues and Surplus

Capital Projects Fund (640)

This fund accounts for monies received from sources other than the federal government, in form of grants, entitlements, shared revenues or payments in lieu of taxes, to fund capital projects, and city monies appropriated for capital projects.

Source of Receipts	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimated
Miscellaneous Revenues			
Othr Share of Constr Cost	\$ 0	\$ 2,600,000	\$ 100,000
Total - Miscellaneous Revenues	\$ 0	\$ 2,600,000	\$ 100,000
Non-Revenue Receipts			
Id B&I Rdmpn Fund	\$ 3,100	\$ 0	\$ 0
State Grants	0	9,750,000	0
Total - Non-Revenue Receipts	\$ 3,100	\$ 9,750,000	\$ 0
Total - Capital Projects Fund	\$ 3,100	\$ 12,350,000	\$ 100,000

Detailed Statement of Revenues and Surplus

Housing Development Special Fund (655)

This fund accounts for the proceeds of general obligation bonds and bond anticipation notes authorized and issued for the purpose of developing housing for sale or for rental and for the proceeds from the sale or rental of housing.

Source of Receipts	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimated
Licenses and Permits			
Easement Grants	\$ 66,720	\$ 60,000	\$ 60,000
Total - Licenses and Permits	\$ 66,720	\$ 60,000	\$ 60,000
Charges for Services			
Chinatown Gateway-Parking	\$ 135,284	\$ 105,000	\$ 130,000
River-Nimitz-Parking	63,423	65,000	65,000
Total - Charges for Services	\$ 198,707	\$ 170,000	\$ 195,000
Miscellaneous Revenues			
Rental Units (Hcd Prop)	\$ 27,779	\$ 0	\$ 0
Hsg Buyback-Shared Equity	737,288	0	0
Total - Miscellaneous Revenues	\$ 765,067	\$ 0	\$ 0
Revolving Fund Revenues			
Repay Dchd Loans-Others	\$ 87,731	\$ 0	\$ 0
Total - Revolving Fund Revenues	\$ 87,731	\$ 0	\$ 0
Non-Revenue Receipts			
Transfer Fr General Fd	\$ 6,341,627	\$ 4,619,849	\$ 4,461,061
Total - Non-Revenue Receipts	\$ 6,341,627	\$ 4,619,849	\$ 4,461,061
Unreserved Fund Balance	\$ 2,724,289	\$ 2,318,853	\$ 866,880
Interfund Transfer	\$ (7,807,525)	\$ (5,649,680)	\$ (4,869,087)
Total - Housing Development Special Fund	\$ 2,376,616	\$ 1,519,022	\$ 713,854

Detailed Statement of Revenues and Surplus

Sewer Revenue Bond (670)

This fund accounts for proceeds of revenue bonds issued to pay all or part of those appropriations for improvements, repairs, and maintenance of the wastewater system.

Source of Receipts	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimated
Miscellaneous Revenues			
Investments	\$ 1,146,110	\$ 0	\$ 0
Investments-Pool	4,257,371	4,522,000	1,281,490
Total - Miscellaneous Revenues	\$ 5,403,481	\$ 4,522,000	\$ 1,281,490
Non-Revenue Receipts			
Sale of Sewer Rev Bonds	\$ 0	\$ 253,729,000	\$ 552,500,000
State Revolving Fund	3,561,853	0	0
Total - Non-Revenue Receipts	\$ 3,561,853	\$ 253,729,000	\$ 552,500,000
Total - Sewer Revenue Bond	\$ 8,965,334	\$ 258,251,000	\$ 553,781,490

Detailed Statement of Revenues and Surplus

Sld Wst Improvement Bond Fund (680)

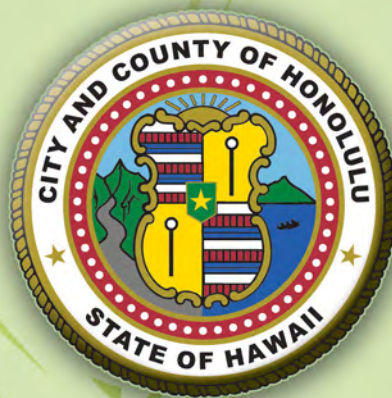
This fund accounts for proceeds of general obligation bonds issued to pay all or part of those appropriations for solid waste disposal and related public improvements specified to be expended from this fund.

Source of Receipts	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimated
Non-Revenue Receipts			
General Obligation Bonds-Taxable	\$ 20,001,231	\$ 0	\$ 0
General Obligation Bonds	6	65,961,106	60,959,000
Total - Non-Revenue Receipts	\$ 20,001,237	\$ 65,961,106	\$ 60,959,000
Total - Sld Wst Improvement Bond Fund	\$ 20,001,237	\$ 65,961,106	\$ 60,959,000

Sld Wst Improvement Bond Fund

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Departmental Revenue Summary



Departmental Revenue Summary

Department of Budget and Fiscal Services

Source of Receipts	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimated
Taxes			
Real Property Taxes - Current Year	\$ 399,428,005	\$ 1,404,724,000	\$ 1,420,048,000
Real Property Taxes - Prior Year	7,168,208	3,000,000	3,000,000
R P T - Lock Box	396,647,524	0	0
R P T Mortgage Company	457,590,177	0	0
RPT - Epay	27,964,101	0	0
Public Svc Company Tax	41,182,468	41,969,118	42,808,500
Franchise Tax - HECO	44,123,161	45,005,624	45,905,737
Franchise Tax - GASCO	2,924,274	2,880,113	2,896,000
Fuel Tax - Current Year	51,139,808	51,682,128	51,935,080
Total - Taxes	\$ 1,428,167,726	\$ 1,549,260,983	\$ 1,566,593,317
Licenses and Permits			
Direct Wine Shipper	\$ 91,350	\$ 85,000	\$ 85,000
Personal Shipment Permit	1,976	2,250	2,250
Basic Liquor Lic(New Lic)	184,699	185,000	200,000
Liquor Applcn Filing Fee	2,000	3,000	3,000
Addtl Liqr Lic (Gr Sale)	2,910,599	3,000,000	3,000,000
Renewal Liquor License	2,963,100	2,900,000	2,900,000
Easement Grants	12,960	2,784,620	0
Telephone Enclosures	106	100	100
Total - Licenses and Permits	\$ 6,166,790	\$ 8,959,970	\$ 6,190,350
Intergovernmental Revenue			
Sec 8 Mainstream Voucher	\$ 6,139	\$ 0	\$ 0
Sec 8 Mod Rehab (001)	717	0	0
HOME Grant	52,301	3,141,694	489,403
CDBG, PI-93-383	0	8,035,248	7,567,346
Workforce Investment Act	0	792,000	792,000
Sec 8 Exstg Hsg Vou Prgm	86,720	0	0
CDBG-Program Income	547,997	1,577,574	525,000
Housing Opportunity-HOPWA	0	635,213	616,157
HOME Grant-Program Income	0	550,000	0
Emerg Shelter Grants Prgm	0	679,253	630,673
US Dept of Labor	330,013	0	0
US Dept of Housing and Urban Development	500,691	0	0
Transient Accomdtn Tax	45,423,000	45,423,000	45,423,000
Fish and Wildlife Svcs	115,191	67,116	63,483
State Dept of Labor & Industrial Relations	15,000	0	0
Total - Intergovernmental Revenue	\$ 47,077,769	\$ 60,901,098	\$ 56,107,062
Charges for Services			
Duplication-Master Tapes	\$ 48,710	\$ 32,250	\$ 32,250
Svc Fee-Dishonored Checks	1,425	600	600
Service Fee for Card Payment	2,103	0	0
Liqr Licensee Change Name	3,150	3,000	3,000

Departmental Revenue Summary

Department of Budget and Fiscal Services

Source of Receipts	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimated
Charge for Photo Id	126,310	130,000	135,000
Adm Fee-Mult-Fam Hsg Prgm	0	14,000	14,000
Military Hsg Fee-Lieu Rpt	982,741	998,260	998,000
Charges for Publications	3,790	3,000	3,000
Duplicate Copy-Any Record	7,106	5,875	5,875
Copy-Map, Plan, Diagram	671	675	675
Cert-Correctness of Info	9	35	35
Prop Tax Record Search	4,069	3,000	3,000
City Employees Parking	6,985	6,400	6,400
Pre-Paid Coll/Disp Chgs	48,604	0	0
Total - Charges for Services	\$ 1,235,673	\$ 1,197,095	\$ 1,201,835
Fines and Forfeits			
Fines-Liquor Commission	\$ 239,759	\$ 150,000	\$ 150,000
Total - Fines and Forfeits	\$ 239,759	\$ 150,000	\$ 150,000
Miscellaneous Revenues			
Investments	\$ 13,704,426	\$ 0	\$ 0
Investments-Pool	46,151,505	49,045,000	30,303,369
Rental Units (City Prop)	32,852	134,155	134,155
Rental Units (Hcd Prop)	205,613	221,214	221,000
Rental for Use of Land	544,782	398,332	398,332
Land	0	538,500	0
Other Escheats	0	50,000	50,000
Othr Share of Constr Cost	0	2,600,000	100,000
Subdividers-Park/Playgrnd	956,668	964,869	0
Recovery-Interest-Federal Subsidy	8,373,294	6,281,153	5,335,668
Recov-Direct Costs HART	752,708	1,025,800	1,017,835
Other Sundry Realization	14,024	0	0
Sund Refunds-Prior Expend	486,855	0	0
Sundry Ref-Pcard Rebate	387,631	0	0
Vacation Accum Deposits	23,690	5,000	5,000
Misc Rev/Cash Over/Short	(20)	0	0
Sale-Other Mtls & Suppl	84,576	189,000	400,000
Sale of Scrap Materials	16,179	16,000	16,000
Total - Miscellaneous Revenues	\$ 71,734,783	\$ 61,469,023	\$ 37,981,359
Non-Revenue Receipts			
Recov-Debt Svc Wf/Refuse	\$ 15,361,700	\$ 15,352,486	\$ 15,477,864
Recov Debt Sv-Swdf Sp Fd	27,361,549	26,001,722	28,942,027
Recov Debt Svc-Hsg Sp Fd	7,425,725	5,138,362	4,603,187
Recov Debt Svc-Swr Fund	1,046,684	74,468	77,817
Recov Debt Svc-HART	0	51,000,000	71,704,864
Recov Swr Fd(Wwm Radio)	35,000	35,000	35,000
Recov-Debt Svc Golf Fd	1,871,906	2,069,152	2,126,878
Recov D/S-Spec Events Fd	2,461,600	2,761,614	3,376,116
Recov D/S-Hanauma Bay Fd	1,136,849	1,170,676	1,175,297

Departmental Revenue Summary

Department of Budget and Fiscal Services

Source of Receipts	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimated
Recov Debt Svc-Hwy Fund	117,612,309	128,542,906	131,863,539
Recov Case - Zoo Fund	725,900	738,200	769,300
Recov Debt Svc-Zoo Fund	3,330,645	3,425,357	3,492,161
Recov CASE-Spec Events Fd	705,800	787,600	777,700
Recov CASE-Hanauma Bay Fd	389,000	501,600	420,600
Recov CASE - Hwy Beaut Fd	377,600	416,000	284,100
Recov CASE - Sw Sp Fd	12,609,200	12,755,800	12,611,800
Recov CASE-Golf Fund	872,500	885,500	934,100
Recov CASE-Hwy Fund	13,852,700	15,084,600	15,726,400
Recov CASE-Sewer Fund	19,895,700	18,586,000	21,137,600
Recov CASE-Liquor Comm Fd	338,100	359,000	369,300
Recov CASE-Patsy T Mink Central Oahu Reg Pk Fd	10,500	26,700	22,200
Recov CASE - Bikeway Fd	92,200	80,600	82,000
Recov CASE-Waipio Peninsula Soccer Park Fund	5,600	5,600	5,600
Recov CASE-Hsg Dev Sp Fd	381,800	312,100	265,900
Recovery CASE-BWS	3,300,000	3,300,000	3,300,000
Recov CASE-HART	623,141	1,144,200	1,502,902
Transfer Fr General Fd	153,937,783	145,099,894	143,395,490
Transfer Fr General Fd-RPT	18,981,681	21,070,860	21,300,720
Bus Subsidy-General Fund	166,031,641	188,226,873	269,909,382
Bus Subsidy-Highway Fund	22,619,055	19,827,292	26,802,762
Trans Fr Ref Gnl Ac-Rent	263,500	263,500	263,500
Id B&I Rdmpn Fund	3,100	0	0
Trf-Sewer Fund for Rent	472,500	472,500	472,500
General Obligation Bonds-Taxable	20,001,231	0	0
General Obligation Bonds	313,004,943	644,855,938	365,153,899
Sale of Sewer Rev Bonds	0	253,729,000	552,500,000
State Grants	0	9,750,000	0
Total - Non-Revenue Receipts	\$ 927,139,142	\$ 1,573,851,100	\$ 1,700,882,505
Total - Department of Budget and Fiscal Services	\$ 2,481,761,642	\$ 3,255,789,269	\$ 3,369,106,428

Departmental Revenue Summary

Department of Community Services

Source of Receipts	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimated
Intergovernmental Revenue			
Sec 8 Mainstream Voucher	\$ 1,355,989	\$ 1,360,564	\$ 0
Sec 8 Mod Rehab (001)	(717)	-300,000	300,000
HOME Grant	1,484,564	0	2,346,335
HUD-Youthbuild Prgm	0	553,000	620,000
CDBG, PI-93-383	0	0	451,244
Workforce Investment Act	0	2,350,772	2,350,000
Sec 8 Exstg Hsg Vou Prgm	59,300,028	57,808,052	62,652,920
CDBG-Program Income	87,302	0	0
Housing Opportunity-HOPWA	16,047	0	19,056
First to Work Program	0	1,289,291	2,829,234
Program On Aging	0	614,085	4,742,881
HOME Grant-Program Income	1,981,977	0	637,843
Emerg Shelter Grants Prgm	112,817	0	51,135
Community Prosecution	50,108	0	0
US Dept of Health & Human Services	391,280	0	0
US Dept of Justice	180,189	0	0
US Dept of Labor	2,765,614	0	0
US Dept of Education	146,999	0	0
US Dept of Housing and Urban Development	2,345,530	1,425,000	0
Juvenile Accountability	0	70,000	70,000
Program On Aging-State Sh	0	10,745,556	12,296,757
State Department of Human Services	1,674,894	0	0
State Department of Health	4,407,893	0	0
Total - Intergovernmental Revenue	\$ 76,300,514	\$ 75,916,320	\$ 89,367,405
Charges for Services			
Svc Fee-Dishonored Checks	\$ 50	\$ 0	\$ 0
Adm Fee-Mult-Fam Hsg Prgm	22,447	0	0
Chinatown Gateway-Parking	35,500	0	0
Total - Charges for Services	\$ 57,997	\$ 0	\$ 0
Miscellaneous Revenues			
Investments	\$ 224,771	\$ 0	\$ 0
Other Sources-Interest Earnings	58,460	0	0
Rental Units (City Prop)	133,382	0	0
Rental Units (Hcd Prop)	43,380	0	0
Rental for Use of Land	2,100	0	0
Parking Stalls	233,592	233,000	233,000
Other Escheats	17,063	0	0
Sund Refunds-Prior Expend	316,617	0	0
Sund Refunds-Curr Exp	3,005	0	0
Vacation Accum Deposits	8,868	0	0
Hsg Buyback-Shared Equity	737,288	0	0
Total - Miscellaneous Revenues	\$ 1,778,526	\$ 233,000	\$ 233,000

Departmental Revenue Summary

Department of Community Services

Source of Receipts	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimated
Revolving Fund Revenues			
Principal	\$ 941,062	\$ 3,000,000	\$ 3,000,000
Interest	13,943	0	0
Late Charge	820	0	0
Repay Dchd Loans-Others	115,139	0	0
Total - Revolving Fund Revenues	\$ 1,070,964	\$ 3,000,000	\$ 3,000,000
Utilities or Other Enterprises			
Miscellaneous Revenues	\$ 64,871	\$ 0	\$ 0
Total - Utilities or Other Enterprises	\$ 64,871	\$ 0	\$ 0
Non-Revenue Receipts			
State Grants	\$ 0	\$ 6,138,420	\$ 8,209,673
Federal Grants	0	77,568	78,456
Total - Non-Revenue Receipts	\$ 0	\$ 6,215,988	\$ 8,288,129
Total - Department of Community Services	\$ 79,272,872	\$ 85,365,308	\$ 100,888,534

Community Services

Departmental Revenue Summary

Department of the Corporation Counsel

Source of Receipts	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimated
Charges for Services			
Legal Services (BWS)	\$ 200,000	\$ 209,200	\$ 219,600
Duplicate Copy-Any Record	176	200	200
Total - Charges for Services	\$ 200,176	\$ 209,400	\$ 219,800
Miscellaneous Revenues			
Misc Recov,Collect,Etc	\$ 3,685	\$ 0	\$ 0
Sund Refunds-Prior Expend	3,246	0	0
Vacation Accum Deposits	14,169	0	0
Total - Miscellaneous Revenues	\$ 21,100	\$ 0	\$ 0
Total - Department of the Corporation Counsel	\$ 221,276	\$ 209,400	\$ 219,800

Departmental Revenue Summary

Department of Customer Services

Source of Receipts	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimated
Licenses and Permits			
Auctioneer & Pawn Broker	\$ 2,442	\$ 2,400	\$ 2,400
Firearms	433	300	300
Second-Hand & Junk Dealer	10,325	8,300	8,300
Used Mtr Veh Part Dealer	764	540	540
Wreck Salv Reblid Mtr Veh	598	420	420
Peddler/Itinerant Vendor	1,686	770	770
Tear Gas/Othr Noxious Sub	125	60	60
Scrap Dealers	2,600	2,300	2,300
Pedicab License Fees	56	0	0
Refuse Collector-Lic	5,875	4,500	4,500
Glass Recycler	400	300	300
Motor Vehicle Weight Tax	171,422,857	184,431,820	184,431,820
Motor Vehicle Plate Fees	603,942	601,040	601,040
Mtr Veh Spc No Plate Fee	813,627	814,850	814,850
Motor Vehicle Tag Fees	382,750	390,200	390,200
Motor Veh Trfr Fee & Pen	2,778,716	2,794,100	2,794,100
Dupl Regis/Ownership Cert	187,190	188,100	188,100
Dlnqt Mtr Veh Wt Tax Pen	1,157,848	1,161,120	1,161,120
Correction Fees	8,700	6,200	6,200
Mvr-Annual Fee	14,610,871	14,810,200	14,810,200
Reconstr Inspec Fees	40,440	39,620	39,620
Other Vehicle Weight Tax	5,281,536	5,658,550	5,658,550
Dlnqt Othr Veh Wt Tax Pen	36,340	36,420	36,420
Bicycle Licenses	293,609	293,610	293,610
Moped Annual License Fee	218,993	230,770	230,770
Passenger & Frt Veh Lic	726	0	0
Nonresident Vehicle Prmt	19,320	19,550	19,550
Motor Vehicle Drivers Lic	5,658,935	5,117,530	5,696,130
Private Trans Reg Fees	48,135	48,140	48,140
Dog Licenses	144,391	161,200	161,200
Dog Tag Fees	6,151	6,480	6,480
Newsstands	4,935	4,940	4,940
Taxi Stand Permit Fee	8,925	8,820	8,820
Taxi Stand Decals	86	90	90
Dispensing Rack	128,306	173,900	173,900
Frt Curb Load Zone-Permit	239,025	239,310	239,310
Frt Curb Load Zone-Decals	10,580	10,600	10,600
Pass Loading Zone-Permit	17,203	17,220	17,220
Pass Loading Zone-Decals	747	750	750
Total - Licenses and Permits	\$ 204,150,188	\$ 217,285,020	\$ 217,863,620
Charges for Services			
Svc Fee-Dishonored Checks	\$ 19,986	\$ 20,420	\$ 20,420
Service Fee for Card Payment	110,500	110,500	110,500

Departmental Revenue Summary

Department of Customer Services

Source of Receipts	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimated
Duplicate Copy-Any Record	59	60	60
Spay-Neuter Service	288,136	289,700	289,700
Taxi/Pedicab Drivers Cert	25	30	30
Hwy Beautification Fees	4,705,348	4,711,840	4,711,840
Total - Charges for Services	\$ 5,124,054	\$ 5,132,550	\$ 5,132,550
Miscellaneous Revenues			
Recov of Utility Charges	\$ 2,865	\$ 8,980	\$ 8,980
Recov State-Motor Vehicle	1,061,071	1,097,030	1,097,030
Recov State-Hawaii State ID	710,157	754,920	821,450
Recov-State-Comm1 Drv Lic	308,079	639,620	635,760
Reimb State-MV Insp Prgm	708,135	784,770	784,770
Reimb State - DPP Placard	153,876	153,740	153,740
Reimb From Org. Plates	36,630	38,850	38,850
Towing Service Premiums	120,000	120,000	120,000
Sund Refunds-Prior Expend	3,398	0	0
Misc Rev/Cash Over/Short	(3,463)	0	0
Auction Sale-Impound Veh	179,760	179,760	179,760
Sale-Other Mtls & Suppl	435	210	210
Total - Miscellaneous Revenues	\$ 3,280,943	\$ 3,777,880	\$ 3,840,550
Total - Department of Customer Services	\$ 212,555,185	\$ 226,195,450	\$ 226,836,720

Departmental Revenue Summary

Department of Design and Construction

Source of Receipts	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimated
Intergovernmental Revenue			
FHWA-Bridge Inspections	\$ 0	\$ 800,000	\$ 800,000
State Department of Budget and Finance	10,000,000	0	0
Total - Intergovernmental Revenue	\$ 10,000,000	\$ 800,000	\$ 800,000
Charges for Services			
Duplicate Copy-Any Record	\$ 190	\$ 0	\$ 0
Total - Charges for Services	\$ 190	\$ 0	\$ 0
Fines and Forfeits			
Liquidated Contr Damages	\$ 13,103	\$ 0	\$ 0
Total - Fines and Forfeits	\$ 13,103	\$ 0	\$ 0
Miscellaneous Revenues			
Recovery-Recycled Materials	\$ 65	\$ 0	\$ 0
Buildings & Improvements	9,682	0	0
Recov-Overtime Inspection	10,299	0	0
Sund Refunds-Prior Expend	858,968	0	0
Vacation Accum Deposits	4,783	0	0
Total - Miscellaneous Revenues	\$ 883,797	\$ 0	\$ 0
Total - Department of Design and Construction	\$ 10,897,090	\$ 800,000	\$ 800,000

Departmental Revenue Summary

Department of Emergency Management

Source of Receipts	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimated
Intergovernmental Revenue			
US Dept of Commerce	\$ 71,435	\$ 0	\$ 0
Homeland Security Grants	696,301	0	102,000
LEPC Emergency Planning	28,883	33,000	35,000
Total - Intergovernmental Revenue	\$ 796,619	\$ 33,000	\$ 137,000
Miscellaneous Revenues			
Sund Refunds-Prior Expend	\$ 180,366	\$ 0	\$ 0
Sund Refunds-Curr Exp	4,106	0	0
Vacation Accum Deposits	14,894	0	0
Total - Miscellaneous Revenues	\$ 199,366	\$ 0	\$ 0
Total - Department of Emergency Management	\$ 995,985	\$ 33,000	\$ 137,000

Departmental Revenue Summary

Department of Emergency Services

Source of Receipts	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimated
Intergovernmental Revenue			
Wireless Enhanced 911	\$ 128,643	\$ 0	\$ 0
State Dept of Land & Natural Resources	522,813	697,084	697,084
Total - Intergovernmental Revenue	\$ 651,456	\$ 697,084	\$ 697,084
Charges for Services			
Duplicate Copy-Any Record	\$ 19	\$ 0	\$ 0
Abstract of Information	2,046	2,250	2,250
Total - Charges for Services	\$ 2,065	\$ 2,250	\$ 2,250
Miscellaneous Revenues			
Contributions to The City	\$ 1,000	\$ 0	\$ 0
Recov State-Emerg Amb Svc	41,178,745	46,551,619	50,905,240
Sund Refunds-Prior Expend	124,379	0	0
Sund Refunds-Curr Exp	49,705	0	0
Total - Miscellaneous Revenues	\$ 41,353,829	\$ 46,551,619	\$ 50,905,240
Total - Department of Emergency Services	\$ 42,007,350	\$ 47,250,953	\$ 51,604,574

Departmental Revenue Summary

Department of Enterprise Services

Source of Receipts	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimated
Charges for Services			
Svc Fee-Dishonored Checks	\$ 50	\$ 0	\$ 0
Service Fee for Card Payment	5,517	0	0
Surcharge On Tickets	72,092	90,000	78,000
Other Misc Services	2,400	8,400	8,400
Zoo Parking Lot	1,280,519	1,250,000	1,250,000
Golf Course Fees	6,256,849	6,413,587	7,069,618
Honolulu Zoo	4,960,231	4,000,000	5,000,000
Total - Charges for Services	\$ 12,577,658	\$ 11,761,987	\$ 13,406,018
Miscellaneous Revenues			
Golf Course Cart Rentals	\$ 2,285,909	\$ 2,490,475	\$ 2,695,758
Rental for Use of Land	33,429	13,000	20,000
Arena	763,661	650,000	650,000
Assembly Hall (Pikake Room)	58,524	80,000	72,500
Meeting Room	146,221	105,000	150,000
Exhibition Pavilion	525,500	530,000	475,000
Theater-Concert Hall	440,374	500,000	425,000
Waikiki Shell	61,384	115,000	100,000
Galleria (Other Area)	20,463	20,000	20,000
Riser and Chair Setup	6,300	7,500	6,300
Chair and Table Setup	210,332	160,000	180,000
Stage Setup	116,040	100,000	102,000
Moving Equipment	2,000	2,000	2,000
Ushering Service	259,782	266,000	265,000
Spotlight and Sound Setup	155,365	150,000	150,000
Excessive Cleanup	28,598	25,000	25,000
Piano	13,749	15,000	14,000
Box Office Service	636,579	675,000	670,000
Other Personal Services	132,232	130,000	130,000
Food Conces-Auditoriums	368,484	450,000	450,000
Golf Course-Pro Shops	6,600	16,200	8,400
Parking-Auditoriums	2,287,976	2,200,000	2,200,000
Other-Auditoriums	1,050	1,000	1,000
Novelty Sales Concess-Aud	59,319	35,000	55,000
Ala Moana Conces-Waikiki	53,490	55,000	60,000
Hanauma Beach Park Conces	374,934	360,000	360,000
Honolulu Zoo Food Conces	339,638	300,000	325,000
Kapiolani Beach Conces	209,031	195,000	195,000
Waikiki Beach Food Conces	186,745	170,000	170,000
Waikiki Surfbld Lockr Conc	154,270	160,000	160,000
Pouring Rts-Vending Mach	78,199	85,000	85,000
Hanauma Shuttle Bus Svc	47,833	45,000	48,000
Koko Head Stables Conces	6,282	10,000	10,000
Hanauma Snorkling Rental	1,884,143	1,872,000	1,900,000

Departmental Revenue Summary

Department of Emergency Services

Source of Receipts	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimated
Waikiki Beach Conces-Othr	1,609,372	1,570,000	1,600,000
Hanauma Gift Shop Concess	337,395	250,000	250,000
Golf Course Food Conces	90,139	96,200	108,200
Golf Course Driving Range	563,495	530,000	530,000
Veh-Mounted Food Conces	602	0	0
Automatic Teller Machines	35,055	3,000	3,000
Contributions to The City	56,507	0	0
Develop Prem-Royal Kunia	47,433	0	0
Recov-Crt Odr Restitution	120	0	0
Sund Refunds-Prior Expend	1,477	0	0
Sund Refunds-Curr Exp	256	0	0
Vacation Accum Deposits	3,309	0	0
Misc Rev/Cash Over/Short	764	0	0
Sale of Scrap Materials	11	0	0
Total - Miscellaneous Revenues	\$ 14,700,371	\$ 14,437,375	\$ 14,671,158
Utilities or Other Enterprises			
Recovery of Damages	\$ 207	\$ 0	\$ 0
Total - Utilities or Other Enterprises	\$ 207	\$ 0	\$ 0
Total - Department of Enterprise Services	\$ 27,278,236	\$ 26,199,362	\$ 28,077,176

Departmental Revenue Summary

Department of Environmental Services

Source of Receipts	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimated
Licenses and Permits			
Refuse Collector-Decal	\$ 908	\$ 900	\$ 900
Total - Licenses and Permits	\$ 908	\$ 900	\$ 900
Intergovernmental Revenue			
Pynt Fr St-Glass Disp Fee	\$ 198,867	\$ 200,000	\$ 200,000
Total - Intergovernmental Revenue	\$ 198,867	\$ 200,000	\$ 200,000
Charges for Services			
Sale of Gasoline and Oil	\$ 210,028	\$ 0	\$ 0
Duplicate Copy-Any Record	1,809	100	100
Bus. Automated Refuse Pu	60	0	0
Sewer Lateral Instal	203,672	127,273	127,973
Sewer Service Charges	449,432,641	453,430,350	455,819,600
Other Sewer Chgs	32,755	174,354	175,313
Wstwr Sys Facil Chgs	2,138,556	10,902,400	10,902,400
Business Premises	437,246	435,000	435,000
Disposal Charges	4,501,823	4,050,000	4,050,000
Disp Chgs Surcharge-Other	4,554,758	4,374,000	4,179,600
Disp Chgs Surcharge - C&C	2,497,423	2,752,800	2,455,200
Total - Charges for Services	\$ 464,010,771	\$ 476,246,277	\$ 478,145,186
Fines and Forfeits			
Fines-Unpaid Civil	\$ 4,900	\$ 0	\$ 0
Fines-Indust Ww Discharge	1,500	15,000	15,000
Fines Miscellaneous	1,500	0	0
Total - Fines and Forfeits	\$ 7,900	\$ 15,000	\$ 15,000
Miscellaneous Revenues			
Rental for Use of Land	\$ 100,760	\$ 0	\$ 0
Contributions to The City	15,000	0	0
Recov-Overtime Inspection	102,084	0	0
Recov-Crt Odr Restitution	9	0	0
Recovery-Damaged Refuse Carts	1,950	0	0
Other Sundry Realization	1,525	0	0
Sund Refunds-Prior Expend	12,332	0	0
Vacation Accum Deposits	86,544	0	0
Sale of Scrap Materials	720	0	0
Total - Miscellaneous Revenues	\$ 320,924	\$ 0	\$ 0
Utilities or Other Enterprises			
Tip Fees-Private Direct	\$ 31,906,315	\$ 32,400,000	\$ 31,185,000
Electrical Energy Revenue	74,565,386	70,000,000	70,000,000
Tip Fees-Other	23,178,079	22,940,000	21,700,000
Easement-AES Barbers Pt	39,161	0	0
Total - Utilities or Other Enterprises	\$ 129,688,941	\$ 125,340,000	\$ 122,885,000

Departmental Revenue Summary

Department of Environmental Services

Source of Receipts	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimated
Non-Revenue Receipts			
State Revolving Fund	\$ 3,561,853	\$ 0	\$ 0
Total - Non-Revenue Receipts	\$ 3,561,853	\$ 0	\$ 0
Total - Department of Environmental Services	\$ 597,790,164	\$ 601,802,177	\$ 601,246,086

Departmental Revenue Summary

Department of Facility Maintenance

Source of Receipts	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimated
Licenses and Permits			
Non-Storm Wtr Dischg Pmt	\$ 0	\$ 5,200	\$ 6,500
Total - Licenses and Permits	\$ 0	\$ 5,200	\$ 6,500
Charges for Services			
Sale of Gasoline and Oil	\$ 140,889	\$ 120,000	\$ 110,000
Duplicate Copy-Any Record	555	553	500
Sidewalk Area Cleaning	0	6,920	6,920
Sidewalk Repair	35,803	33,354	33,354
Sidewalk Nuisance Fee	200	200	200
City Employees Parking	781,981	770,000	750,000
JTMC Parking	0	100,000	200,000
Kapalama Hale Parking Facility	40,870	75,000	90,000
Lamppost Banner Display	68,640	47,000	48,500
Total - Charges for Services	\$ 1,068,938	\$ 1,153,027	\$ 1,239,474
Fines and Forfeits			
Fines-Storm Water	\$ 37,250	\$ 61,000	\$ 50,000
Total - Fines and Forfeits	\$ 37,250	\$ 61,000	\$ 50,000
Miscellaneous Revenues			
Perquisite Housing	\$ 7,692	\$ 7,692	\$ 7,692
Telecom Facilities Rental	177,622	230,000	300,000
Harbor Court Garage	60	0	0
Recov-Damaged St Lights	295,987	30,000	45,000
Recovery of Traffic Signs	68,268	25,000	25,000
Other Comp-Loss of Fixed Asset	11,702	32,631	7,000
Recov-Overhead Charges	3,321	4,000	4,000
Recov-Crt Odr Restitution	150	0	0
Sund Refunds-Prior Expend	33,015	4,500	4,500
Sund Refunds-Curr Exp	598	0	0
Vacation Accum Deposits	60,009	1,400	1,400
Sale-Other Mtls & Suppl	1,899	2,000	2,000
Total - Miscellaneous Revenues	\$ 660,323	\$ 337,223	\$ 396,592
Total - Department of Facility Maintenance	\$ 1,766,511	\$ 1,556,450	\$ 1,692,566

Departmental Revenue Summary

Honolulu Fire Department

Source of Receipts	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimated
Licenses and Permits			
Fire Code Permit & Lic	\$ 719,994	\$ 720,000	\$ 748,238
Fireworks License Fees	74,054	58,502	54,923
Total - Licenses and Permits	\$ 794,048	\$ 778,502	\$ 803,161
Intergovernmental Revenue			
US Dept of Transportation	\$ 44,007	\$ 0	\$ 0
Homeland Security Grants	10,354	0	0
Wireless Enhanced 911	9,547	0	0
AFC Admin Assist's Pay	213,200	245,400	245,400
Total - Intergovernmental Revenue	\$ 277,108	\$ 245,400	\$ 245,400
Charges for Services			
Svc Fee-Dishonored Checks	\$ 150	\$ 0	\$ 0
Service Fee for Card Payment	1	0	0
Plan Review Fee	872,425	976,156	924,961
Duplicate Copy-Any Record	981	765	647
Total - Charges for Services	\$ 873,557	\$ 976,921	\$ 925,608
Fines and Forfeits			
Fines Miscellaneous	\$ 90	\$ 0	\$ 0
Total - Fines and Forfeits	\$ 90	\$ 0	\$ 0
Miscellaneous Revenues			
Rental-Amb Facil-Fire Stn	\$ 63,900	\$ 63,900	\$ 63,900
Rental of Equipment	0	10,000	10,000
Contributions to The City	5,072	0	0
Recov-Crt Odr Restitution	6,126	0	0
Misc Recov,Collect,Etc	5,243	0	0
Sund Refunds-Prior Expend	150,994	0	0
Sund Refunds-Curr Exp	172,604	0	0
Vacation Accum Deposits	47,007	0	0
Total - Miscellaneous Revenues	\$ 450,946	\$ 73,900	\$ 73,900
Total - Honolulu Fire Department	\$ 2,395,749	\$ 2,074,723	\$ 2,048,069

Departmental Revenue Summary

Department of Human Resources

Source of Receipts	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimated
Charges for Services			
Witness Fees	\$ 4	\$ 0	\$ 0
Duplicate Copy-Any Record	54	50	50
Total - Charges for Services	\$ 58	\$ 50	\$ 50
Miscellaneous Revenues			
Recov-Workers' Comp Paymt	\$ 50	\$ 450,000	\$ 400,000
Recov Work Comp-3Rd Party	390,825	300,000	300,000
Vacation Accum Deposits	1,493	0	0
Total - Miscellaneous Revenues	\$ 392,368	\$ 750,000	\$ 700,000
Total - Department of Human Resources	\$ 392,426	\$ 750,050	\$ 700,050

Departmental Revenue Summary

Department of Information Technology

Source of Receipts	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimated
Licenses and Permits			
Easement Grants	\$ 152,796	\$ 140,000	\$ 140,000
Total - Licenses and Permits	\$ 152,796	\$ 140,000	\$ 140,000
Intergovernmental Revenue			
Wireless Enhanced 911	\$ 1,453,841	\$ 1,300,000	\$ 1,300,000
Total - Intergovernmental Revenue	\$ 1,453,841	\$ 1,300,000	\$ 1,300,000
Charges for Services			
Duplication-Master Tapes	\$ 14,083	\$ 13,000	\$ 13,000
Data Proc Svc-State	658,721	650,000	650,000
Data Proc Svc-US Govt	2,561	1,500	1,500
Data Proc Svc-Othr County	535,560	400,000	400,000
Total - Charges for Services	\$ 1,210,925	\$ 1,064,500	\$ 1,064,500
Miscellaneous Revenues			
Rental for Use of Land	\$ 63,260	\$ 29,000	\$ 29,000
Sund Refunds-Prior Expend	4,127	0	0
Total - Miscellaneous Revenues	\$ 67,387	\$ 29,000	\$ 29,000
Non-Revenue Receipts			
State Grants	\$ 0	\$ 58,848	\$ 58,848
Total - Non-Revenue Receipts	\$ 0	\$ 58,848	\$ 58,848
Total - Department of Information Technology	\$ 2,884,949	\$ 2,592,348	\$ 2,592,348

Departmental Revenue Summary

Department of Land Management

Source of Receipts	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimated
Miscellaneous Revenues			
Rental Units (City Prop)	\$ 144,982	\$ 1,972,402	\$ 1,879,710
Vacation Accum Deposits	2,787	0	0
Total - Miscellaneous Revenues	\$ 147,769	\$ 1,972,402	\$ 1,879,710
Utilities or Other Enterprises			
Miscellaneous Revenues	\$ 1	\$ 0	\$ 0
Total - Utilities or Other Enterprises	\$ 1	\$ 0	\$ 0
Total - Department of Land Management	\$ 147,770	\$ 1,972,402	\$ 1,879,710

Departmental Revenue Summary

Office of the Mayor

Source of Receipts	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimated
Charges for Services			
Duplicate Copy-Any Record	\$ 25	\$ 0	\$ 0
Total - Charges for Services	\$ 25	\$ 0	\$ 0
Miscellaneous Revenues			
Rental for Use of Land	\$ 900	\$ 0	\$ 0
Sund Refunds-Prior Expend	74,554	0	0
Vacation Accum Deposits	5,502	0	0
Total - Miscellaneous Revenues	\$ 80,956	\$ 0	\$ 0
Total - Office of the Mayor	\$ 80,981	\$ 0	\$ 0

Departmental Revenue Summary

Office of the Managing Director

Source of Receipts	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimated
Intergovernmental Revenue			
Hawaii Tourism Authority	\$ 100,000	\$ 0	\$ 0
Total - Intergovernmental Revenue	\$ 100,000	\$ 0	\$ 0
Miscellaneous Revenues			
Contributions to The City	\$ 63,250	\$ 0	\$ 0
Private Grants to The City	662,016	0	0
Total - Miscellaneous Revenues	\$ 725,266	\$ 0	\$ 0
Total - Office of the Managing Director	\$ 825,266	\$ 0	\$ 0

Managing Director

Departmental Revenue Summary

Neighborhood Commission

Source of Receipts	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimated
Total - Neighborhood Commission	\$ 0	\$ 0	\$ 0

Departmental Revenue Summary

Royal Hawaiian Band

Source of Receipts	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimated
Charges for Services			
Band Collection	\$ 1,200	\$ 0	\$ 0
Total - Charges for Services	\$ 1,200	\$ 0	\$ 0
Miscellaneous Revenues			
Contributions to The City	\$ 100	\$ 0	\$ 0
Total - Miscellaneous Revenues	\$ 100	\$ 0	\$ 0
Total - Royal Hawaiian Band	\$ 1,300	\$ 0	\$ 0

Departmental Revenue Summary

Department of the Medical Examiner

Source of Receipts	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimated
Intergovernmental Revenue			
US Dept of Justice	\$ 1,605	\$ 0	\$ 0
Total - Intergovernmental Revenue	\$ 1,605	\$ 0	\$ 0
Charges for Services			
Medical Examiner's Report	\$ 4,151	\$ 4,000	\$ 4,000
Total - Charges for Services	\$ 4,151	\$ 4,000	\$ 4,000
Miscellaneous Revenues			
Sund Refunds-Curr Exp	\$ 562	\$ 0	\$ 0
Total - Miscellaneous Revenues	\$ 562	\$ 0	\$ 0
Total - Department of the Medical Examiner	\$ 6,318	\$ 4,000	\$ 4,000

Departmental Revenue Summary

Department of Parks and Recreation

Source of Receipts	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimated
Licenses and Permits			
Camping Permits	\$ 326,043	\$ 316,000	\$ 319,200
Total - Licenses and Permits	\$ 326,043	\$ 316,000	\$ 319,200
Intergovernmental Revenue			
US Dept of Agriculture	\$ 184,115	\$ 223,000	\$ 225,200
US Dept of Education	25,000	20,000	20,000
Mayor's Lei Day Program	27,390	0	0
Total - Intergovernmental Revenue	\$ 236,505	\$ 243,000	\$ 245,200
Charges for Services			
Svc Fee-Dishonored Checks	\$ 1,125	\$ 0	\$ 0
Duplicate Copy-Any Record	18	0	0
Custodial Services	975	0	0
Attendant Services	519,481	507,000	511,500
Kitchen & Facility Usage	8,425	10,000	10,100
Hanauma Bay Parking	200,766	186,000	187,900
Scuba and Snorkeling	28,110	26,000	26,300
Commercial Filming	83,480	73,000	73,700
Summer Fun Program	241,493	236,000	238,300
Fall and Spring Programs	41,000	0	0
Parks District V Fees	272,055	243,000	243,000
Foster Botanic Garden	153,787	138,000	139,400
Hanauma Bay-Admission	4,840,311	4,600,000	4,646,000
Fees for Community Garden	48,954	45,000	45,000
Total - Charges for Services	\$ 6,439,980	\$ 6,064,000	\$ 6,121,200
Miscellaneous Revenues			
Other Rents Recreat Facil	\$ 2,360	\$ 2,500	\$ 2,500
Perquisite Housing	11,859	7,330	4,690
Aquatics Ctr Food Concess	3,600	0	0
Automatic Teller Machines	0	1,300	1,300
Contributions to The City	149,949	0	0
Sund Refunds-Prior Expend	1,177,980	0	0
Vacation Accum Deposits	63,392	0	0
Misc Rev/Cash Over/Short	(124)	0	0
Sale of Scrap Materials	103	0	0
Total - Miscellaneous Revenues	\$ 1,409,119	\$ 11,130	\$ 8,490
Total - Department of Parks and Recreation	\$ 8,411,647	\$ 6,634,130	\$ 6,694,090

Departmental Revenue Summary

Department of Planning and Permitting

Source of Receipts	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimated
Licenses and Permits			
Regis-Third Party Reviewr	\$ 2,700	\$ 2,700	\$ 18,700
Building Permits	20,454,506	20,000,000	21,803,500
Storm Drain Conn Fee	12,300	13,000	13,000
NPDES fee	532,995	600,000	600,000
Signs	26,928	27,000	27,000
Grading Excavation & Fill	495,990	500,000	500,000
Excav/Rep-St & Sidewalk	326,435	330,000	330,000
Total - Licenses and Permits	\$ 21,851,854	\$ 21,472,700	\$ 23,292,200
Charges for Services			
Svc Fee-Dishonored Checks	\$ 500	\$ 500	\$ 500
Subdivision Fees	92,200	100,000	125,000
Zoning Reg Applcn Fees	289,100	250,000	357,550
Short-Term Rental Reg/Renewal Fees	0	0	700,000
Nonconform Certi Renewal	324,400	240,000	484,400
Plan Review Fee	1,544,898	1,600,000	1,600,000
Exam Fees-Spec Inspectors	560	600	600
Reg Fees-Spec Inspectors	27	0	0
Zoning/Flood Clear Fee	71,600	75,000	75,000
Sidewalk Specs File Fee	36,600	38,000	38,000
Driveway Specs File Fee	3,800	4,000	4,000
Duplicate Copy-Any Record	67,092	70,000	70,000
Copy-Map, Plan, Diagram	297	300	9,300
Other Misc Services	0	0	98,175
Electrical Inspection	54	100	12,920
Bldg Code Variance/Appeal	6,200	6,200	9,050
Total - Charges for Services	\$ 2,437,328	\$ 2,384,700	\$ 3,584,495
Fines and Forfeits			
Fines-Short Term Rental Civil Penalties	\$ 0	\$ 0	\$ 30,000
Fines-Viol Bldg Elec Etc	554,844	700,000	715,000
Total - Fines and Forfeits	\$ 554,844	\$ 700,000	\$ 745,000
Miscellaneous Revenues			
Reimb of Admin Cost-Ewa	\$ 48,221	\$ 50,000	\$ 50,000
Sund Refunds-Prior Expend	164	0	0
Vacation Accum Deposits	5,372	0	0
Misc Rev/Cash Over/Short	622	0	0
Total - Miscellaneous Revenues	\$ 54,379	\$ 50,000	\$ 50,000
Non-Revenue Receipts			
Recov CASE - Hwy Beaut Fd	\$ 1,836	\$ 0	\$ 0
Total - Non-Revenue Receipts	\$ 1,836	\$ 0	\$ 0
Total - Department of Planning and Permitting	\$ 24,900,241	\$ 24,607,400	\$ 27,671,695

Departmental Revenue Summary

Honolulu Police Department

Source of Receipts	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimated
Licenses and Permits			
Firearms	\$ 1,290	\$ 1,300	\$ 1,300
HPD Alarm Permits	181,670	189,400	190,000
Total - Licenses and Permits	\$ 182,960	\$ 190,700	\$ 191,300
Intergovernmental Revenue			
US Dept of Health & Human Services	\$ 415,502	\$ 0	\$ 0
US Dept of Justice	1,247,548	0	0
US Dept of Transportation	1,786,110	0	0
Dea Marijuana Grant	1,356	0	0
HIDTA Program	1,262,116	0	0
Wireless Enhanced 911	548,229	0	0
State Dept of the Attorney General	87,956	0	0
State Department of Health	35,001	0	0
Total - Intergovernmental Revenue	\$ 5,383,818	\$ 0	\$ 0
Charges for Services			
Svc Fee-Dishonored Checks	\$ 125	\$ 200	\$ 200
Duplicate Copy-Any Record	70,754	76,300	75,000
HPD Alarm Service Charges	120,128	106,600	110,000
Other Misc Services	7,500	0	0
HPD Special Duty Fees	315,055	306,000	310,000
Street Parking Meter	2,890,069	3,000,000	3,000,000
Frm Damaged Parking Meter	2,255	2,500	2,500
Kuhio-Kaiolu Parking Lot	678	0	0
Kaimuki Parking Lot #2	224,621	250,000	235,000
Kailua Parking Lot	199,640	250,000	220,000
Kalakaua Parking Lot	224,286	250,000	225,000
Civic Center Parking Lot	51,223	62,000	58,000
River-Nimitz-Parking	63,423	65,000	65,000
Parking Chgs - Salt Lake-	46,010	53,000	46,500
Parking Charges-Palace Sq	65,613	75,000	70,000
HPD Parking Lot	153,684	142,000	141,500
Kailua Elderly Hsg P/Lot	140,311	165,000	140,000
Total - Charges for Services	\$ 4,575,375	\$ 4,803,600	\$ 4,698,700
Fines and Forfeits			
HPD Alarm Fines	\$ 240,232	\$ 220,900	\$ 220,900
Forfeiture of Seized Prop	302,093	25,000	25,000
Total - Fines and Forfeits	\$ 542,325	\$ 245,900	\$ 245,900
Miscellaneous Revenues			
Investments	\$ 2,907	\$ 0	\$ 0
Rental of Equipment	6,142	4,000	5,000
Contributions to The City	160,700	0	0
Police Department	23,600	19,000	19,500
Sund Refunds-Prior Expend	2,052,707	700,000	700,000

Departmental Revenue Summary

Department of Planning and Permitting

Source of Receipts	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimated
Sund Refunds-Curr Exp	42,853	80,000	80,000
Vacation Accum Deposits	68,485	40,000	40,000
Auction Sale-Unclaim Prop	85,217	33,000	37,000
Total - Miscellaneous Revenues	\$ 2,442,611	\$ 876,000	\$ 881,500
Revolving Fund Revenues			
Late Charge	\$ 33,313	\$ 34,100	\$ 27,000
Total - Revolving Fund Revenues	\$ 33,313	\$ 34,100	\$ 27,000
Total - Honolulu Police Department	\$ 13,160,402	\$ 6,150,300	\$ 6,044,400

Departmental Revenue Summary

Department of the Prosecuting Attorney

Source of Receipts	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimated
Intergovernmental Revenue			
US Dept of Justice	\$ 1,794,804	\$ 0	\$ 990,291
State Dept of the Attorney General	1,306,327	0	1,395,166
State Department of Budget and Finance	165,404	0	0
Federal DOT Grants	34,074	0	0
Total - Intergovernmental Revenue	\$ 3,300,609	\$ 0	\$ 2,385,457
Charges for Services			
Duplicate Copy-Any Record	\$ 1,173	\$ 0	\$ 0
Total - Charges for Services	\$ 1,173	\$ 0	\$ 0
Miscellaneous Revenues			
Sund Refunds-Prior Expend	\$ 46,391	\$ 0	\$ 0
Sund Refunds-Curr Exp	458	0	0
Vacation Accum Deposits	41,229	0	0
Total - Miscellaneous Revenues	\$ 88,078	\$ 0	\$ 0
Total - Department of the Prosecuting Attorney	\$ 3,389,860	\$ 0	\$ 2,385,457

Departmental Revenue Summary

Department of Transportation Services

Source of Receipts	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimated
Intergovernmental Revenue			
FTA-49 USC Chapter 53	\$ 21,004,243	\$ 54,000,000	\$ 69,184,800
FHWA Traffic Ctrl Ctr Ops	0	5,422,000	14,045,000
US Dept of Transportation-FHWA	13,226	26,480,000	37,860,000
US Dept of Health & Human Services	7,400	0	0
US Dept of Transportation	10,491	0	0
Homeland Security Grants	27,924	0	0
State Department of Transportation	582,635	287,408	0
Total - Intergovernmental Revenue	\$ 21,645,919	\$ 86,189,408	\$ 121,089,800
Charges for Services			
Svc Fee-Dishonored Checks	\$ 125	\$ 0	\$ 0
Witness Fees	32	15	15
Duplicate Copy-Any Record	180	0	0
JTMC Parking	269,273	0	0
Parking Placards	2,100	2,400	2,400
Street Parking Meter	1,305,040	2,040,000	2,040,000
Chinatown Gateway-Parking	99,784	105,000	130,000
Spc Handicap Transp Fares	1,819,743	1,800,000	1,800,000
Total - Charges for Services	\$ 3,496,277	\$ 3,947,415	\$ 3,972,415
Miscellaneous Revenues			
Other Sources-Interest Earnings	\$ 669	\$ 0	\$ 0
Rental Units (City Prop)	21,300	21,300	21,300
Marin Tower Pkg Garage	226,751	201,000	201,000
Harbor Court Garage	367,826	363,000	363,000
Kaimuki Parking Lot Concession	540,012	540,000	540,000
Kukui Plaza Garage	117,978	118,000	118,000
Smith-Beretania Parking	96,740	96,000	96,000
Recov-Damaged Traf Signal	269,237	150,000	150,000
Contributions to The City	100,000	0	0
Reimb State-Traf Sig Main	892,869	550,000	700,000
Sund Refunds-Prior Expend	507,922	0	0
Sund Refunds-Curr Exp	49	0	0
Vacation Accum Deposits	58,596	0	0
Misc Rev/Cash Over/Short	10,519	0	0
Total - Miscellaneous Revenues	\$ 3,210,468	\$ 2,039,300	\$ 2,189,300
Utilities or Other Enterprises			
Interest Earnings-Others	\$ 5	\$ 0	\$ 0
Bus Fare	52,064,935	51,400,000	51,400,000
U-Pass	2,703,715	2,700,000	2,700,000
Recovery of Damages	171,244	0	0
Bus Advertising	190,119	168,000	168,000
Ots-Employee Parking Chge	163,575	160,000	160,000
Other Bus Transportation	26,197	0	0

Departmental Revenue Summary

Department of Transportation Services

Source of Receipts	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimated
Total - Utilities or Other Enterprises	\$ 55,319,790	\$ 54,428,000	\$ 54,428,000
Total - Department of Transportation Services	\$ 83,672,454	\$ 146,604,123	\$ 181,679,515

Cash Projections for Trust Funds, Debt Service Funds, and Revolving Funds

FUNDS	Cash Balance (incl cash in transit)	ACTUAL FY 2019	Disbursements	Cash Balance	ESTIMATED FY2020	Disbursements	ESTIMATED FY2021	Disbursements	Estimated Cash Balance
	6/30/2018	Receipts	Disbursements	6/30/2019	Receipts	Disbursements	Receipts	Disbursements	6/30/2021
TRUST FUNDS									
General Trust Fund	\$ 64,764,291	\$ 91,853,278	\$ 105,491,378	\$ 51,126,191	\$ 167,016,784	\$ 172,616,468	\$ 129,232,481	\$ 131,136,444	\$ 43,622,544
Treasury Trust Fund	5,551,989	19,769,528	16,865,036	8,456,481	26,046,194	29,122,732	21,658,849	20,783,046	6,255,746
Real Property Tax Trust Fund	15,026,950	1,218,832	5,126,094	11,119,688	4,934,547	5,225,963	2,374,636	5,359,409	7,843,499
Total	\$ 85,343,230	\$ 112,841,638	\$ 127,482,508	\$ 70,702,360	\$ 197,997,525	\$ 206,965,163	\$ 153,265,966	\$ 157,278,899	\$ 57,721,789
DEBT SERVICE FUNDS									
General Obligation Bond and Interest Redemption Fund	\$ 30,193,119	\$ 373,047,417	\$ 357,325,296	\$ 45,915,240	\$ 321,483,594	\$ 321,483,594	\$ 315,059,979	\$ 315,059,979	\$ 45,915,240
Improvement District Bond and Interest Redemption Fund	171,489	3,100	3,100	171,489	616	0	1,667	1,462	172,310
Total	\$ 30,364,608	\$ 373,050,517	\$ 357,328,396	\$ 46,086,729	\$ 321,484,210	\$ 321,483,594	\$ 315,061,646	\$ 315,061,441	\$ 46,087,550
REVOLVING FUNDS									
Improvement District Revolving Fund	\$ 1,962,572	\$ -	\$ -	\$ 1,962,572	\$ -	\$ -	\$ -	\$ -	\$ 1,962,572
Housing and Community Development Revolving Fund	227,700	4,050	0	231,750	5,516	0	3,846	0	241,112
Total	\$ 2,190,272	\$ 4,050	\$ -	\$ 2,194,322	\$ 5,516	\$ -	\$ 3,846	\$ -	\$ 2,203,684

Fund Definitions

General Trust Fund — This fund accounts for monies received by the various agencies of the City for specific purposes, as trustee, donee, escrow agent, beneficiary, custodian or security holder, for which no special trust fund exists. This fund is distinguished from the Treasury Trust Fund in that all disbursements are made through claims vouchers.

Treasury Trust Fund — Monies of the same nature as are accounted for in the General Trust Fund but which require expeditious disbursements are deposited in this fund. In contrast with the General Trust Fund, disbursements are made from this fund through commercial checking accounts authorized by the Director of Budget and Fiscal Services instead of by claims vouchers.

Real Property Tax Trust Fund — This fund is used for the purpose of making refunds and adjustments relating to real property taxes.

General Obligation Bond and Interest Redemption Fund — This fund accounts for the payment of principal and interest on general obligation serial bonds issued by the City.

Improvement District Bond and Interest Redemption Fund — This fund accounts for the redemption of maturing City improvement district assessment bonds and collections of special assessments.

Improvement District Revolving Fund — Monies in this revolving fund are available to cover deficiencies, advance interest due, reimburse the General Fund in the event the payment of assessments are late or insufficient, and pay all expenses in connection with the sale of delinquent lots as bid for and purchased for the City by the Director of Budget and Fiscal Services.

Housing and Community Development Revolving Fund — This fund serves as a working capital fund to facilitate the expenditure of joint costs.

Revenues

Overview of Budgeted Funds

Major Funds

GOVERNMENTAL FUNDS

General Funds

Sewer Revenue Bond Fund

PROPRIETARY FUNDS

Sewer Fund

NON Major Funds

GOVERNMENTAL FUNDS

Highway Fund

Liquor Commission Fund

Bikeway Fund

Parks and Playground Fund

Highway Beautification and Disposal of Abandoned Vehicles Revolving Fund

Special Event Fund

Honolulu Zoo Fund

Golf Fund

Hanauma Bay Nature Preserve Fund

Rental Assistance Fund

Leasehold Conversion Fund

Land Conservation Fund

Clean Water and Natural Lands Fund

Affordable Housing Fund

Transit Fund

Patsy T. Mink Central Oahu Regional Park Fund

Waipio Peninsula Soccer Park Fund

Grants in Aid Fund

Community Development Fund

Housing and Community Development Rehabilitation Loan Fund

Pauahi Project Expend. HI R-15 Fund

Housing and Community Development Section 8 Contract Fund

Federal Grants Fund

Special Projects Fund

Capital Projects Fund

General Improvement Bond Fund

Highway Improvement Bond Fund

PROPRIETARY FUNDS

Transportation Fund

Solid Waste Special Fund

Housing Development Special Fund

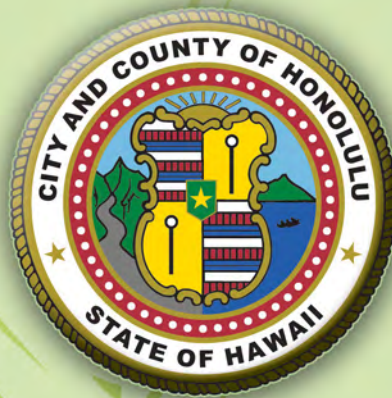
NON Major Funds (Continued)

FIDUCIARY FUNDS (NOT USED FOR BUDGET PURPOSES)

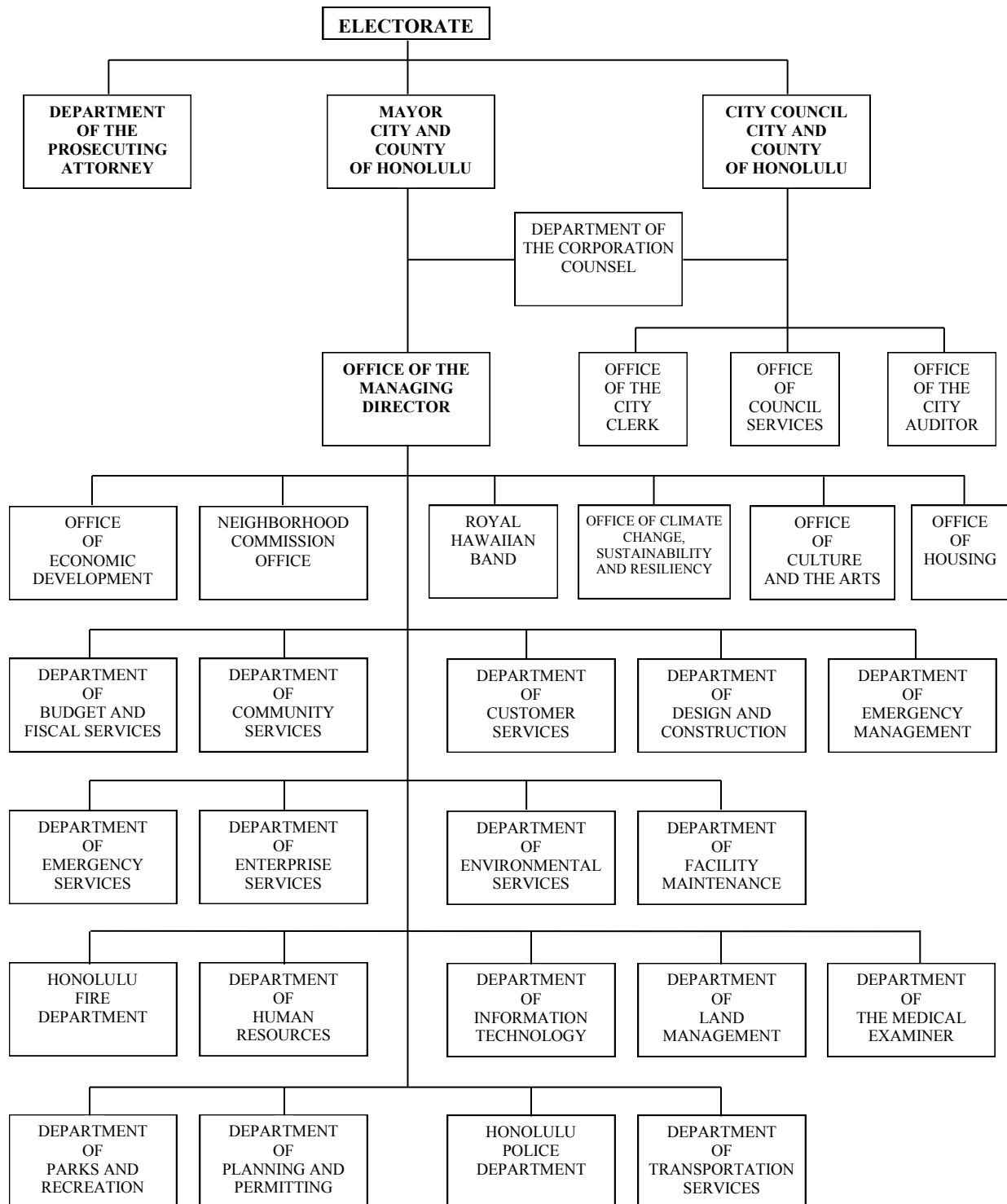
- General Trust Fund
- Treasury Trust Fund
- Real Property Tax Trust Fund
- Payroll Clearance Fund

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Appendix



CITY AND COUNTY OF HONOLULU ORGANIZATION CHART





GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

City & County of Honolulu
Hawaii

For the Fiscal Year Beginning

July 1, 2019

Christopher P. Morrell

Executive Director

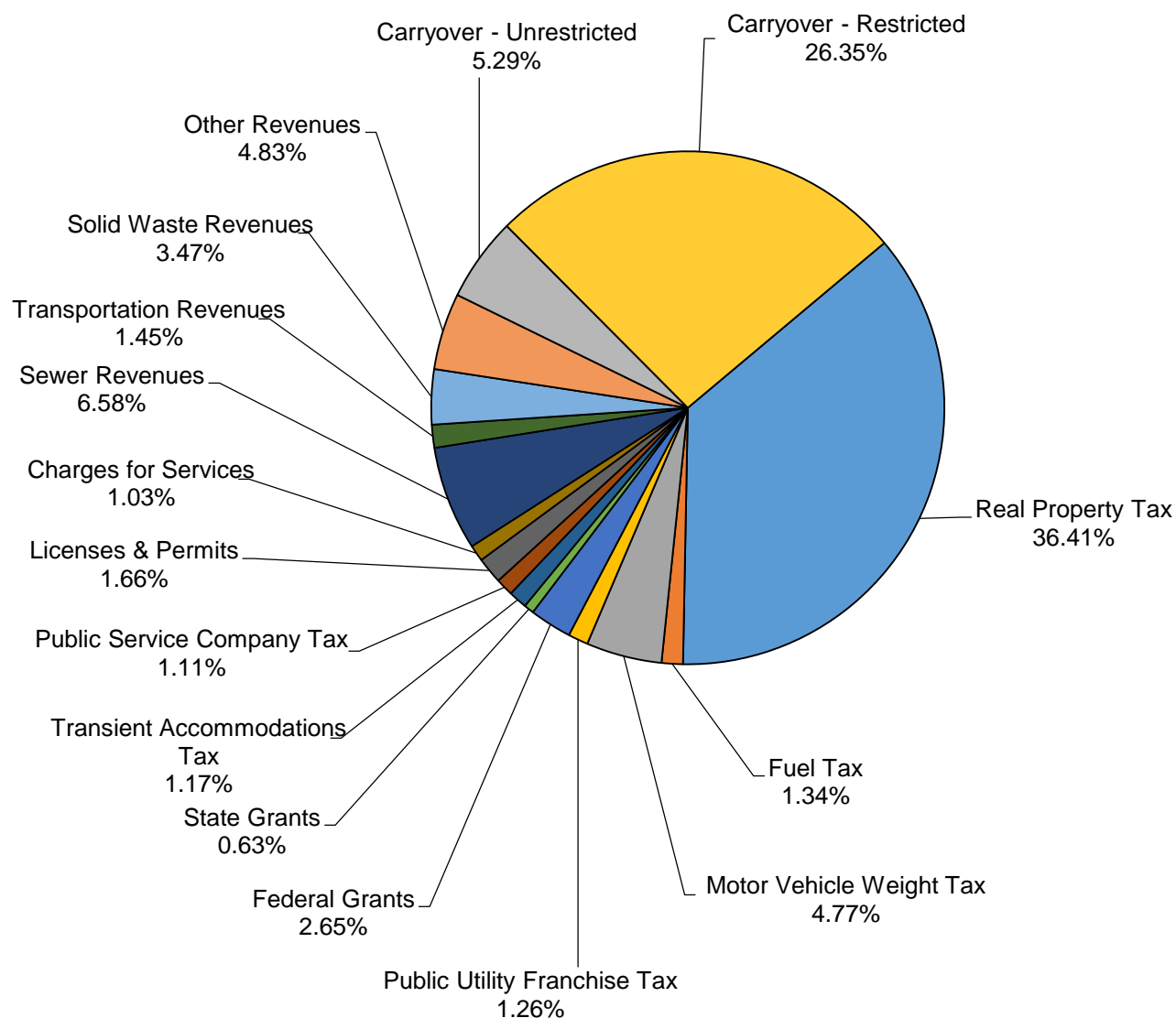
Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to **City & County of Honolulu, Hawaii**, for its Annual Budget for the fiscal year beginning **July 1, 2019**. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as a financial plan, as an operations guide, and as a communications device.

This award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.

Where the City Gets Its Dollars

FY2021 Operating Resources

(\$3.87 Billion)

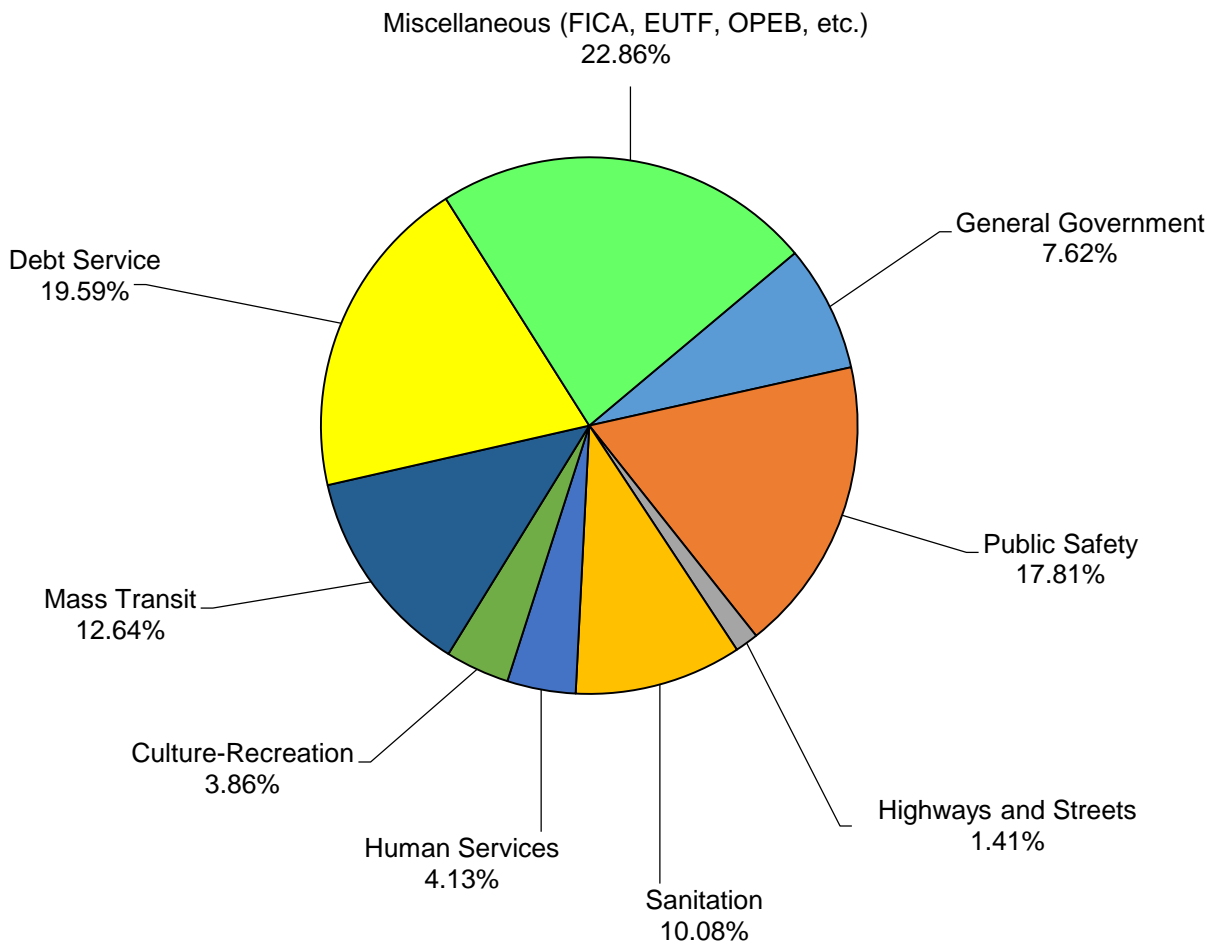


Note: This pie chart shows the different sources of funding for the City's operations. Carryover includes unappropriated and restricted fund balances.

Where the City Spends Its Dollars

FY2021 Operating Expenditures

(\$2.98 Billion)

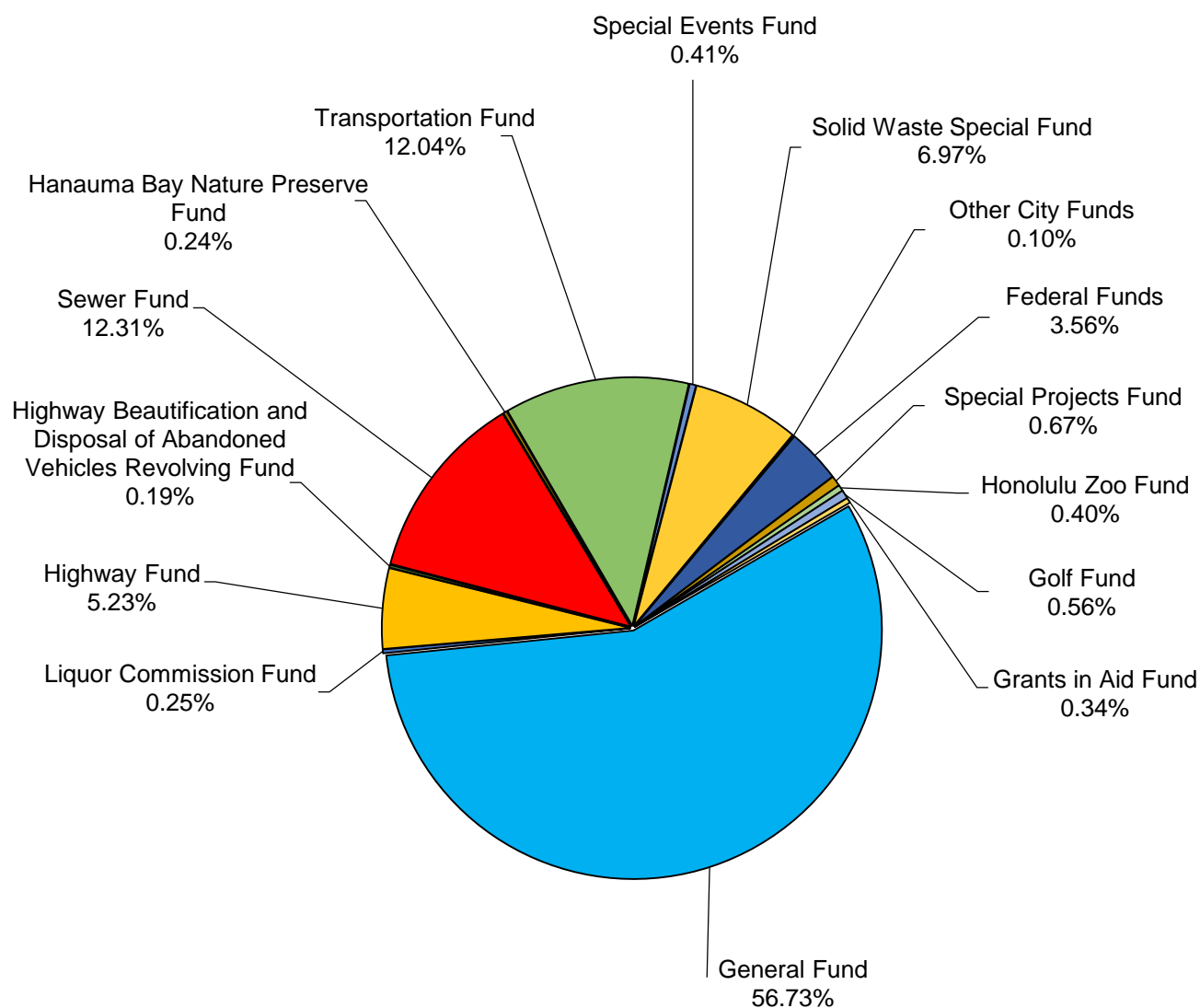


Note: This pie chart shows the amount spent on different types of City operations.

General and Special Funds

FY2021 Operating Budget

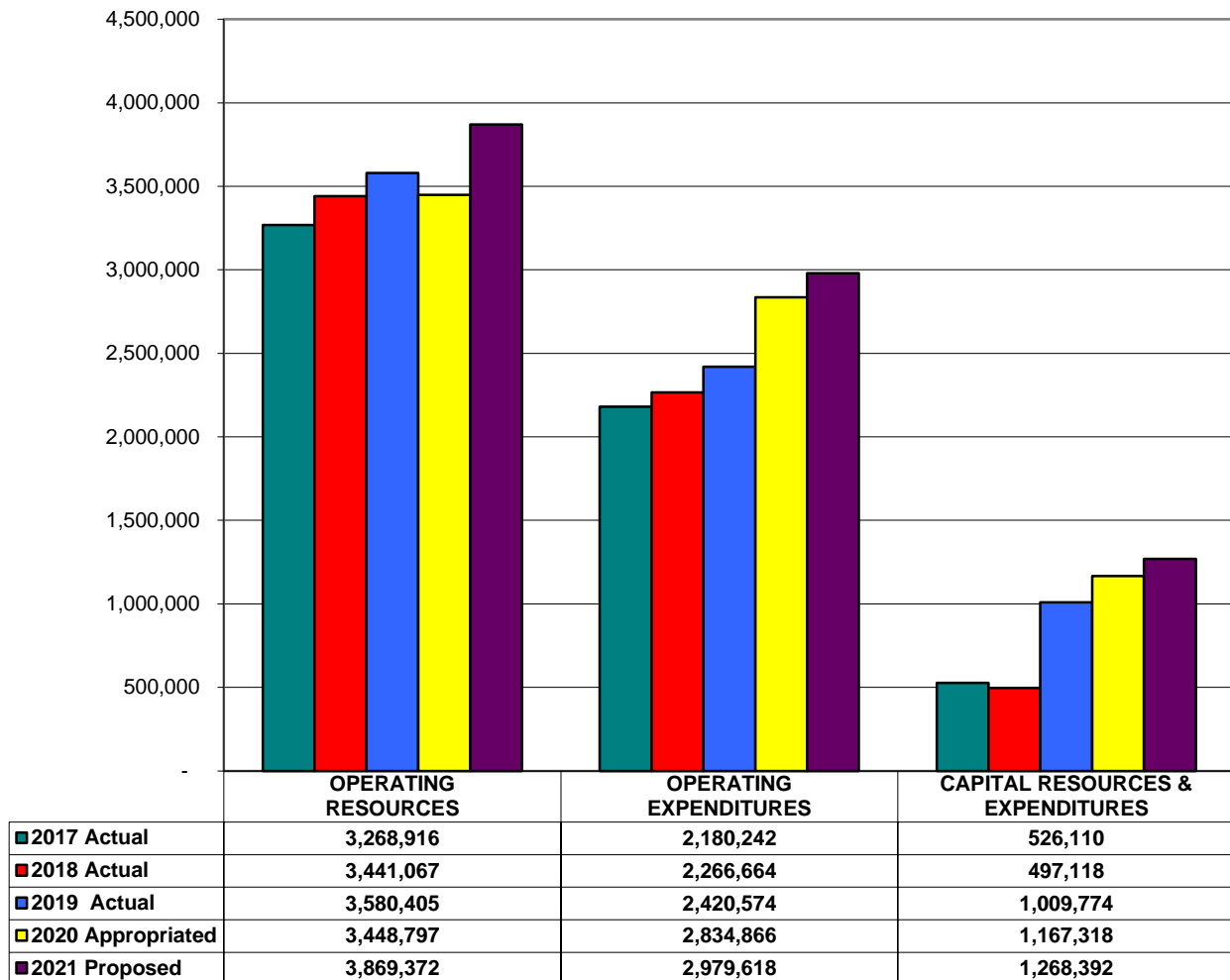
(\$2.98 Billion)



Note: This pie chart shows the different sources of funding for the City's operations.

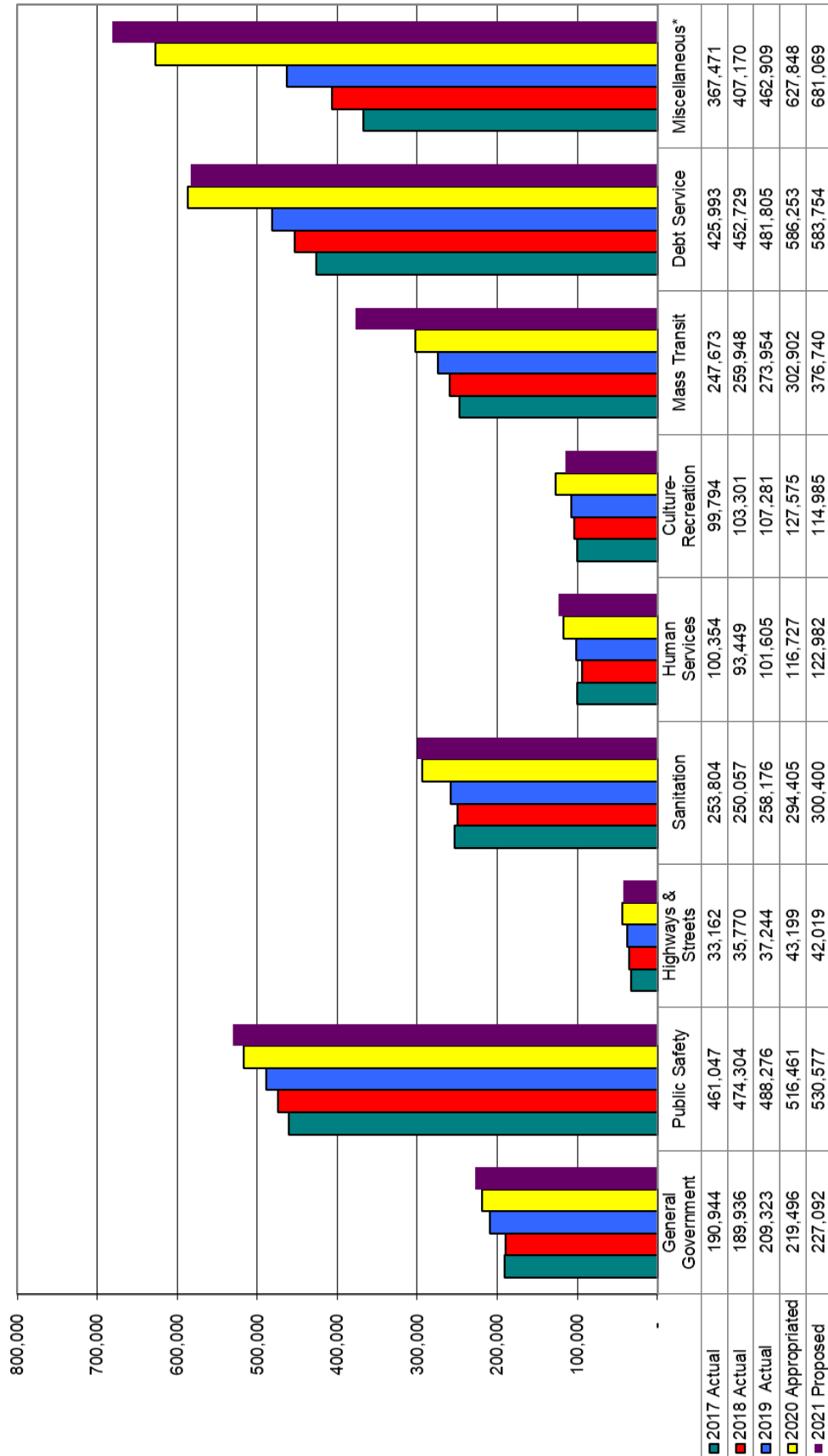
Five Year History of Resources and Expenditures

(Dollars in Thousands)



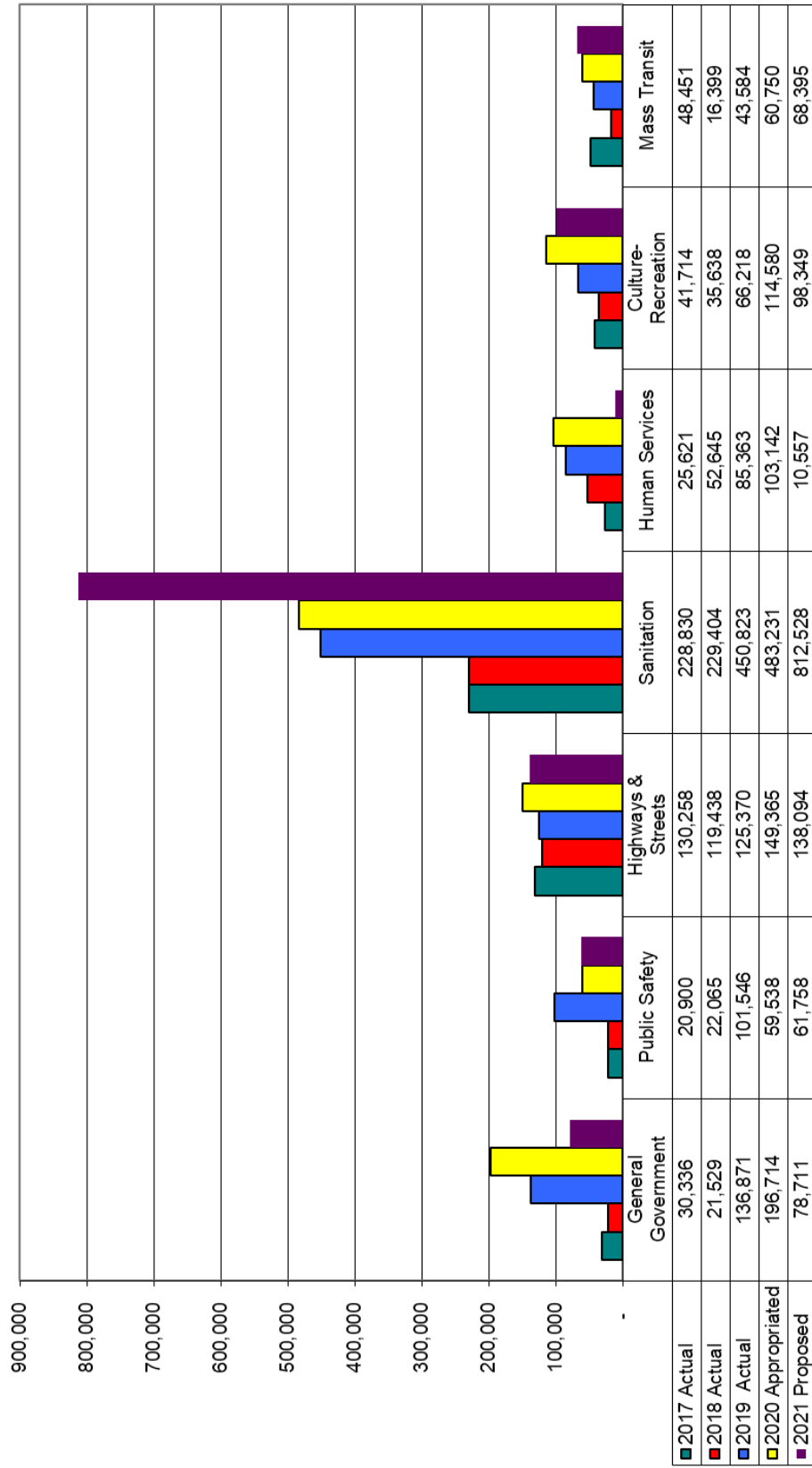
Note: 2019 Capital Resources and Expenditures reflect appropriated amounts. The 2019 Capital Budget begins on July 1, 2018 and ends on June 30, 2020

Five Year History of Executive Operating Expenditures by Function (Dollars in Thousands) ALL FUNDS



*Miscellaneous function includes 1) Provisional appropriations such as Retirement System Contributions, and 2) Transfers between funds.

Five Year History of Executive Capital Expenditures by Function (Dollars in Thousands) ALL FUNDS



Summary Financial Data

BUDGET AT A GLANCE OPERATING BUDGET EXPENDITURES BY COST ELEMENT Fiscal Year 2021

Department / Agency	Salaries	Current Expenses	Equipment	Total
Budget & Fiscal Services	\$ 21,167,191	\$ 4,103,128	\$ 947,200	\$ 26,217,519
Community Services	14,972,795	107,988,714	20,000	122,981,509
Corporation Counsel	8,345,995	5,007,819	-	13,353,814
Customer Services	12,959,812	12,279,746	-	25,239,558
Design and Construction	11,618,995	5,989,467	60,000	17,668,462
Emergency Management	1,059,493	282,498	-	1,341,991
Emergency Services	44,631,628	10,237,366	4,174,940	59,043,934
Enterprise Services	14,885,758	10,475,312	102,500	25,463,570
Environmental Services	77,109,413	222,390,220	900,000	300,399,633
Facility Maintenance	36,467,669	65,810,391	313,000	102,591,060
Fire	126,872,347	14,531,469	355,000	141,758,816
Human Resources	6,368,364	623,235	-	6,991,599
Information Technology	9,757,229	15,404,690	1,255,000	26,416,919
Land Management	951,555	2,042,668	-	2,994,223
Mayor	689,472	107,400	-	796,872
Managing Director	2,860,404	1,151,074	-	4,011,478
Neighborhood Commission	542,856	328,900	-	871,756
Royal Hawaiian Band	2,272,583	172,063	10,000	2,454,646
Medical Examiner	1,784,854	1,559,721	48,300	3,392,875
Parks and Recreation	49,649,883	37,016,258	401,100	87,067,241
Planning and Permitting	17,100,861	6,444,350	25,000	23,570,211
Police	271,462,256	40,109,655	520,000	312,091,911
Prosecuting Attorney	19,076,711	4,303,082	-	23,379,793
Transportation Services	163,645,643	220,164,558	885,340	384,695,541
	\$ 916,253,767	\$ 788,523,784	\$ 10,017,380	\$ 1,714,794,931
Debt Service	\$ -	\$ 583,754,000	\$ -	\$ 583,754,000
Retirement System Contributions	-	270,084,000	-	270,084,000
FICA and Pension Costs	-	39,169,000	-	39,169,000
Health Benefits Contributions	-	69,234,000	-	69,234,000
Other Post-Employment Benefits	-	190,106,000	-	190,106,000
Provision for Vacant Positions	-	39,392,925	-	39,392,925
Miscellaneous	-	73,082,665	-	73,082,665
	\$ -	\$ 1,264,822,590	\$ -	\$ 1,264,822,590
TOTAL EXPENDITURES	\$ 916,253,767	\$ 2,053,346,374	\$ 10,017,380	\$ 2,979,617,521

AT A GLANCE FY 2021
SUMMARY OF OPERATING AND CAPITAL BUDGET
Revenue, Expenditures and Unreserved Fund Balance

	General Fund	Special Revenue Funds	Enterprise Funds	Total Funds
REVENUES				
Operating Revenue	\$ 1,725,323,275	\$ 452,782,839	\$ 459,089,223	\$ 2,637,195,337
Capital Revenue	200,000	442,118,501	826,073,540	1,268,392,041
TOTAL REVENUE	\$ 1,725,523,275	\$ 894,901,340	\$ 1,285,162,763	\$ 3,905,587,378
EXPENDITURES				
Executive Operating Budget	\$ 1,690,447,083	\$ 355,294,110	\$ 933,876,328	\$ 2,979,617,521
Legislative Operating Budget	23,293,190	-	134,000	23,427,190
Executive Capital Budget	200,000	442,118,501	826,073,540	1,268,392,041
TOTAL EXPENDITURES	\$ 1,713,940,273	\$ 797,412,611	\$ 1,760,083,868	\$ 4,271,436,752
REVENUE OVER/(UNDER) EXPENDITURES	\$ 11,583,002	\$ 97,488,729	\$ (474,921,105)	\$ (365,849,374)
NET INTERFUND TRANSFERS	\$ (189,293,106)	\$ (138,098,556)	\$ 327,391,662	\$ -
NET CHANGE IN FUND BALANCE	\$ (177,710,104)	\$ (40,609,827)	\$ (147,529,443)	\$ (365,849,374)
UNRESERVED FUND BALANCE				
Beginning	\$ 178,125,844	\$ 198,268,133	\$ 859,536,503	\$ 1,235,930,480
Net Change	(177,710,104)	(40,609,827)	(147,529,443)	(365,849,374)
Ending	\$ 415,740	\$ 157,658,306	\$ 712,007,060	\$ 870,081,106

STRATEGIC PLANNING SIX-YEAR PROJECTION BY FUNCTION
(Dollars in Millions)

	ESTIMATED					
	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026
OPERATING EXPENDITURES						
<i>Executive</i>						
General Government	\$ 227.1	\$ 228.2	\$ 235.0	\$ 240.7	\$ 245.2	\$ 249.8
Public Safety	530.6	544.2	555.5	579.3	592.8	606.1
Highways and Streets	42.0	43.1	44.5	45.1	46.8	48.1
Sanitation	300.4	315.2	326.4	339.2	350.1	362.2
Human Services	123.0	126.3	125.2	127.2	129.1	131.2
Culture-Recreation	115.0	117.1	119.8	122.6	125.1	127.7
Utilities or Other Enterprises (Mass Transit)	376.7	422.9	474.2	510.2	540.7	547.0
Debt Service	512.1	555.3	593.7	637.5	646.2	674.5
Retirement System Contributions	270.1	276.9	283.4	293.8	300.7	307.6
FICA and Pension Costs	39.2	40.2	41.2	42.6	43.6	44.6
Health Benefits Contributions	69.2	73.4	77.8	82.5	87.4	92.7
Other Post-Employment Benefits	190.1	197.6	203.9	211.1	218.6	226.5
Provision for Vacant Positions	39.4	35.5	36.2	36.9	37.6	38.4
Miscellaneous	73.1	74.1	75.1	76.1	77.3	78.4
<i>Legislative</i>						
General Government	23.4	23.8	24.1	24.5	24.9	25.2
TOTAL OPERATING EXPENDITURES	\$ 2,931.4	\$ 3,073.8	\$ 3,216.0	\$ 3,369.3	\$ 3,466.1	\$ 3,560.0
HART Related Debt Service	\$ 71.7	\$ 122.0	\$ 155.0	\$ 224.0	\$ 299.0	\$ 349.0

STRATEGIC PLANNING SIX-YEAR PROJECTION BY FUNCTION
(Dollars in Millions)

	ESTIMATED					
	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026
CAPITAL EXPENDITURES						
General Government	\$ 78.7	\$ 36.0	\$ 30.1	\$ 28.1	\$ 21.0	\$ 30.0
Public Safety	61.8	20.9	43.1	39.2	22.3	59.8
Highways and Streets	138.1	82.8	82.3	83.9	65.8	69.7
Sanitation	812.5	710.2	374.6	380.7	500.9	364.6
Human Services	10.6	9.1	9.1	9.1	9.1	9.0
Culture-Recreation	98.3	101.3	78.5	67.2	94.0	44.3
Utilities or Other Enterprises (Mass Transit)	68.4	59.4	64.8	77.0	85.3	84.4
TOTAL CAPITAL EXPENDITURES	\$ 1,268.4	\$ 1,019.7	\$ 682.5	\$ 685.2	\$ 798.4	\$ 661.8

Operating Expenditure Assumptions:

- Annual increase in salaries of 2%
- Annual increase in current expense & equipment 1.5%
- Debt service projections are based on prior year debt issuances and estimated future year debt issuances in the 6-Year CIP.
- HART General Obligation Bond debt service amounts are from the HART
- ERS – Rates in State law
- Health Benefits - 6% annual increase
- OPEB - Based on state law funding requirement
- Risk Management - 5% annual increase
- Other provisionals - 0% increase

SIX-YEAR PROJECTION OF RESOURCES
(Dollars in Millions)

	ESTIMATED					
	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026
OPERATING RESOURCES	-					
Real Property Tax	\$ 1,408.8	\$ 1,479.8	\$ 1,538.9	\$ 1,615.7	\$ 1,696.4	\$ 1,781.0
Fuel Tax	51.9	52.2	52.4	52.7	53.0	53.2
Motor Vehicle Weight Tax	184.4	184.4	184.4	184.4	184.4	184.4
Public Utility Franchise Tax	48.8	49.7	50.7	51.7	52.6	53.7
Federal Grants	102.5	104.5	104.5	104.5	104.5	104.3
State Grants	24.2	22.0	22.0	22.0	22.0	22.0
Transient Accommodations Tax	45.4	45.4	45.4	45.4	45.4	45.4
Public Service Company Tax	42.8	43.7	44.5	45.4	46.3	47.3
Licenses and Permits	64.4	62.7	62.0	61.3	61.6	63.0
Charges for Services	39.8	40.0	40.7	40.7	40.8	40.1
Sewer Revenues	254.4	207.4	199.1	170.6	55.1	305.0
Bus Transportation Revenues	56.2	56.2	56.2	56.2	56.2	56.2
Solid Waste Disposal Revenues	134.2	134.2	134.2	134.2	134.2	134.2
Other Revenues	115.1	121.4	121.6	126.5	129.5	131.2
Subtotal-Operating Resources	2,572.9	2,603.6	2,656.6	2,711.3	2,682.0	3,021.0
Carry-Over	1,224.5	1,029.8	1,001.7	986.9	961.3	1,108.9
TOTAL OPERATING RESOURCES	\$ 3,797.4	\$ 3,633.4	\$ 3,658.3	\$ 3,698.2	\$ 3,643.3	\$ 4,129.9
HART Reimbursement for Debt Service	\$ 71.7	\$ 122.0	\$ 155.0	\$ 224.0	\$ 299.0	\$ 349.0

SIX-YEAR PROJECTION OF RESOURCES
(Dollars in Millions)

	ESTIMATED					
	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026
CAPITAL RESOURCES						
General Obligation Bonds	\$ 365.2	\$ 335.8	\$ 309.2	\$ 280.5	\$ 300.0	\$ 269.5
General Fund	0.2	0.2	0.2	0.2	0.2	0.2
Solid Waste Special Fund	-	-	-	-	-	-
Bikeway Fund	0.8	0.6	0.6	0.6	0.6	0.5
Hanauma Bay Nature Preserve Fund	-	-	-	-	-	-
Parks and Playgrounds Fund	1.8	-	-	-	-	-
Sewer Fund	212.6	626.0	273.0	304.3	422.5	175.3
Sewer Revenue Bond Improvement Fund	552.5	4.0	47.8	51.4	34.1	175.4
Federal Grants Fund	101.6	32.2	32.6	30.7	23.5	23.4
Community Development Fund	6.8	6.8	5.0	0.4	0.4	0.4
State Funds	-	-	-	3.0	3.0	3.0
Utilities' Share	0.1	0.1	0.1	0.1	0.1	0.1
Clean Water and Natural Lands Fund	18.3	7.0	7.0	7.0	7.0	7.0
Affordable Housing Fund	8.5	7.0	7.0	7.0	7.0	7.0
HCD Rehabilitation Loan Fund	-	-	-	-	-	-
TOTAL CAPITAL RESOURCES	\$ 1,268.4	\$ 1,019.7	\$ 682.5	\$ 685.2	\$ 798.4	\$ 661.8

Resource Assumptions:

- Real Property Tax annual increases due to increased valuation of 4% per year for FY22 to FY23, and 5% thereafter.
- FY21 Real Property Tax includes \$1,408 M. Operating Resources and \$14.2 M. Capital Resources amounting to \$1,420 M
- The future year projections for the Public Service Company, Franchise and Fuel Taxes are based on the Council of Revenues projections and actual revenue trends.
- The Transient Accommodations Tax for Years 1 to 5 is recorded at the capped amount of 44.1% (\$45,423,000) of the \$103,000,000 permanently allocated to the four counties by recent state legislation.
- All remaining multi-year projections were made by the City agencies based on their historical experience.
- Reimbursements from HART for debt service equals the amount of HART debt service for general obligation bonds.

SUMMARY OF SIX-YEAR PROJECTION OF EXPENDITURES AND RESOURCES
(Dollars in Millions)

	ESTIMATED					
	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026
EXPENDITURES						
OPERATING	\$ 2,931.4	\$ 3,073.8	\$ 3,216.0	\$ 3,369.3	\$ 3,466.1	\$ 3,560.0
CAPITAL	1,268.4	1,019.7	682.5	685.2	798.4	661.8
TOTAL EXPENDITURES	\$ 4,199.8	\$ 4,093.5	\$ 3,898.5	\$ 4,054.5	\$ 4,264.5	\$ 4,221.8
RESOURCES						
OPERATING	\$ 3,797.4	\$ 3,633.4	\$ 3,658.3	\$ 3,698.2	\$ 3,643.3	\$ 4,129.9
CAPITAL	1,268.4	1,019.7	682.5	685.2	798.4	661.8
TOTAL RESOURCES	\$ 5,065.7	\$ 4,653.1	\$ 4,340.8	\$ 4,383.4	\$ 4,441.7	\$ 4,791.7
DIFFERENCE	\$ 866.0	\$ 559.6	\$ 442.3	\$ 328.9	\$ 177.2	\$ 569.9
HART Related Debt Service	\$ 71.7	\$ 122.0	\$ 155.0	\$ 224.0	\$ 299.0	\$ 349.0
HART Reimbursement for Debt Service	\$ 71.7	\$ 122.0	\$ 155.0	\$ 224.0	\$ 299.0	\$ 349.0

FUNDING SOURCES BY DEPARTMENT

Funds	Departments																							
	BFS	DCS	COR	CSD	DDC	DEM	ESD	DES	ENV	DFM	HFD	DHR	DIT	DLM	MAY	MDO	NCO	RHB	MED	DPR	DPP	HPD	PAT	DTS
GN	•	•	•	•	•	•	•			•	•	•	•	•	•	•	•	•	•	•	•	•	•	•
HW					•					•											•	•		•
SW	•		•		•				•	•			•											
BT										•														•
LC	•		•										•											
BK										•														•
HB				•						•											•			•
SV								•																
PD								•																
ZO																								
GC								•																
WF	•								•	•	•		•											
HN							•													•				
RA		•																						
LE																								
HD	•																							
CF														•										
AF		•																						
PB																				•				
PC																				•	•			
GR	•	•																						
CD	•	•																						
RL		•																						
SE	•	•																						
FG	•	•			•								•								•		•	•
SP		•				•	•																•	•

Funding Sources by Department

Funding Sources by Department – Legends

Departments:

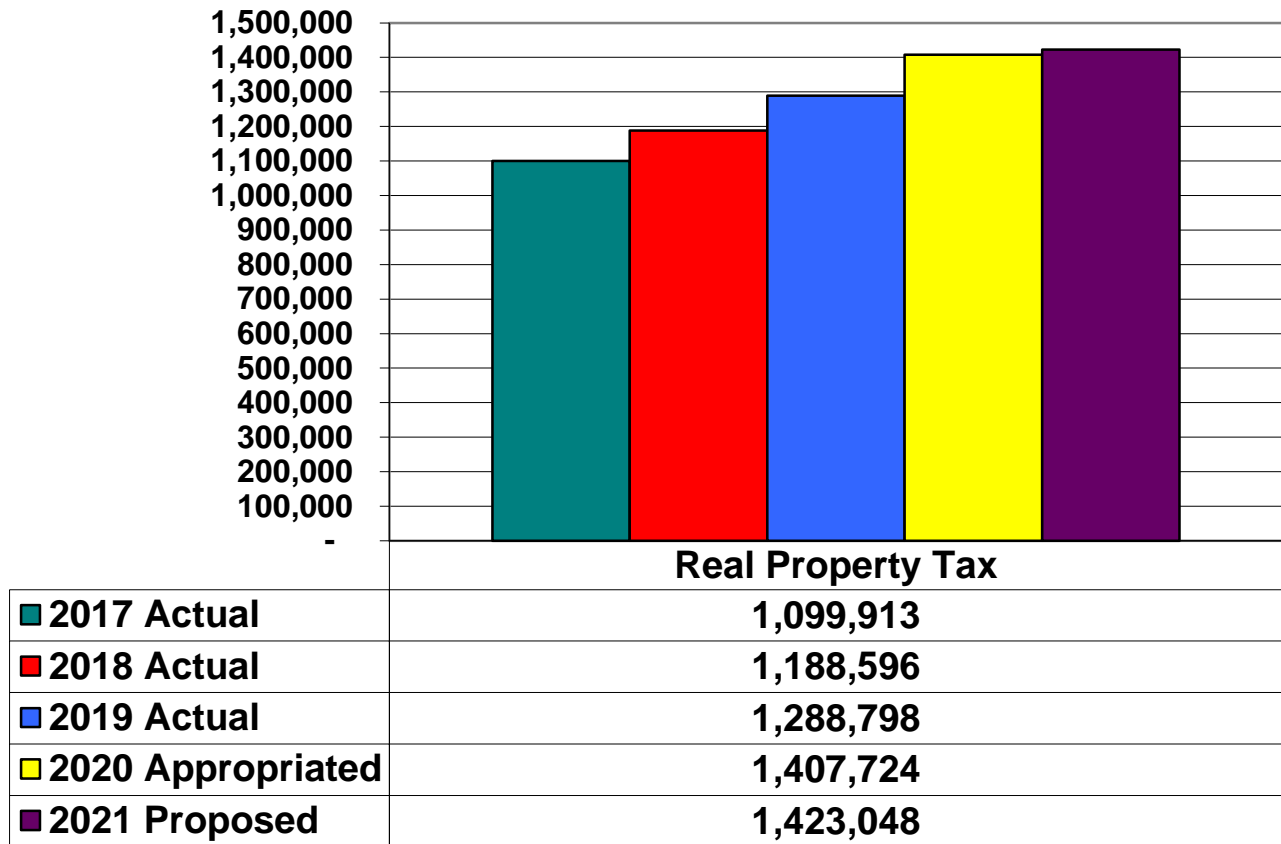
BFS	Budget and Fiscal Services
COR	Corporation Counsel
CSD	Customer Services
DCS	Community Services
DDC	Design and Construction
DEM	Emergency Management
DES	Environmental Services
DFM	Facility Maintenance
DHR	Human Resources
DIT	Information Technology
DLM	Land Management
DPP	Planning and Permitting
DPR	Parks and Recreation
DTS	Transportation Services
ENV	Environmental Services
ESD	Emergency Services
HFD	Honolulu Fire
HPD	Honolulu Police
MAY	Mayor
MDO	Managing Director
MED	Medical Examiner
NCO	Neighborhood Commission
PAT	Prosecuting Attorney
RHB	Royal Hawaiian Band

Funds:

AF	Affordable Housing Fund
BK	Bikeway Fund
BT	Transportation Fund
CF	Clean Water and Natural Lands Fund
GC	Golf Fund
GN	General Funds
GR	Grants in Aid Fund
HB	Highway Beautification and Disposal of Abandoned Vehicles Revolving Fund
HD	Housing Development Special Fund
HN	Hanauma Bay Nature Preserve Fund
HW	Highway Fund
LC	Liquor Commission Fund
LE	Leasehold Conversion Fund
PB	Patsy T. Mink Central Oahu Regional Park Fund
PC	Waipio Peninsula Soccer Park Fund
PD	Honolulu Zoo Fund
RA	Rental Assistance Fund
SV	Special Event Fund
SW	Sewer Fund
WF	Solid Waste Special Fund
Federal Funds:	
CD	Community Development Fund
FG	Federal Grants Fund
RL	Housing and Community Development Rehabilitation Loan Fund
SE	Housing and Community Development Section 8 Contract Fund
SP	Special Projects Fund

Real Property Tax

(Dollars in Thousands)



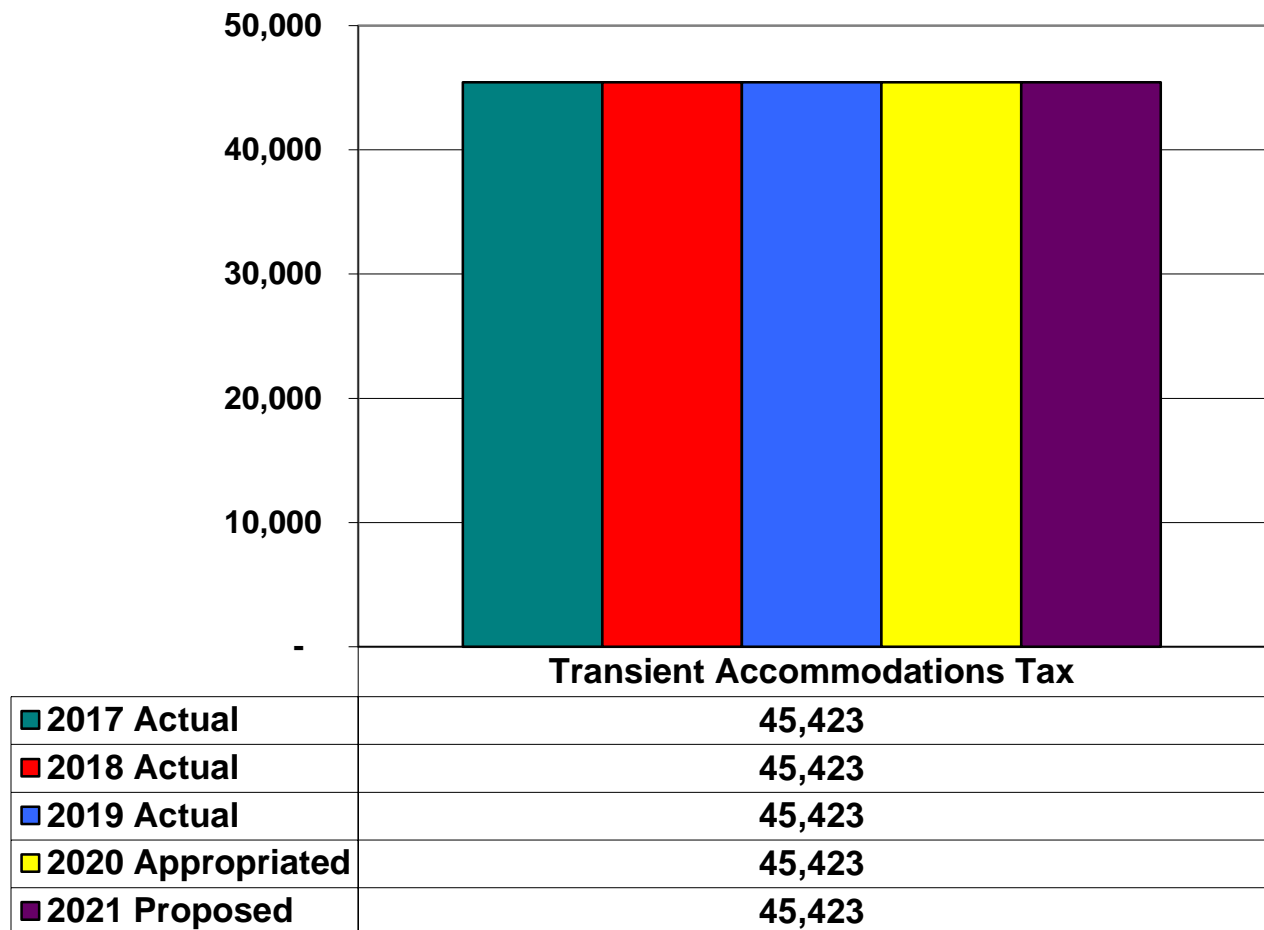
The Real Property Tax is a tax on real property (land and improvements) based on the assessed valuation at 100% of fair market value in its entirety. The exemption for owner-occupied homes is \$100,000 with a higher exemption of \$140,000 allowed for those 65 years of age and older. Rates are set for various classes of property.

The 2021 proposed revenue is based upon estimates of the assessed values by the City's Real Property Tax Division, for all classes, at proposed rates of real property.

Revenue from Real Property Tax is reflected in the General Fund.

Transient Accommodations Tax

(Dollars in Thousands)

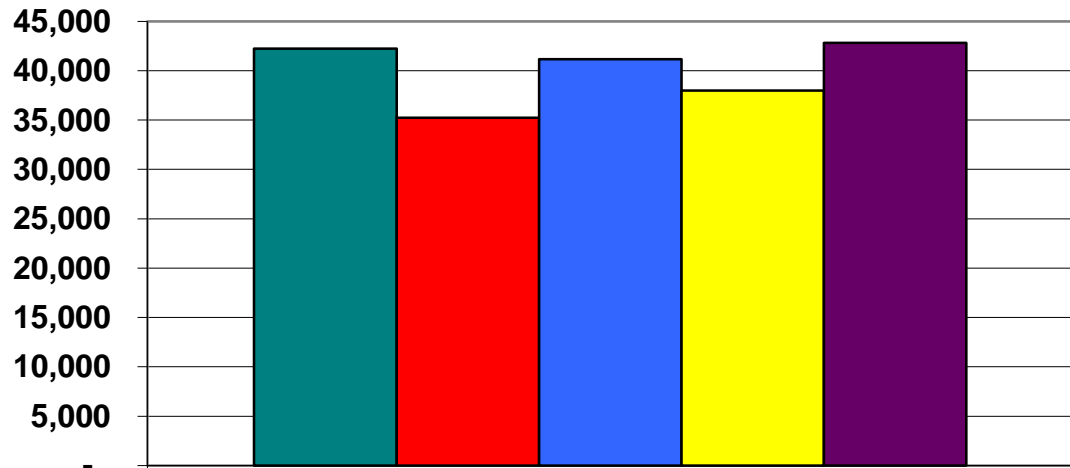


Act 1 (2017) raised the TAT rate to 10.25% of gross proceeds received as a compensation for the furnishing of transient accommodations. The Act also increased the allocation to the counties to up to \$103 million with the City and County of Honolulu receiving up to \$45,423,000 for its 44.1% share.

Revenue from the Transient Accommodations Tax is reflected in the General Fund.

Public Service Company Tax

(Dollars in Thousands)



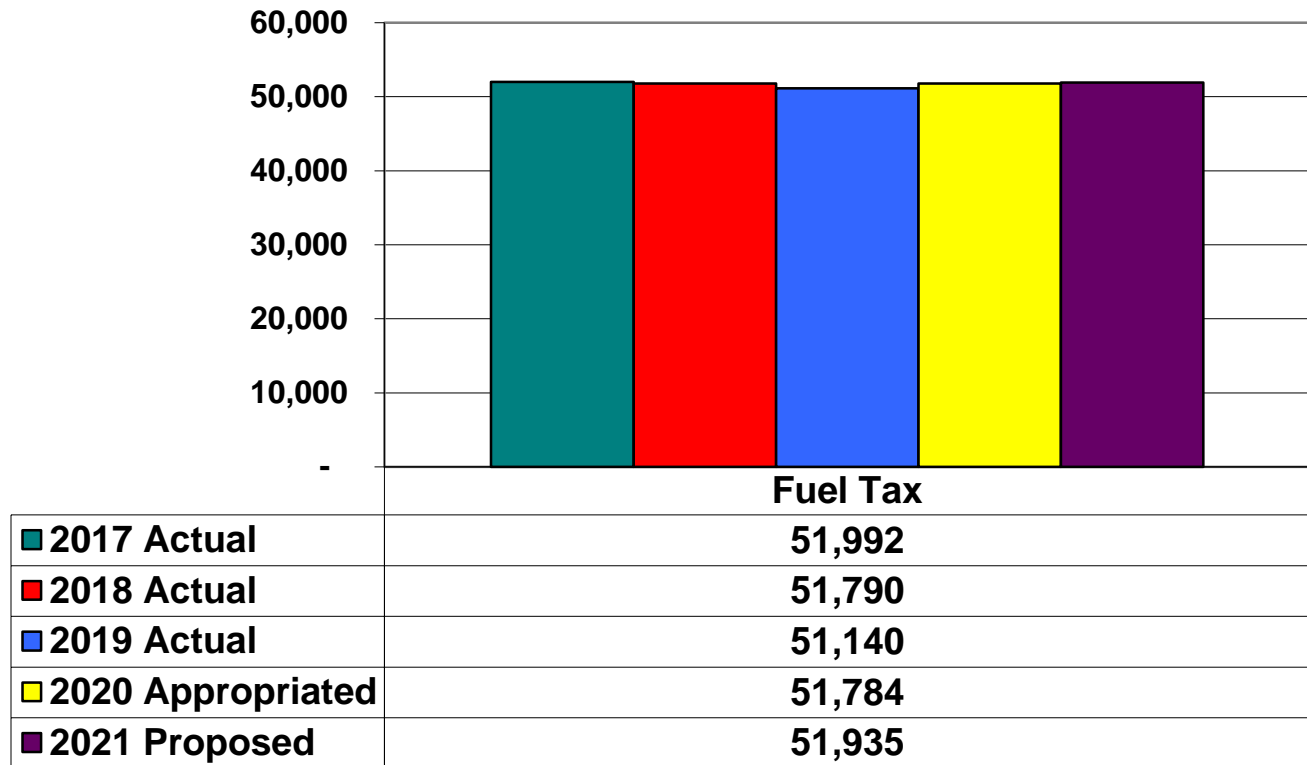
Public Service Company Tax	
■ 2017 Actual	42,225
■ 2018 Actual	35,234
■ 2019 Actual	41,182
■ 2020 Appropriated	37,980
■ 2021 Proposed	42,809

Revenue from the Public Service Company Tax reflects a 1.885 percent tax on the gross income of public service companies, as defined by Chapter 239 of the Hawaii Revised Statutes. The 2021 proposed estimate is based upon estimates provided by these companies and prior year actual trends.

Public Service Company Tax revenues is reflected in the General Fund.

Fuel Taxes

(Dollars in Thousands)

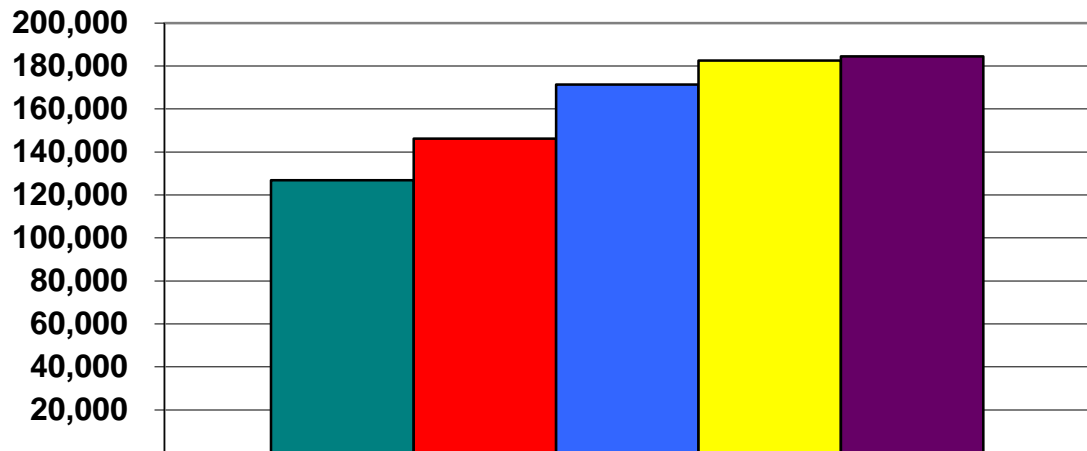


The Fuel Tax reflects a tax imposed on liquid fuels sold or used within the City's jurisdiction. The tax does not apply to aviation fuel nor diesel fuel used on non-public highways.

Revenue from Fuel Taxes is reflected in the Highway Fund.

Motor Vehicle Weight Tax

(Dollars in Thousands)



Motor Vehicle Weight Tax	
■ 2017 Actual	126,880
■ 2018 Actual	146,198
■ 2019 Actual	171,423
■ 2020 Appropriated	182,480
■ 2021 Proposed	184,432

The Motor Vehicle Weight Tax is a tax imposed on the net weight of all vehicles used on the public highways. The following tax rates have been in effect since January 1, 2019:

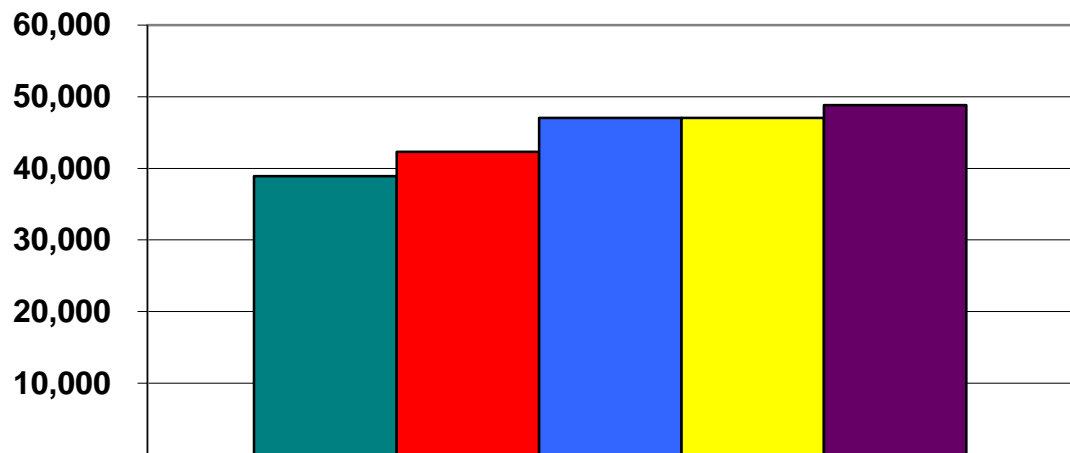
Passenger vehicles and noncommercial vehicles not exceeding 6,500 pounds (automobiles, buses and ambulances) - tax rate currently at 7 cents per pound (net weight).

Motor vehicles and other vehicles designed for other than carrying passengers (trucks, truck-tractors, road tractors, trailers and semi-trailers) - tax rate currently at 7.5 cents per pound (net weight).

Motor Vehicle Weight Tax revenue is reflected in the Highway Fund.

Public Utility Franchise Tax

(Dollars in Thousands)



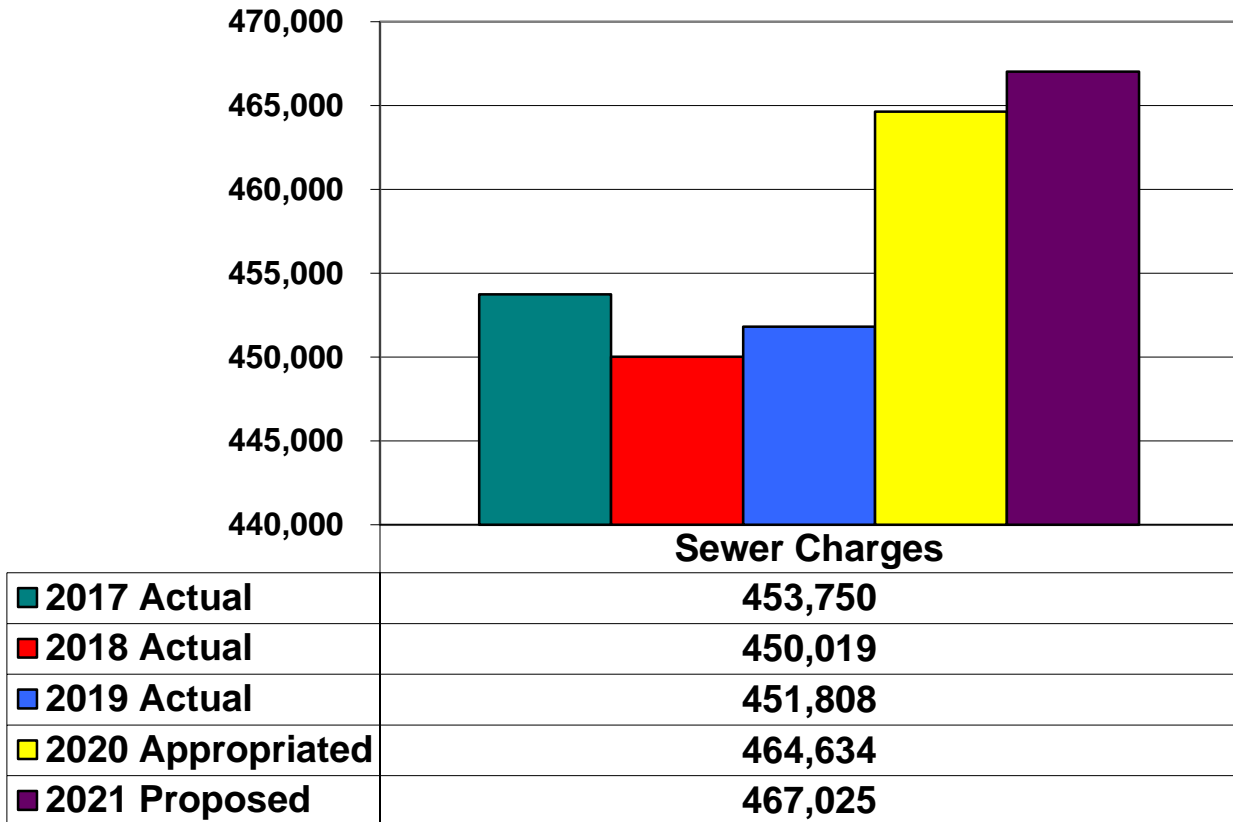
Public Utility Franchise Tax	
■ 2017 Actual	38,900
■ 2018 Actual	42,285
■ 2019 Actual	47,047
■ 2020 Appropriated	47,048
■ 2021 Proposed	48,802

Revenue from the Public Utility Franchise Tax reflects a 2.5% tax on the gross receipts for sales of electric power and gas companies (but not telephone or cable television companies). The 2021 proposed estimate is based on actual revenues collected.

Public Utility Franchise Tax revenues are reflected in the Highway Fund.

Sewer Service Charges

(Dollars in Thousands)



Sewer Service Charges reflect charges primarily related to the discharge of wastewater from residential dwellings and non-residential facilities. The 2021 proposed estimate is developed by the City's Department of Environmental Services and takes into account historical data, and certain additional demand requirements.

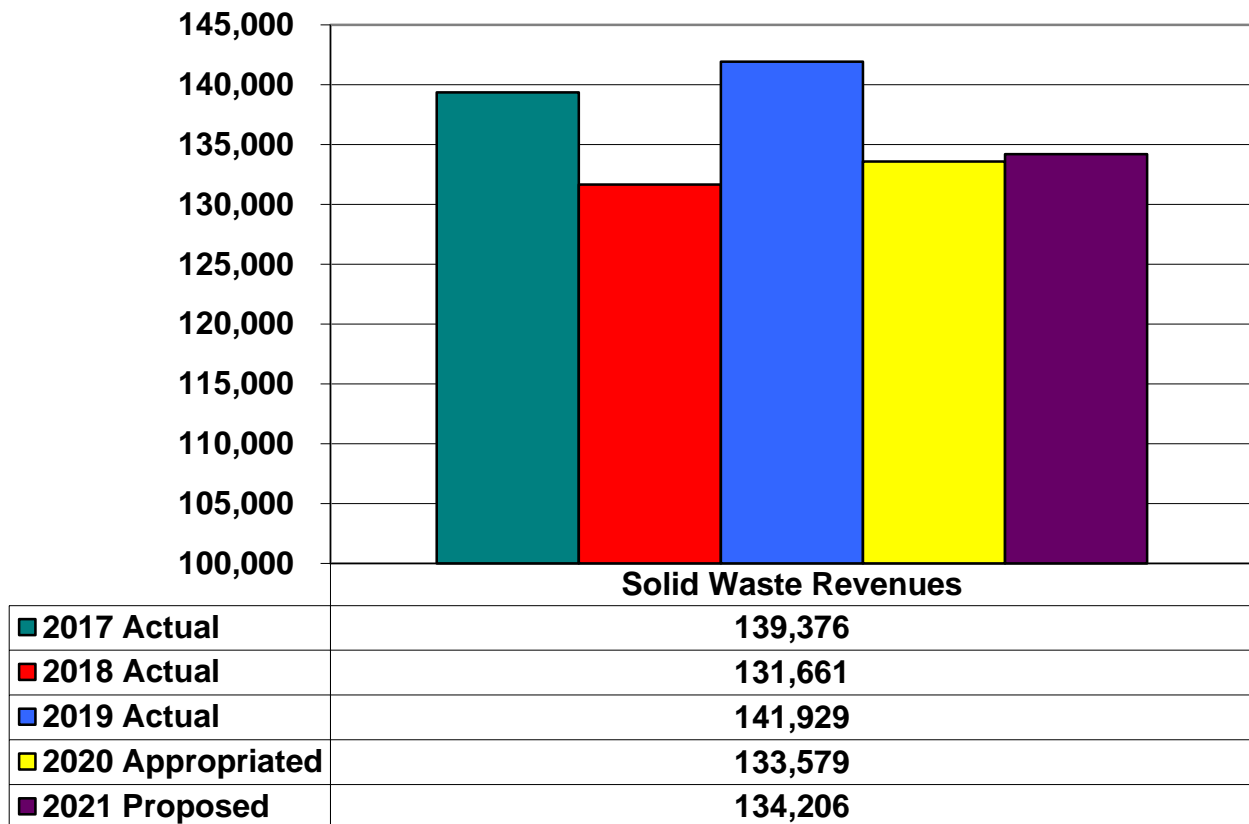
Sewer Service Charges are reflected in the Sewer Fund.

The following are the current basic Sewer Service Charges, effective July 1, 2016.

Residential - 7/1/2016	
Single family & duplex dwellings per dwelling unit per month:	
Monthly base charge	\$77.55
Monthly usage charge per 1,000 gallons of metered water consumed	\$4.63
Multiple unit dwellings per dwelling unit per month:	
Monthly base charge	\$53.32
Monthly usage charge per 1,000 gallons of metered water consumed	\$4.63
Non-Residential:	
Various rates based on water usage or wastewater discharge	

Solid Waste Revenues

(Dollars in Thousands)



Solid Waste revenues are primarily fees charged for the disposal of refuse and other solid wastes delivered to disposal facilities by any business or any federal or state agency. The 2021 proposed estimate is based upon estimates from the Department of Environmental Services.

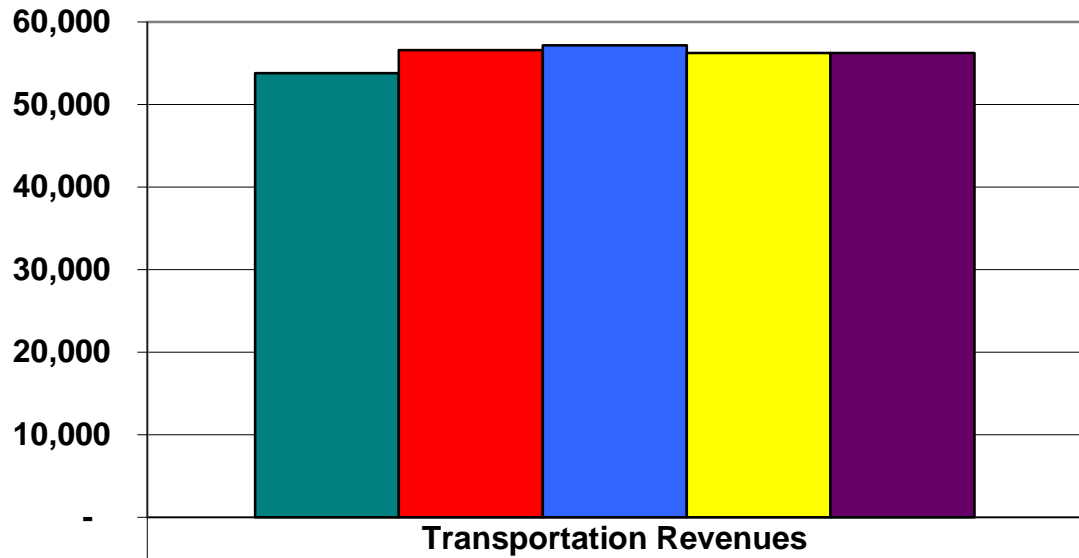
The rates below for disposal of refuse delivered to disposal facilities have been in effect since January 1, 2005:

- H-Power Facility - \$81.00 per ton
- Transfer Stations - \$110.60 per ton
- Landfills - \$81.00 per ton

Solid Waste revenues are reflected in the Solid Waste Special Fund.

Transportation Revenues

(Dollars in Thousands)



	Transportation Revenues
2017 Actual	53,787
2018 Actual	56,575
2019 Actual	57,140
2020 Appropriated	56,228
2021 Proposed	56,228

Transportation Revenues reflect revenues collected primarily from the City's island wide public transit system. The 2021 proposed estimate is based upon estimates from the Department of Transportation Services.

Transportation revenues are reflected in the Transportation Fund.

Summarized below are the authorized fares:

Adult one-way cash fare	\$2.75
Youth one-way cash fare	1.25
Senior / Disabled one-way cash fare	1.00
Adult 1-day pass	5.50
Youth 1-day pass	2.50
Senior / Disabled 1-day pass	2.00
Adult monthly pass	70.00
Youth monthly pass	35.00
Senior / Disabled monthly pass	6.00
Adult annual pass	770.00
Youth annual pass	385.00
Senior annual pass / biennial pass	35.00 / 70.00
Disabled annual pass / biennial pass	35.00 / 70.00
Senior / Disabled ID Card	10.00

Summary of Resources by Source

SUMMARY OF RESOURCES BY SOURCE

Source	FY 2019 Actual*	FY 2020 Appropriated	FY 2021 Proposed
<i>OPERATING RESOURCES</i>			
Real Property Tax	\$ 1,276,143,561	\$ 1,393,676,760	\$ 1,408,847,520
Fuel Tax	51,139,808	51,784,000	51,935,080
Motor Vehicle Weight Tax	171,422,857	182,480,380	184,431,820
Public Utility Franchise Tax	47,047,435	47,048,000	48,801,737
Federal Grants	90,913,876	97,406,108	102,520,472
State Grants	21,307,656	24,259,363	24,237,928
Transient Accommodations Tax	45,423,000	45,423,000	45,423,000
Public Service Company Tax	41,182,468	37,980,000	42,808,500
Licenses and Permits	62,201,822	64,246,362	64,374,511
Charges for Services	37,611,816	33,317,058	39,772,995
Sewer Charges	254,545,934	298,133,377	254,410,746
Transportation Revenues	57,139,735	56,228,000	56,228,000
Solid Waste Revenues	141,928,695	133,578,648	134,205,700
Other Revenues	183,482,474	183,699,284	186,831,358
Carry-Over	1,098,913,492	799,536,585	1,224,542,960
TOTAL OPERATING RESOURCES	\$ 3,580,404,629	\$ 3,448,796,925	\$ 3,869,372,327
<i>CAPITAL RESOURCES</i>			
General Obligation Bonds			
General Obligation Bonds	\$ 516,301,126	\$ 644,855,938	\$ 365,153,899
General Fund			
Other Revenues	472,000	200,000	200,000
Highway Fund			
Other Revenues	366,099	-	-
Solid Waste Special Fund			
Solid Waste Revenues	-	-	-
Transportation Fund			
Transportation Revenues	-	-	-
Special Events Fund			
Other Revenues	-	-	-
Golf Fund			
Other Revenues	-	-	-
Bikeway Fund			
Other Revenues	990,000	730,000	750,000
Hanauma Bay Nature Preserve Fund			
Charges for Services	66,000	1,800,000	-
Parks and Playgrounds Fund			
Other Revenues	2,029,429	2,013,398	1,797,100
Sewer Fund			
Sewer Charges	197,261,690	166,501,000	212,614,540

Summary of Resources by Source

Source	FY 2019 Actual*	FY 2020 Appropriated	FY 2021 Proposed
Sewer Revenue Bond Improvement Fund			
Revenue Bonds	204,250,000	253,729,000	552,500,000
Other Revenues - Investments	-	-	-
Federal Grants Fund			
Federal Grants	29,742,975	58,328,228	101,641,630
Community Development Fund			
Federal Grants	6,848,198	7,450,772	6,834,872
State Funds			
State Grants	-	9,750,000	-
Developer			
Other Revenues	-	-	-
Housing Development Special Fund			
Other Revenues	-	-	-
Utilities' Share			
Other Revenues	100,000	2,600,000	100,000
Clean Water and Natural Lands Fund			
Real Property Tax	6,327,227	7,023,620	7,100,240
Other Revenues	-	389,000	476,000
Carry-Over	4,176,100	4,287,380	10,723,760
Affordable Housing Fund			
Real Property Tax	6,327,227	7,023,620	7,100,240
Other Revenues	690,733	-	736,000
Carry-Over	33,825,509	236,380	663,760
Ewa Highway Impact Fee			
Other Revenues	-	-	-
HCD Rehabilitation Loan Fund			
Federal Grants	-	400,000	-
General Trust Fund			
Other Revenues	-	-	-
TOTAL CAPITAL RESOURCES	\$ 1,009,774,313	\$ 1,167,318,336	\$ 1,268,392,041
TOTAL RESOURCES			
	\$ 4,590,178,942	\$ 4,616,115,261	\$ 5,137,764,368

*The capital budget for fiscal year 2019 ends on June 30, 2020.

The actuals reported for Capital Resources reflect the appropriated amounts.

Debt and Financial Policies of the City

The Debt and Financial Policies of the City and County of Honolulu is guided by Resolution No. 06-222, adopted on July 19, 2006. The policies state:

I. OPERATING BUDGET

A. OVERALL

1. The operating budget details a financing and spending program to meet the goals and objectives of the City which have been established by the City administration, the City Council and the public. It contains information and data regarding expected revenues, expected expenditures and expected service and performance outcomes. To the extent feasible, the budget also should include outcome measures which reflect each programs' success in meeting established goals and objectives.
2. Operating expenses are the costs for personnel, materials, equipment required for a government entity to function. Operating expenses are expenditures for day to day operations and exclude expenditures for capital purposes, as defined herein. Operating expenses include the cost of paying salaries and benefits to civil service employees except that salaries for employees funded with cash from the sewer fund may be included in the capital budget.
3. The City administration shall have written policies with respect to the preparation and implementation of the City's operating budget that incorporate the guidelines and definitions contained herein.
4. As a comprehensive business plan, the budget includes the following elements as recommended by the Government Finance Officers Association: public policies, financial plan, operations plan, and communications device.
5. The City's annual budget presentation should display the City's service delivery/performance plan in a public friendly format.

6. Under the Mayor's direction, the Department Directors have primary responsibility to formulate budget proposals and implement the budgets appropriated by the City Council and allotted by the Mayor.

B. FISCAL INTEGRITY

1. The City will maintain the fiscal integrity of its operating and capital budgets by maximizing its level of public services while minimizing its level of debt.
2. Cash balances in excess of the amount required to maintain a long-term contingency reserve shall be used to fund one-time or non-recurring costs.

C. RESERVE FOR FISCAL STABILITY FUND

1. The City shall maintain the reserve for fiscal stability fund to accommodate economic and revenue downturns and emergency situations.
2. The City shall make every effort to attain a minimal fund balance of five percent and an optimal fund balance of eight percent of annual General Fund and Highway Fund operating expenditures.
3. The City shall make every effort to replenish monies expended from the fund when conditions that necessitated the expenditure cease to exist.

D. REVENUES

1. The City shall make every effort to maintain a very high tax collection rate (over 98.5 percent) to the extent consistent with the marginal costs of collection.
2. The City shall place increased emphasis on user fees to finance municipal services.
3. The City shall seek to diversify its revenue mix to be less dependent on property tax revenues and temporary revenues.

4. The City annually shall review all revenue schedules, including taxes, rates, licenses, user fees, and other charges to determine the appropriate level of each revenue source required for the operating and capital costs of the programs they finance. Multi-year rate schedules shall be established whenever feasible.
5. The City shall maintain a sewer fee rate structure which is adequate to insure that the programs the sewer funds finance remain firmly and separately self-supporting, including the costs of operations, maintenance, and debt service; provided that this shall not preclude the use of community facilities districts, benefit districts, unilateral agreements, development agreements, user fees and impact fees to pay for sewer capital improvements.
6. The City shall make every effort to maximize investment income by achieving and maintaining a high level of prudent and legally appropriate cash investments.
7. The City diligently shall seek Federal, State and other revenues to fund its current and new programs. However, the City shall ensure that its long-term financial planning considers the eventual loss of these temporary financing sources.
8. No monies from the sale of any city property shall be budgeted as revenue in the executive operating budget unless the City has an executed contract with a realtor concerning the listing of the property and public notice of the listing of the property has been given.

E. SELF-INSURANCE PROGRAM

1. The City shall continue to set aside funding in the City's risk management account. As the City's mix and level of liabilities increase, the City should implement a cost-effective program to mitigate the expense of commercial insurance.

F. MINIMIZATION OF ADMINISTRATIVE COSTS

1. Administrative costs should reflect an appropriate balance between resources allocated for direct services to the public and resources allocated to ensure sound management, internal controls, and legal compliance.

G. MULTI-YEAR ESTIMATES

1. With every annual budget, the Mayor shall propose a six-year operating and capital expenditure and revenue plan for the City which shall include estimated operating costs for future capital project proposals that are included in the Capital Program. The plan for the operating and capital components shall detail the six-year projections according to the categories of expenditures and revenues shown in tables A and B, made a part hereof, and shall show how future expenditures are to be met by existing or new revenue sources.
2. This budget data shall be presented to elected officials in a form that will facilitate annual budget decisions, based on a multi-year strategic planning perspective.

H. CITIZEN INVOLVEMENT

1. Citizen involvement shall be encouraged in the annual budget decision making process through public hearings and community meetings. Such involvement shall include assistance in establishing program and budget priorities for the City.
2. Involvement shall also be facilitated through City boards, task forces and commissions, which shall serve in advisory capacities to the City Council and the Mayor.

I. USER FEES

1. Whenever the City charges user fees, those fees shall be phased toward covering 100 percent of the cost of service delivery, including debt service costs, unless such amount prevents an individual from obtaining an essential service.
2. Fees may be less than 100 percent if certain factors (e.g., market forces, competitive position, etc.) need to be considered.

J. NON-PROFIT ORGANIZATIONS

1. All grants of public funds to private organizations shall be based on standards established in ordinance.

II. CAPITAL BUDGET

A. OVERALL

1. Capital costs funded in the capital budget shall be limited to costs that do not recur annually. These include equipment having a unit cost of \$5,000 or more and estimated service life of 5 years or more, except for equipment funded with cash from the sewer fund. Items such as light poles and playground equipment whose individual cost is less than \$5,000 may be funded in the capital budget if aggregated and made an integral part of a project costing \$25,000 or more and the estimated service life of every major component of the project is 5 years or more, such as a project to replace all of the light poles in neighborhood or a project to replace a park's facilities including playground equipment. To be included, improvement and replacement costs of public infrastructure must substantially expand the capacity or extend the life of the public infrastructure. Eligible capital costs would include the repaving of parking lots but not painting and slurry sealing of parking lots. It would include the installation of a new roofing surface but not spot patching of a roof. Contracts to hire engineering and design professionals under a personal services contract with a definite termination date may also be included. Costs associated with paying the salaries of civil service employees shall not be included except for salaries funded with cash from the sewer fund. Major renovations costing more than \$5,000 to existing facilities may qualify as a capital project. Routine maintenance of existing facilities, however, shall not qualify; instead, such costs shall be included in the operating budget. All other necessary costs that do not qualify for funding in the capital budget shall be included in the operating budget and deemed operational costs.
2. The City administration shall have written policies with respect to the preparation and implementation of the City's capital budget that incorporate the guidelines and definitions contained herein.
3. The preparation and adoption of the capital budget shall be coordinated with the operating budget so that the City may ensure that sufficient resources are available to operate and maintain its facilities.

B. FISCAL POLICIES

1. Capital project proposals should include as complete, reliable, and attainable cost estimates as possible. Project cost estimates for the capital budget should be based on a thorough analysis of each project and be as reliable as the level of detail known about the project. Project cost estimates for the six-year Capital Program may vary in reliability depending on when they are to be undertaken during the first through sixth year of the Program.
2. Capital project proposals should include a comprehensive resource plan. This plan should include the amount and type of resources required, and the funding and financing strategies to be employed. The specific fund and timing should be outlined. The plan should indicate resources needed to complete any given phase of a project in addition to the total project.
3. All proposals for the expenditure of capital funds shall be formulated and presented to the City Council within the framework of the capital budget.
4. Project proposals will include the project's impact on the operating budget including, but not limited to, additional personnel requirements and long-term maintenance costs necessary to support the project.
5. At the time of a contract award, each project shall include a reasonable provision for contingencies. The amount set aside for contingencies shall correspond with industry standards and should not exceed ten percent of the estimated project costs.
6. The City administration shall minimize administrative costs of the Capital Program.
7. The annual capital budget shall include those projects which can reasonably be accomplished in the time frame indicated. The capital budget shall include a projected time schedule for each project.

C. CAPITAL PROGRAM POLICIES

1. Citizen participation in the Capital Program formulation is a priority for the City. Among the activities which shall be conducted to address this need are the following:
 - a) Community meetings shall be held in a timely manner to receive community input to the Capital Program before it is submitted to the City Council.
 - b) Council deliberations on the Capital Program shall be open to the public and advertised sufficiently in advance of the meetings to allow for the attendance of interested citizens.
 - c) Prior to the adoption of the Capital Program, the Council shall hold noticed public hearings to provide opportunities for citizens to express their opinions on the proposed Capital Program.
2. All projects included in the Capital Program shall be consistent with the City's General Plan and Development Plans. The goals and policies for services, facilities, and transportation should serve as guidelines for the development of the Capital Program.
3. Capital projects shall be financed when possible through user fees, impact fees, community facilities districts, benefit districts, unilateral agreements and development agreements.
4. Projects that involve intergovernmental cooperation in planning and funding shall be established by an agreement that sets forth the basic responsibilities of the parties involved.
5. The City annually shall review and establish criteria to evaluate capital project proposals. Factors to be considered for priority-ranking include the following:
 - a) Projects required to meet public health and safety needs;
 - b) Projects mandated by federal or state law;
 - c) Projects which have a positive impact on the operating budget (i.e., reduces expenditures, increases revenues);
 - d) Projects which are programmed in the operating budget multi-year estimates;

- e) Projects which can be completed or significantly advanced during the six-year Capital Program; and
- f) Projects which realistically can be initiated during the year they are scheduled.

III. DEBT POLICIES

- A. Debt shall not be used to finance ongoing operational costs as defined herein.
- B. Whenever possible, the City shall pursue alternative sources of funding in order to minimize the level of debt.
- C. When feasible, the City shall use special assessment, revenue, or reimbursable bonds in lieu of general obligation debt.
- D. Long-term general obligation debt may be incurred when necessary, based on the City's ability to pay. This debt shall be limited to those capital projects that cannot be financed from existing revenues and when there is an existing or near-term need for the project. The project also should be integrated with the City's long-term financial plan and Capital Program.
- E. The maturity date for any debt shall not exceed the reasonable expected useful life of the project so financed.
- F. The City shall encourage and maintain good relations with financial and bond rating agencies and will follow a policy of full and open disclosure on every financial report and bond prospectus. A rating agency presentation/update shall be conducted at least once annually.
- G. The City shall establish affordability guidelines in order to preserve credit quality. Guidelines, which may be suspended for emergency purposes or because of unusual circumstances, are as follows:
 1. Debt service for general obligation bonds including self-supported bonds as a percentage of the City's total Operating budget, including enterprise and special revenue funds, should not exceed 20 percent.
 2. Debt service on direct debt, excluding self-supported bonds, as a percentage of General Fund revenues should not exceed 20 percent.

Debt and Financial Policies of the City

- H. The total outstanding principal of the City's variable rate debt should not exceed 120% of the City's total short-term investments.
- I. Variable rate debt should be used only as a source of interim or construction financing, financing of equipment with a useful life of five years, and short-term financing of debt service. In the event variable rate debt is used to finance debt service, the variable rate debt shall be refunded as a part of the next long-term bond issuance.
- J. Whenever possible, the City shall seek State funding for financing of qualified wastewater projects.
- K. The City continually shall review outstanding City debt and initiate refinancing when feasible.
- L. Unless the refunding of bonds is for the purpose of restructuring existing debt service on outstanding bonds or to refund outstanding bonds which bear interest at a rate or rates which shall vary from time to time, the City shall refund callable fixed rate bonds only if the present value savings which shall inure to the City as a result of the refunding shall not be less than 2%.

FACT SHEET ON BUDGET TRENDS

	Actual FY 2017	Actual FY 2018	Actual FY 2019	Budgeted FY 2020	Budgeted FY 2021
<i>REAL PROPERTY TAX:</i>					
Net Assessed Value [a,b].	\$ 199,626,580	\$ 211,569,917	\$226,641,985	\$ 242,256,423	\$ 242,631,369
Average Rate [c]	5.41	5.62	5.69	5.81	5.87
Collections [a]	\$ 1,099,913	\$ 1,188,596	\$ 1,288,798	\$ 1,407,724	\$ 1,423,048
EXECUTIVE AND LEGISLATIVE					
<i>OPERATING BUDGETS:</i>					
Appropriations [a]	\$ 2,352,556	\$ 2,467,861	\$ 2,631,138	\$ 2,858,785	\$ 3,003,045
<i>CAPITAL BUDGET:</i>					
Appropriations [a]	\$ 940,036	\$ 1,066,772	\$ 1,009,774	\$ 1,167,318	\$ 1,268,392
<i>LONG-TERM DEBT:</i>					
Debt Service Charges [a]	\$ 427,671	\$ 458,291	\$ 540,896	\$ 586,253	\$ 583,754
<i>NUMBER OF POSITIONS: [d]</i>					
Police	2,706	2,709	2,715	2,765	2,867
Fire	1,170	1,170	1,172	1,188	1,190
Environmental Services	1,041	1,077	1,174	1,174	1,174
Parks and Recreation	1,133	1,156	1,154	1,190	1,182
Prosecuting Attorney	304	304	308	311	302
Other Executive Agencies	3,670	3,769	3,755	3,834	3,944
Total Executive Branch	10,024	10,185	10,278	10,462	10,659
MOTOR VEHICLE REGISTRATIONS [e,f,g]					
	791,739	793,379	793,379	793,379	793,379
RESIDENT POPULATION (July 1st) [f,g]					
	988,650	980,080	980,080	980,080	980,080

- a) Dollars in thousands
- b) Valuation 100% of fair market value
- c) Per thousand dollars
- d) Rounded; temporary and contract positions included; authorized full-time equivalent positions
- e) Calendar year
- f) Source: State of Hawaii Data Book 2018
- g) 2019 - 2021 based on estimates

CITY AND COUNTY PROFILE

Features	[unit]
Land Area *	596.7 square miles
Racial Composition based on Hawaii State Department of Health survey *	
Mixed (except Hawaiian)	26.1 percent
Hawaiian/Part Hawaiian	21.7 percent
Caucasian	14.8 percent
Japanese	21.2 percent
Filipino	9.4 percent
Chinese	4.6 percent
Korean	1.1 percent
Other	1.1 percent
Median Age *	37.8 years
Age Composition *	
Under 18 years	21.2 percent
18 - 64 years	61.1 percent
65 years and over	17.7 percent
Elections ***	
Registered Voters, Primary Election 2018	490,408
Votes Cast, Primary Election 2018	189,421
Registered Voters, General Election 2018	500,163
Votes Cast, General Election 2018	262,700
Educational Attainment of Persons 25 Years Old and Over *	
Less than High School Diploma	7.7 percent
High School Graduate or Higher	92.3 percent
Bachelor's Degree or Higher	34.7 percent
Median Household Income **	80,078
Number of Housing Units (7/1/2018) *	352,527
Building Permits Issued (Fiscal 2019) ****	
Number Issued	15,118
Estimated Value (dollars in thousands)	3,484,408
Unemployment Rate (2018) *****	2.3 percent

* 2018 State of Hawaii Data Book

** U. S. Census Bureau

*** Office of Elections

**** Honolulu Department of Planning and Permitting

***** Hawaii State Department of Labor and Industrial Relations

The Budget Process

Introduction

At first exposure, the annual budget may appear to be complicated and difficult to understand. This section describes the many facets of the budget process so that it is easier for our readers to use.

Each year, the City adopts three budgets:

- The **Executive Operating Budget** explains where the City gets its money and how it will be spent to pay for day-to-day operations of the executive branch.
- The **Legislative Budget** describes how the City Council and its activities will be funded.
- The **Capital Budget** lists and describes long-lived projects, such as highways, parks and buildings, which the City will undertake during the next six years as well as identifying in what years appropriations will be required. The Capital Budget is commonly referred to as the “CIP” for Capital Improvement Program.

The following sections explain how the budget share put together and what they contain.

The Annual Budget

The annual budget of the City and County of Honolulu establishes the City’s policies and fulfills the legal requirement that a balanced financial plan be adopted to set the spending limits of the City. The budget also estimates the revenues and other financial resources that will be used to pay for the City’s operations during the fiscal year. Honolulu’s fiscal year begins on the first day of July and ends on the last day of June of the following year.

The Mayor’s budget message identifies the City’s major goals and objectives and explains how the administration plans to achieve them.

The budget ensures that executive and legislative policies will be followed by detailing costs, making historical comparisons, and establishing performance measures against which City agencies can be evaluated throughout the year.

The budget process includes many open meetings and public hearings in order to ensure the public’s participation and input. The budget itself is a public information document providing readers with an overview of the City and its workings.

The budget is based on guidelines and restrictions established by the Hawaii Constitution, State statutes, Honolulu’s City Charter and City ordinances.

The Revised Charter of the City and County of Honolulu provides for an annual executive budget consisting of an operating budget and a capital budget including a statement of relationships between operating and capital items for the executive branch. Section 9 of the Revised Charter sets forth the contents of the budgets, the officers or agencies responsible for their preparation, and the manner and timetable of the Council’s review process. To comply with these requirements, the City administration prepares an Executive Program and Operating Budget (Volume I) and an Executive Program and Capital Budget (Volume II). The budget documents must be submitted to the City Council by March 2, 120 days before the start of the fiscal year, as required by the Charter.

In addition to the two Budget Volumes, the City administration also prepares and submits to the City Council a bill for an Operating Budget ordinance and a bill for a Capital Budget ordinance. These proposed ordinances provide for appropriations to fund the activities of the executive branch. Requirements and presentation details of the budget ordinances are set forth in Articles 17 and 18 of Section 2, Revised Ordinances of Honolulu.

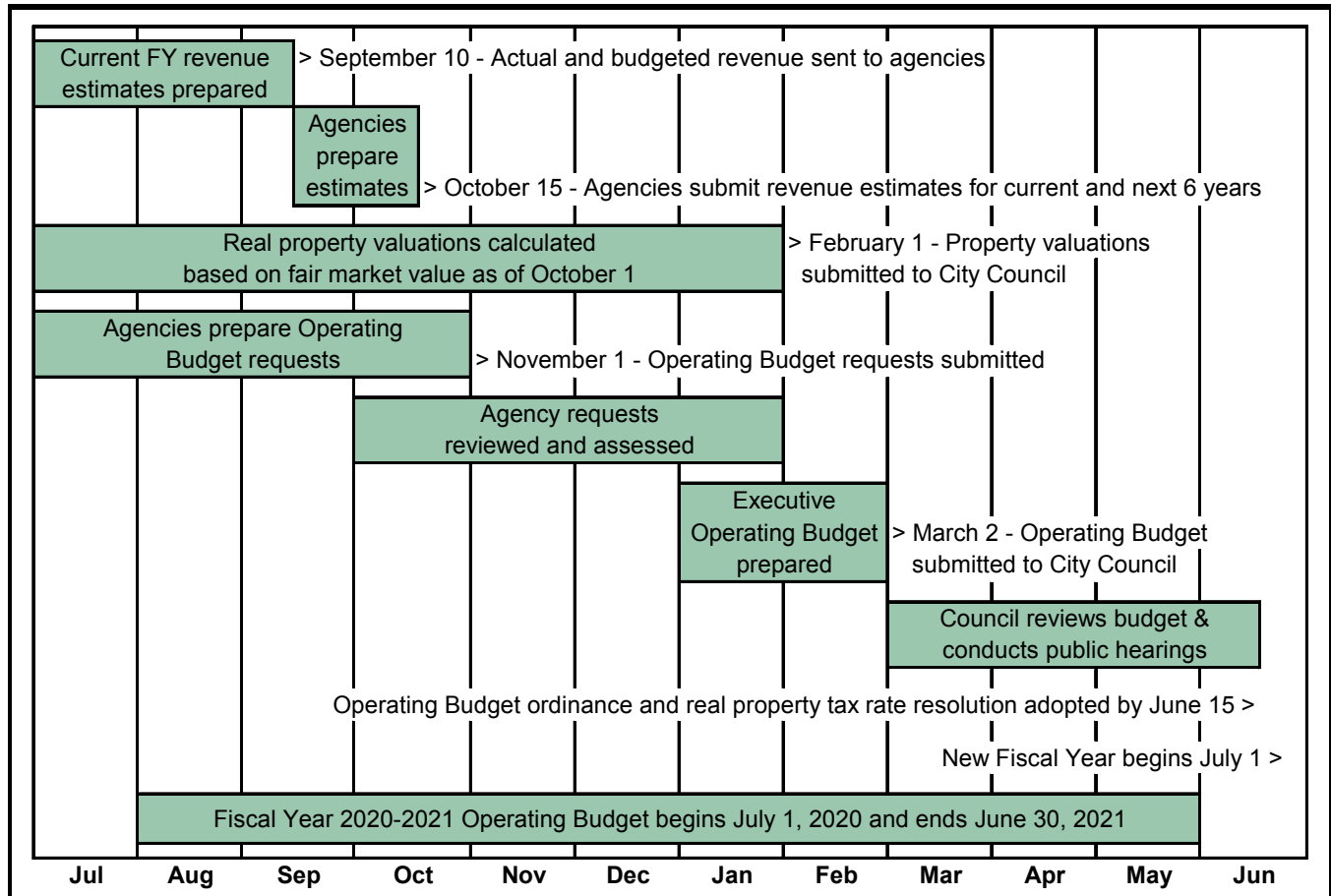
The Revised City Charter can be found on-line at www.honolulu.gov/cor/rch. The Revised Ordinances of Honolulu can be accessed at www.honolulu.gov/ocs/roh/rohononline. Additional information concerning public hearings, a synopsis of the budget ordinance, City Council actions and the budget ordinances’ status can be found at www.honolulu.gov/council. The site is maintained by the Department of Information Technology, City and County of Honolulu. To report problems, [contact www.honolulu.gov/form/website-support-form.html?view=form](http://www.honolulu.gov/form/website-support-form.html?view=form).

The Operating Budget

Appropriations contained in the executive operating budget ordinances are valid only for the fiscal year for which they were made.

Any part of the appropriations which is not spent or reserved to pay for expenses lapses after June 30, the end of the fiscal year.

OPERATING BUDGET CALENDAR



Revenue Estimating Process

The revenue estimating process determines how much money will be available to pay for City services during the following fiscal year. The process begins in July with an analysis of current revenue collections, Oahu's economic trends, projections of the State of Hawaii's Council on Revenues and other data. Revenue estimates for the current year are forwarded to the executive agencies in September. Based on their past experience and knowledge of factors which may affect future collections, the agencies respond in October with their estimate of revenues for the next six years.

Real property assessments are calculated throughout the year. For the purpose of determining the following fiscal year's real property tax revenues, valuations are

calculated based on the fair market value as of October 1. The valuations are submitted to the City Council by February 1 in accordance with Ordinance 8-11.1(e).

The Operating Budget Preparation Process

Guidelines for the preparation of the operating budget are forwarded to the executive agencies in September. Agencies respond in November with details of expenditure proposals and their justifications. Agency requests are reviewed, assessed and weighed against anticipated revenues and the requirements of non-agency expenditures such as debt service, employees' health benefit costs and retirement benefit contributions. The Mayor

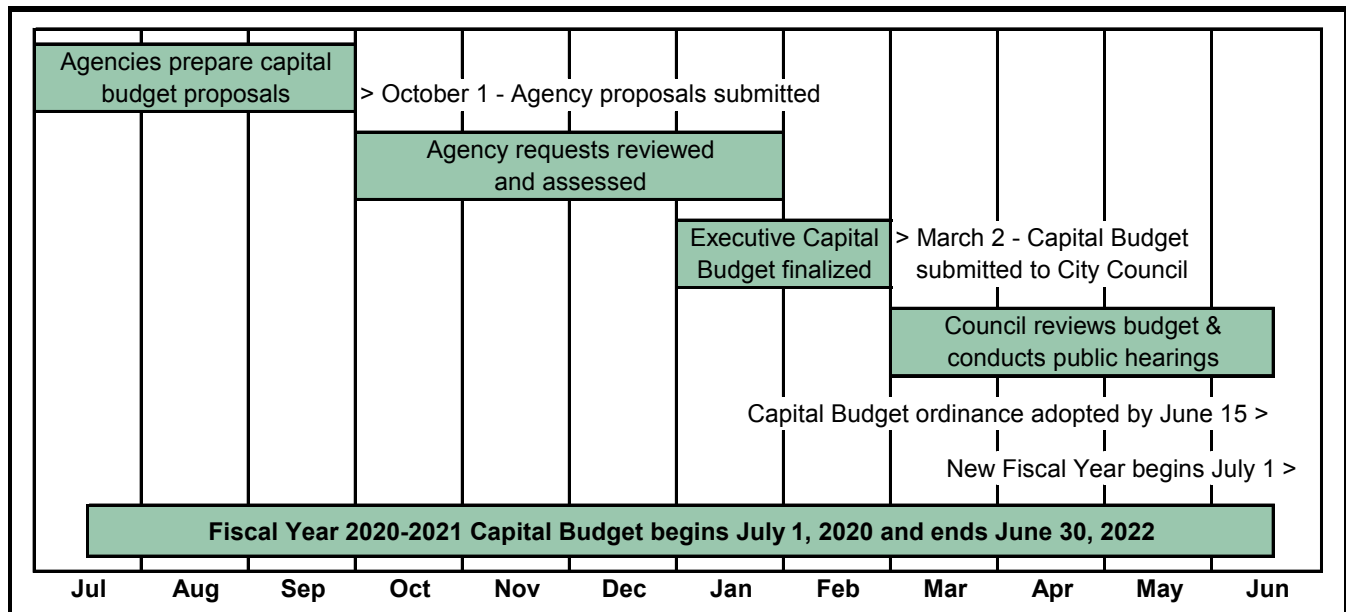
makes the final program decisions and submits the operating budget proposal to the City Council by March 2 in accordance with City Charter Section 9-102.1.

Any part of the appropriations not spent or encumbered to pay expenses lapses 12 months after the end of the fiscal year. Capital budget appropriations are available for a 24 month period beginning from the first day of July until the last day of June of the succeeding fiscal year.

The Capital Budget

Appropriations in the executive capital budget ordinance are valid only for the fiscal year for which they were made and for 12 months thereafter.

CAPITAL BUDGET CALENDAR



The Capital Budget Preparation Process

Budget preparation instructions are forwarded to executive agencies in July. Upon receipt, agencies prepare project proposals and submit them by October 1.

All proposed projects are reviewed and assessed by the Mayor and his staff, with the finalized proposed Capital Budget submitted to the City Council by March 2 in accordance with City Charter Section 9-102.1.

The Legislative Budget

As with the executive operating budget, legislative budget appropriations are valid only for the fiscal year for which they are made. Any part of the appropriation that has not been spent or reserved to pay expenses lapses at the end of the fiscal year. The fiscal year begins on the first day of July and ends on the last day of June of the following year.

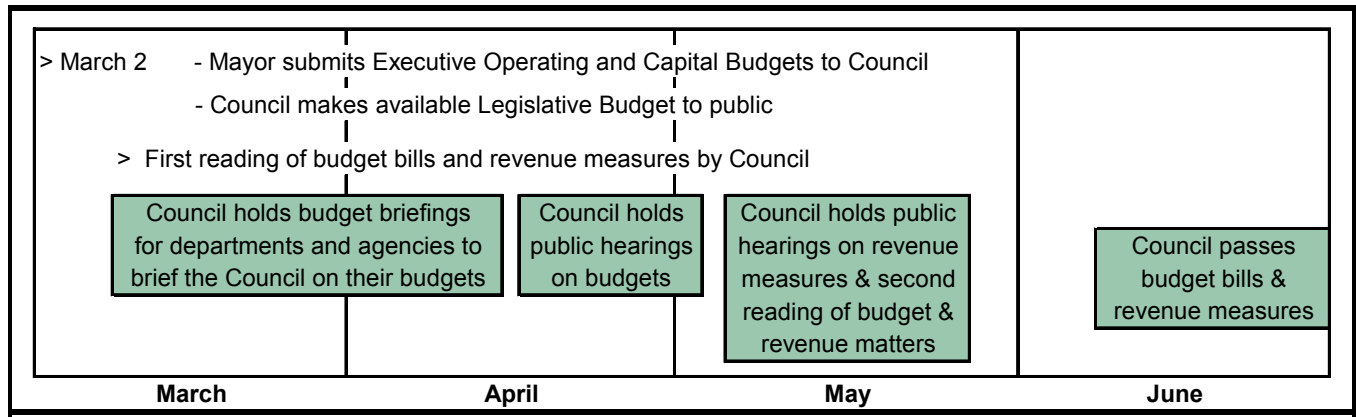
The legislative budget must be prepared and available for public review by March 2. The City Council conducts hearings and must pass the legislative budget ordinance by June 15.

Consideration and Adoption by the City Council

Upon receipt of the executive program, annual budget and proposed ordinances from the Mayor, the Council immediately notifies the public of its intention to hold public hearing on the executive submissions and also on the legislative annual budget and ordinance. Upon the conclusion of the hearings, the Council may add new items to, delete

or amend any item in the executive and legislative proposals. Like other bills, the Council adopts the executive and legislative programs and budget ordinances by majority vote after three readings on separate days. The Council must pass legislation establishing the real property tax rates and all budget ordinances by June 15. If final action is not taken on or prior to that day, the executive budget ordinances as submitted by the Mayor go into effect

COUNCIL DELIBERATION CALENDAR



The Mayor has 10 working days in which to (1) sign the ordinances, (2) veto the measures or (3) to

return the measures unsigned, in which case the measures become law as if he had approved them.

For information about how bills become law or the Council's procedures and schedules, see www.honolulu.gov/status-and-text.

Amendments to the Budget and Other Appropriations

Amendments to the executive budget ordinances and program may be submitted by the Mayor and considered by the Council under the same procedures prescribed for the enactment of the annual executive budget ordinances and program, and amendments to the legislative budget ordinance may be initiated and considered by the Council under the same procedures prescribed for the adoption of the annual legislative budget ordinance, provided that:

- a) No amendment shall increase the aggregate of authorized expenditures to an amount greater than the estimate of available resources for the fiscal year.

- b) Amendments to the capital budget ordinance shall conform to the operating and capital program, as amended.

Appropriations for items not included in the annual executive or legislative budget ordinances may be proposed by the Council or by the Mayor and enacted for the following purposes only:

- a) To meet contingencies which could not be anticipated when the budget ordinances were passed.
- b) To pay the expenses of holding special elections and elections on proposals to amend the charter.

No part of the budget ordinances can be amended, revised or repealed by the Council except by another ordinance.

Budget and Budgetary Accounting

The budgets are on a basis consistent with GAAP (generally accepted accounting practices, see GLOSSARY OF TERMS) except that encumbrances are treated as budgeted expenditures in the year the commitments are made.

Formal budgetary integration is employed (i.e., annual operating budgets are legally adopted) for the general fund and special revenue funds (except the revolving funds). Effective budgetary control for debt service, trust and agency, and revolving funds is achieved through bond indentures, contractual provisions and

legislation. Formal budgetary integration is not employed for capital projects because effective budgetary control is achieved through contractual provisions and project oversight. Flexible budgeting (i.e., the relationship of costs to revenues) is employed for enterprise funds.

The Mayor is authorized to transfer appropriations between activities within a department. To transfer appropriations between departments, the legal level of budgeting, amendment must be made to the enacted budget ordinance. Amendments to the enacted budget ordinance may be proposed only by the Mayor.

Glossary of Terms

Administration — The Executive branch of the City and County of Honolulu headed by an elected Mayor.

Activity — The smallest unit of budgetary accountability and control that encompasses specific and distinguishable lines of work performed by an organizational unit to accomplish a function for which the City is responsible.

Agency — Any department, office, board, commission or other governmental unit of the City.

Allotment — An agency's plan of estimated expenditures, revenues, cash disbursements, and cash receipts for each quarter of the fiscal year.

Appropriation — Authorization granted by the City Council to make expenditures and incur obligations for purposes specified in the appropriation ordinance.

Assessed Valuation — The value of real estate or other property used as a basis for levying real property taxes.

Authorized Positions — The maximum number of positions approved in the adopted operating budget.

Bond — A written instrument to pay a sum of money on a specific date at a specified interest rate. The interest payments and the repayment of the principal are detailed in a bond resolution or ordinance. The most common types of bonds are general obligation and revenue bonds that are most frequently used for construction of large capital projects such as buildings, streets and sewers.

Bond Funds — Monies derived from the issuance of bonds used to finance authorized capital expenditures.

Budget (Proposed and Adopted) — The Mayor submits to the City Council a proposed budget reflecting the expenditure and revenue level for the coming fiscal year. When the Mayor and City Council have formally endorsed the expenditure and revenue level, the proposed budget becomes the adopted budget, appropriating funds and establishing legal expenditure limits.

Budget Issue — Items that require special management attention, including, but not limited to, proposed new programs or projects, expansion of current services, items to be delineated as an issue such as new equipment, or drastically increased costs for continuation of programs or items as they currently exist.

Budget Message — A document included with the budget through which the Mayor provides the City Council and the public with a general summary of the most important budget issues, changes from recent

fiscal years, and recommendations regarding the financial policy for the coming fiscal year(s).

Budget Ordinance — The official enactment by the City Council creating an adopted budget to establish legal authority for City officials to expend and obligate resources.

CAFR — The Comprehensive Annual Financial Report which is an audited and printed copy of the City's financial statement at the end of each fiscal year.

Capital Budget — A plan for capital expenditures to be incurred during the budget year (see "fiscal year") from funds appropriated for projects scheduled in the capital program for the first year thereof.

Capital Improvement Program (CIP) — A plan for capital expenditures to be incurred each year over a fixed period of years, specifying the full resources estimated to be available to finance the projected expenditures.

Carry-over — See Fund Balance, Unreserved.

Character of Expenditure — A classification identifying the purpose of the expenditures. The operating budget classifies expenditures as salaries, current expenses, and equipment.

City — Refers to the City and County of Honolulu.

City Council — The Legislative branch of the City consisting of nine councilmembers, each elected from one of Oahu's nine separate geographic districts; for a term of two or four years.

Contingency — Funds reserved to cover unforeseen expenditures that occur during the fiscal year.

Collective Bargaining Unit — An organized group of employees represented by a labor union for the purpose of collective decision making with public employers.

Contingency — A budgetary reserve set aside for unforeseen or large, shared expenditures that require flexibility in its allotment.

Cost Elements — See "Character of Expenditure."

Current Expenses — A Character of Expenditure. Expenditures for materials, supplies, and services which are ordinarily consumed within a fiscal year and which are not classified as capitalized assets.

Current Services — The amount of budgetary resources needed to provide the existing level of services based on the current workload.

Debt Service — The principal and interest payments on an obligation resulting from the issuance of bonds and notes.

Employees' Retirement System (ERS), State of Hawaii — A statewide entity that provides retirement allowances and other benefits to State and County government employees.

Employer-Union Trust Fund (EUTF), Hawaii — A statewide entity that provides health and other benefit plans to State and County government employees and retirees.

Encumbrance — Commitments to incur obligations in the form of purchase orders, contracts, or other commitments that are chargeable to an appropriation and for which part of the appropriation is reserved. They cease to be encumbrances when expended.

Enterprise Fund — A governmental accounting fund in which the services provided are financed and operated similarly to those of a private business (a) where the intent of the governing body is that costs of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges; or (b) where the governing body has decided that periodic determination of revenues earned, expenses incurred and/or net income is appropriate for capital maintenance, public policy, management control, accountability or other purposes. Funds included are sewer fund, solid waste special fund, housing development special fund and bus transportation fund. User fees are established and revised to ensure that revenues are adequate to meet all necessary expenditures.

Equipment — A Character of Expenditure. Expenditures to acquire new or replacement assets that are less than \$5,000 with a useful life of more than five years or more than \$5,000 with a useful life of less than five years.

Expenditures — Cost of goods delivered or services rendered, whether paid or unpaid, including expenses and capital outlays. Expenditures are distinguished from encumbrances in that expenditures relate to goods delivered or services rendered, whereas encumbrances represent commitments or obligations for goods to be delivered or services to be rendered in the future and for which no actual liability has yet been incurred.

Federal Aid — Funds received from the Federal Government.

FICA — Federal Insurance Contributions Act, a payroll expenditure representing social security tax.

Fiscal Year — The fiscal year of the City begins on the first day of July and ends on the last day of June of the succeeding year. (Appropriations in the capital

budget ordinance are valid for the fiscal year for which they are made and continue for 12 months thereafter.)

Fringe Benefits — Payments made by the City to cover social security, retirement, health insurance, workers' compensation, and other benefits for its employees and retirees.

Full-Time Equivalent Position — A number representing a part-time position converted to the decimal equivalent of a full-time position. Most full-time employees (1.00 FTE) are paid for 2,080 hours in a year. A position budgeted to work half-time for a full year, or full-time for only six months, is 0.50 FTE.

Fund — An independent fiscal and accounting entity with a self-balancing set of accounts recording cash and/or other resources together with all related liabilities, obligations, reserves and equities which are segregated for the purpose of carrying on specific activities or attaining certain objectives in accordance with regulations, restrictions or limitations.

Fund Balance, Unreserved — Actual or estimated unreserved fund balance carried over from the prior fiscal year and available for appropriation. The estimated fund balance together with the estimated revenues and inter-fund transfers for the upcoming year determine the maximum amount available for appropriation in the proposed year's budget.

General Fund — The general fund is the general operating fund of the City. It is used to account for all financial resources except those required to be accounted for in another fund. General Fund revenues include all General Fund resources, excluding non-revenue receipts and unreserved fund balance.

General Obligation Bonds — Bonds for which the full faith and credit of the City are pledged for the payment of debt service.

Generally Accepted Accounting Principles (GAAP) — GAAP are the uniform minimum standards of and guidelines to financial accounting and reporting. GAAP provide a standard by which to measure financial presentations.

Goal — A broad statement of a desired end result.

Grant — A funding source that includes State, Federal and private subsidies received in aid of a public undertaking.

Honolulu, City and County — The consolidated city-county was incorporated in 1907 and consists of the entire island of Oahu. Honolulu is the 10th largest City in the United States and has a population of over 900,000. The City and County of Honolulu consists of 24 agencies and departments.

Glossary of Terms

Inter-Fund Transfer — Legally authorized transfer from a fund receiving revenues to a fund through which the resources are to be expended.

Lapse — The automatic termination of the authority to expend money or incur obligations granted earlier by an appropriation. Except for continuing or indefinite appropriations, an appropriation is made for a certain period of time. At the end of that period, any unexpended or unencumbered balance thereof lapses unless otherwise provided by law.

Line-item — See “Object Code”.

Means of Financing — The source of funds from which appropriations are made.

Modified Accrual Basis of Accounting — Under this system of accounting, recommended for use by governmental funds, revenues are recognized in the period in which they become available and measurable, and expenditures are recognized at the time a liability is incurred except for inventories, prepaid insurance, certain employee benefits, and principal and interest.

Multi-Year Financial Outlook — A six-year forecast of expenditures and revenues of both the operating and capital budgets.

Object Code — A numeric code that is used to categorize the expense or revenue type of a transaction.

O'ahu — Known as “The Gathering Place”, O'ahu is the third largest of the Hawaiian Islands and most populous island in the State of Hawaii. The state capital Honolulu is located on the southeast coast. In the greatest dimension, the island is 44 miles long and 30 miles across.

Objective — A statement of the end result, product, or condition desired, for the accomplishment of which a course of action is to be taken.

Operating Budget — A financial plan for the operation of government and the provision of services for the fiscal year. Excluded from the operating budget are funds appropriated in the capital budget.

Operating Costs — The recurring costs of operating, supporting and maintaining authorized programs, including costs for salaries, employee fringe benefits, current expenses (supplies and materials) and equipment (including motor vehicles).

Operating Funds — Resources derived from recurring revenue sources that are used to finance ongoing operating expenditures and pay-as-you-go capital projects and are reflected in the appropriation ordinances.

Ordinance — A formal legislative enactment by the City Council. It has the full force and effect of law within the City boundaries unless it is in conflict with

any higher form of law, such as a State statute or constitutional provision. An ordinance has higher legal standing than a resolution.

Other Post-Employment Benefits (OPEB) — The Governmental Accounting Standards Board adopted Statements 43 and 45 which require state and local governments to account for the value of liabilities accrued over an employee's working lifetime and for the values of those benefits to be reported annually on the CAFR. OPEB includes medical, prescription drug, dental, vision and life insurance benefits.

Positions — The full-time equivalent of salaried personnel. Positions are categorized as Permanent, Temporary, or Contract.

Program — A group of related activities performed by one or more organizational units for the purpose of accomplishing a specific function of the City.

Program Measures — The numerical means (such as the number of persons serviced by a program) of expressing the magnitude of a program or the degree to which the program's objective is attained.

Provisional Accounts — An amount that is budgeted centrally that allows for flexibility in expenditure when an allocation by department is indeterminable.

Proviso — A condition, stipulation, or limitation inserted in a budget ordinance.

Real Property — All land and the improvements upon it including buildings, other structures, fences and any fixtures attached to them that cannot be removed without substantial damage to such land and improvements.

Real Property, Net Taxable Valuation — The fair market value of property less exemptions provided by ordinances.

Real Property Tax Rate — A value, which when used to multiply the net taxable real property valuation, yields real property tax revenues for the City. The tax rate for Honolulu is expressed as dollars per \$1,000 of property value and is set by the City Council by adoption of a resolution.

Reserve — An account used to earmark a portion of the fund balance as legally segregated for a specific use.

Resolution — A special order of the City Council that requires less legal formality than an ordinance in terms of public notice and the number of public readings prior to approval.

Resources — Amount available for appropriation including estimated revenues, inter-fund transfers and unreserved fund balances.

Revenue Bonds — A debt instrument whereby the debt service is payable solely from the revenues generated by the operations of the facilities being financed by the bonds or by other non-tax sources.

Revolving Fund — A fund used to finance certain goods and services provided by City agencies on a self-supporting basis. It is used to pay for the cost of goods and services and is replenished through charges made for those goods or services or through transfers from other accounts or funds.

Salaries — A Character of Expenditure. The amount budgeted or paid to City employees. The amounts may include regular pay, overtime and other premium pays as required by statute and collective bargaining agreements.

Special Revenue Funds — Resources which are dedicated or set aside by law for a specified object or purpose, but excluding the general fund, enterprise funds and revolving and trust funds.

Special Assessment — A charge made against certain properties to help pay for all or part of the cost of a specific capital improvement project. Also park land or a monetary assessment fee received from new developments.

Subsidized Funds — Funds that have dedicated sources that are to be used for specific purposes or functions, but are not able to cover all operating expenses with only their dedicated sources of revenue. Subsidies from other funds such as the General Fund is required.

Supplemental Budget — An amendment to the original budget ordinance.

Tax Exempt Commercial Paper (TECP) — A short-term promissory note supported by a bank line or

letter of credit used as bridge financing for bond financed projects.

Tax Revenues — The amounts collected from compulsory charges, in the form of taxes, levied by the City for the purpose of financing services performed for the public benefit. Sources of City tax revenues are the real property tax, fuel tax, vehicle weight tax, public service company tax, public utility franchise tax and excise surcharge tax-transit.

Transient Accommodations Tax (TAT) — Also known as the “hotel room tax,” the TAT is a tax on transient accommodation gross proceeds received as compensation for the furnishing of public improvements and services. The portion of TAT distributed to the counties is \$103 million, with the City receiving 44.1% of the counties’ share.

Trust Fund — A fund used to account for assets held by the City as a trustee or agent for individuals, private organizations, other governmental units, and/or other funds and which was created or established by a gift, grant, contribution, devise, or bequest that limits the use of the fund to designated objects or purposes.

Unreserved Fund Balance — See “Fund Balance, Unreserved”.

User Fees — Fees for a public service paid by the user of the service.

Valuation — See “Real Property, Net Taxable Valuation”.

Vacancy Cutback — An amount that is deducted from an agency's salary budget that is attributable to delays in hiring, employee turnover, or attrition.

Summary of Provisionals

Executive Program

The Miscellaneous Function consists of centralized accounts that cover operational costs attributable to several or all City agencies. These accounts for the

FY 2021 budget and their purposes are outlined below.

Account	Purpose
Retirement System Contributions	Funds mandatory employer's share of contributions to the State Employees' Retirement System.
Pension Contributions	Funds mandatory employer's share of pension contributions.
FICA Tax	Funds mandatory employer's share of contributions to the FICA tax.
Workers' Compensation	Funds medical, disability, and other benefits, and claims handling expenses for employees' work-related injuries and illnesses.
Unemployment Compensation	Funds mandatory employer's contribution to the State Unemployment Compensation Fund.
Health Benefits Contributions	Funds mandatory employer's contributions to the Hawaii Employer-Union Benefits Trust Fund.
Provision for Salary Adjustments and Accrued Vacation Pay	Funds salary, fringe benefit, and collective bargaining related requirements that have not been budgeted in agencies' accounts; and funds lump-sum payments for accrued vacation requirements for individuals who leave City employment.
Provision for Judgments, Settlements and Losses	Funds the City's legal liability for judgments, settlements and losses not covered by insurance.
Provision for Risk Management	Funds the City's insurance costs including premiums and deductible, and risk management information, claims adjustment, actuarial and other services required for the sound administration of the City's risk financing program.
Provision for Grants, Partnerships and Security	Funds City advances and matching funding requirements of Federal and State grants, City's participation in public-private partnerships and security services and needs for international events.
Provision for Energy Costs	Funds energy costs that exceed amounts appropriated in departmental budgets.
Provision for Other Post-Employment Benefits (OPEB)	Funds the City's costs to provide health care, life insurance and other post-employment benefits to retirees and their dependents.
Provision for Vacant Positions	Funds expenditures associated with any position vacancy and unbudgeted salary expenses incurred during the fiscal year.

Highlights of FY 2021 Provisionals

Provision for Energy Costs — The City's projected energy budget is increased in FY 2021 due to slight increases in crude oil and fuel prices along with the start of Rail operations. National trends indicate steady increases in both oil and fuel in 2020 and as a result, this provisional in FY2021 allows for fluctuations in fuel & utility costs of an additional 5-6% to avoid adverse impacts on city operations should prices increase significantly.

Provision for Vacant Positions — Funding of vacant positions funded by the General, Highway, and subsidized funds is transferred to this provisional account. Funding for Special funds, Federal and State grants, State-reimbursed, and uniformed fire and police funded vacancies are provided within the salaries of each agency. The FY 2021 budget proposes an increase to this provisional to provide for increased vacant positions of 953 for FY 2021 in comparison to 930 in FY 2020.

Provision for Salary Adjustments and Accrued Vacation Pay — Funding in this provisional proposed for FY 2021 includes collective bargaining related costs for bargaining units recently ratified and currently in the process of being settled and ratified.

Retirement System Contributions — The FY 2021 budget for retirement system contributions uses rates from Act 17 (2017), which included multi-year increases in the rates used to calculate the employer's share of payments for active members in order to address growing unfunded liabilities. The budget also includes additional payments to the Employee Retirement System for employees whose increased pay in the period prior to retirement resulted in increased retirement payments, commonly known as spiking.

Health Benefits Contributions — Consistent with FY 2020, the FY 2021 budget for health benefits contributions includes only the employer's contribution to the EUTF Trust Fund for active members. The employer's pay-as-you-go contribution for retirees is included in the Other Post-Employment Benefits appropriation.

Other Post-Employment Benefits — Consistent with FY 2020, the FY 2021 budget for Other Post-Employment Benefits includes the full amount of the City's costs of providing health care, life insurance and other post-employment benefits to retirees and their dependents, including the employer's pay-as-you-go contribution for retirees.

Highlights of FY 2021 Provisionals

Executive Budget

Activity	Expended FY 2019	Appropriated FY 2020	Proposed Budget for Fiscal Year 2021		
			Current Services	Budget Issues	Total
Retirement System Contributions	\$ 171,465,873	\$ 234,381,000	\$ 270,084,000	\$ -	\$ 270,084,000
Pension Contributions	4,271	5,000	5,000	-	5,000
FICA Tax	29,636,347	35,857,000	39,164,000	-	39,164,000
Workers' Compensation	16,332,087	18,530,000	23,092,000	-	23,092,000
Unemployment Compensation	33,653	800,000	800,000	-	800,000
Health Benefits Contributions	51,579,257	75,813,000	69,234,000	-	69,234,000
Provision for Salary Adjustments and Accrued Vacation Pay*	-	16,148,855	14,290,665	-	14,290,665
Provision for Judgments, Settlements & Losses	6,630,764	12,200,000	12,200,000	-	12,200,000
Provision for Risk Management	9,895,531	12,932,703	13,900,000	-	13,900,000
Provision for Grants, Partnerships and Security	-	2,000,000	3,000,000	-	3,000,000
Provision for Energy Costs	-	4,800,000	5,800,000	-	5,800,000
Provision for Other Post-Employment Benefits	177,331,000	183,677,000	190,106,000	-	190,106,000
Provision for Vacant Positions*	-	30,703,856	39,392,925	-	39,392,925
Total	\$ 462,908,783	\$ 627,848,414	\$ 681,068,590	\$ -	\$ 681,068,590

*These provisionals are transferred to departments, and the expenditures are recorded in the departments receiving the transfers.

Note-Approximately \$80,000 and \$16,000,000 was transferred from the Provision for Salary Adjustments and the Provision for Vacant Positions, respectively, to the departments.

Highlights of FY 2021 Provisionals

Summary of Miscellaneous Function by Fund

Source of Funds	Expended FY 2019	Appropriated FY 2020	Proposed Budget for Fiscal Year 2021		
			Current Services	Budget Issues	Total
General Fund	\$ 356,592,214	\$ 486,445,728	\$ 526,435,601	\$ -	\$ 526,435,601
Highway Fund	41,809,001	55,422,009	61,795,335	-	61,795,335
Highway Beautification and Disposal of Abandoned Vehicles Revolving Fund	1,820,719	2,163,025	1,103,946	-	1,103,946
Bikeway Fund	161,012	243,720	243,024	-	243,024
Sewer Fund	27,557,872	37,251,470	38,438,175	-	38,438,175
Transportation Fund	949,046	2,423,925	5,582,309	-	5,582,309
Liquor Commission Fund	1,973,402	2,434,731	2,626,537	-	2,626,537
Honolulu Zoo Fund	3,055,984	3,971,729	4,344,166	-	4,344,166
Special Events Fund	4,203,977	5,108,128	5,043,228	-	5,043,228
Hanauma Bay Nature Preserve Fund	1,322,172	1,905,702	2,034,910	-	2,034,910
Solid Waste Special Fund	19,859,579	25,245,200	27,645,334	-	27,645,334
Golf Fund	3,603,805	5,233,047	5,776,025	-	5,776,025
Total	\$ 462,908,783	\$ 627,848,414	\$ 681,068,590	\$ -	\$ 681,068,590

Debt Service

The City issues various types of bonds to finance long term capital projects and improvements. General obligation bonds are issued for projects funded by the General, Highway and certain special funds. The City's full faith and credit is pledged for payment of these bonds. Revenue bonds are issued for wastewater projects, and the repayment for these bonds is paid solely from the Sewer Fund, which collects fees from users of the wastewater system. Clean Water State Revolving Fund loans provide a low-interest rate alternative to bond funding for some

wastewater projects. Tax exempt commercial paper is issued for bridge financing for bond financed projects.

Debt service is the payment of principal and interest on the debt issued by the City. The calculation of debt service is based on the actual amortization schedules of outstanding debt as well as projections for future debt issuances. Projected debt service costs beyond fiscal year 2019 relate to the City's six-year Capital Program and Budget and are reflected in the Multi-Year Financial Outlook. Debt service expenses are included in the operating budget.

Executive Program Highlights for the Fiscal Year 2021

One general obligation bond issue totaling \$205 million, one sewer revenue bond issue totaling \$450 million, and Clean Water State Revolving Fund loans relating to sewer projects totaling \$10 million are programmed for fiscal year 2021.

In addition, during fiscal year 2021, the City anticipates issuing approximately \$544 million in fixed

rate debt to meet the cash flow requirements of the Honolulu Authority for Rapid Transportation (HART) which functions as a semi-autonomous unit of the City.

Approximately \$7.8 billion in general obligation bonds and \$744 million in sewer revenue bonds are authorized and unissued as of December 31, 2019.

Executive Budget

	Expended FY 2019	Appropriated FY 2020	Proposed Budget for Fiscal Year 2021		
			Current Services	Budget Issues	Total
General Fund					
Bond Principal and Interest	\$ 298,024,550	\$ 327,609,000	\$ 318,937,000	\$ -	\$ 318,937,000
HART Related Principal and Interest*	6,446,027	54,295,300	65,269,000	-	65,269,000
Other Debt Principal and Interest	-	-	-	-	0
Tax Exempt Commercial Paper (TECP)	209,796	-	-	-	0
HART Related TECP	52,644,923	2,000,000	6,436,000	-	6,436,000
Total (General Fund)	\$ 357,325,296	\$ 383,904,300	\$ 390,642,000	-	\$ 390,642,000
Sewer Fund					
Sewer Revenue Bond Principal and Interest	\$ 183,571,069	\$ 202,349,000	\$ 193,112,000	-	\$ 193,112,000
Total Debt Service	\$ 540,896,365	\$ 586,253,300	\$ 583,754,000	\$ -	\$ 583,754,000

*HART related principal, interest and TECP are from HART projections.

Statement of Legal Debt Margin

December 31, 2019

Statement of Legal Debt Margin, December 31, 2019	
Gross Assessed Valuation of Real Property, January 29, 2020	\$ 279,992,763,600
Less Exempt Valuation	35,229,640,900
Assessor's Net Taxable Valuation	\$ 244,763,122,700
Less Valuation on Appeal	4,263,508,300
Taxpayers' Valuation	\$ 240,499,614,400
Add 50 percent of Valuations on Appeal	2,131,754,150
Net Assessed Valuation of Taxable Real Property for Rate Purposes	\$ 242,631,368,550
Debt Limit -- 15 percent of Net Assessed Valuation of Taxable Real Property	\$ 36,394,705,283
Less Net Funded and Other Indebtedness	3,266,385,897
Legal Debt Margin	\$ 33,128,319,386
Less Bonds Authorized and Unissued	7,816,446,146
Net Legal Debt Margin	\$ 25,311,873,240

The State Constitution limits the City's funded debt to 15 percent of the net assessed valuation of taxable real property. Based on the above figures, the ratio of net funded debt to net assessed valuation is 1.35 percent.

The City's ability to pay its debt is determined by comparing net funded and other debt to net assessed valuation of taxable real property. Funded debt is debt for which the City has pledged its full faith and credit. Net funded debt is

debt minus self-supporting debt, such as revenue bonds. Bond rating agencies recommend that net funded and other debt not exceed 5 percent of net assessed valuation. The current ratio is less than 2 percent.