



RICK'S FIRST 90 DAYS

# ROADMAP TO RECOVERY

Creating Opportunities From Crisis

**Rick**  
**Blangiardi**  
FOR MAYOR

**Aloha,**

In the race to become Honolulu's next mayor, proposing "plans" comprised mostly of pre-COVID-19 ideas and solutions, and wrapped in a new cover, is not a viable approach to address an economy in full crisis. Such a status quo policy approach will not work, period.

O'ahu's future is simply too important to pretend we can keep doing the same kinds of things, with the same kinds of people making decisions, and expecting different outcomes. We need more decisive leadership to put plans into action.

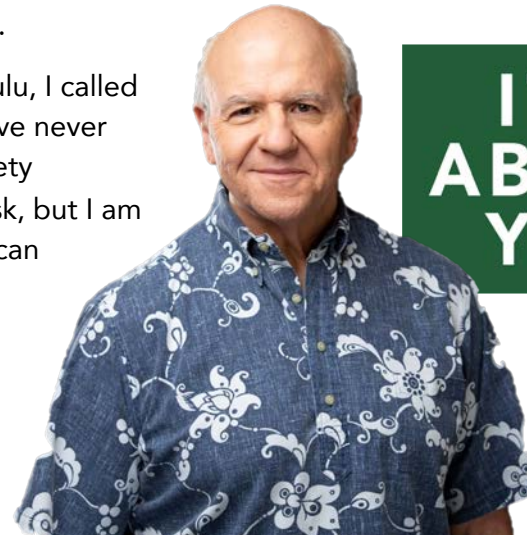
My experience turning around troubled companies in troubled times has taught me that a crisis calls for the kind of leader who knows how to adapt on a moment's notice, make decisions as opportunities appear, think outside the box, forge new relationships built on creativity and shared goals and, most of all, build a team where all are committed to success.

We find ourselves at just such a pivotal moment in history. The COVID-19 pandemic shocked us and turned everything we knew upside down. In just six months we have experienced a health crisis and economic devastation unlike anything we have seen in our lifetimes. Now we have to make our way back.

When I decided to run for Mayor of the City and County of Honolulu, I called this election a referendum on leadership. Looking back, I could have never imagined how true that would be. Balancing public health and safety with an urgently needed economic recovery will not be an easy task, but I am not deterred. I am up to this leadership challenge, and I know we can pull together to create the future we all need and deserve.

I'm pleased to share this "Roadmap to Recovery" to help us navigate the challenges ahead.

Mahalo,



**IT'S  
ABOUT  
YOU.**

## CONTENTS

Public Health and Safety	4
Focus on Economic Recovery	5
Getting People Back to Work	7
Maximize Funding Opportunities	8
Adjust City Budget to Kickstart Economy and Avoid Furloughs	8
Housing That Residents Can Afford	9
Improve City Efficiency and Performance	10
Increase Rail Oversight	11
Address Root Issues of Homelessness	12
Increase Community Engagement and Outreach	12
Fair Leadership for All	13
Proven Leadership for a Brighter Tomorrow	14

# Public Health and Safety

*“Even as we open and expand our economy, we must always protect the health and safety of our community, homes, businesses, schools, and neighborhoods.”*

- Expand free testing sites across O’ahu, especially for those without insurance or those who cannot afford a COVID-19 test.
- Increase the City’s COVID-19 response and awareness procedures using federal funds to increase contact tracers, boost tracking efforts, and promote social distancing.
- Work with the state and private sector stakeholders to improve and clearly communicate instructions and guidelines for visitors and returning residents so they understand and can follow Hawai’i’s COVID-19 travel rules.
- Meet with first responders regarding City priorities and resources during COVID-19.
- Provide support and streamlined processes for Hawai’i non-profits operating in a COVID-19 crisis environment, including the distribution of CARES Act resources to meet the urgent needs of our residents and communities.
- Improve communication between City agencies and the general public to minimize confusion and misunderstanding regarding COVID-19 policies and CARES Act resources.
- Identify and secure additional temporary housing for first responders and community members in situations where they are unable to quarantine safely and securely.
- Quickly assess and implement ideas and best practices brought forth by City Council-appointed community representatives on the Select Committee on Economic Assistance and Revitalization Stakeholder Advisory Group.
- Immediately establish and publicize community-based locations across O’ahu where residents and businesses can obtain information, assistance, and guidance regarding federal, city, and state resources.
- Appoint a full-time public health expert or physician to an advisory position to inform and guide City COVID-19 policies.



# Focus on Economic Recovery

*"The pandemic has impacted every single segment of our local economy, especially tourism, our largest generator of jobs and revenue. We need to restore confidence and get people back to work."*

- Establish an economic recovery business roundtable made up of public and private stakeholders to reopen O'ahu's economy:
  - Develop best practices and policies.
  - Establish metrics for measuring success.
  - Receive, assess, and monitor data from the private sector on a not-less-than weekly basis to adjust City policies, as necessary.
  - Coordinate with state and federal agencies.
- Identify local/national/international experts with first-hand success reopening economies safely and quickly (preferably from communities with shared challenges akin to O'ahu, i.e., tourism-based economy, national/international flights, etc.
- Empower the City Office of Economic Revitalization to streamline processes and procedures for assisting O'ahu's business community with a broader definition of businesses and expanded program resources, including consideration of a grant program to assist local businesses diversify into other sectors.
- Work with the Governor, Legislature and City Council to improve mortgage and rental assistance programs for residential and commercial properties.
- Immediately provide longer-term childcare options for O'ahu families by working with childcare providers and resource agencies, implementing proposals submitted to the City Council's Select Committee on Economic Assistance and Revitalization Stakeholder Advisory Group.



(continued on next page)

# Focus on Economic Recovery (continued)

- Fast-track construction work/procurements on budgeted and deferred City projects, including infrastructure projects (i.e., improvements to sewers, roads, stormwater drains and collection systems, county-wide Wi-Fi/broadband, etc.) to stimulate our economy, strengthen our communities, and provide good paying sustainable jobs for our local workforce.
- Develop stronger partnerships with the military to expand the number of military contracts (services, operations, management, and/or construction) awarded to local businesses and workers.
- Issue a mayoral directive designating a City official to work with City departments and agencies in:
  - Aggressively pursuing additional federal and state funding resources,
  - Exploring opportunities for public-private partnerships,
  - Exploring opportunities for private-industry resources and assistance to local families and businesses (following the lead of other cities).
- Work with City Budget and Fiscal Services and financial markets to maintain the City's bond rating in a COVID-19 economy.
- Pledge to work in close cooperation with the City Council on all matters related to COVID-19 mitigation and economic recovery/revitalization, to integrate and implement like-minded initiatives, to capture challenges unique to Districts, to avoid and reduce redundant and contradictory efforts, and to deliver more efficient services to the people of Honolulu.



# Getting People Back to Work

*"With tourism facing setbacks that will last years, we need to accelerate opportunities and skill training in other business sectors."*

- Don't give up on our businesses.
  - Understand the needs of Oahu's business community.
  - Partner with businesses, especially small businesses, to assemble the tools needed during the COVID-19 economic recession, including workforce development, business assistance, loan programs, financial assistance, and capital development.
  - Ensure all City Departments actively engage with and support City economic development and revitalization initiatives.
- Kickstart the use of City real property inventory for economic development in partnership with the private sector.
- Expand City Capital Improvement Programs (CIP) to address green infrastructure, climate change, sea-level rise, urban agriculture and affordable housing in transit oriented communities.
- Work with industry, economists and local universities/colleges on job diversification opportunities using City sponsored grants to assist small business owners who want to explore new and emerging sectors, especially women-owned, minority-owned and veteran-owned businesses.
- Expand City sponsored job retooling/retraining programs beyond December 30, 2020 in coordination with local universities/colleges, trade and apprenticeship programs.
- Expand the City's WorkHawai'i Division programs to provide additional job placement assistance, job training, workforce development and rehabilitation services.



# Maximize Funding Opportunities

*"We need to find more ways to supplement City revenue and prevent increases in real property taxes for local residents."*

- Create a dedicated City grant-writing team to attract additional private and federal funds to supplement the City budget. The cost of a few positions will yield a substantial return on investment.
- Identify those construction and large deferred maintenance projects that can potentially benefit from public-private partnerships in order to stretch taxpayer dollars.



# Adjust City Budget to Kickstart the Economy and Avoid Furloughs

*"We need to look at every dollar the City spends with greater scrutiny than ever before. Our future literally depends on it."*

- Review the current FY21 City Budget (through June 30, 2021) based on a detailed assessment of revenue and obligations, and adjust priorities and expenditures as necessary for the City to live within its means.
- Prepare FY22 City Budget with priorities aligned to the City's commitment to public health, safety, and economic recovery in a COVID-19 environment. This is a 90-day priority because the FY22 City Budget is due to Council on March 2, 2021.





# Housing That Residents Can Afford

*“Far too many families can no longer afford to live in this place where they were born and raised, while our next generation can’t even begin to put down roots. This is not sustainable. We have to do better.”*

- Appoint a City Affordable Housing Advocate to prioritize and expedite affordable housing plans, permits, and projects within the City and County of Honolulu and coordinate expedited processing of State of Hawai’i and private-sector developments.
  - Create a monthly tracking report to be prepared by the Affordable Housing Advocate reporting on all affordable housing metrics including, but not limited to, the status of affordable housing construction projects, permits, planning studies, zoning legislation, filing dates, deadlines, and other relevant information.
  - Work with affordable housing stakeholders and identify City and County of Honolulu rules, policies, procedures, and/or practices that have historically frustrated the timely development of affordable housing on O’ahu.
  - Propose solutions to existing obstacles to affordable housing development.
- Move all affordable housing projects and affordable housing-related projects to “the top of the list” for expedited review and permitting within the City and County of Honolulu.
- Provide the City Department of Land Management additional resources to identify underutilized City properties (improved and unimproved) and available non-City properties for expanded housing options.
- Identify specific Transit Oriented Development (TOD) affordable housing opportunities along the rail and transit lines, exploring new sources of financing for public projects and incentive packages to maximize development.
- Explore opportunities to incentivize the private development of affordable rental housing through the use of City lands and/or infrastructure improvements.
- Address issues outlined in the January 2020 City Audit of the Department of Planning and Permitting (DPP), streamlining processes, making necessary organizational changes, and providing DPP the resources it needs to accomplish its mission.



# Improve City Efficiency and Performance to Accelerate Recovery

*“Every dollar we save and every improvement we make means more resources we’ll have to invest in our community’s future.”*

- Review existing City audits across all departments for which responses are outstanding and/or unresolved, including the January 2020 audit of the Department of Planning and Permitting, and establish timelines for resolution and completion.
- Maximize use of technology throughout the City to increase efficiency, fast-track submittals and approvals, and expand contactless customer service in COVID-19 and post-COVID-19 environments.
- Evaluate local, national, and/or international best practices for improvements to City governance, including departmental operations, transparency, and accountability.
- Expand access to Wi-Fi and broadband services throughout the county to improve efficiency of City services and provide all residents equal access to City resources.



# Increase Rail Oversight

*“Rail transit is too important, and too large an investment, to be managed passively. The mayor must be engaged and informed, and hold all parties accountable on behalf of the community.”*

- Meet regularly with HART CEO and mayor-appointed HART board members for project construction and financial status, with detailed discussions regarding the P3, Dillingham corridor utility work, City Center procurement options and all prior Federal Transit Administration (FTA) communications in preparation for meetings with the FTA regarding Full Funding Grant Agreement funds and rail transit's recovery plan.
- Meet with City DTS Director and Rail Operation and Maintenance (O&M) team for a detailed status update regarding City O&M planning and current date for partial opening as part of the City's intermodal transit operation with TheBus and TheHandi-Van.
- Improve communication and working relationships between the City and HART. This is a City project with one community of transit riders and one constituency of taxpayers. It is unacceptable for the City and HART to not be fully aligned.
- Assess the impact of COVID-19 on rail transit funding plan for relief at the state and federal levels.
- Explore alternative City-sponsored funding scenarios for affordable housing, including senior housing, in Transit Oriented Development (TOD) communities.



# Address Root Issues of Homelessness

*"This may be the single issue that people raise most with me. It's time to take care of the homeless who truly can't take care of themselves."*

- Convene a City, State, and non-profit stakeholders meeting to develop a comprehensive, data-intensive approach to coordinated outreach services, expanded medical care, and additional shelter/housing options for O'ahu's homeless population.
- Prioritize additional housing and treatment options for the homeless, including the service-resistant community on the streets with addiction and/or mental health issues.
- Support programs like Law Enforcement Assisted Diversion (LEAD) and Assisted Community Treatment (ACT).
- Eliminate the City's use of so-called compassionate disruption, especially during COVID-19. This approach merely moves homeless individuals from park to park and street to street.
- Prepare for increased homelessness after expiration of CARES Act funds and federal programs which expire December 30, 2020.



# Increase Community Engagement and Outreach

*"We have too many communities and neighborhoods whose views and values are under-represented in our decision-making. It's time to change that."*

- Affirm that Department Directors will actively engage with communities in all districts, establishing direct lines of engagement between departments and communities.
- Designate regional representatives from the mayor's office who will be dedicated to neighborhood-specific interests and will serve as liaisons to the City administration.
- Work with Neighborhood Boards and community leaders to identify opportunities for increasing community involvement and civic engagement in City decisions.



# Fair Leadership for All

*"Our future depends on our willingness and our ability to work together in shared purpose."*

- Assemble a team of inspired and insightful cabinet members with strong "can-do" attitudes, an unwavering commitment to public service, and a love for Hawai'i.
- Build strong relationships with the City Council, prioritizing shared goals on behalf of all Honolulu residents, families, neighborhoods, and businesses.
- Embrace communities across O'ahu and offer Councilmembers the opportunity and encouragement to open second offices within their districts.
- Commit to transparency, fairness, informed decision making, and accountability in everything we do.
- Commit to serving all residents, keiki to kupuna, with no special interests influencing City decision-making.
- Commit to respecting community values, character and culture.



## PROVEN LEADERSHIP FOR A BRIGHTER FUTURE

I respect my opponent, but outdated plans that reflect the status quo just won't work in a COVID-19 health and economic crisis. The City and County of Honolulu needs a mayor completely independent of past ways that constrained our City's future. It needs a mayor who will focus only on the shared path ahead, a mayor who will leave no one and no community behind.

I have the experience and confidence that comes with more than 40 years of successfully turning around troubled companies in troubled times. With your support, we can tackle the unprecedented times ahead and define the character and quality of our lives on O'ahu for generations to come. I am committed to strong, fair and decisive leadership and I am committed to a brighter future for all of us.

I thank you for this opportunity you have allowed me, and I humbly ask for your vote.

A handwritten signature in black ink, appearing to read "Rick Blangiardi".