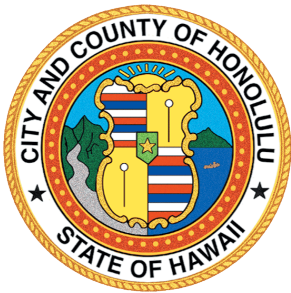




**Office of the City Auditor**



**City and County of  
Honolulu  
State of Hawai`i**

**Report to the Mayor  
and the  
City Council of Honolulu**

**Audit of the Department of Parks  
and Recreation's Expenditures and  
Maintenance Priorities,  
Resolution 19-91, CD1**

**Report No. 20-04  
June 2020**



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# **Audit of the Department of Parks and Recreation's Expenditures and Maintenance Priorities, Resolution 19-91, CD1**

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A Report to the  
Mayor  
and the  
City Council  
of Honolulu

Submitted by

**THE CITY AUDITOR**  
CITY AND COUNTY  
OF HONOLULU  
STATE OF HAWAII

Report No. 20-04  
June 2020





TROY SHIMASAKI  
ACTING CITY AUDITOR

**OFFICE OF THE CITY AUDITOR**  
**CITY AND COUNTY OF HONOLULU**

1001 KAMOKILA BOULEVARD, SUITE 216, KAPOLEI, HAWAII 96707 / PHONE: (808) 768-3134 / FAX: (808) 768-3135

June 4, 2020

The Honorable J. Ikaika Anderson, Chair  
and Members  
Honolulu City Council  
530 South King Street, Room 202  
Honolulu, Hawai'i 96813

Dear Chair Anderson and Councilmembers:

A copy of our report, *Audit of the Department of Parks and Recreation's Expenditures and Maintenance Priorities, Resolution 19-91 CD1*, is attached. This audit was conducted pursuant to Resolution 19-91, CD1, which requested the city auditor to conduct a performance audit of the department's expenditures, policies, and guidelines for park maintenance.

The audit objectives were to:

1. Examine the amount, by park district, that has been appropriated and expended in each of the last five years for salaries, current expenses, equipment and capital improvements; and
2. Determine whether DPR has sufficient policies and guidelines in place to ensure that every park in residential neighborhoods is maintained and improved at the same level as parks in the City's urban core that are heavily used by visitors.

## **Background**

The Department of Parks and Recreation (DPR) manages, maintains, and operates all city parks and recreational facilities; develops and implements programs for cultural and recreational activities; and beautifies the city's parks, playgrounds, and other public areas. Its mission is to enhance the leisure lifestyle and quality of life for the people of O'ahu through active and passive recreational opportunities. DPR maintains and operates 393 parks and recreation areas among five park districts. In FY 2019, the department expended over \$35 million with a staff of 496 full-time equivalent positions. City parks experience high attendance throughout the year. In FY 2016, the top three most-visited parks were Ala Moana (2.7 million), Kapi'olani (1.9 million), and Wai'pio Peninsula Park (.9 million).

## Audit Results

We found that DPR has insufficient internal controls, data, and personnel to ensure that parks are maintained properly and equitably. Specifically, we found that:

- The department lacks sufficient policies, procedures, and consistent staffing to ensure that parks are maintained properly and equitably;
- Insufficient park maintenance cost data hampers park management and transparency;
- Park vandalism remains a high-risk area for impacting park conditions and cost; and
- Over \$49 million in City Council-initiated park CIP projects went unspent between FY 2015 and FY 2017.

The audit report made nine recommendations to help improve DPR's management of city parks and increase transparency in park resource allocation.

## Management Response

The Director of the Department of Parks and Recreation and Managing Director generally accepted the audit findings and recommendations and indicated that it was in the process of implementing some of the recommendations. The department also provided clarifying information to support its current park maintenance efforts. Although we did not amend the audit report as a result of management's response, we made technical, non-substantive changes for purposes of clarity, accuracy, and style.

We would like to express our sincere appreciation for the cooperation and assistance provided to us by the Department of Parks and Recreation's management and staff. We are available to meet with you and your staff to discuss this report and to provide additional information. If you have any questions, please call me at 768-3134.

Sincerely,



Troy Shimasaki  
Acting City Auditor

c: Kirk Caldwell, Mayor  
Roy K. Amemiya, Jr., Managing Director  
Michele K. Nekota, Director, Department of Parks and Recreation  
Nelson H. Koyanagi, Jr., Director, Department of Budget and Fiscal Services

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# Chapter 1

## Introduction

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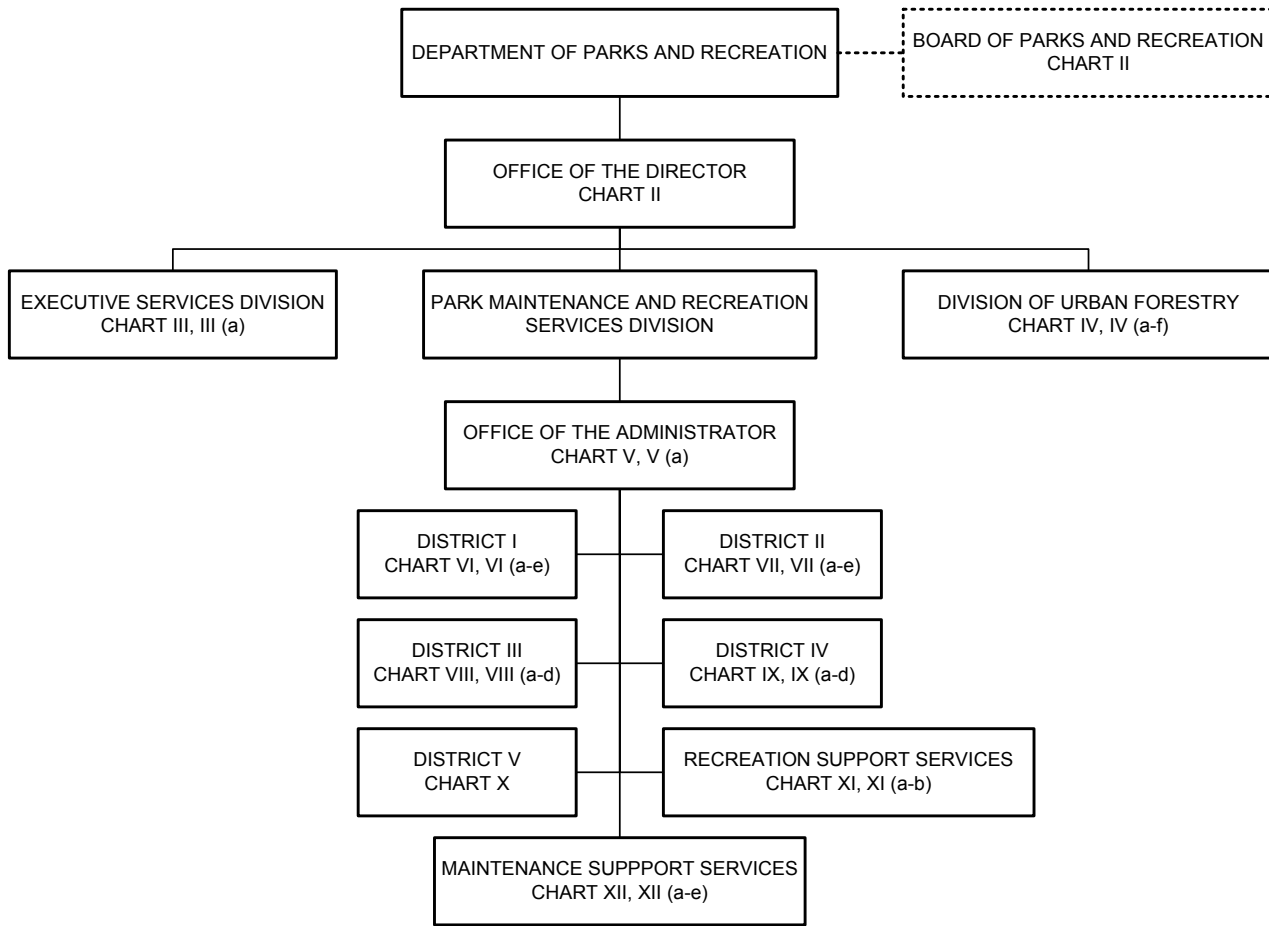
On April 17, 2019, the City Council adopted Resolution 19-91, CD1, requesting the City Auditor to conduct a performance audit of the Department of Parks and Recreation (DPR). The City Council requested information related to the department's expenditures and maintenance parity. The resolution requested that the City Auditor examine the amount, by park district, that has been appropriated and expended in each of the last five years for salaries, current expenses, equipment and capital improvements; and whether DPR has sufficient policies and guidelines in place to ensure that every park in residential neighborhoods is maintained and improved at the same level as parks in the City's urban core that are heavily used by visitors.

---

### **Background**

The Department of Parks and Recreation manages, maintains, and operates all city parks and recreational facilities; develops and implements programs for cultural and recreational activities; and beautifies the city's parks, playgrounds, and other public areas. Its mission is to enhance the leisure lifestyle and quality of life for the people of O'ahu through active and passive recreational opportunities.

**Exhibit 1.1  
Department of Parks and Recreation Organizational Chart**

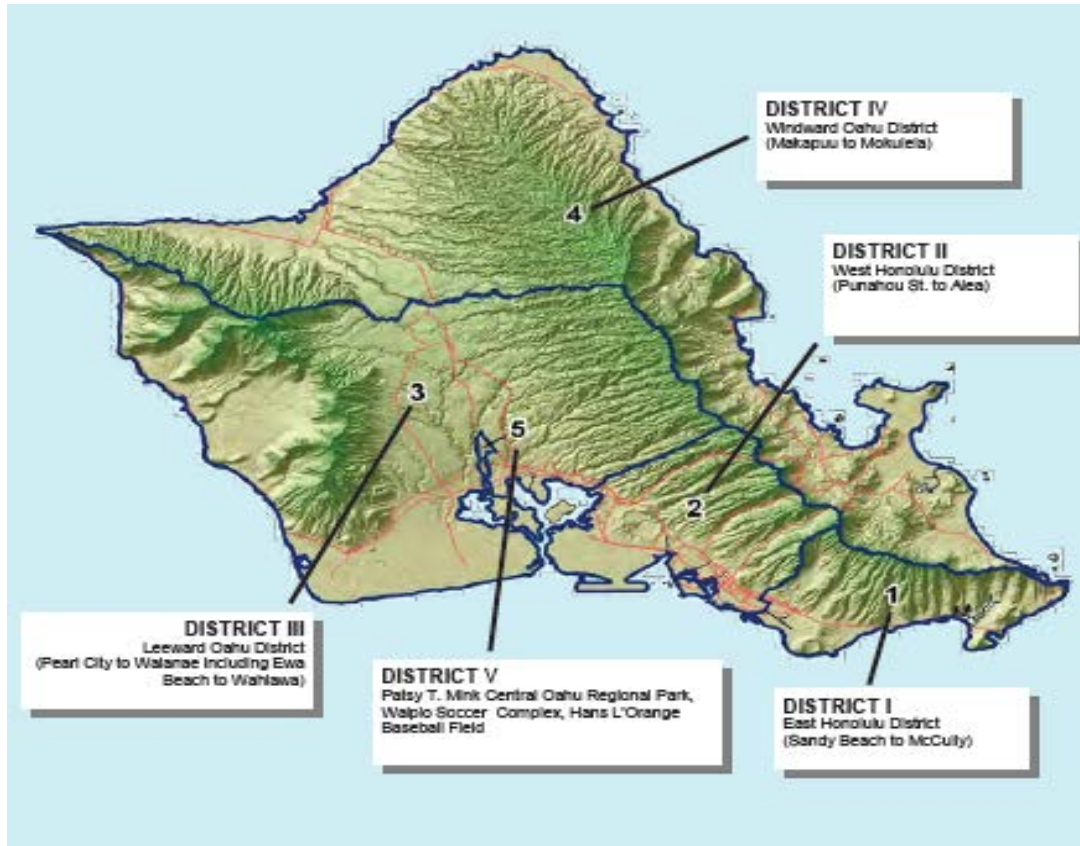


Source: Department of Parks and Recreation

**Parks are organized into five park districts.** The Department of Parks and Recreation maintains and operates 393 parks and recreation areas. These parks and recreation areas are divided into five park districts:

- District I - East Honolulu (69 parks)
- District II - West Honolulu (63 parks)
- District III - Leeward O’ahu (90 parks)
- District IV - Windward O’ahu (64 parks)
- District V - Patsy T. Mink Central O’ahu Regional Park, Waipi’o Soccer Complex, and Hans L’Orange Baseball Field (3 parks)

## Exhibit 1.2 Park Districts



Source: Department of Budget and Fiscal Services

City parks are categorized into 10 different classifications based on size, location, or function:

- **Regional Parks:** Large areas that may serve the entire island, or region of the island that include a variety of recreation park types and facilities, natural and cultural sites;
- **Beach/Shoreline Parks:** Areas along or near the shoreline that may include facilities and support services for water activities, sunbathing, picnicking, and other passive recreational activities;
- **Beach/Shoreline Right-of Ways:** Access to beaches and shoreline where residential or other uses prevent development of a beach/shoreline park. In areas where

residential or other uses prevent full public access to the shoreline, beach rights-of-ways may be provided at an approximate interval of ½ mile;

- Nature Parks/Reserves: Generally large areas maintained primarily to preserve or conserve unique natural features;
- Botanical Gardens: Areas developed for recreational and educational appreciation of specific types of plants and plant communities;
- District Parks: Approximately 20 acres in size and serving approximately 25,000 people. Facilities may include playfields, play courts, passive areas, a gymnasium/recreation complex, and swimming pool;
- Community Parks: Approximately 10 acres in size and serving approximately 10,000 people. Facilities may include playfields, play courts, passive areas, and a recreation building;
- Neighborhood Parks: Approximately 6 acres in size and serving approximately 5,000 people. Facilities may include playfields, play courts, passive areas, and a comfort station;
- Mini Parks: Small landscaped areas serving high density neighborhoods, businesses, and industrial areas. Facilities may include benches, picnic tables, and a children's play area; and
- Urban Parks: Passive landscaped areas including squares and triangles that are usually located in residential or business areas.

Park Maintenance Recreation Services coordinates a comprehensive and diversified community recreation and park maintenance program within the five park districts while also organizing special cultural events and facilitating volunteer efforts.

Maintenance Support Services (MSS) provides repair and maintenance support for the entire department. MSS staff include, but are not limited to: masons, carpenters, plumbers, painters, irrigation specialists, welders, small equipment repairers, pump repairers, heavy equipment operators, beach cleaning personnel and chemical support.

DPR's Functional Plan was created in response to the 2016 City Charter Amendment requirement. The plan was released in March 2019. Goals of the Functional Plan:

- Gather feedback and input from a diverse group of residents, and report it in an accurate manner;
- Use the National Recreation and Parks Association (NRPA) standards, combined with a needs analysis, to create new priorities for parks and recreation on O'ahu;
- Create a department plan that provides pertinent, useful information and guidance for the residents of the City and County of Honolulu;
- Place the plan onto the department website for easy access by the communities;
- Mayor's goals of planting 100,000 trees by 2025 and increasing urban tree canopy cover to 35% by 2035; and
- Review the functional plan every five years.

As a result of a Needs Assessment Study and interviews with park stakeholders and staff, DPR created a list of recommendations and priorities to improve resident satisfaction. They include:

- Conducting a statistically valid parks and recreation needs assessment every five years;
- Continue the Kakou for Parks program which focuses on improving park facilities;
- Conduct groundskeeper mass interviews to continue to hire the necessary staff to meet the day to day needs of the 299 city park facilities;
- Improve staff ownership of park maintenance by increasing number of staff and decreasing number of roving crews; and
- Implement fees and/or increase fees for programs.



### Exhibit 1.3 DPR Staffing FY 2015 to FY 2019

	<i>FY 2015</i>	<i>FY 2016</i>	<i>FY 2017</i>	<i>FY 2018</i>	<i>FY 2019</i>	<i>Average</i>
Permanent FTE	864.1	867.1	897.1	922.7	921.7	894.52
Temporary FTE	4.15	4.15	4.15	3.65	4.65	4.12
Contract FTE	228.4	228.4	231.4	229.8	230.8	229.76
Vacancies	111.5	107	146.4	132.85	101.85	119.92
<b>Total</b>	<b>1,208.15</b>	<b>1,206.65</b>	<b>1,279.05</b>	<b>1,289.00</b>	<b>1,259.00</b>	<b>1,248.32</b>

Source: Executive Operating Program and Budgets

**Grounds Maintenance.** Grounds Maintenance provides grounds keeping, custodial and maintenance services to all parks and recreation facilities on the island of O‘ahu. The Grounds Maintenance Division reported, in the annual Executive Program and Budget and department website:

### Exhibit 1.4 DPR Grounds Maintenance Expenditures FY 2015 to FY 2019

	<i>Expenditures</i>	<i>Source of Funds</i>				<i>No. of FTE</i>
		<i>General Funds</i>	<i>Hanauma Bay Nature Preserve Fund</i>	<i>Patsy T. Mink Central O‘ahu Regional Park Fund</i>	<i>Waipio Peninsula Soccer Park Fund</i>	
FY 2015	\$ 26,171,255	\$ 25,407,627	\$ 763,628	--	--	453
FY 2016	\$ 29,855,854	\$ 29,532,120	\$ 503,734	--	--	455
FY 2017	\$ 31,945,633	\$ 31,221,756	\$ 558,232	\$ 109,629	\$ 56,016	476
FY 2018	\$ 33,275,860	\$ 32,472,010	\$ 585,791	\$ 171,636	\$ 46,423	495
FY 2019	\$ 35,055,348	\$ 33,664,978	\$ 1,075,470	\$ 202,800	\$ 112,100	496

Source: Department of Budget and Fiscal Services

**Maintenance Support Services.** The division is responsible for providing minor repair and/or replacement services to park buildings, ground facilities, and equipment island-wide. The Maintenance Support Services reported:

**Exhibit 1.5****DPR Maintenance Support Services Expenditures & Staffing FY 2015 to FY 2019**

	<b>Expenditures</b>	<b>Source of Funds</b>		<b>No. of FTE</b>
		<b>General Funds</b>	<b>Hanauma Bay Nature Preserve Fund</b>	
FY 2015	\$ 5,549,838	\$ 5,374,107	\$ 175,731	81
FY 2016	\$ 8,976,692	\$ 6,425,397	\$ 32,000	80
FY 2017	\$ 7,244,561	\$ 7,203,561	\$ 41,000	84
FY 2018	\$ 7,779,474	\$ 7,779,474	--	88
FY 2019	\$ 8,295,022	\$ 8,235,022	\$ 60,000	88

Source: Department of Budget and Fiscal Services

**Capital Improvement Projects.** From 2015 to 2018, DPR's capital improvement project budget increased 92% from \$36,988,802 to \$71,027,112. According to DPR, the increase in CIP and operating budgets was to address the rise in maintenance due to higher construction costs, aging facilities, Mayor's Kakou for Parks, and the Ala Moana Regional Park and Thomas Square projects.

**Exhibit 1.6****DPR Capital Improvement Budget FY 2015 to FY 2019**

<b>Fiscal Years</b>	<b>CIP Budget</b>
FY 2015	\$ 36,988,802
FY 2016	\$ 36,604,660
FY 2017	\$ 51,909,948
FY 2018	\$ 71,027,112
FY 2019	<i>Need data from DPR</i>
<b>Total</b>	<b>\$ 196,530,522</b>

Source: Department of Budget and Fiscal Services

**Park Usage**

O'ahu parks are heavily used on a daily basis. On average, household members frequent a park three times a month. The parks with the greatest number of resident visits are Ala Moana and Kapi'olani Regional Parks. These parks are also frequented by visitors to Waikiki and O'ahu.

**Exhibit 1.7****Top Ten Parks With Largest Number of Household Visits - 2016**

<i>Park</i>	<i>Attendance based on Permitted Events</i>	<i>Park District</i>
Ala Moana	2,746,764	2
Kapi 'olani	1,927,975	1
Waipi'o Peninsula Soccer	861,218	5
Central O'ahu	807,941	5
Hale'iwa	553,320	4
Kapolei	543,625	3
Kailua	504,028	4
Koko Head	447,115	1
Makaha	284,906	3
'Ewa Mahiko	251,388	3

Source: Department of Parks and Recreation

## **Audit Objectives, Scope and Methodology**

This audit was conducted pursuant to City Council Resolution 19-91, CD1, requesting the City Auditor to conduct a performance audit of the Department of Parks and Recreation.

The audit's objectives were to:

1. Examine the amount, by park district, that has been appropriated and expended in each of the last five years for salaries, current expenses, equipment and capital improvements; and
2. Whether DPR has sufficient policies and guidelines in place to ensure that every park in residential neighborhoods is maintained and improved at the same level as parks in the City's urban core that are heavily used by visitors.

For the audit, we interviewed and held discussions with pertinent DPR managers and staff, visited park facilities, reviewed a sample of maintenance work orders, and obtained and verified financial and budget information related to DPR's maintenance current expenses and CIP projects. We also interviewed applicable staff from the Department of Design and Construction to evaluate park CIP cost and status. We reviewed best practices for

park maintenance nationally and reviewed comparable park maintenance services provided by Denver, CO; San Francisco, CA; and San Jose, CA. We examined internal controls applicable to audit objectives.

Our review covered DPR data from FY 2015 to FY 2019.

We did not evaluate the impact of the department's Functional Plan because insufficient time had elapsed in order to conduct an assessment.

This performance audit was performed in accordance with generally accepted government auditing standards (GAGAS). The audit was performed from July 2019 to March 2020. Those standards require that auditors plan and perform the audit to obtain sufficient, appropriate evidence to provide a reasonable basis for findings and conclusions based on audit objectives. We believe that the evidence obtained in this audit provides a reasonable basis for our findings and conclusions based on our audit objectives.

---

## Audit Results

The Department of Parks and Recreation lacks sufficient policies, procedures, and consistent staffing to ensure that parks are maintained properly and equitably. The department does not formally track and report its maintenance efforts. Best practices provide that park agencies have both quantitative and qualitative performance criteria. We found that DPR relies on pictorial, or qualitative measures only, as its performance criteria. As a result, the department does not have critical quantitative performance measures to effectively manage city parks, struggles to ensure that maintenance efforts are performed consistently and equitably, and supports a maintenance program that is reactive, rather than proactive. In addition, nearly 14% of ground maintenance staff positions were unfilled in FY 2018 and FY 2019, which adversely impacted the department's ability to sufficiently maintain city parks.

Insufficient park maintenance cost data hampers park management and transparency. We found that the department does not collect, evaluate, or report expenditure or resource allocation at the park level. As a result, we were unable to accurately assess equitable distribution of resources among city parks. More importantly, the department is unable to effectively manage park maintenance because it does not have critical information needed to analyze resources allocated at the park

level. We analyzed expenditure data based on park size and found that resources are not distributed equitably.

Despite city efforts to deter the occurrence of vandalism, vandalism is an ongoing issue at city parks. From FY 2017 to FY 2019, the city spent nearly \$770,478 for security guard services at parks and also spent a total of \$624,039 to repair vandalism at parks. In that same time period, repeated vandalism costs totaled \$59,265. Vandalism is inaccurately reported and costs may be understated. Park managers acknowledge that vandalism is one of the primary challenges for maintaining parks because its occurrence and costs cannot be predicted and its impact on park appearance and functionality is significant.

The Department of Parks and Recreation lacks awareness of its CIP projects and does not sufficiently track financial data. As a result, actual CIP project financial data is limited to quarterly CIP reports that do not provide sufficient financial information on the status of parks CIP projects. As a result of a lack of coordination and no requirement for DDC to inform and report detailed CIP project information, DPR lacks awareness of its CIP projects, plans, designs, timelines, completion dates, actual costs, funding, and other pertinent information related to its CIP projects. Based on this lack of coordination and transparency in providing project status information, there is insufficient accountability for projects that are not completed even though they are approved for funding by council. We found that from FY 2015 to FY 2017, an average of 31% (\$13.9 million) of executive branch CIP projects did not have any record of expenditure in CIP financial reports while an average of 56% (\$49.8 million) of council added CIP projects did not have any records. As a result of not tracking financial data for its CIP projects, DPR is unable to effectively monitor CIP project status or how those projects integrate into the park program.

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# Chapter 2

## The Department of Parks and Recreation Lacks Sufficient Policies, Procedures, and Consistent Staffing to Ensure That Parks are Maintained Properly and Equitably

---

The Department of Parks and Recreation (DPR) does not formally track and report its maintenance efforts. Best practices provide that park agencies have both quantitative and qualitative performance criteria. We found that DPR relies on pictorial, or qualitative measures only, as its performance criteria. As a result, the department lacks critical quantitative performance measures to effectively manage city parks and ensure that maintenance efforts are performed consistently and equitably.

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### **DPR Relies on Pictures as Its Primary Guide to Park Maintenance and Does Not Keep Records of Park Maintenance Activities**

The department does not formally track and report maintenance efforts as a part of its current operational practices; efforts are reactive leaving maintenance staff to catch-up with priority repairs. Instead of formal policies and procedures, park managers refer to the department's *Pictorial Maintenance Standards* (See Appendix B) as a reference for ideal park facility conditions. Two district park managers acknowledged that its maintenance staff does not formally track daily maintenance efforts. In another district, it is up to the supervisor's discretion to keep logs of maintenance work completed. Two managers reported that supervisors carry notebooks. According to park managers, daily responsibilities for maintenance crews include tending to restrooms, trash, weed whacking, addressing vandalism and site inspections to ensure that parks are compliant with safety and health requirements. However, these activities are not formally tracked or documented consistently. As a result, the department does not have effective internal controls, tools, or data to promote transparency or accountability in city park maintenance.

Best practices for park maintenance includes having both quantitative and qualitative maintenance standards. For park agencies, quantitative standards are beneficial because they precisely identify the number of man-hours necessary to complete a maintenance task or function to the level described in the qualitative standards for the same task.

The department lacks sufficient benchmarks and data to track park maintenance activities and instead relies primarily on *pictures* to achieve optimal park conditions

We requested to review park maintenance records and reports to analyze staff hours expended and maintenance performed. However, the Grounds Maintenance Division is not required, nor does it maintain, such data. Comparatively, the Maintenance Support Services Division, which is responsible for minor repairs and replacement services at parks and is separated into six different sections: carpentry, masonry, plumbing, welding, painting, and grounds improvements, uses an electronic work order system that can generate various reports related to operational outputs. The Grounds Maintenance Section does not have a similar system to track daily maintenance and custodial efforts.

Due to the lack of formal data that identifies and quantifies maintenance efforts at each park or the staff hours expended at the park level, we were unable to make a comparative park-by-park assessment. Instead, we used the department's current pictorial maintenance standards to conduct an assessment of park conditions.

Although the department has implemented Pictorial Maintenance Standards, parks are inadequately maintained. The department's maintenance efforts are not sufficient for maintaining excellent park conditions.




We observed 46 city parks throughout all park districts and evaluated compliance with 36 pictorial standards. We found that 21 out of 36 standards were not met. Even with pictorial standards in place, the department is unable to maintain its standards with current efforts.



## Exhibit 2.1 Pictorial Maintenance Standards and Observations

<i>Pictorial Maintenance Standard</i>	<i>OCA Observation</i>
<p>Lawn Care-Color</p> <p>Excellent-Deep rich green with even color over entire field.</p> 	 <p>Park: Kapolei Regional Park 2/14/20 Poor-Wide variations of color. Some brown areas evident due to lack of water and/or fertilizer.</p>
<p>Buildings-Walls</p> <p>Excellent-Walls should be clean of dirt and graffiti. May have been touched up by paint which does not exactly match faded existing paint.</p> 	 <p>Park: Kailua District Park 9/26/19 Poor-Walls are dirty and/or have more than slight amount of graffiti which could be removed or painted over by the grounds keeper.</p>
<p>Buildings-Drinking Fountains</p> <p>Excellent-Drinking fountain is immaculate</p> 	 <p>Park: Koko Head district park 9/17/19 Poor-Fountain basin is heavily stained or algae build up. Does not meet minimum for fair.</p>

**Exhibit 2.1  
Pictorial Maintenance Standards and Observations (continued)**

<i>Pictorial Maintenance Standard</i>	<i>OCA Observation</i>
<p>Station/Bathroom-Floors</p> <p>Excellent-Floor is clean and unstained. Very slight staining in grouting is okay.</p> 	 <p>Park: Whitmore Village Park 9/26/19 Poor-Floor has loose dirt or litter, is heavily stained and/or is very dirty.</p>
<p>Outdoor Furniture/Facilities Outdoor Shower, Pads and Mast</p> <p>Excellent-Concrete pad and shower base are clean with no visible algae.</p> 	 <p>Park: Kuala Regional Park 9/26/19 Poor-Algae covers one-fifth of the shower base. Shower pad has large quantities of sand.</p>

Source: Department of Parks and Recreation and Office of the City Auditor

***Other park jurisdictions incorporate both qualitative and quantitative performance measures***

We reviewed maintenance standards for other jurisdictions with similar population sizes and found that those programs utilized formal maintenance checklists, in addition to pictorial standards, as a way of evaluating park conditions. We also found that each jurisdiction’s maintenance program evaluates service levels through the use of qualitative and quantitative standards. In one jurisdiction, we found that the maintenance program did not use pictorial maintenance standards, but utilized maintenance checklists and service level classifications through qualitative and quantitative standards that were sufficient for an effective maintenance program.

**Exhibit 2.2  
National Comparison: Maintenance Standards**

<i>Jurisdiction</i>	<i>Policy, Manual, Guidance, Report Name</i>	<i>Pictorial Maintenance Standards</i>	<i>Detailed Explanation of Pictorial Maintenance</i>	<i>Maintenance Checklists</i>	<i>Service Level Classifications</i>	<i>Qualitative Standards</i>	<i>Quantitative Standards</i>
City & County of Honolulu Population: 980,080	Pictorial Maintenance Standards	Yes	No	No	Yes	Yes	No
Denver, Colorado Population: 716,492	DPR Maintenance Standards	No	n/a	Yes	Yes	Yes	Yes
San Francisco, California Population: 883,305	San Francisco Park Maintenance Standards	Yes	Yes	Yes	Yes	Yes	Yes
San Jose, California Population: 1,030,119	Report on Sustainable Park Maintenance	No	n/a	Yes	Yes	Yes	Yes

Source: Department of Parks and Recreation, City of Denver, City of San Francisco, City of San Jose

In this comparison, DPR was the only department that lacked maintenance checklists or quantitative standards. The department’s reliance on qualitative and subjective benchmarks for park maintenance diminishes effective internal control and lacks accountability.

**Nearly 14% of Ground Maintenance Staff Positions Were Unfilled in FY 2018 and FY 2019**

Although Grounds Maintenance operating expenditures continue to increase, staffing fill rates continue to decline. The department could only provide fill rate data from FY 2018 to FY 2019, but based on the information provided, we found that fill rates decreased by 1.2%. Administration, Supplemental Workforce, and District 3 section fill rates remained the same. Fill rates decreased by 3.85% in District 1 and by 0.99% in District 2. District 5 fill rate increased 16.66%. The overall decline in staff fill rates have adversely impacted ground maintenance operations and contributed to a decline in park conditions.

**Exhibit 2.3  
Grounds Maintenance Staffing FY 2018 to FY 2019**

	FY 2018			FY 2019		
	Filled	Authorized	Fill Rate	Filled	Authorized	Fill Rate
<b>Grounds Maintenance</b>	<b>388</b>	<b>449.8</b>	<b>86.26%</b>	<b>403</b>	<b>473.8</b>	<b>85.06%</b>
Admin	4	4	100.00%	4	4	100.00%
Supplemental Workforce	4	4	100.00%	4	4	100.00%
District 1	110	130	84.62%	105	130	80.77%
District 2	85	100.4	84.66%	84	100.4	83.67%
District 3	103	115	89.57%	103	115	89.57%
District 4	78	90.4	86.28%	78	90.4	86.28%
District 5	4	6	66.67%	25	30	83.33%

Source: Department of Parks and Recreation

In May 2018, the Office of the City Auditor released the *Audit of the Department of Parks and Recreation’s Performance Metrics FY 2015 - FY 2017*, Report No. 18-02. One of the performance metrics was for DPR to attain a 90% fill rate for the Park Maintenance and Recreation Services Division by June 2017. We found that the department fell short and achieved an 86% fill rate in FY 2017. Although not formally applicable to subsequent fill rates, if 90% was a desired goal in order to effectively meet operational goals and objectives, DPR continues to fall short as the Grounds Maintenance Division had an 86% fill rate in FY 2018 and a decrease to 85% in FY 2019.

The lack of sufficient park maintenance staff has been a longstanding problem for the department. Unless DPR can establish a program to hire, and more importantly sustain, its workforce, the city will struggle to maintain parks at acceptable levels. We continue to urge that the department find creative ways to sustain its ground maintenance workforce.

**DPR Maintenance Efforts are Reactive and Lack Preventive Measures**

Best practices for parks and recreation programs emphasizes the need for a strong and proactive preventative maintenance program to ensure that park facilities, infrastructure and grounds are properly monitored, maintained and operational to support the department’s mission. The objective of a preventative maintenance program is to extend the life of equipment,

infrastructure and facilities and improve the efficiency of resources. We found that DPR maintenance efforts are reactive and lack effective preventative measures. According to park managers, preventative maintenance is limited to conducting visual inspections, weed whacking, treating weeds, and greasing mowing equipment. All of those activities are done informally and are inconsistently documented. According to a park manager, City DARTs are used as a tool to address park maintenance issues. Furthermore, when we asked to review DART complaints to determine the number of complaints, type of complaints, and resolution, department staff were unable to provide such data. While community complaints should be incorporated into the parks maintenance program, relying on complaints is not an effective or efficient way to manage city parks.

Two key success indicators of a preventative maintenance program are high resident satisfaction and value ratings, and high internal customer satisfaction ratings. According to public perception, parks are not adequately maintained. In the 2019 National Community Survey, only 39% of Honolulu residents rated city parks as excellent or good. This rating is much below national benchmarks with Honolulu ranked at 306 out of 311 nationally.

The declining ratings occurred despite city efforts to improve parks. Since 2015, the mayor implemented the Kakou for Parks initiative. As of April 2020, over 170 parks received improvements:

- 21 new play apparatus
- 115 renovated comfort stations
- 98 refurbished play apparatus
- 87 at 52 parks lined pickleball courts; and
- 359 at 88 resurfaced play courts.

The initiative was implemented to refurbish aging and damaged park facilities. See Appendix C for photos of the Kakou for Parks initiative. While we acknowledge these efforts and recognize that conditions vary depending on the time of year, usage, and staffing, our random site visits at city parks found generally poor conditions. We did not find evidence that programs like the Kakou for Parks were part of a larger evaluation effort to address priority areas for city parks and integrate these programs as part of an overall citywide park maintenance program. Under current practice, it appears that individual park projects are prioritized

over routine park maintenance that keeps park conditions at acceptable levels. We urge the department to establish preventative measures so that future repair and maintenance to park facilities can be addressed earlier at lower cost and contribute to sustainability of city parks. Once basic park maintenance standards are achieved, the city can then move forward with other park additions or improvement projects.

Pictorial standards for park maintenance, while helpful, are not sufficient for maintaining quality parks on O’ahu. Without formal, quantitative policies, procedures, and guidelines, the department is unable to maintain quality parks. The department’s current operational practices are reactive and appear to wait for park conditions to deteriorate before action is taken, rather than maintaining quality conditions. Additionally, ground maintenance staff vacancies continue to adversely impact the department’s ability to maintain quality conditions at city parks.

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## **Recommendations**

1. Establish policies and procedures to track daily park maintenance efforts;
2. Establish quantitative, preventative standards for park facilities; and
3. Bring ground maintenance staff fill rates to 90%.



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# Chapter 3

## Insufficient Park Maintenance Cost Data Hampers Park Management and Transparency

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The Department of Parks and Recreation (DPR) does not formally track maintenance efforts at the park level and cannot effectively and objectively manage park maintenance because it lacks benchmarks or discernible standards. Maintenance expenditure data at the park and council district levels are not collected, maintained, or reported. Although the department has implemented standards based on pictures, parks are inadequately maintained. The department's maintenance efforts are not sufficient for maintaining excellent park conditions. DPR maintenance efforts are reactive and lack effective preventative measures. As a result, DPR is unable to effectively plan and prioritize park maintenance service and parks are at risk of not receiving the appropriate level of maintenance service.

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### **The Department Does Not Collect Resource or Expenditure Data at the Park Level**

Best practices for park maintenance includes assigning maintenance service levels for each park in order to monitor park conditions. Maintenance service level is the basis for allocating maintenance resources among all parks and evaluation of maintenance performed. A maintenance service level, based on the park's mission and vision, considers park type, size, and usage. It also outlines the maintenance activities required to achieve the maintenance service level.

In order to assess DPR's maintenance service level, we requested to review budgeted and actual operating expenditures to determine how resources are allocated at the park district, council district, and individual park level. We found that DPR does not track budgeted operating amounts by park district, but does track actual operating expenditures by park district through unit codes. The department does not collect, review, or report on data at the individual park level. As a result, we were unable to assess distribution of resources at individual parks or at the council district level. As an alternative, we calculated park acreage, by district, to assess distribution of resources. Exhibit 3.1 details the number of parks in each park district and total acreage maintained.



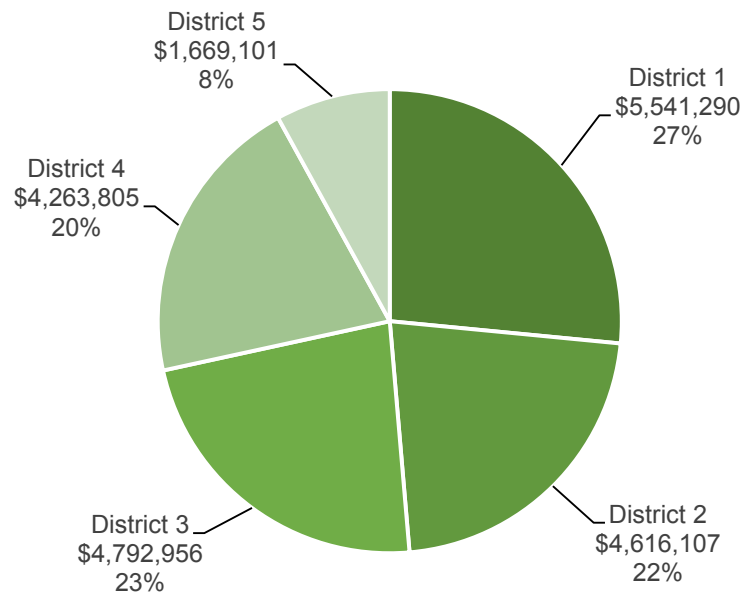
**Exhibit 3.1  
Total Parks and Acreage by Park District**

	<i>Total Number of Parks</i>	<i>Total Acreage</i>
District 1	69	1,179
District 2	63	526
District 3	90	1,126
District 4	64	926
District 5	3	508

Source: Department of Parks and Recreation

Districts 1 and 3 had the highest number of parks and total park acreage. District 5 had the fewest parks and lowest park acreage. In FY 2019, Park District 1 had the highest Grounds Maintenance expenditures at \$5.5 million followed by Park District 3 with nearly \$4.8 million. Exhibit 3.2 provides the amount of Grounds Maintenance expenditures for each park district in FY 2019.

**Exhibit 3.2  
Grounds Maintenance Operating Expenditures by Park District for FY 2019**



Source: Department of Parks and Recreation

Exhibit 3.3 shows grounds maintenance operating expenditures for the five-year period FY 2015 - FY 2019.

**Exhibit 3.3**  
**Grounds Maintenance Operating Expenditures by Park District**

	<i>FY 2015</i>	<i>FY 2016</i>	<i>FY 2017</i>	<i>FY 2018</i>	<i>FY 2019</i>
District 1	\$ 4,676,442	\$ 4,832,425	\$ 4,885,807	\$ 5,300,684	\$ 5,541,290
District 2	\$ 2,902,532	\$ 3,476,498	\$ 4,793,122	\$ 4,308,768	\$ 4,616,107
District 3	\$ 4,002,368	\$ 4,439,586	\$ 4,576,521	\$ 4,756,366	\$ 4,792,956
District 4	\$ 3,268,316	\$ 3,465,139	\$ 3,820,905	\$ 3,942,774	\$ 4,263,805
District 5	\$ 1,276,485	\$ 1,472,720	\$ 1,275,529	\$ 1,583,478	\$ 1,669,101
<b>Total</b>	<b>\$ 16,126,142</b>	<b>\$ 17,686,368</b>	<b>\$ 19,351,885</b>	<b>\$ 19,892,071</b>	<b>\$ 20,883,259</b>

Source: Department of Parks and Recreation

Although we were able to calculate park maintenance expenditures by park district, the data does not provide further breakdown or detail to identify costs at the individual park level.

Through our analysis, we found that operating expenditures for the Grounds Maintenance Section has increased 25.7% from \$16.1 million in FY 2015 to \$20.9 million in FY 2019.

**Park Resource  
Allocation is Not  
Equitable**

For comparison purposes, we requested expenditure data by individual park. However, the department explained that it did not collect data at such a granular level. As a result, we were unable to calculate or compare actual expenditures by park. As an alternative, we calculated the average per-acre grounds maintenance cost by park district and estimated the per-park expenditure (See Appendix A). According to our analysis, the top 10 parks with highest estimated annual ground maintenance expenditures in FY 2019 are shown in Exhibit 3.4.

**Exhibit 3.4****Top 10 Parks With Highest Estimated Annual Ground Maintenance Expenditures in FY 2019**

<i>Park Name</i>	<i>Size of Park in Acres</i>	<i>Maintenance Expenditures (Based on Acreage)</i>	<i>Average Per Acre Cost</i>	<i>District</i>
Koko Head Regional Park	618.72	\$ 2,394,849	\$ 3,871	1
Ala Moana Regional Park	119.18	\$ 1,006,232	\$ 8,443	2
Patsy T. Mink Central O'ahu Regional Park	267.35	\$ 878,207	\$ 3,285	5
Waipio Peninsula Soccer Park	233.84	\$ 768,138	\$ 3,285	5
Salt Lake District Park	84.3	\$ 711,717	\$ 8,443	2
Keehi Lagoon Park	71.98	\$ 607,684	\$ 8,442	2
Ala Puumalu Community Park	62.38	\$ 526,666	\$ 8,443	2
Kapi'olani Regional Park	131	\$ 507,055	\$ 3,871	1
Kualoa Regional Park	153.41	\$ 504,405	\$ 3,288	4
Kapolei Regional Park	69.39	\$ 295,301	\$ 4,256	3

Source: Department of Parks and Recreation

Ala Moana Regional Park, Salt Lake District Park, Keehi Lagoon Park, and Ala Puumalu Community Park, all in District 2, had the highest per-acre maintenance cost of over \$8,440. The per-acre maintenance costs were more than double for parks such as Kapi'olani Regional Park, Patsy T. Mink Central O'ahu Regional Park, and Kualoa Regional Park.

We recognize that this comparative methodology only considers park size and does not reflect park type or actual resources committed to each park. However, it does provide a general assessment of resource allocation. Going forward, we urge the department to establish a methodology that allows the department to identify how resources (operating expenditures, capital improvement expenditures, personnel hours, etc.) are allocated at a more granular level. This will provide the department and stakeholders with important, detailed information about how resources are allocated at individual parks.

We found that in FY 2019, nearly \$4,254 per acre was spent for Grounds Maintenance. As shown in Exhibit 3.5, District 2 expended the most monies per acre (\$8,443) followed by District 3 (\$4,256) in FY 2019. District 5 had the lowest estimated per-acre maintenance cost (\$3,285).

**Exhibit 3.5****Grounds Maintenance Operating Expenditures by Acreage Per District, FY 2019**

	<i>District 1</i>	<i>District 2</i>	<i>District 3</i>	<i>District 4</i>	<i>District 5</i>
Total Expenditures	\$5,541,290	\$4,616,107	\$4,792,956	\$4,263,805	\$1,669,101
Total District Acres	1,432	547	1,126	1,297	508
<b>Total Expenditures Per Acre</b>	<b>\$3,871</b>	<b>\$8,443</b>	<b>\$4,256</b>	<b>\$3,288</b>	<b>\$3,285</b>

Source: Department of Parks and Recreation

Based on this analysis, park ground maintenance expenditures are not equitable. In order to get a more accurate assessment of cost, the department needs to collect and allocate data at the individual park level. Until then, it is difficult to accurately determine parity in park expenditures based on park location, size, or function.

The lack of detailed cost and expenditure data for park maintenance operations hampers DPR's ability to effectively manage park maintenance. The department cannot benchmark its maintenance activities and expenditures against any discernible standards, take appropriate corrective actions, or reallocate resources in an objective manner. Based on available data, park maintenance expenditures can vary significantly among different parks and those variations lack justification or explanation. Most importantly, the absence of sufficient data reduces transparency in how the department allocates its resources among various parks and ensure acceptable park conditions.

**Recommendations**

4. Establish a methodology to identify resource allocation at the park level; and
5. Collect expenditure and resource allocation data at the park level and use that information to improve park management.

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# Chapter 4

## Park Vandalism Remains a High Risk Impact for Park Conditions and Costs

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Despite city efforts to deter the occurrence of vandalism, vandalism is an ongoing issue at city parks. From FY 2017 to FY 2019, the city spent \$770,478 for security guard services at parks and also spent a total of \$624,039 to repair vandalism at parks. In that same time period, repeated vandalism costs totaled \$59,265. Vandalism is inaccurately reported and as a result, vandalism costs may be understated. Park managers acknowledge that vandalism is one of the primary challenges for maintaining parks because its occurrence and costs cannot be predicted and its impact on park appearance and functionality is significant.

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**Security Costs for City Parks Ranged From \$93,254 to \$217,811 Between FY 2015 and FY 2019, but Islandwide Vandalism Repair Costs Did Not Decline Significantly and Averaged Over \$200,000 Between FY 2017 and FY 2019**

In FY 2018, the city entered into a master agreement with three security guard service companies to patrol and secure parks within three districts islandwide to deter vandalism. The contract amounts associated to parks security costs the city \$217,811, a 40% increase from the previous year (\$155,423 to \$217,811). Prior to FY 2018, park security was limited to Kualoa Regional Park, Bellows Field Beach Park, Patsy T. Mink Central O’ahu Regional Park, Waipi’o Peninsula Soccer Park, and Hanauma Bay.

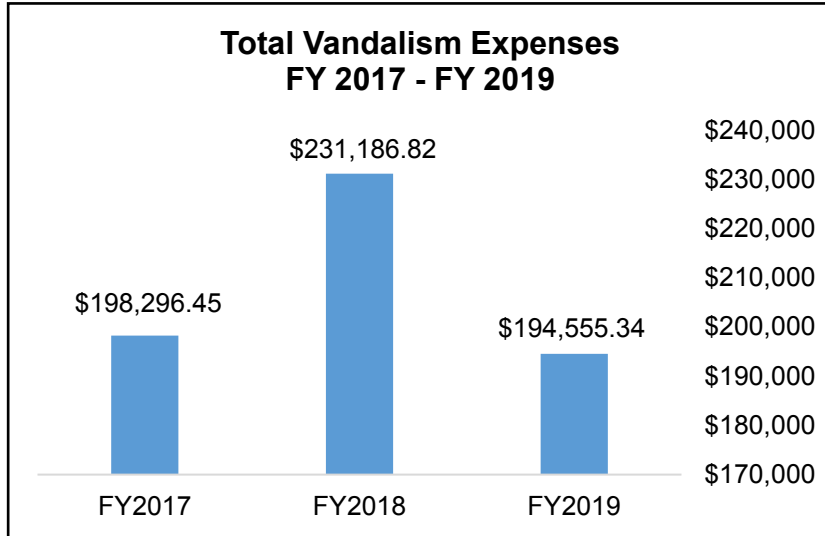
**Exhibit 4.1  
DPR Security Guard Contract Amounts FY 2015 to FY 2019**

	Security Guard Contract Amounts
FY 2015	\$ 93,254
FY 2016	\$ 203,990
FY 2017	\$ 155,423
FY 2018	\$ 217,811
FY 2019	\$ 100,000

Source: City’s Docushare

Vandalism costs from FY 2017 to FY 2018 increased 17% from \$198,296 to \$231,187. From FY 2018 to FY 2019, vandalism costs decreased 16% to \$194,555 while the city spent \$100,000 for security guard service, a 54% decrease from the previous year.

**Exhibit 4.2**  
**Total Vandalism Costs from FY 2017 to FY 2019**



Source: Department of Parks and Recreation

From FY 2017 to FY 2019, vandalism costs increased in all five park districts. Park District 3 had the highest percentage of total costs at \$251,570 followed by Park District 1 with \$129,728 in total vandalism costs.

**Exhibit 4.3**  
**Vandalism Costs by District, FY 2017 to FY 2019**

<b>Vandalism Costs by Districts</b>				
<b>District</b>	<b>FY2017</b>	<b>FY2018</b>	<b>FY2019</b>	<b>Total</b>
District 1	\$ 41,232.45	\$ 41,705.33	\$ 46,790.75	\$ 129,728.53
District 2	\$ 30,279.58	\$ 47,144.76	\$ 25,316.96	\$ 102,741.30
District 3	\$ 72,648.92	\$ 98,455.05	\$ 80,466.46	\$ 251,570.43
District 4	\$ 52,847.55	\$ 38,583.89	\$ 36,913.15	\$ 128,344.59
District 5	\$ 1,287.95	\$ 5,297.79	\$ 5,068.02	\$ 11,653.76
<b>Total</b>	<b>\$ 198,296.45</b>	<b>\$ 231,186.82</b>	<b>\$ 194,555.34</b>	<b>\$ 624,038.61</b>

Source: Department of Parks and Recreation



According to department staff, vandalism is reported inaccurately. When vandalism occurs, groundskeepers and maintenance staff responsible for the park are directed to file a vandalism report with the Honolulu Police Department. In some instances, parks personnel do not file vandalism reports because the process for filing a police report is time consuming and takes away from other responsibilities. As a result of inaccurate reporting, the number of vandalism acts may be understated along with costs.

### **The City Initiated a \$100,000 Pilot Project to Provide Enhanced Security at Select Parks, but Vandalism Costs Increased**

To enhance park security, in November 2018, the Department of Parks and Recreation (DPR) hired Hawaii Protective Association to provide 24/7 patrols at eight urban city parks, including enforcement of park closure hours. This pilot project allowed for new security patrols beyond parks at Kualoa and Bellows. The initial contract ran for six months at a cost not to exceed \$100,000. The following exhibit details which parks were included in this contract:

#### **Exhibit 4.4 Parks With Enhanced Security - Hawaii Protective Association Contract**

<i><b>Park</b></i>	<i><b>Park District</b></i>
Crane Community Park	1
Old Stadium Park	1
Moiliili Neighborhood Park	1
Mother Waldron Neighborhood Park	2
Pawaa In-Ha Park	2
Kamamalu Neighborhood Park	2
Ala Wai Community Park	1
A'ala Park	2

Source: Department of Parks and Recreation

We found that although overall park vandalism repair costs increased from FY 2017 to FY 2018 and declined in FY 2019, three of eight parks with enhanced security measures saw an increase in both park vandalism instances and costs. Two other parks had an increase in either vandalism instances or costs. Only two of the eight parks saw a decrease in both vandalism instances and costs.

### Exhibit 4.5 Vandalism Instances for Parks With Enhanced Security

<i>Park</i>	<i>Vandalism Instances from 7/1/2017 to 11/14/18</i>	<i>Cost</i>	<i>Vandalism Instances from 11/15/18 to 5/15/19</i>	<i>Cost</i>
Crane Community Park	1	\$ 115	5	\$ 12,190
Old Stadium Park	0	\$ -	1	\$ 11,320
Moiiliili Neighborhood Park	0	\$ -	1	\$ 1,167
Mother Waldron	0	\$ -	0	\$ -
Pawaa In-ha Park	2	\$ 2,007	0	\$ -
Kamamalu Neighborhood Park	5	\$ 2,907	0	\$ -
Ala Wai Community Park	2	\$ 3,386	4	\$ 2,088
Aala Park	4	\$ 1,844	2	\$ 2,176
<b>Total</b>	<b>14</b>	<b>\$ 10,260</b>	<b>13</b>	<b>\$ 28,941</b>

Sources: City's DocuShare, Department of Parks and Recreation

Vandalism occurrences decreased by one instance from the period prior to enhanced security measures to the period during enhanced security measures. However, vandalism costs in parks with enhanced security increased by \$18,682 from \$10,260 to \$28,941.

While the city spent \$100,000 for the pilot project, it did not realize cost savings related to vandalism. Instead, it incurred \$28,941 in vandalism costs for parks in the pilot program. The city's enhanced security efforts have seen mixed results and the department should conduct further analysis before expanding park security.

### Repeat Vandalism at Parks Compromises DPR's Ability to Maintain Quality Conditions

According to managers, repeated vandalism is an issue across all park districts. Repeated vandalism occurs where a park fixture is repaired as a result of vandalism but is vandalized again. A review of vandalism work orders from FY 2017 to FY 2019 shows the repeat vandalism costs for each park district:

**Exhibit 4.6**  
**Repeated Vandalism Costs by District, FY 2017 to FY 2019**

<i>District</i>	<i>Repeated Vandalism Costs</i>
District 1	\$ 2,566
District 2	\$ 5,854
District 3	\$ 34,109
District 4	\$ 14,916
District 5	\$ 1,820

Source: Department of Parks and Recreation

Park District 3 had the highest costs for repeated vandalism at \$34,109 for the three-year period. During this time, the park with the highest amount of repeated vandalism was Maili Beach Park that costs the city \$3,726 to repair. However, just as vandalism costs may be understated because of under reporting, repeated vandalism costs may be understated as well.

Park vandalism continues to be a high-risk area for DPR. Vandalism to park facilities compromises usability and appearance. Repair costs are unpredictable and drains city resources. While adding security might be a viable response to address park vandalism, we urge the department to conduct a cost-benefit analysis of added security with tangible cost savings in vandalism repairs and the intangible deterrence of vandalism that will maintain park facilities in acceptable condition. Based on our assessment of available data, expanding park security may not prove cost effective in controlling park vandalism costs.

## Recommendations

6. Conduct further analysis before expanding park security; and
7. Find alternatives to decreasing vandalism in parks.

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# Chapter 5

## Over \$49 Million in Council-Initiated Park Capital Improvement Program Projects Went Unspent Between FY 2015 and FY 2017

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The Department of Parks and Recreation (DPR) lacks awareness of its capital improvement projects (CIP) and does not track financial data for its CIP projects. Although DPR meets with the Department of Design and Construction (DDC) monthly, financial data for CIP projects could not be provided. As a result, actual CIP project financial data is limited to quarterly CIP reports that does not provide detailed financial information on each CIP project. We found that from FY 2015 to FY 2017, an average of 31% of executive branch or administrative CIP projects did not have any record of expenditure in CIP financial reports while an average of 56% of council added CIP projects did not have any records. During that same time, the status of \$13.9 million executive branch or administrative projects were unknown and the status of \$49.8 million in council added projects were unknown. By not tracking financial data for its CIP projects, DPR is unable to effectively monitor CIP project status or how those projects integrate into the park program.

Best practices for park maintenance include capital planning at each park service level. Capital planning includes assessing the current condition of facilities and facility components by cataloging deferred maintenance, developing a capital plan, determining the maintenance needed for facilities, and tracking and managing all costs in a capital plan project. Without having such information including costs associated with a CIP project at the park service level, planning for future capital funding and annual operation requirements once the project is complete is difficult.

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### **DPR Does Not Track Park CIP Project Status or Expenditures**

CIP projects for the Department of Parks and Recreation are handled by the Department of Design and Construction. Park CIP projects are prioritized by park district managers by consulting with recreation and maintenance staff. Once a CIP project list is established, it is given to DPR administration. DDC is responsible for coordinating project planning, design, and construction management once the project is budgeted.

Actual CIP expenditures are not tracked or monitored at DPR. The department could not provide actual expenditure information despite our request. According to DPR managers, attempts to coordinate obtaining the CIP project actual expenditure data with DDC were unsuccessful. According to DDC, actual expenditure data is with the Department of Budget of Fiscal Services and is included in quarterly CIP reports, which are available to all departments. As a result, our analysis was based on quarterly CIP reports for actual expenditure information. We were unable to identify actual amounts expended for each CIP project.

During the CIP budget process, the budget is approved with council inputs and then sent to the administration for implementation. The following tables shows the park CIP projects by park district from FY 2015 to FY 2017. Appendix 5.1 shows a detailed list of park CIP projects by park district from FY 2015 to FY 2017 with project status for three fiscal years.

**Exhibit 5.1  
Park CIP Projects FY 2015 to FY 2019**

**Park CIP Projects FY 2015**

<i>CIP Project</i>	<i>District</i>	<i>Council-Initiated Project</i>	<i>No Record of Project in Reports (Council)</i>	<i>Non-Council Initiated Project</i>	<i>No Record of Project in Reports (Non-Council)</i>
AINA HAINA NATURE PRESERVE EXPANSION, WAILUPE	1	x			
CRANE COMMUNITY PARK	1			x	
HANAUMA BAY NATURE PRESERVE	1			x	
KAHALA COMMUNITY PARK	1				
KAPAOLONO COMMUNITY PARK	1	x			
KILAUEA DISTRICT PARK	1			x	
KOKO HEAD DISTRICT PARK	1			x	x
MANOAVALLEY DISTRICT PARK	1			x	x
MCCULLY DISTRICT PARK	1			x	x
NIU VALLEY NEIGHBORHOOD PARK	1			x	x
PALOLO VALLEY DISTRICT PARK	1	x			
RECREATION DISTRICT NO. 1 IMPROVEMENTS	1	x			
SANDY BEACH PARK IMPROVEMENTS	1	x			x
WAIKIKI WAR MEMORIAL COMPLEX/WAIKIKI BEACH	1			x	
ALA MOANA REGIONAL PARK	2			x	
FERN COMMUNITY PARK	2			x	x
KALAUAO VALLEY	2			x	x
KALIHI VALLEY DISTRICT PARK	2			x	x
MAKIKI DISTRICT PARK	2			x	x
MOANALUA COMMUNITY PARK SWIMMING POOL	2	x			
RECREATION DISTRICT NO. 2 IMPROVEMENTS	2			x	
THOMAS SQUARE	2			x	
CRESTVIEW COMMUNITY PARK	3			x	x
GEIGER COMMUNITY PARK	3	x	x		

**Park CIP Projects FY 2015 (continued)**

<i>CIP Project</i>	<i>District</i>	<i>Council-Initiated Project</i>	<i>No Record of Project in Reports (Council)</i>	<i>Non-Council Initiated Project</i>	<i>No Record of Project in Reports (Non-Council)</i>
HOAEAE COMMUNITY PARK	3	x	x		
HONOWAI PARK	3	x			
KAHI KANI NEIGHBORHOOD PARK	3			x	x
KAMOKILA COMMUNITY PARK	3			x	x
KUNIA NEIGHBORHOOD PARK	3	x	x		
MILILANI MAUKA DISTRICT PARK - TENNIS COURT	3	x	x		
PEARLRIDGE COMMUNITY PARK	3	x	x		
RECREATION DISTRICT NO. 3 IMPROVEMENTS	3	x			
WAHIAWA BOTANICAL GARDEN	3			x	
WAHIAWA DISTRICT PARK - REPLACE PLAY-TOT EQUIPMENT	3	x	x		
WAHIAWA SKATEBOARD PARK	3	x	x		
AWEOWEO BEACH PARK - REPLACE PLAY-TOT EQUIPMENT	4	x	x		
HAKIPUU LOI KALO, HAKIPUU, KOOLAUPOKO	4	x			
HALEIWA BEACH PARK	4			x	
KAHUKU MUNICIPAL GOLF COURSE	4	x			
KAIKA BAY BEACH PARK	4			x	x
KAILUA BEACH PARK PAVILION RECONSTRUCTION	4			x	x
KAPUNAHALA NEIGHBORHOOD PARK	4			x	x
KAWELA BAY TO KAHUKU POINT LAND CONSERVATION	4	x	x		
ONEULA BEACH PARK, EWA BEACH	4			x	
PRESERVATION AND CONSERVATION LANDS	4			x	
PUNALUU BEACH PARK IMPROVEMENTS	4			x	
PUU O HULU COMMUNITY PARK, MAILI	4			x	
RECREATION DISTRICT NO. 4 IMPROVEMENTS	4			x	
SENATOR FONG'S PLANTATION GARDEN	4	x	x		
SWANZY BEACH PARK	4	x	x		
WAIALUA DISTRICT PARK	4			x	
WAIANAE DISTRICT PARK	4			x	
PATSY T. MINK CENTRAL OAHU REGIONAL PARK	5			x	x
RECREATION DISTRICT NO. 5 IMPROVEMENTS	5			x	
COMFORT STATIONS AT VARIOUS PARKS	various			x	
DEPARTMENT OF PARKS AND RECREATION FOR SURFACE WATER DISCHARGE	various			x	x
DIVISION OF URBAN FORESTRY (DUF) ADMIN & ARBORICULTURE RELOCATION	various			x	
DIVISION OF URBAN FORESTRY TREE FARM - PATSY T. MINK CENTRAL OAHU REGIONAL PARK	various			x	x
DIVISION OF URBAN FORESTRY/HORTICULTURE SERVICES OFFICE REPLACEMENT	various			x	
MITIGATIVE IMPROVEMENTS AT PARKS	various			x	
PEARL HARBOR HISTORIC TRAIL	various			x	x
PUPUKEA BEACH PARK IMPROVEMENTS	various			x	
RECONSTRUCT WASTEWATER SYSTEMS FOR PARKS	various			x	
RENOVATE RECREATIONAL FACILITIES	various			x	

### Park CIP Projects FY 2016

<i>CIP Project</i>	<i>District</i>	<i>Council-Initiated Project</i>	<i>No Record of Project in Reports (Council)</i>	<i>Non-Council Initiated Project</i>	<i>No Record of Project in Reports (Non-Council)</i>
HANAUMA BAY NATURE PRESERVE	1			x	
KA IWI COAST MAUKA LANDS	1	x	x		
MANOA VALLEY DISTRICT PARK	1			x	x
OLD STADIUM PARK IMPROVEMENTS	1	x	x		
RECREATION DISTRICT NO.1 IMPROVEMENTS	1			x	
SANDY BEACH PARK	1			x	
AIEA DISTRICT PARK	2			x	
ALA MOANA REGIONAL PARK	2			x	
DR. SUN YAT-SEN MEMORIAL PARK IMPROVEMENTS	2	x	x		
KALAKAUA DISTRICT PARK	2	x	x		
KALIHI WAENA NEIGHBORHOOD PARK	2	x			
KOKUA KALIHI VALLEY	2	x	x		
LANAKILA DISTRICT PARK, LILIHA	2			x	
MOANALUA COMMUNITY PARK SWIMMING POOL	2	x	x		
PAWAA IN-HA PARK	2	x	x		
RECREATION DISTRICT NO. 2 IMPROVEMENTS	2			x	
SALT LAKE DISTRICT PARK SWIMMING POOL	2	x			
THOMAS SQUARE	2			x	
EWA BEACH DOG OBEDIENCE AND TRAINING FACILITY	3	x	x		
LEEWARD COAST LANDFILL COMPENSATION PACKAGE	3	x			
MAILI BEACH PARK	3				
MAKAHA BEACH PARK CONSOLIDATION	3	x			x
MAKAHA BEACH PARK MASTER PLAN	3	x	x		
PEARLRIDGE NEIGHBORHOOD PARK	3	x	x		
RECREATION DISTRICT NO. 3 IMPROVEMENTS	3			x	
WAHIAWA DISTRICT PARK	3			x	
WAIPIO NEIGHBORHOOD PARK	3	x	x		
CANOE HALAU AT HALEIWA REGIONAL PARK	4	x			
HALEIWA BEACH PARK REFURBISHMENT	4	x			
JOHN K. KALILI SURF CENTER IMPROVEMENTS AT HALEIWA AIII BEACH PARK	4	x			
KAHUKU DISTRICT PARK IMPROVEMENTS	4	x			
KAHUKU MUNICIPAL GOLF COURSE	4	x	x		
KAWELA BAY LAND ACQUISITION	4	x	x		
ONEULA BEACH PARK, EWA BEACH	4	x	x		
PUNALUU BEACH PARK IMPROVEMENTS	4	x	x		
PUPUKEA BEACH PARK IMPROVEMENTS - PHASE I	4	x	x		
PUU O HULU COMMUNITY PARK, MAILI	4	x			
RECREATION DISTRICT NO. 4 IMPROVEMENTS	4	x			
WAIALUA BAND STAND IMPROVEMENTS	4	x	x		
WAIALUA DISTRICT PARK	4			x	x
PATSY T. MINK CENTRAL OAHU REGIONAL PARK	5	x	x		
PATSY T. MINK CENTRAL OAHU REGIONAL PARK DOG OBEDIENCE AND TRAINING FACILITY	5	x			
RECREATION DISTRICT NO. 5 IMPROVEMENTS	5			x	
WAIPIO PENINSULA RECREATION COMPLEX, WAIPIO PENINSULA	5	x	x		
ENTERPRISE FACILITIES IMPROVEMENTS	various	x			
GOLF COURSE IMPROVEMENTS	various	x			
PRESERVATION AND CONSERVATION LANDS	various			x	
RECONSTRUCT WASTEWATER SYSTEMS FOR PARKS	various			x	
RENOVATE RECREATIONAL FACILITIES	various	x			



**Park CIP Projects FY 2017**

<i>CIP Project</i>	<i>District</i>	<i>Council-Initiated Project</i>	<i>No Record of Project in Reports (Council)</i>	<i>Non-Council Initiated Project</i>	<i>No Record of Project in Reports (Non-Council)</i>
AINA HAINA NATURE PRESERVE EXPANSION, WAILUPE	1	x	x		
AINA KOA NEIGHBORHOOD PARK	1	x			
CRANE COMMUNITY PARK	1	x	x		
HANAUMA BAY NATURE PRESERVE	1			4	
KANEWAI SPRING, KULJOUOU	1	x	x		
KOKO HEAD DISTRICT PARK LIGHTING IMPROVEMENTS	1	x	x		
KOKO HEAD RIDING STABLES	1	x	x		
KUHIO BEACH COMFORT STATION IMPROVEMENTS	1	x	x		
OLD STADIUM PARK IMPROVEMENTS	1	x	x		
PALOLO VALLEY DISTRICT PARK	1	x	x		
RECREATION DISTRICT NO.1 IMPROVEMENTS	1			x	
WILSON COMMUNITY PARK	1	x	x		
AIEA DISTRICT PARK	2	x			
ALA MOANA REGIONAL PARK	2			x	
KAMAMALU NEIGHBORHOOD PARK	2	x			
KAMEHAMEHA COMMUNITY PARK	2	x	x		
RECREATION DISTRICT NO. 2 IMPROVEMENTS	2	x			
THOMAS SQUARE	2			x	
EWA BEACH SKATE PARK	3	x	x		
EWA VILLAGES COMMUNITY CENTER	3	x	x		
HELEMANO WILDERNESS RECREATION AREA	3	x	x		
KAPOLEI REGIONAL PARK	3	x			
LEEWARD COAST PARKS IMPROVEMENTS	3	x	x		
MILILANI MAUKA DISTRICT PARK	3	x	x		
RECREATION DISTRICT NO. 3 IMPROVEMENTS	3			x	
WAHIAWA DISTRICT PARK	3	x			
WHITMORE GYM, WAHIAWA	3	x	x		
BANZAI ROCK SKATE PARK	4	x			
HAKIPUU LOI KALO	4	x	x		
HALEIWA BEACH PARK	4	x			
KAHUKU MUNICIPAL GOLF COURSE	4	x	x		
KALAMA BEACH PARK BUILDING AND COMFORT STATION	4	x	x		
KUALOA REGIONAL PARK	4			x	
MAUNA LAHILAH BEACH PARK PROTECTIVE BREAKWATER	4			x	
ONEULA BEACH PARK, EWA BEACH	4	x			x
PUUKUA, WAIMEA	4	x	x		
RECREATION DISTRICT NO. 4 IMPROVEMENTS	4			x	
SENATOR FONG'S PLANTATION GARDEN	4	x			
WAIALUA DISTRICT PARK LIGHTING IMPROVEMENTS	4	x			
WAIMANALO BAY BEACH PARK	4	x			
HANS L'ORANGE NEIGHBORHOOD PARK	5	x			
PATSY T. MINK CENTRAL OAHU REGIONAL PARK - PARKING EXPANSION	5	x			
RECREATION DISTRICT NO. 5 IMPROVEMENTS	5	x	x		
WAIPIO PENINSULA RECREATION COMPLEX, WAIPIO PENINSULA	5	x			
DEPARTMENT OF PARKS AND RECREATION NATIONAL POLLUTANT DISCHARGE ELIMINATION	various			x	x
DIVISION OF URBAN FORESTRY (DUF) ADMINISTRATION AND ARBORICULTURE	various			x	x
KOOLAULOA REGIONAL PARK MASTER PLAN	various	x	x		
PEARL HARBOR HISTORIC TRAIL	various			x	x
PRESERVATION AND CONSERVATION LANDS	various			x	
RECONSTRUCT WASTEWATER SYSTEMS FOR PARKS	various			x	
RENOVATE RECREATIONAL FACILITIES	various			x	

Source: Department of Budget and Fiscal Services

Our analysis of budgeted park CIP projects for FY 2015 to FY 2017 found that an average of 56.5% of these projects have not started. Funding for these not started projects totaled \$49,772,600 from FY 2015 to FY 2017.

**Exhibit 5.2**  
**Budgeted DPR CIP Projects-Council Analysis FY 2015 to FY 2017**

	<i>CIP Projects Added and Approved by Council</i>	<i>No Record of Project in CIP Report</i>	<i>No Record of Project in CIP Report (%)</i>	<i>Approved Amounts (Status Unknown)</i>
FY 2015	21	11	52.40%	\$ 5,726,000
FY 2016	33	19	57.60%	\$ 22,023,300
FY 2017	37	22	59.50%	\$ 22,023,300
Total	91	52	57.10%	\$ 49,772,600

Source: Department of Budget and Fiscal Services

The projects not started were either not reported or in review with actual amounts expended unknown. We further determined that these projects had no records or updated status in subsequent CIP reports. According to DDC, these projects are not started or completed for various reasons, but the most common reason is that they are impractical. The following tables below shows the unaccounted for projects added by Council from FY 2015 to FY 2017.

**Exhibit 5.3  
Council-Initiated Projects Not Started From FY 2015 to FY 2017**

<b>FY 2015</b>	<b>CIP Project</b>	<b>District</b>
1	AWEOWEO BEACH PARK - REPLACE PLAY-TOT EQUIPMENT	4
2	GEIGER COMMUNITY PARK	3
3	HOAEAE COMMUNITY PARK	3
4	KAWELA BAY TO KAHUKU POINT LAND CONSERVATION	4
5	KUNIA NEIGHBORHOOD PARK	3
6	MILILANI MAUKA DISTRICT PARK - TENNIS COURT	3
7	PEARLRIDGE COMMUNITY PARK	3
8	SENATOR FONG'S PLANTATION GARDEN	4
9	SWANZY BEACH PARK	4
10	WAHIAWA DISTRICT PARK - REPLACE PLAY-TOT EQUIPMENT	3
11	WAHIAWA SKATEBOARD PARK	3

<b>FY 2016</b>	<b>CIP Project</b>	<b>District</b>
1	DR. SUN YAT-SEN MEMORIAL PARK IMPROVEMENTS	2
2	EWA BEACH DOG OBEDIENCE AND TRAINING FACILITY	3
3	KA IWI COAST MAUKA LANDS	1
4	KAHUKU MUNICIPAL GOLF COURSE	4
5	KALAKAUA DISTRICT PARK	2
6	KAWELA BAY LAND ACQUISITION	4
7	KOKUA KALIHI VALLEY	2
8	MAKAHA BEACH PARK MASTER PLAN	3
9	MOANALUA COMMUNITY PARK SWIMMING POOL	2
10	OLD STADIUM PARK IMPROVEMENTS	1
11	ONEULA BEACH PARK, EWA BEACH	4
12	PATSY T. MINK CENTRAL OAHU REGIONAL PARK	5
13	PAWAA IN-HA PARK	2
14	PEARLRIDGE NEIGHBORHOOD PARK	3
15	PUNALUU BEACH PARK IMPROVEMENTS	4
16	PUPUKEA BEACH PARK IMPROVEMENTS - PHASE I	4
17	WAIALUA BAND STAND IMPROVEMENTS	4
18	WAIPIO NEIGHBORHOOD PARK	3
19	WAIPIO PENINSULA RECREATION COMPLEX, WAIPIO PENINSULA	5

<b>FY 2017</b>	<b>CIP Project</b>	<b>District</b>
1	AINA HAINA NATURE PRESERVE EXPANSION, WAILUPE	1
2	CRANE COMMUNITY PARK	1
3	EWA BEACH SKATE PARK	3
4	EWA VILLAGES COMMUNITY CENTER	3
5	HAKIPUU LOI KALO	4
6	HELEMANO WILDERNESS RECREATION AREA	3
7	KAHUKU MUNICIPAL GOLF COURSE	4
8	KALAMA BEACH PARK BUILDING AND COMFORT STATION	4
9	KAMEHAMEHA COMMUNITY PARK	2
10	KANEWAI SPRING, KULJOUOU	1
11	KOKO HEAD DISTRICT PARK LIGHTING IMPROVEMENTS	1
12	KOKO HEAD RIDING STABLES	1
13	KOOLAULOA REGIONAL PARK MASTER PLAN	
14	KUHIO BEACH COMFORT STATION IMPROVEMENTS	1
15	LEEWARD COAST PARKS IMPROVEMENTS	3
16	MILILANI MAUKA DISTRICT PARK	3
17	OLD STADIUM PARK IMPROVEMENTS	1
18	PALOLO VALLEY DISTRICT PARK	1
19	PUUKUA, WAIMEA	4
20	RECREATION DISTRICT NO. 5 IMPROVEMENTS	5
21	WHITMORE GYM, WAHIAWA	3
22	WILSON COMMUNITY PARK	1

Source: Department of Budget and Fiscal Services

Furthermore, our analysis of budgeted park CIP projects of non-council initiated projects found that in FY 2015, 19 projects had no record or status update in subsequent CIP quarterly reports, followed by three projects and four projects in the next two fiscal years, FY 2016 and FY 2017. Funding for the projects with no records totaled \$13,934,304 from FY 2015 to FY 2017. In other words, there are no reports or documents to present the status of currently funded CIP projects, justification for those that were initiated, or explanations for why some park projects were not started. We found no formal, documented process for initiating and completing park CIP projects. Based on available data, we could only identify the number of active park CIP projects, status of those projects that recorded activity, and the dollar amounts appropriated.

**Exhibit 5.4  
Budgeted DPR CIP Projects, Non-Council Analysis  
FY 2015 to FY 2017**

	<i>CIP Projects (Non-Council)</i>	<i>No Record of Project in CIP Report</i>	<i>No Record of Project in CIP Report (%)</i>	<i>Approved Amounts (Unaccounted For)</i>
FY 2015	42	19	45.2%	\$ 8,094,065
FY 2016	15	3	20.0%	\$ 219,200
FY 2017	14	4	28.6%	\$ 5,621,039
Total	71	26	36.6%	\$ 13,934,304

Source: Department of Budget and Fiscal Services

The following tables show the non-council initiated projects with no records from FY 2015 to FY 2017.

**Exhibit 5.5  
Non-Council Initiated Projects FY 2015 to FY 2017**

<b>FY 2015</b>	<b>CIP Project</b>	<b>District</b>
1	CRESTVIEW COMMUNITY PARK	3
2	DEPARTMENT OF PARKS AND RECREATION FOR SURFACE WATER DISCHARGE	various
3	DIVISION OF URBAN FORESTRY TREE FARM - PATSY T. MINK CENTRAL OAHU REGIONAL PARK	various
4	FERN COMMUNITY PARK	2
5	KAHI KANI NEIGHBORHOOD PARK	3
6	KAIKA BAY BEACH PARK	4
7	KAILUA BEACH PARK PAVILION RECONSTRUCTION	4
8	KALAUAO VALLEY	2
9	KALIHI VALLEY DISTRICT PARK	2
10	KAMOKILA COMMUNITY PARK	3
11	KAPUNAHALA NEIGHBORHOOD PARK	4
12	KOKO HEAD DISTRICT PARK	1
13	MAKIKI DISTRICT PARK	2
14	MANOAVALLEY DISTRICT PARK	1
15	MCCULLY DISTRICT PARK	1
16	NIU VALLEY NEIGHBORHOOD PARK	1
17	PATSY T. MINK CENTRAL OAHU REGIONAL PARK	5
18	PEARL HARBOR HISTORIC TRAIL	various
19	SANDY BEACH PARK IMPROVEMENTS	1

<b>FY 2016</b>	<b>Line Item</b>	<b>District</b>
1	MAKAHA BEACH PARK CONSOLIDATION	3
2	MANOA VALLEY DISTRICT PARK	1
3	WAIALUA DISTRICT PARK	4

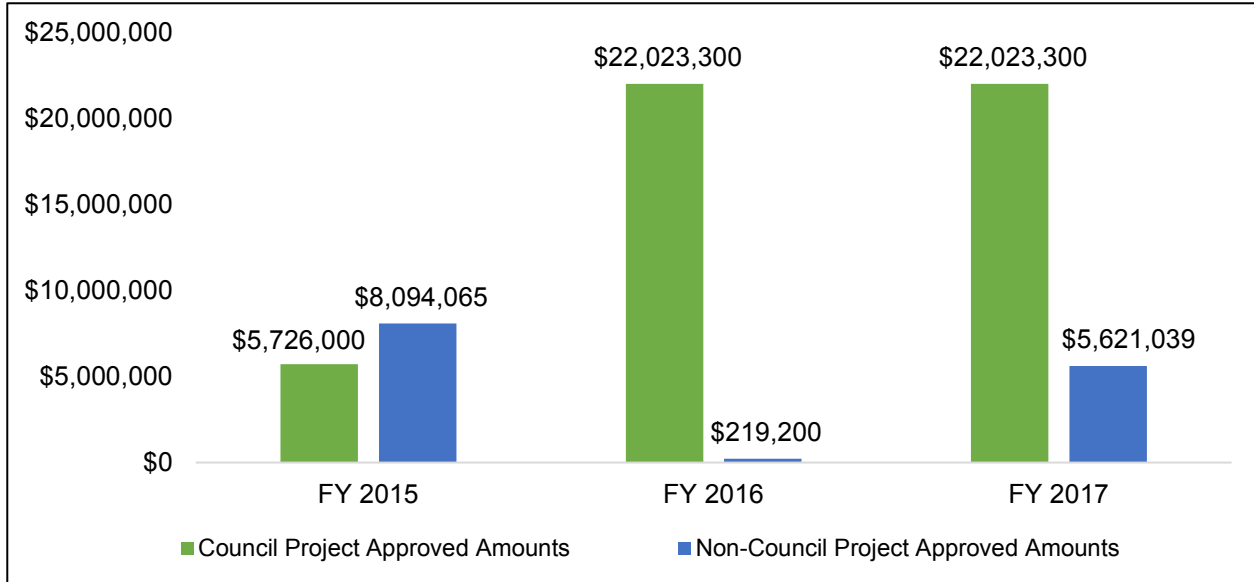
  

<b>FY 2017</b>	<b>Line Item</b>	<b>District</b>
1	DEPARTMENT OF PARKS AND RECREATION NATIONAL POLLUTANT DISCHARGE ELIMINATION SYSTEM	various
2	DIVISION OF URBAN FORESTRY (DUF) ADMINISTRATION AND ARBORICULTURE RELOCATION	various
3	ONEULA BEACH PARK, EWA BEACH	4
4	PEARL HARBOR HISTORIC TRAIL	various

Source: Department of Budget and Fiscal Services

From FY 2015 to FY 2017, the percentage of council added CIP park projects that had no records increased from 52.4% to 59.5% while the percentage of executive or administrative added CIP park projects decreased from 45.2% to 28.6% respectively. Exhibit 5.6 compares the number of council added CIP park projects with the number of CIP park projects approved by the administration that have no records.

**Exhibit 5.6**  
**Council Initiated and Administrative Added DPR CIP Projects-No Records FY 2015 to FY 2017**



Source: Department of Budget and Fiscal Services

DPR meets monthly with DDC regarding the status of its CIP projects. However, the department provided only two monthly agenda meetings from FY 2015 to FY 2019. Furthermore, we could not confirm what was discussed at these meetings and what type of coordination occurred. We found that coordination is also limited to onsite DDC inspections prior to construction of CIP projects.

As a result of a lack of coordination and no requirement for DDC to inform and report DPR CIP project information, DPR lacks awareness of its CIP projects, plans, designs, timelines, completion dates, actual costs, funding, and other pertinent information related to its CIP projects. Based on this lack of coordination and transparency in providing project status information, there is no accountability for projects that are not completed even though the city council approved funding. In order to enhance transparency, the department should maintain data and report on the status of all park CIP projects in a given time period. If an approved park CIP project has not started, or a decision was made to defer the project, the report should indicate the status and reason for the decision. This will enhance transparency and provide the public and stakeholders with important information.

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## **Recommendations**

8. Document coordination with DDC for CIP Projects; and
9. Issue an annual report on the status of all approved park CIP projects.

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# Chapter 6

## Conclusions and Recommendations

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Despite the Department of Parks and Recreation's (DPR) recent efforts to improve park facilities, further improvements are needed to effectively manage city parks and ensure that maintenance efforts are consistent and equitable for all parks. DPR relies on pictorial, or qualitative measures only, as its performance criteria, and it does not have critical quantitative performance measures to effectively manage city parks and ensure that maintenance efforts are performed consistently and equitably. Pictorial standards for park maintenance, while helpful, are not sufficient for maintaining quality parks on O'ahu. As a result, current operational practices are reactive and appear to wait for park conditions to deteriorate before action is taken, rather than maintaining quality conditions.

Because the department does not collect, track, and report quantitative data to support park maintenance efforts, we were unable to accurately determine, and DPR is unable to ensure, that parks are maintained equitably. The absence of sufficient data reduces transparency in how the department allocates its resources among various parks and ensures acceptable park conditions. As a result, we were unable to accurately calculate how city resources are allocated at the park level and determine equity in park maintenance resource distribution.

Park vandalism continues to be a high-risk area as it compromises usability and appearance for park facilities. Vandalism repair costs are unpredictable and drains city resources. From FY 2017 to FY 2019, the city spent nearly \$770,478 for security guard services at parks and also spent a total of \$624,039 to repair vandalism at parks. In that same time period, repeated vandalism costs totaled \$59,265. Furthermore, vandalism is inaccurately reported. As a result, vandalism costs may be understated. Based on our assessment of available data, expanding park security may not prove cost effective in controlling park vandalism costs. A cost-benefit analysis of added security should be conducted to determine a tangible costs savings in vandalism repairs and the intangible deterrence of vandalism that will maintain park facilities in acceptable condition.

For its Capital Improvement Program (CIP) projects, DPR does not track financial data and lacks awareness of project status. Actual CIP project financial data is limited to quarterly CIP reports that do not provide financial or project data on a granular

level. During our review of CIP projects from FY 2015 to FY 2017, we found that an average of 31% of executive branch or administrative CIP projects did not have any record of expenditure in CIP financial reports while an average of 56% of council added CIP projects did not have any records. Our review also found that the status of \$13.9 million executive branch or administrative projects were unknown and the status of \$49.8 million in council added projects were unknown. Explanations for park status are not documented. As a result, there is limited accountability for park CIP projects that were funded, but not completed.

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## Recommendations

We recommend that DPR should:

1. Establish policies and procedures to track daily park maintenance efforts;
2. Establish quantitative, preventative standards for park facilities;
3. Bring ground maintenance staff fill rates to 90%;
4. Establish a methodology to identify resource allocation at the park level;
5. Collect expenditure and resource allocation data at the park level and use that information to improve park management;
6. Conduct further analysis before expanding park security;
7. Find alternatives to decreasing vandalism in parks;
8. Document coordination with DDC for CIP Projects; and
9. Issue an annual report on the status of all approved park CIP projects.

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## Management Response

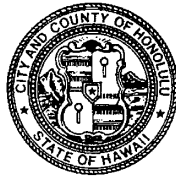
In response to a draft of this audit report, the Department of Parks and Recreation expressed general agreement with the report's findings and recommendations. The department indicated that since our audit work has completed, they have set goals to implement initiatives that will address the challenges identified in the audit report. We are encouraged by the department's

initiatives and hope they will result in meaningful improvements in caring for city parks. We did not make any significant amendments to the audit report as a result of management's response, but we made technical, non-substantive changes for purposes of accuracy, clarity, and style. A copy of management's full response can be found on page 46.

DEPARTMENT OF PARKS & RECREATION  
**CITY AND COUNTY OF HONOLULU**

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KIRK CALDWELL  
MAYOR



MICHELE K. NEKOTA  
DIRECTOR

JEANNE C. ISHIKAWA  
DEPUTY DIRECTOR

June 2, 2020

Mr. Troy Shimasaki  
Acting City Auditor  
Office of the City Auditor  
City and County of Honolulu  
1001 Kamokila Boulevard, Suite 216  
Kapolei, Hawaii 96707

Dear Mr. Shimasaki:

**SUBJECT: Management Response to the Draft Report Audit of the Department of Parks and Recreation's Expenditures and Maintenance Priorities**

On behalf of the Department of Parks and Recreation (DPR), I would like to thank you for the opportunity to provide comments on the Draft Audit Report. The Draft Report was reviewed by DPR and we provide the following comments and responses:

DPR believes that focusing on the Mayor's priorities from March 2015 to renovate comfort stations (117), refurbish and install new play apparatus (119), and resurface play courts (377) is a major accomplishment as 173 out of 300 different parks received improvements. The Kakou for Parks Program ensures funding and resources are allocated to revitalize park facilities that are either aging, in need of repair, or had been damaged by vandals island wide.

For tracking purposes, the budget system is reported by activity versus operational districts or individual parks. As the Draft Report points out, assessing equitable distribution of resources among city parks is not easily measured or monitored and sometimes reliant on external constraints which is outside the control of the department. Additionally, Capital Improvement Projects (CIP) fall under the jurisdiction of the Department of Design and Construction (DDC). CIP Budgets for DPR are imposed strict curtailment in capital improvement spending regardless of the number of projects submitted through the budget process. The Administration manages its capital improvement budget based on not only funding but by priority because projects may require more staffing than the Administration has available.

The DPR and the Managing Director's Office have reviewed the Draft Report and respond to the recommendations as follows:

Mr. Troy Shimasaki, Acting City Auditor  
June 2, 2020  
Page 2

**Recommendations:**

DPR should:

1. *Establish policies and procedures to track daily park maintenance efforts;*

**DPR's Response:** As a goal, DPR will work towards developing a system to track expenditures by park levels. DPR has developed written maintenance procedures that will be issued to staff by January 2021 to ensure that daily park maintenance efforts are consistent island wide (Exhibit A).

2. *Establish quantitative, preventative standards for park facilities;*

**DPR's Response:** Once a system is developed to track expenditures, qualitative and preventative standards will be compiled and implemented by management staff to allocate resources.

3. *Bring ground maintenance staff fill rates to 90%;*

**DPR's Response:** Current staffing levels for DPR ground maintenance is at 85% fill rate. Although filling of vacancies is reliant on external constraints, DPR will continue to use methods outside of the normal recruitment process, for example, mass interviews. Mass interviews is a successful program for the department in filling grounds keeper positions on a timely basis and DPR is committed to achieving the goal of 90% fill rate and will continue to strive towards that goal.

4. *Establish a methodology to identify resource allocation at the park level;*

**DPR's Response:** Resource allocation will be further developed along with park acre size and type of facilities as per National Recreation and Parks Association (NRPA) standards.

5. *Collect expenditure and resource allocation data at the park level and use that information to improve park management;*

**DPR's Response:** DPR will continue to collect and analyze data for expenditure and resource allocation. Collection at a granular level is a goal that the department will work towards. An example of this type of electronic collection that the department created is a maintenance work order system with reporting features at the park level.

6. *Conduct further analysis before expanding park security;*

**DPR's Response:** DPR will continue to assess park security needs and provide security guard contracts, and security cameras and add parks, as needed, to the list of parks with park closure hours.

Mr. Troy Shimasaki, Acting City Auditor  
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Page 3

7. *Find alternatives to decreasing vandalism in parks;*

**DPR's Response:** DPR will continue to research and initiate pilot projects to combat vandalism in our parks. DPR began to provide 24/7 roving security at 13 parks in urban Honolulu to provide a presence at the park and to check comfort stations. A second security program has addressed the night closures of comfort stations and/ or parking lots for approximately 63 parks around the island. However, DPR admits that security services will not resolve vandalism completely.

8. *Document coordination with DDC for CIP Projects; and*

**DPR's Response:** DPR will continue to meet with DDC on a monthly basis in which DPR receives updates from DDC and DPR may seek clarity on projects, as well. DDC will continue to send DPR a monthly status reports on all projects by district.

9. *Issue an annual report on the status of all approved park CIP projects.*

**DPR's Response:** Capital Improvement approved park projects are listed in the budget ordinance for each fiscal year. For DPR planning purposes the Six-Year Schedule is used and can be found in the capital improvement budget ordinance.

**DPR's Response:** DPR understands the methodology for the establishment of policies and procedures to track daily park maintenance efforts in addition to pictorial standards. In regards to the Pictorial Maintenance Observations on page 36 and 39 of the audit, DPR is submitting updated pictures and are placing them side by side of the September 2019 pictures to reflect the change that occurred such as maintenance repairs, painting projects, or the issue was resolved within the scope of daily operations (Exhibit B).

**Response from the Managing Director's Office:** The Administration understands the importance of sufficient policies, procedures, and consistent staffing to ensure that parks are maintained properly and equitably. Administration also understands that DPR has been repairing and revitalizing parks throughout the island under the Mayor's Kakou program. Administration's support for the department along with DPR's efforts has proven to be a positive change forward in improvements of park facilities island wide (Exhibit C).

I appreciate that this audit was conducted in a collaborative manner between the City Auditor's office and the Department of Parks and Recreation. DPR will continue to keep their priorities consistent with the Mayor's priorities to take better care of the City's parks. In focusing on those priorities, DPR agrees to finalize the Parks Maintenance Management Program. I look forward to working with you as they move in that direction.

Sincerely,



Michèle K. Nekota  
Director

**PARKS MAINTENANCE MANAGEMENT**  
**PROGRAM**

CITY AND COUNTY OF HONOLULU

DEPARTMENT OF PARKS AND RECREATION

PARKS MAINTENANCE MANAGEMENT PROGRAM  
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## PARKS MAINTENANCE MANAGEMENT PROGRAM

## I. INTRODUCTION

Parks maintenance plays a vital role in our Department's mission of providing beautiful, well maintained park facilities in a safe and healthful environment. Facility inspection and maintenance are the combined responsibility of recreation and maintenance staff. To be effective, each employee must take an active role in the proper use and upkeep of our facilities.

This document outlines park maintenance procedures and standards to assist maintenance staff in the proper care and maintenance of our parks. To be effective, this program needs to be combined with common sense and a strong desire to carry out our mission.

There are a number of reasons why proper maintenance is important:

1. Ensure that our facilities are safe and usable. Reduce downtime and potential accidents.
2. Increase customer satisfaction.
3. Reduce maintenance costs by identifying and solving problems before they become major and more costly.
4. Extend the useful life of our facilities and playground equipment.

There are many factors that affect our ability to perform proper park maintenance:

1. Scarce resources. Manpower and equipment.
2. Limited time to perform maintenance functions.
3. Size and distance between parks.
4. Park visibility and usage level of the parks.
5. Environmental factors such as rainfall, terrain, etc.
6. Age of facility.
7. Level of training of our employees.

All of these factors must be considered when developing and implementing maintenance plans. Park maintenance is a dynamic and ever changing process and needs to be analyzed frequently to match the changes in our work environment.

Supervisors and managers should consider many ways to improve maintenance levels in our parks:

1. Improve productivity of existing resources.
2. Instill discipline, pride and commitment in our work force.
3. Reallocation of existing manpower and equipment.
4. Expand the use of roving crews.
5. Education and training.
6. Supplemental work force (volunteers, contract workers, CSSB)

7. Holding employees accountable.
8. Enforcing standards.

There are a number of concerns regarding the proper maintenance of park facilities:

- A. Facility inspections should be made on a daily basis and should cover all aspects of maintenance. Inspections are the responsibility of all levels of Park's staff (recreation and maintenance) but the ultimate responsibility lies with the maintenance supervisory chain of command.
- B. Safety of park users and employees is a major concern. Hazardous conditions should be corrected immediately or the equipment barricaded and taken out of service. Maintenance and recreation employees should have the necessary barricade and safety supplies to ensure that unsafe equipment will not be used.
- C. Generally, maintenance should be performed at the appropriate level of responsibility. Daily, routine maintenance should be done by the groundskeepers or even users where possible. More difficult maintenance should be assigned to the BMR (Building Maintenance Repairer) or MSS (Maintenance Support Services) as appropriate. Maintenance should be timely to ensure that the problem does not escalate to a higher level.
- D. Maintenance training is critical for a successful maintenance program. Daily, weekly and periodic park inspections by supervisors, superintendents and managers will help to identify areas for improvement and possible training needs of our employees.

## II. INITIAL CLEANING OF COMFORT STATIONS

- A. The primary concern in maintaining restrooms is sanitation and odor control. Eliminating the source of the odor is the answer to many rest room problems; camouflaging one odor with another odor is not the way to achieve proper rest room sanitation. Killing germs, bacteria, algae and fungus in the correct way to eliminate odor. They are the source of odors.

Follow up cleaning throughout the day is necessary to keep the restroom clean and sanitized.

To minimize cleaning problems and complaints it is very important to have the floor free of all debris/paper and dry. Water on the floor is often mistaken for urine and is unacceptable to the public. Keep the floor dry after it is washed down by mopping or squeegeeing.

## B. MAINTENANCE STANDARDS - COMFORT STATIONS

1. Comfort stations are odor free.
2. No debris, sand or water on floor.
3. Toilets, urinals and basins are free of dirt, stains and other marks.
4. Walls are free of stains, dirt and graffiti.
5. Toilet tissue dispensers are properly stocked and serviceable.
6. Toilets, urinals, basins and faucets work properly (no leaks).

## C. Recommended Cleaning Equipment and Safety Apparel

1. Rubber gloves and boots.
2. Goggles or face shield (eye protection).
3. Scrub pads (coarse, medium and fine), sponges.
4. Plastic handle bowl brush.
5. Mop and squeegee.
6. Broom and rake.
7. Hose and bucket.
8. Adjustable water nozzle.
9. Spray bottle applicator or foam gun applicator.
10. Measuring cup.
11. Cleaning solutions/chemical and graffiti removers.
12. Pumice stone.

## D. Initial Visual Inspection

1. Survey the area for hazards to the public or yourself (broken glass, body fluids, feces etc.).
2. Check for special cleaning needs.
3. Identify any physical problems (water leaks, missing lights, etc.).
4. Notify supervisor immediately to issue repair orders (RO) to correct problems.

## E. Remove trash container or any other standing objects.

F. Pickup all loose paper and other debris. Dust walls, window areas and dry sweep building before washing interior of rest room.

## G. Cleaning walls

1. Spray application of cleaner. Ensure that cleaning solutions/chemicals are diluted and mixed according to the manufacturer's proportions.
2. Scrub from bottom to top using scrub pad. Be sure to remove all stains, scum and buildup of scale.

3. Rinse and repeat step 2 as needed to thoroughly clean walls.
4. Note special cleaning requirements such as graffiti for removal (refer to graffiti removal section).

#### H. Cleaning Commodes and Urinals

1. Apply bleach or other disinfectants to interior and exterior.
2. Use brush or scrub pad to scrub complete interior and exterior, especially under lip area. Repeat as needed to remove all stains and mineral build up.
3. Continue above to clean seat and cover - top and bottom.
4. Wipe dry and polish seat and fixtures.
5. Spray with disinfectant, rinse, wipe down and flush. Do not leave disinfectant in bowl or urinal.
6. Use pumice stone as needed.

#### I. Basins

1. Clean entire china, enameled or stainless steel are using disinfectant cleaner.
2. Wipe and polish pipes and fixtures (including mirrors or shelves).

#### J. Showers

1. Clean/scrub entire area with disinfectant or cleaner.
2. Remove algae from floor area.
3. Keep drain off clear from debris.
4. Rinse, dry shower fixtures.

#### K. Floors

1. Mop or hose wet as applicable.
2. Spray or mop with chemical cleaner and scrub with a brush.
3. Rinse (hose or mop).
4. Squeegee (or mop) as dry as possible. Do not leave puddles of water on the floor.

#### L. Replace trash container with empty liner and refill toilet paper, paper towels and soap containers.

#### M. Graffiti

In general, graffiti shall be removed on the day it is found. Scrub off or paint over as necessary. Refer to Appendix A for graffiti removal section.

### III. FOLLOW UP CLEANING OF COMFORT STATIONS

Throughout the day it is very important to check the rest room and do follow up cleaning where necessary. Frequency of follow-up cleaning depends on the level of usage.

- A. Inspect for safety hazards.
- B. Pickup all paper and debris. Remove debris and cigarette butts from urinals.
- C. Clean and sanitize urinals and commodes as needed.
- D. Damp mop and thoroughly dry the floor.
- E. Restock toilet tissue, hand towels and soap dispensers as needed.
- F. Replace damaged tissue dispensers as needed.

### IV. MAINTENANCE OF BUILDINGS AND OTHER OUTDOOR FACILITIES

The primary concern in maintaining recreation buildings is public health and safety and to prevent/correct maintenance problems in facilities. Facility maintenance can be divided into three segments; daily routine maintenance, remedial/repair maintenance and preventive maintenance.

Day-to-day maintenance includes daily visual inspections and maintenance to identify potential problems and perform routine maintenance.

#### A. Main Building Exteriors - Inspect for:

1. Graffiti, vandalism and other destroyed property.
2. Attempted break-ins - windows, doors, locks, etc.
3. Security lights.

Remove or paint graffiti immediately and report any break-ins or vandalism to HPD and supervisor.

#### B. Roofs

1. Keep roofs and gutters clean of debris and trash.
2. Inspect roofs monthly and after storms to check for physical damage to the roof, gutters, down spouts, etc. Submit request for repairs to MSS describing damage and noting location.
3. Check for obvious leaks and structural damage after storms. The site of the leaks should be marked, if possible, or submitted to MSS along with an RO or project request.

C. Main Building Interiors

1. Walls:
  - a. Check walls for cracks, holes and other obvious structural problems.
  - b. Check for leaks, chipped, faded paint, graffiti, etc.
2. Floors:
  - a. Check for cracks, settling, chips, etc.
  - b. Keep clean and waxed. Daily dry/regular mopping.
  - c. Have routine scheduled strip and wax program.
3. Doors:
  - a. Keep hinges and locks oiled and door clear of obstacles.
  - b. Check for proper closing and locking.
  - c. Keep tracks clean to ensure proper sliding.
  - d. Check for vandalism and damage.
4. Windows:
  - a. Keep clean, check for cracks, etc.
  - b. Check for vandalism and damage.
5. Lights: Check that all lights are operable. Replace or issue RO to replace burned out lights.
6. Kitchens:
  - a. Inspect for potential health and safety hazards.
  - b. Inspect drains and ventilation for proper operation.
  - c. Grease traps need to be inspected and cleaned on a routine basis. A log should be kept for maintenance records and reports submitted per regulatory requirements.
  - d. Inspect appliances for proper cleanliness and operations.
7. Multi-Purpose Rooms:
  - a. Inspect for potential health and safety hazards.
  - b. Keep floors cleaned and waxed.
  - c. Keep windows clean.
  - d. Check for proper operation of electrical equipment.
8. Gyms:
  - a. Keep floors cleaned and dust free. Sweep and dust mop daily, removing scuffs and shoe marks. Treat dust mop with dust mop dressing (Velvasheen, Eltone, etc.) the day before using to let it cure into the dust mop head. Before treating, shake mop to remove all debris. When wet mopping is required, add "Supershine" treatment to the mop water.
  - b. Clean behind and under movable bleachers.
  - c. Oil floors on a routine basis.

- d. Inspect building for obvious signs of water leaks. Notify supervisor to issue RO or project request to correct problems.
  - e. Inspect floors for signs of improper usage or wearing apparel by users. Notify supervisor so that park users can be instructed in the proper use of gyms.
  - f. Inspect for proper operation of electrical features such as bleachers, backboards and score boards. Issue RO to have repairs made. Major repairs should be made through the work program.
9. Other: Inspect other indoor facilities for potential health and safety hazards. Ensure that facilities are clean and operable.
- a. Inspect fire extinguishers once a week and report any problems immediately. Ensure that fire extinguishers are inspected and maintained under contract once a year. Fire hoses should also be inspected yearly through price schedule.
  - b. Check for water leaks in the facility by reading the water meter with all water turned off. If meter still runs, look for signs of water leakage. Report to supervisor.

## V. MAINTENANCE OF OUTDOOR FACILITIES

### A. Play Courts (basketball, tennis, volleyball, etc.)

Daily inspection and maintenance is very important to ensure that courts are safe, usable and will last for a reasonable period of time.

1. Inspect surface for unsafe or poor conditions such as excessive deterioration, spalling, loose aggregates, cracks, holes, slippery conditions and water accumulation. Inspect for uplifting of court pavement by tree roots. Report problems to supervisor to issue RO for patching and sealing.
2. Remove leaves, debris and any water from courts. Wash off all algae, bird droppings and dirt. Detergents, chlorine bleach and other chemicals should be used sparingly and well-diluted, if at all, on court surfaces.
3. High pressure wash by a professional once a year to remove oxidation and ground-in stains from court surface.
4. Ensure that there are trash receptacles for trash disposal and that they are emptied.
5. Remove weeds and grass from cracks and fence lines.

6. Paint over all gouges, cuts, scrapes and dents in the court surfaces with surfacing compound to prevent surfacing deterioration.
7. Inspect and replace damaged nets, rims, backboards and other equipment. Inspect pole supports for rust and damage.
8. Inspect and repaint court lines that are deteriorated.
9. Recreation staff should check night lights to ensure usability and safety.
10. Check for vandalism and graffiti.
11. Inspect and repair damaged fencing. Raise sagging chain link fence to prevent the fence from gouging the court surface. Fences should be 2" above the court surface.
12. Check and replace deteriorated or missing signs.
13. Staff should prohibit use of bikes, skate boards, roller blades and other toys with wheels that will damage court surfaces. Allow only light-soled or non-scuffing court shoes on pavement. Avoid placing chairs, benches and furniture with small diameter legs on court surfaces.

#### B. Parking Lots and Walkways

1. Inspect for health and safety hazards such as loose debris, cracks, holes and slippery conditions. Seal pavement cracks and repair potholes.
2. Check for excessive deterioration i.e., asphalt spalling, loose aggregates, etc.
3. Remove loose aggregates, debris, rubbish, leaves, broken glass, excessive oil from asphalt surface and walkways.
4. Inspect and correct inoperable security lighting.
5. Inspect for proper lines and signs. Report discrepancies to supervisor.
6. Repair damaged and deteriorated walkways and ramps.
7. Replace or report damaged concrete curbs.
8. Inspect and report pavement and walkway uplifting due to tree roots; etc.

#### C. Pedestrian Malls

1. Inspect bike paths for health and safety hazards such as loose gravel and debris, cracks and holes. Sweep clean bike paths.
2. Clear all vegetation for two (2) feet on either sides of the bike path.
3. Submit RO through MSS to Public Works to make asphalt repairs. Concrete or other repairs will be made by MSS.

#### E. Children's Play Apparatus

1. Inspect for potential health and safety hazards such as loose or broken equipment, protrusions and entrapments.



Correct problem or shut down and secure the play apparatus.  
Notify supervisor.

2. Ensure that the equipment operates properly and is clean.
3. Inspect the play surface for deterioration, vandalism and safety problems. Remove weeds, debris, glass, etc.
4. Sweep play surface, wash off bird droppings, dirt, etc.
5. Replace damaged or broken seats, chains and hinges of swings.
6. Remove graffiti.

#### F. Picnic Areas and Camp Ground

1. Inspect for health and safety hazards such as improper charcoal disposal, damaged trees, worn or broken picnic tables and benches. Correct or report to supervisor.
2. Monitor campers for proper permits and ensure that they leave camp sites on the required days.
3. Ensure that sites are free of rubbish and that rubbish cans are emptied.
4. Inspect for proper signs.
5. Inspect and clean charcoal pits.
6. Check for vandalism and graffiti.
7. Ensure that camp site signs are properly installed.
8. Report homeless activity to supervisor.

#### G. Pools

A successful pool operation depends in part on a high level of pool maintenance safety and sanitation. The Pool Custodian is responsible for the day-to-day maintenance of the pools.

1. Sweep and wash down inside and outside decks daily. Check and clean overflow gutters daily to prevent accumulation of body oil and scum.
2. Clean lavatory and bath house daily. Perform follow up cleaning as necessary.
3. Vacuum the pool as necessary. Frequency will depend on level and use of pool usage.
4. Backwash filters as needed based on the indicators of the pressure gauges. Pump and deck strainers should be checked and cleaned before and during the backwashing operations.
5. Check PH and chlorine residual count at least twice a day or as needed. PH should be maintained at between 7.2 and 7.8. Chlorine should be at .06 ppm or higher.
6. Other mechanical operations and safe handling and storage of chemicals should be followed according to the swimming pool handbook and specific chemical use instructions.

Refer to the Pool Maintenance Manual for procedures for maintaining pools.

#### H. Ornamental Fountains

1. Daily check for debris, algae and water quality and that pumps are working properly. Remove leaves and other debris. Check and empty skimmers daily.
2. Drain and clean fountain at least quarterly or as needed.
3. Where applicable, check water quality and make necessary adjustments.

#### I. Drinking Fountains

1. Inspect drinking fountains daily and ensure that they are operational and clean. Fountains should be free of algae, debris, sand, etc.
2. Ensure that the fountain drains properly and clean out any blockage.
3. Defects or problems that cannot be corrected should be reported to the supervisor immediately.

#### J. Signs

Signs are a very important part of the park system as they relay information regarding rules, maximize safety and provide identity to the parks. Proper placement and maintenance of signs are critical maintenance functions.

1. Recreation and maintenance staff is responsible to ensure that appropriate signage is present at all parks.
2. Inspect to ensure that all existing signs are in place and readable. Issue necessary requests to have missing or defaced signs reinstalled.
3. Maintain the Sign Inventory and update annually, by November 30 of each year.
4. Continually evaluate the park to determine the need for additional signs. Issue the necessary requests to install new signs.

Refer to the Sign Policy and Procedures section in the DPR Administrative Handbook (No. 115) and the Parks and Recreation Sign Handbook.

### VI. MAINTENANCE OF LANDSCAPING

The primary concern of landscape maintenance is public health and safety and proper care of plants. Landscaping is very expensive and difficult to replace. Well maintained landscape also enhances the beauty of our facilities.

#### A. Health and Safety

1. Inspect parks and facilities on a daily basis for health and safety hazards such as broken glass, vandalism, holes in the fields, loose or broken fences, broken or hanging tree branches, etc. Take immediate action to correct problems or secure the hazard from the public. Notify supervisor to issue the necessary RO to correct problem.

#### B. Lawn and Turf Areas

1. Inspect lawn areas for brown spots or perpetual wet spots. Inspect irrigation systems to ensure that sprinklers are operating properly. Report problems to supervisor. Generally, lawns and plants should be watered twice a week, at least two days apart for about 20 minutes. During the rainy season this frequency may be reduced depending on the amount of rain that has fallen. Water as often as necessary to maintain a lush, healthy and grassy field. Newly planted trees and shrubs should be watered often.
2. Weeding should be done on a routine basis to eliminate weeds, kukus, etc. Where necessary, report excessive weeds to supervisor to request herbicide treatment.
3. Lawns should be mowed on a regular basis to look good and minimize injuries to park users. Mowing heights can be determined by the predominate use of the area; picnic areas can be left longer than sports area.
4. Fertilization and aeration is very important for proper growth of lawns and should be performed at least once a year. Notify supervisor to issue RO to fertilize and aerate fields.

#### C. Trees and Shrubs

1. Check to see that trees are pruned periodically to cut out dead wood and thinned to promote turf growth under branches. Notify supervisor to contact the Beautification Division to trim trees (phone 971-7151).
2. Trees and shrubs should be watered regularly to ensure proper growth.
3. Maintain shrubs to proper size and shape.
4. Keep areas clean of paper and other debris.
5. Inspect trees for broken or hanging branches and fronds, especially after periods of high winds. Report to supervisor immediately for removal.
6. Inspect trees for branches that are dead, decayed, split, insect infested, dry and excessively heavy. Also, inspect trees for excessive growth, obstructing branches to driveways, street lights, walkways, fence lines and electrical lines. Refer problems to the Beautification Division.

7. Inspect trees and palms for signs of stress caused by lack of water, especially during the dry season. Provide proper irrigation for these trees.
8. Weeds and grass at the base of the trees and shrubs should not be cut with line trimmers because of the potential damage to bark and roots. Mulch or other control measures should be used.
9. Mulch is very important for proper growth of trees and shrubs. Mulch should be applied to 3" depth around base of trees to control weeds, conserve water and add nutrients. Arrangements can be made with the Beautification Division to provide mulch material and for information regarding the application of mulch.

#### VII. WORK REQUESTS FOR MAINTENANCE SUPPORT SERVICES (MSS)

When a maintenance task cannot be completed by PMRS, a Repair Order (RO) or Project Request should be issued to MSS to perform the work. Routine maintenance work should be requested using the RO and major or new work should be using the Project Request.

Requests for emergency repairs should be made by telephone to expedite repairs. It is very important to follow up with an RO within one work day to facilitate record keeping.

#### VIII. GRAFFITI REMOVAL PROCEDURES

An important maintenance goal is to remove graffiti as soon as possible after it is found. The preferred technique is to clean the graffiti off and if this is not possible, then to paint it out. Where the graffiti is determined to be too extensive, the supervisor should issue an RO to have the entire area repainted.

##### CLEANING OFF GRAFFITI

##### 1. Materials and supplies needed:

- a. Graffiti remover "EM-7", "VGR" or an appropriate substitute for removing paint and other types of graffiti. "Citrus peel" or an appropriate substitute for removing magic marker and other non-paint graffiti.
- b. Cleaning equipment.
  - Safety equipment (if applicable).
  - Scrub pads (cut into 2x4 inch pads).
  - Putty knives and scrub brushes.
  - Water hose, buckets.
  - Brooms, rags.
  - Ladder (if applicable)

##### 2. Graffiti cleaning procedures:

Before any cleaning takes place it is important to note and follow the instructions on the proper use of the graffiti removers. Specific procedures for cleaning graffiti should include:

- a. Determine the type of surface that has graffiti.
  - b. Determine the type of graffiti (e.g., paint, magic marker etc.).
  - c. Read and follow the instructions for the use of the graffiti remover (stress safety).
  - d. Apply the graffiti remover. Note the waiting period if applicable. A putty knife or scrapper may be needed to remove stubborn graffiti.
  - e. After removing graffiti, rinse walls, fixtures and floors to remove residue.
3. Cleanup procedures
- a. Rinse and clean equipment.
  - b. Store all unused or partially used supplies.
  - c. If equipment is borrowed, return in clean condition.

#### PAINTING OUT GRAFFITI

##### 1. Materials and supplies needed:

- a. Paint brushes (3-4 inch recommended).
- b. Paint (water base primer tinted a beige color "FAWN", "GREEN" and "BROWN").
- c. Cans or containers used to hold the paint.
- d. Rags, long handle scrub brush, scrub pads.
- e. Water hose, bucket, soap.
- f. Ladder (if applicable).
- g. Drop cloth or protective coverings, masking tape.

##### 2. Painting procedures:

Before any painting takes place it is important to note that types of graffiti and the different surfaces that have graffiti. Be familiar with the proper painting techniques and be careful not to spill paint. Specific procedures should include:

- a. Determine the type of surfaces that have graffiti. Paint natural surfaces (unpainted or natural rock), glazed tile, plastic laminated surfaces and fixtures (toilets, sinks, etc.) Paint only surfaces that have already been painted. When in doubt, do not paint.
- b. For floors that should not get wet, cover the floor and fixtures with a drop cloth or other protective covering to

protect from dripping paint. Most outdoor restroom floors can be hosed off during the painting process to prevent drips or spills from drying.

- c. Prepare surface to be painted by scrubbing off excess dirt or flaking paint. Be sure that the surface is properly prepared for painting.
- d. Stir paint and pour a small amount into a separate paint container. Do not fill over 2" of paint in the can.
- e. Apply paint to completely cover the graffiti with a neat pattern, but try not to create an "easel" for the next tagger to use. If the graffiti is too large to be completely covered, apply paint using a dabbing method to obliterate the graffiti. If there is a spill or drip of paint, immediately wipe or rinse off with water.
- f. Upon completion, inspect entire area to ensure that all spills and drips have been cleaned up and that fixtures are clean and ready for use.

### 3. Cleanup procedures

- a. Thoroughly wash paint brush using soap and water. Remove all paint from the brush so that it can be reused. Wrap the brush in a piece of newspaper to keep the bristles in proper condition.
- b. Pour all extra paint back into original paint can and seal tightly. Rinse empty paint can so that it can be reused.
- c. Store all excess supplies so that they can be reused.

## IX. PARK INSPECTIONS

"You get what you inspect not what you expect."

Park inspections are a critical responsibility of all levels of PMRS to ensure that our facilities are properly maintained and in an acceptable condition for use by the public. Formal inspections meet many needs:

- Ensure that our facilities are safe and in proper working condition.
- Ensure that our staff is working effectively and following prescribed procedures.
- Identify potential maintenance problems (preventive maintenance).

Stimulate communication between supervisor, recreation and maintenance staff act as a training tool and help identify possible training needs of our employees.

Foster communication between Maintenance and Recreation.

Facility inspections are performed at various levels. Grounds maintenance and recreation staff inspect on a daily basis. Weekly inspections should be performed by maintenance supervisors and periodic inspections made for preventive maintenance needs. Superintendents and managers should conduct random daily and weekly inspections of facilities.

Park inspection forms are available to assist the supervisor and grounds staff in their inspections. The supervisor is responsible to ensure that inspections are made properly and on a timely basis. Inspection forms should be filled out completely and used to correct maintenance problems. Forms should be retained in file for future reference.

DRAFT



# Appendix B

## Pictorial Maintenance Observational Response



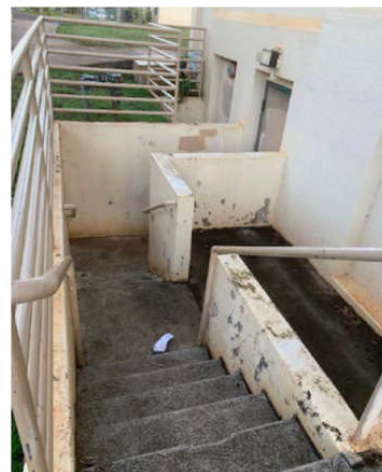
Makiki District Park: 5/22/20



9/27/19



Makiki District Park: 5/22/20



Makiki District Park 9/27/19





Booth District Park: 5/26/20



Booth District Park 9/26/19



Kualoa Regional Park: 5/26/20



9/26/19





Kailua District Park: 5/26/20



Kailua District Park: 9/26/19

# Kakou for Parks

117 renovated comfort stations (bathroom facilities) since March 2015

## Old Stadium Park



*Before*

## Old Stadium Park



*After*



# Kakou for Parks

119 new and refurbished play apparatus since March 2015

## Pōka‘i Bay Beach Park



*Before*

## Pōka‘i Bay Beach Park



*After*

# Kakou for Parks

377 resurfaced play courts at 91 parks (including 96 new pickleball courts) since March 2015

## Hökūahiahi Neighborhood Park



*Before*

## Hökūahiahi Neighborhood Park



*After*

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# Appendix A

## Resolution 19-91, CD1

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**CITY COUNCIL**  
CITY AND COUNTY OF HONOLULU  
HONOLULU, HAWAII

No. 19-91, CD1

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### RESOLUTION

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REQUESTING THAT THE CITY AUDITOR CONDUCT A PERFORMANCE AUDIT OF THE DEPARTMENT OF PARKS AND RECREATION.

WHEREAS, according to a Comprehensive Annual Financial Report, the City's \$1.07 billion capital improvement budget for fiscal year 2018 included among its priorities: restoring parks, upgrading infrastructure, and homeless-related initiatives; and

WHEREAS, according to the same report, for fiscal year 2018, \$101.1 million was appropriated in the capital improvement budget for participant and spectator recreational projects, an increase of 34.4% over the prior fiscal year, including such projects as Ala Moana Regional Park (\$20 million), Preservation and Conservation of Lands (\$10.5 million), Renovate Recreational Facilities (\$6.1 million), and Thomas Square (\$4.7 million); and

WHEREAS, the City's \$1.01 billion capital improvement budget for fiscal year 2019 continues to prioritize renovating and improving certain parks and park facilities; and

WHEREAS, City parks offer all residents respite from the high costs of living in the islands, and exist as spaces where everyone may gather inexpensively to spend weekends with friends and family, playing and barbecuing; and

WHEREAS, despite these on-going large-scale capital improvement projects, many of the parks in local residential neighborhoods are poorly maintained, have few or no dedicated groundskeepers or maintenance staff, and are sorely in need of repairs, new equipment, and safety measures; and

WHEREAS, a performance audit of the City Department of Parks and Recreation (DPR) was conducted in 2018 by the City Auditor to determine whether DPR fulfilled its performance metrics; and

WHEREAS, one of the findings in this audit was that DPR has long-term, high-volume vacancies in critical positions in park management and maintenance and, as a result, DPR has been challenged to properly maintain parks and make necessary repairs to ensure parks are run effectively and efficiently; and

WHEREAS, a new performance audit of DPR should be performed to determine the amount of funding appropriated and spent per park district in order to ensure equity in park improvements, staffing, and capital projects throughout the entire island of Oahu; now, therefore,



**CITY COUNCIL**  
CITY AND COUNTY OF HONOLULU  
HONOLULU, HAWAII

No. 19-91, CD1

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**RESOLUTION**

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BE IT RESOLVED by the Council of the City and County of Honolulu that the City Auditor is requested to conduct a performance audit of the Department of Parks and Recreation which should focus on:

1. The amount, by park district, that has been appropriated and expended in each of the last five years for salaries, current expenses, equipment and capital improvements; and
2. Whether DPR has sufficient policies and guidelines in place to ensure that every park in residential neighborhoods is maintained and improved at the same level as parks in the City's urban core that are heavily used by visitors; and

BE IT FURTHER RESOLVED that the City Auditor is requested to complete the performance audit no later than one calendar year after the adoption of this resolution; and

BE IT FURTHER RESOLVED that a copy of the completed audit report be filed with the City Clerk as a public record; and





**CITY COUNCIL**  
CITY AND COUNTY OF HONOLULU  
HONOLULU, HAWAII

No. 19-91, CD1

**RESOLUTION**

BE IT FINALLY RESOLVED that copies of this resolution be sent to the Mayor, the Managing Director, the Director of Parks and Recreation, and the City Auditor.

INTRODUCED BY:

Kymerly Pine

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DATE OF INTRODUCTION:

April 17, 2019  
Honolulu, Hawaii

Councilmembers

CITY COUNCIL  
CITY AND COUNTY OF HONOLULU  
HONOLULU, HAWAII  
CERTIFICATE

RESOLUTION 19-91, CD1

Introduced: 04/17/19 By: KYMBERLY PINE Committee: BUDGET

Title: RESOLUTION REQUESTING THAT THE CITY AUDITOR CONDUCT A PERFORMANCE AUDIT OF THE DEPARTMENT OF PARKS AND RECREATION.

Voting Legend: \* = Aye w/Reservations

		NOTE: COUNCILMEMBER WATERS TOOK OFFICE ON MONDAY, MAY 6, 2019.
		CC-173 ANDERSON - COUNCIL STANDING COMMITTEE ASSIGNMENTS.
05/20/19	SPECIAL BUDGET	CR-160 – RESOLUTION REPORTED OUT OF COMMITTEE FOR ADOPTION AS AMENDED IN CD1 FORM. 4 AYES: ELEFANTE, MANAHAN, MENOR, PINE. 1 EXCUSED: WATERS.
06/05/19	COUNCIL	CR-160 AND RESOLUTION 19-91, CD1 AS AMENDED WERE ADOPTED. 9 AYES: ANDERSON, ELEFANTE, FUKUNAGA, KOBAYASHI, MANAHAN, MENOR, PINE, TSUNEYOSHI, WATERS.





I hereby certify that the above is a true record of action by the Council of the City and County of Honolulu on this RESOLUTION.

  
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GLEN I. TAKAHASHI, CITY CLERK










  
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IKAIKA ANDERSON, CHAIR AND PRESIDING OFFICER

# Appendix B


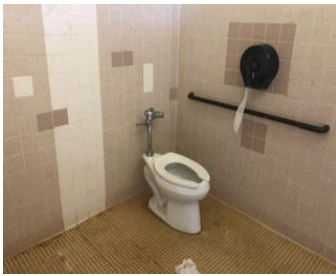






## Pictorial Maintenance Observations






<b><i>Pictorial Maintenance Standard</i></b>	<b><i>Fieldwork Observation of Poor Standard</i></b>
<p>SHT1-A Lawn Care-Color            Poor-Wide variations of color. Some brown areas evident due to lack of water and/or fertilizer.</p>	 <p>Kapolei Regional Park 2/14/20</p>
<p>SHT1-B Lawn Care-Weeding            Poor-Weeds cover more than 20% of grassed areas.</p>	 <p>Kapolei Regional Park 2/14/20</p>
<p>SHT3-A Lawn Care-Leaf Removal            Poor: Too many leaves to meet requirement for fair rating. (Leaves cover 10% of grassed areas around trees)</p>	 <p>Kaimana Beach Park 9/17/19</p>
<p>SHT3-B Lawn Care-Policing            Poor: Does not meet the standard for fair. (Three to six pieces of obvious litter in the field area or many non-obvious pieces of litter such as drink can tabs)</p>	 <p>Thomas Square 9/17/19</p>

<b>Pictorial Maintenance Standard</b>	<b>Fieldwork Observation of Poor Standard</b>
<p>SHT4-B Lawn Care-Edging</p> <p>Poor-Edging is not good enough to qualify for fair. (Grass runners have grown approximately one inch into edged area)</p>	 <p>Pacific Palisades Community Park 9/25/19</p>
<p>SHT. 7: Refuse Removal</p> <p>Poor-Trash is overflowing trash containers.</p>	 <p>Kailua District Park 9/26/19</p>
<p>SHT. 9-A: Buildings-Windows</p> <p>Poor-Windows or jalousies are dirty. Do not meet criteria for fair.</p>	 <p>Kailua District Park 9/26/19</p>
<p>SHT. 9-B: Buildings-Walls</p> <p>Poor-Walls are dirty and/or have more than slight amount of graffiti which could be removed or painted over by the grounds keeper.</p>	 <p>Kailua District Park 9/26/19</p>

<b>Pictorial Maintenance Standard</b>	<b>Fieldwork Observation of Poor Standard</b>	
<p>SHT. 10-A: Buildings-Stairs                      Poor-Stairs are stained, dirty, and/or have litter on them.</p>	 <p>Makiki District Park 9/27/19</p>	 <p>Booth District Park 9/26/19</p>
<p>SHT. 10-B: Buildings-Drinking Fountains                      Poor-Fountain basin is heavily stained or algae build up. Does not meet minimum for fair.</p>	 <p>Kailua District Park 9/26/19</p>	 <p>Koko Head District Park 9/17/19</p>  <p>Kilauea District Park 9/26/19</p>  <p>Kualoa Regional Park</p>
<p>SHT. 11: Buildings-indoor Shower                      Poor-Heavy soap build up on walls, floors badly stained and or some algae evident.</p>	  <p>Kualoa Regional Park 9/26/19</p>	
<p>SHT. 12-A: C. Station/Bathhouse-Toilets                      Poor-Toilet is dirty and/or heavily stained. Piping is corroded.</p>	 <p>Kapolei Regional Park 2/14/20</p>	



<b>Pictorial Maintenance Standard</b>	<b>Fieldwork Observation of Poor Standard</b>	
<p>SHT. 13-A: C. Station/Bathhouse-Floors                      Poor-Floor has loose dirt or litter, is heavily stained and/or is very dirty.</p>	 <p data-bbox="592 611 873 636">Whitmore Village Park 9/26/19</p>	 <p data-bbox="1040 611 1321 636">Kaneohe District Park 9/27/19</p>
<p>SHT. 13-B: C. Station/Bathhouse-Walls                      Poor-Walls are dirty or marked up.</p>	 <p data-bbox="592 913 813 938">Thomas Square 9/17/19</p>	 <p data-bbox="987 913 1268 938">Kapolei Regional Park 2/14/20</p>
<p>SHT. 14-B: C. Station/Bathhouse Tissue Containers                      Poor-Container does not meet standards for fair rating. (Container may have graffiti or rust, should have paper in it)</p>	 <p data-bbox="971 1192 1252 1218">Kapolei Regional Park 2/14/20</p>	
<p>SHT. 15-A: Outdoor Furniture/Facilities                      Picnic Tables and Benches                      Poor-Surface is dirty, litter and spill are evident.</p>		 <p data-bbox="1133 1409 1333 1476">Kailua District Park 9/26/19                      Kaimana beach park</p>
<p>SHT. 16-A: Outdoor Furniture/Facilities                      Outdoor Shower, Pads, and Mast                      Poor-Algae covers one-fifth of the shower base. Shower pad has large quantities of sand.</p>	 <p data-bbox="992 1808 1273 1833">Kualoa Regional Park 9/26/19</p>	

<b>Pictorial Maintenance Standard</b>	<b>Fieldwork Observation of Poor Standard</b>	
<p>SHT. 17-A: Play Apparatus                      Poor-Equipment needs repair or replacement. Surrounding grassed area contains noticeable brown spots, requires trimming.</p>	 <p data-bbox="1045 590 1300 611">Makiki District Park 9/27/19</p>	
<p>SHT. 17-B: Court areas                      Poor-Court littered and/or dirty. Lines, surface, and equipment do not meet standard for fair rating.</p>	 <p data-bbox="699 932 948 953">Booth District Park 9/26/19</p>	 <p data-bbox="1065 932 1317 953">Kailua District Park 9/26/19</p>
<p>SHT. 18-A: Parking Lots                      Poor-Asphalt in disrepair, stall lines obscure and/or unacceptable amounts of weeds, litter, dirt, leaves, etc.</p>	 <p data-bbox="1187 1209 1438 1230">Kailua District Park 9/26/19</p>	
<p>SHT. 18-B: Sidewalks                      Poor-Has litter, graffiti, and does not meet standard for fair.</p>	 <p data-bbox="1187 1524 1438 1545">Kailua District Park 9/26/19</p>	

Source: Office of the City Auditor

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# Appendix C

## Mayor's Kākou for Parks Initiative

### Resurfaced Play Courts

359 courts at 88 park locations

Melemanu Neighborhood Park



Before

Melemanu Neighborhood Park



After

### Kākou for Parks

April 2020

In his 2015 State of the City address, Mayor Kirk Caldwell continued his dedication to improving our parks by announcing a Kākou for Parks initiative to revitalize some of our aging and damaged facilities.

Since that time, the Honolulu Department of Parks and Recreation has been busy renovating comfort stations, refurbishing and replacing play apparatus, and resurfacing play courts that were either aging, in need of repair, or had been damaged by vandals.

Improvements have been made to **173 different parks** across O'ahu. Those include:

- 119 new & refurbished play apparatus
- 115 renovated comfort stations
- 359 resurfaced play courts at 88 sites

Visit [honolulu.gov/parks](http://honolulu.gov/parks) to see a full list and many more pictures of the improved facilities. Click on "Mayor's Kākou for Parks Progress" on the right side of the page to access from the homepage.

## New/Refurbished Play Apparatus

119 new and refurbished play apparatus

Kuahelani Neighborhood Park



Kuahelani Neighborhood Park



## Renovated Comfort Stations

115 repaired and cleaned bathroom facilities

Kaka'ako Waterfront Park #1



Kaka'ako Waterfront Park #1



Source: Department of Parks and Recreation

# Appendix D

## Council Added Capital Improvement Program (CIP) Projects FY 2015 - FY 2017

### FY 2015

	<i>CIP Project</i>	<i>District</i>	<i>Proposed</i>	<i>Adopted</i>
1	AWEOWEO BEACH PARK - REPLACE PLAY-TOT EQUIPMENT	4	\$ -	\$ 225,000
2	GEIGER COMMUNITY PARK	3	\$ -	\$ 81,000
3	HOAEAE COMMUNITY PARK	3	\$ -	\$ 25,000
4	KAWELA BAY TO KAHUKU POINT LAND CONSERVATION	4	\$ -	\$ 3,500,000
5	KUNIA NEIGHBORHOOD PARK	3	\$ -	\$ 45,000
6	MILILANI MAUKA DISTRICT PARK - TENNIS COURT	3	\$ -	\$ 225,000
7	PEARLRIDGE COMMUNITY PARK	3	\$ -	\$ 100,000
8	SENATOR FONG'S PLANTATION GARDEN	4	\$ -	\$ 1,100,000
9	SWANZY BEACH PARK	4	\$ -	\$ 150,000
10	WAHIAWA DISTRICT PARK - REPLACE PLAY-TOT EQUIPMENT	3	\$ -	\$ 225,000
11	WAHIAWA SKATEBOARD PARK	3	\$ -	\$ 50,000

### FY 2016

	<i>CIP Project</i>	<i>District</i>	<i>Proposed</i>	<i>Adopted</i>
1	DR. SUN YAT-SEN MEMORIAL PARK IMPROVEMENTS	2	\$ -	\$ 250,000
2	EWA BEACH DOG OBEDIENCE AND TRAINING FACILITY	3	\$ -	\$ 50,000
3	KA IWI COAST MAUKA LANDS	1	\$ -	\$ 2,500,000
4	KAHUKU MUNICIPAL GOLF COURSE	4	\$ -	\$ 3,850,300
5	KALAKAUA DISTRICT PARK	2	\$ -	\$ 495,000
6	KAWELA BAY LAND ACQUISITION	4	\$ -	\$ 5,000,000
7	KOKUA KALIHI VALLEY	2	\$ -	\$ 900,000
8	MAKAHA BEACH PARK MASTER PLAN	3	\$ -	\$ 750,000
9	MOANALUA COMMUNITY PARK SWIMMING POOL	2	\$ -	\$ 150,000
10	OLD STADIUM PARK IMPROVEMENTS	1	\$ -	\$ 100,000
11	ONEULA BEACH PARK, EWA BEACH	4	\$ -	\$ 1,000,000
12	PATSY T. MINK CENTRAL OAHU REGIONAL PARK	5	\$ -	\$ 100,000
13	PAWAA IN-HA PARK	2	\$ -	\$ 2,500,000
14	PEARLRIDGE NEIGHBORHOOD PARK	3	\$ -	\$ 1,133,000
15	PUNALUU BEACH PARK IMPROVEMENTS	4	\$ -	\$ 100,000
16	PUPUKEA BEACH PARK IMPROVEMENTS - PHASE I	4	\$ -	\$ 2,070,000
17	WAIALUA BAND STAND IMPROVEMENTS	4	\$ -	\$ 450,000
18	WAIPIO NEIGHBORHOOD PARK	3	\$ -	\$ 425,000
19	WAIPIO PENINSULA RECREATION COMPLEX, WAIPIO PENINSULA	5	\$ -	\$ 200,000

**FY 2016**

	<b>CIP Project</b>	<b>District</b>	<b>Proposed</b>	<b>Adopted</b>
1	AINA HAINA NATURE PRESERVE EXPANSION, WAILUPE	1	\$ -	\$ 4,056,000
2	CRANE COMMUNITY PARK	1	\$ -	\$ 75,000
3	EWA BEACH SKATE PARK	3	\$ -	\$ 185,000
4	EWA VILLAGES COMMUNITY CENTER	3	\$ -	\$ 100,000
5	HAKIPUU LOI KALO	4	\$ -	\$ 850,000
6	HELEMANO WILDERNESS RECREATION AREA	3	\$ -	\$ 2,000,000
7	KAHUKU MUNICIPAL GOLF COURSE	4	\$ -	\$ 7,019,000
8	KALAMA BEACH PARK BUILDING AND COMFORT STATION	4	\$ -	\$ 500,000
9	KAMEHAMEHA COMMUNITY PARK	2	\$ -	\$ 390,000
10	KANEWAI SPRING, KULIOUOU	1	\$ -	\$ 1,000,000
11	KOKO HEAD DISTRICT PARK LIGHTING IMPROVEMENTS	1	\$ -	\$ 150,000
12	KOKO HEAD RIDING STABLES	1	\$ -	\$ 650,000
13	KOOLAULOA REGIONAL PARK MASTER PLAN		\$ -	\$ 100,000
14	KUHIO BEACH COMFORT STATION IMPROVEMENTS	1	\$ -	\$ 200,000
15	LEEWARD COAST PARKS IMPROVEMENTS	3	\$ -	\$ 1,350,000
16	MILILANI MAUKA DISTRICT PARK	3	\$ -	\$ 500,000
17	OLD STADIUM PARK IMPROVEMENTS	1	\$ -	\$ 250,000
18	PALOLO VALLEY DISTRICT PARK	1	\$ -	\$ 50,000
19	PUUKUA, WAIMEA	4	\$ -	\$ 275,000
20	RECREATION DISTRICT NO. 5 IMPROVEMENTS	5	\$ 310,000	\$ 2,310,000
21	WHITMORE GYM, WAHIAWA	3	\$ -	\$ 1,000,000
22	WILSON COMMUNITY PARK	1	\$ -	\$ 220,000

Source: Department of Budget and Fiscal Services

# Appendix E

## Capital Improvement Program (CIP) Projects for Parks

### FY 2015 to FY 2017

Exhibit E.1  
FY 2015

	Line Item	District	Proposed	Adopted (End of FY CIP Quarterly Report)	Actual	Proposed to Adopted Difference	Adopted to Actual Difference	CIP Quarterly Status Report 2015 4th Quarter Comments	Actual (CIP Quarterly)	CIP Quarterly Status Report 2016 4th Quarter Comments	Actual (End of FY 17 CIP Quarterly Report)	CIP Quarterly Status Report 2017 4th Quarter Comments
1	AINA HAINA NATURE PRESERVE EXPANSION, WAILUPE	1	--	\$ 4,056,000	\$ -	\$ 4,056,000	\$ (4,056,000)	As of 4th quarter 2015, Project managed by MDO	unknown	no record of in report	0	managed by MDO
2	ALA MOANA REGIONAL PARK	2	\$ 3,000,000	\$ 3,000,000	\$ -	\$ -		Projects to bid using current year construction	0	Project awarded, Pending NTP	unknown	Construction ongoing 55%
3	AWEOWEO BEACH PARK - REPLACE PLAY-TOT EQUIPMENT	4	--	\$ 225,000	\$ 4,500	\$ 225,000	\$ (220,500)	Construction ongoing	unknown	no record of in report	unknown	no record of in report
4	COMFORT STATIONS AT VARIOUS PARKS		\$ 1,454,000	\$ 1,230,000	\$ -	\$ (224,000)		pending DPR direction. PP funds	0	project managed by DFM	0	project managed by DFM
5	CRANE COMMUNITY PARK	1	\$ 115,000	\$ 115,000	\$ -	\$ -		project being reviewed	unknown	no record of in report	0	project being reviewed
6	CRESTVIEW COMMUNITY PARK	3	\$ 150,000	\$ 150,000	\$ -	\$ -		Project not a DPR priority at this time	unknown	no record of in report	unknown	no record of in report
7	DEPARTMENT OF PARKS AND RECREATION FOR SURFACE WATER DISCHARGE		\$ 865,000	\$ 865,000	\$ -	\$ -			unknown	no record of in report	unknown	no record of in report
8	DIVISION OF URBAN FORESTRY (DUF) ADMIN & ARBORICULTURE RELOCATION		\$ 300,000	\$ 300,000	\$ -	\$ -		Projects to bid using current year construction funds.		DPR looking to relocate DUF admin Building and Arboriculture to Ala Wai. Consultant contract needs to be amended to include EA. FY 2015 funds used to procure trailers.	0	Scope development/consultant procurement process ongoing
9	DIVISION OF URBAN FORESTRY TREE FARM - PATSY T. MINK CENTRAL OAHU REGIONAL PARK		\$ 100,000	\$ 100,000	\$ -	\$ -		Project in planning/design phase	0	Project in planning/design phase	unknown	no record of in report
10	DIVISION OF URBAN FORESTRY/HORTICULTURE SERVICES OFFICE REPLACEMENT		\$ 50,000	\$ 50,000	unknown	\$ -		Project in planning/design phase, 20% planning done	unknown	Project in planning/design phase, 20% planning done	unknown	Project in planning/design phase, 20% planning done
11	FERN COMMUNITY PARK	2	\$ 425,000	\$ 425,000	\$ -	\$ -		Projects to bid using current year construction funds.	0	Project went out to bid, Pending award.	unknown	no record of in report
12	GEIGER COMMUNITY PARK	3	--	\$ 81,000	\$ -	\$ 81,000	\$ (81,000)	As of 4th quarter 2015, Project is being reviewed	unknown	no record of in report	unknown	no record of in report
13	HAKIPUU LOI KALO, HAKIPUU, KOOLAUPOKO	4		\$ 650,000	\$ -	\$ 650,000	\$ (650,000)	As of 4th quarter 2015, Project managed by MDO	unknown	no record of in report	0	managed by MDO
14	HALEIWA BEACH PARK	4	\$ 1,000,000	\$ 1,000,000	\$ -	\$ -		Project deferred. Project is not a priority for DPR at this time.	0	Project is not a priority for DPR at this time.	0	Project being reviewed.
15	HANAUMA BAY NATURE PRESERVE	1	\$ 880,000	\$ 880,000	\$ -	\$ -		Scope development/consultant procurement process ongoing	unknown	Project awarded, Pending NTP. 1% design	cannot determine	Projects to bid using current year construction funds.5% design
16	HOAEAE COMMUNITY PARK	3	--	\$ 25,000	\$ -	\$ 25,000	\$ (25,000)	As of 4th quarter 2015, Project is being reviewed	unknown	no record of in report	unknown	no record of in report
17	HONOWAI PARK	3	--	\$ 45,000	\$ 10,500	\$ 45,000	\$ (34,500)	As of 4th quarter, design 30% done but project canceled and improvements not needed at this time	0	design 30% done but project canceled and improvements not needed at this time	cannot determine	Potable water and irrigation systems design 30% done, Projects to bid using current year construction funds.
18	KAHALA COMMUNITY PARK	1	\$ 525,000	\$ 525,000	\$ -	\$ -		Scope development/consultant procurement process ongoing	0	Scope development/consultant procurement process ongoing	cannot determine	Construction ongoing 80%
19	KAHI KANI NEIGHBORHOOD PARK	3	--	\$ 150,000		\$ 150,000		As of 4th quarter 2015, Project is being reviewed	unknown	no record of in report	unknown	no record of in report
20	KAHUKU MUNICIPAL GOLF COURSE	4	--	\$ 5,850,750	\$ -	\$ 5,850,750	\$ (5,850,750)	As of 4th quarter 2015, Project managed by MDO	0	project managed by MDO	0	managed by MDO
21	KAIKA BAY BEACH PARK	4	--	\$ 900,000		\$ 900,000		As of 4th quarter 2015, Project is being reviewed	unknown	no record of in report	unknown	no record of in report
22	KAILUA BEACH PARK PAVILION RECONSTRUCTION	4	\$ 1,100,000	\$ 1,100,000	\$ -	\$ -		Projects to bid using current year construction funds.	unknown	no record of in report	unknown	no record of in report
23	KALAUAO VALLEY	2	\$ 578,250	\$ 578,250	\$ -	\$ -		Project managed by MDO	unknown	no record of in report	unknown	no record of in report
24	KALIHI VALLEY DISTRICT PARK	2	\$ 175,000	\$ 175,000	\$ -	\$ -		Project not a priority for DPR at this time.	unknown	no record of in report	unknown	no record of in report
25	KAMOKILA COMMUNITY PARK	3	\$ 575,000	\$ 575,000	\$ -	\$ -		Projects to bid using current year construction funds.	0	Project awarded, Pending NTP.	unknown	no record of in report
26	KAPAOLONO COMMUNITY PARK	1		\$ 650,000	\$ -	\$ 650,000	\$ (650,000)	As of 4th quarter 2015, project went out to bid, pending award	0	project awarded, pending NTP	cannot determine	convert HECO service from primary to secondary construction 60% done
28	KAWELA BAY TO KAHUKU POINT LAND CONSERVATION	4	--	\$ 3,500,000	\$ -	\$ 3,500,000	\$ (3,500,000)	As of 4th quarter 2015, Project managed by MDO	0	project managed by MDO	unknown	no record of in report
29	KILAUEA DISTRICT PARK	1	\$ 121,000	\$ 121,000	\$ -	\$ -		pending DPR direction regarding scope	0	Projects to bid using current year construction funds. Design 25%	cannot determine	Projects to bid using current year construction funds. design 80%
30	KOKO HEAD DISTRICT PARK	1	\$ 150,000	\$ 150,000	\$ -	\$ -		Project went out to bid, Pending award	unknown	Construction ongoing 85%	unknown	no record of in report



Exhibit E.1  
FY 2015 (continued)

	Line Item	District	Proposed	Adopted (End of FY CIP Quarterly Report)	Actual	Proposed to Adopted Difference	Adopted to Actual Difference	CIP Quarterly Status Report 2015 4th Quarter Comments	Actual (CIP Quarterly)	CIP Quarterly Status Report 2016 4th Quarter Comments	Actual (End of FY 17 CIP Quarterly Report)	CIP Quarterly Status Report 2017 4th Quarter Comments
31	KUNIA NEIGHBORHOOD PARK	3	--	\$ 45,000	\$ -	\$ 45,000	\$ (45,000)	As of 4th quarter 2015, Project is being reviewed	unknown	no record of in report	unknown	no record of in report
32	MAKIKI DISTRICT PARK	2	\$ 114,840	\$ 114,840	\$ -	\$ -		Scope development/consultant procurement process ongoing	unknown	Project went out to bid, Pending award, design 1% for AC improvements	unknown	no record of in report
33	MANOAVALLEY DISTRICT PARK	1	\$ 750,975	\$ 750,975	unknown	\$ -		Project went out to bid, Pending award., design Manoa Valley District Park Ball field Light Replacement 85%	unknown	1% Construction ongoing, design 85%	unknown	no record of in report
34	MCCULLY DISTRICT PARK	1	\$ 100,000	\$ 100,000	\$ -	\$ -		Project managed by DPR	unknown	no record of in report	unknown	no record of in report
35	MILILANI MAUKA DISTRICT PARK - TENNIS COURT	3	--	\$ 225,000	\$ -	\$ 225,000	\$ (225,000)	As of 4th quarter 2015, Project is being reviewed	unknown	no record of in report	unknown	no record of in report
36	MITIGATIVE IMPROVEMENTS AT PARKS		\$ 500,000	\$ 500,000	unknown	\$ -		Planning study only. Haleiwa, Hauula and Punalu'u Beach Park Improvements and Assessments of Leeward Beach Parks ongoing. City Beach Parks Erosion Assessment (Leeward Coast) and Concept Designs for Selected Beach Parks 50% planning, 5% design	unknown	City Beach Parks Erosion Assessment (Leeward Coast) and Concept Designs for Selected Beach Parks-planning study only. Haleiwa, Hauula and Punalu'u Beach Park Improvements and Assessments of Leeward Beach Parks ongoing. Planning 50%, design 5%. Kuilei Cliffs and Beach Road Erosion/Rockfall Mitigative Improvements-Project in planning/design phase. Kunawai Neighborhood Park Emergency Reconstruction of RetainingWall-Project went out to bid, Pending award. Waikiki Seawall - Mitigative Improvements at Parks-Project in planning/design phase		Kuilei Cliffs and Beach Road Erosion/Rockfall Mitigative Improvements-planning 100% project in planning/design phase. Waikiki Seawall - Mitigative Improvements at Parks-Project in planning/design phase. Kunawai Neighborhood Park Emergency Reconstruction of Retaining Wall-Project went out to bid, Pending award. City Beach Parks Erosion Assessment (Leeward Coast) and Concept Designs for Selected Beach Parks-Planning study only. Haleiwa, Hauula and Punalu'u Beach Park Improvements and Assessments of Leeward Beach Parks ongoing
37	MOANALUA COMMUNITY PARK SWIMMING POOL	2	--	\$ 55,000	\$ -	\$ 55,000	\$ (55,000)	As of 4th quarter 2015, Project is being reviewed	0	design 30% done but project canceled and improvements not needed at this time	0	Processing MOA with Hawaii Gas Co. to do a pilot project using gas-powered heat pump on a trial basis.
38	NIU VALLEY NEIGHBORHOOD PARK	1	\$ 250,000	\$ 250,000	\$ -	\$ -		Project went out to bid, Pending award	unknown	no record of in report	unknown	no record of in report
39	ONEULA BEACH PARK, EWA BEACH	4	\$ 150,000	\$ 150,000	unknown	\$ -		Project went out to bid, Pending award. Oneula Beach Park - Removal of Large Capacity Cesspool design 65%	0	Project being reviewed.	0	Project being reviewed.
40	PALOLO VALLEY DISTRICT PARK	1	\$ 267,000	\$ 367,000	\$ 343,530	\$ 100,000	\$ (23,470)	As of 4th quarter 2015, construction on going 99% complete	0	Project awarded, Pending NTP.	cannot determine	roofing and misc. improvements construction 40% ongoing
41	PATSY T. MINK CENTRAL OAHU REGIONAL PARK	5	\$ 100,000	\$ 100,000	\$ -	\$ -		Project being reviewed	unknown	no record of in report	unknown	no record of in report
42	PEARL HARBOR HISTORIC TRAIL		\$ 1,000,000	\$ 1,000,000	\$ -	\$ -		Project managed by DTS	unknown	no record of in report	unknown	no record of in report
43	PEARLRIDGE COMMUNITY PARK	3	--	\$ 100,000	\$ -	\$ 100,000	\$ (100,000)	As of 4th quarter 2015, Project is being reviewed	unknown	no record of in report	unknown	no record of in report
44	PRESERVATION AND CONSERVATION LANDS	4	--	\$ -	\$ -	\$ -			unknown	no record of in report	unknown	no record of in report
45	PUNALUU BEACH PARK IMPROVEMENTS	4	--	\$ 140,000	\$ -	\$ 140,000		As of 4th quarter 2015, project deferred. Beach is slowly eroding; installation of irrigation is not recommended at this time. Ccc	0	Project deferred. Beach is slowly eroding installation of irrigation is not recommended at this time. Ccc	0	project deferred. Beach is slowly eroding
46	PUPUKEA BEACH PARK IMPROVEMENTS		\$ 10,611,750	\$ 250,000	unknown	\$ (10,361,750)		Master plan being finalized. P 95%	unknown	Master plan finalized. FY 2016 c funds premature. Major permits are needed. Planning 95%	cannot determine	Master plan finalized. FY 2016 c funds premature. Major permits are needed. 95% planning
47	PUU O HULU COMMUNITY PARK, MAILI	4	\$ 250,000	\$ 250,000	\$ -	\$ -		Scope development/consultant procurement process ongoing	0	Project went out to bid, Pending award	0	Project went out to bid, Pending award
48	RECONSTRUCT WASTEWATER SYSTEMS FOR PARKS		\$ 300,000	\$ 300,000	\$ -	\$ -		Construction ongoing	0	Project in planning/design phase	cannot determine	Construction ongoing 85%, design 65%
49	RECREATION DISTRICT NO. 2 IMPROVEMENTS	2	\$ 600,000	\$ 600,000	\$ -	\$ -		Construction ongoing	cannot determine	various projects in different phases	cannot determine	Kalihi Valley District Park Recreation Building Roof Improvements-project not a priority for DPR at this time. Lanakila District Park Gymnasium Modification of Basketball Backstops, Phase II-Project awarded, Pending NTP Replacement of Fire Alarm Systems At Various Parks, Phase III-Projects to bid using current year construction funds.
50	RECREATION DISTRICT NO. 3 IMPROVEMENTS	3	\$ 600,000	\$ 700,000	\$ 446,500	\$ 100,000	\$ (253,500)	As of 4th quarter 2015, construction ongoing	cannot determine	Manana Planning/Design 100% done construction 30% done, Mililani district construction 90% done, Kipapa construction 99% done, design-build for play apparatus at various parks construction 95% done	cannot determine	Asing planning 55% done, pearl city district swimming pool planning/design 100% done, Waipahu district park swimming pool 100% done, Crestview community park recreation center roof planning 100% done
51	RECREATION DISTRICT NO. 4 IMPROVEMENTS	4	\$ 600,000	\$ 600,000	unknown	\$ -		various projects, most in planning	cannot determine	various projects in different phases	cannot determine	various projects in different phases
52	RECREATION DISTRICT NO. 5 IMPROVEMENTS	5	\$ 400,000	\$ 400,000	\$ -	\$ -		various projects, most in planning	cannot determine	various projects in different phases	cannot determine	various projects in different phases
53	RECREATION DISTRICT NO.1 IMPROVEMENTS	1	\$ 6,000	\$ 500,000	\$ 10,000	\$ 494,000	\$ (490,000)	As of 4th quarter 2015, project went out to bid, pending award	cannot determine	Kaimuki comm park design 80% done construction 50% done, Aina Haina community construction 95% done, crane construction 98%, Kamiloiki construction 75%	cannot determine	Koko head shooting complex planning 100% done, design 20% done, Kaimuki comm park recr. p/d 80% done construction 60% done

**Exhibit E.1  
FY 2015 (continued)**

	Line Item	District	Proposed	Adopted (End of FY CIP Quarterly Report)	Actual	Proposed to Adopted Difference	Adopted to Actual Difference	CIP Quarterly Status Report 2015 4th Quarter Comments	Actual (CIP Quarterly)	CIP Quarterly Status Report 2016 4th Quarter Comments	Actual (End of FY 17 CIP Quarterly Report)	CIP Quarterly Status Report 2017 4th Quarter Comments
54	RENOVATE RECREATIONAL FACILITIES		\$ 5,044,077	\$ 4,568,077	unknown	\$ (476,000)		various projects		various projects in different phases	cannot determine	various projects in different phases
55	SANDY BEACH PARK IMPROVEMENTS	1	--	\$ 510,000	\$ -	\$ 510,000	\$ (510,000)	As of 4th quarter 2015, Project is being reviewed	cannot determine	Comfort station on Halona side roof improvements design 100% done	unknown	no record of in report
56	SENATOR FONG'S PLANTATION GARDEN	4	--	\$ 1,100,000	\$ -	\$ 1,100,000	\$ (1,100,000)	As of 4th quarter 2015, Project managed by MDO	unknown	no record of in report	unknown	no record of in report
57	SWANZY BEACH PARK	4	--	\$ 150,000	\$ -	\$ 150,000	\$ (150,000)	As of 4th quarter 2015, Project is being reviewed	unknown	no record of in report	unknown	no record of in report
58	THOMAS SQUARE	2	\$ 1,950,000	\$ 1,950,000	\$ -	\$ -		Planning phase ongoing.	0	Project awarded, Pending NTP	0	Project awarded, Pending NTP
59	WAHIAWA BOTANICAL GARDEN	3	\$ 100,000	\$ 100,000	\$ -	\$ -		Scope development/consultant procurement process ongoing	0	m-4 on hold	0	m-4 on hold
60	WAHIAWA DISTRICT PARK - REPLACE PLAY-TOT EQUIPMENT	3	--	\$ 225,000	unknown	\$ 225,000	unknown	No record of in CIP report	unknown	no record of in report	unknown	no record of in report
61	WAHIAWA SKATEBOARD PARK	3	--	\$ 50,000	\$ -	\$ 50,000	\$ (50,000)	As of 4th quarter 2015, Project is being reviewed	unknown	no record of in report	unknown	no record of in report
62	WAIALUA DISTRICT PARK	4	\$ 250,160	\$ 250,160	\$ -	\$ -		Project managed by DPR	0	DPR looking at converting lighting to LED	0	DPR looking at converting lighting to LED
63	WAIANA DISTRICT PARK	4	\$ 621,750	\$ 621,750	unknown	\$ -		Projects to bid using current year construction funds. D 25%	0	Projects to bid using current year construction funds. Design 25%	cannot determine	Projects to bid using current year construction funds. Design 25%
64	WAIKIKI WAR MEMORIAL COMPLEX/WAIKIKI BEACH	1	\$ 300,000	\$ 300,000	unknown	\$ -		EIS being prepared. P 15%	unknown	EIS being prepared. P 15%	cannot determine	EIS being prepared, 15%
	Total		\$ 36,529,802	\$ 44,894,802	\$ 815,030	\$ 8,365,000	\$ (18,069,720)					

**Exhibit E.2  
FY 2016**

	Line Item	District	Proposed	Adopted	Actual (End of FY CIP Quarterly Report)	Proposed to Adopted Difference	Adopted to Actual Difference	CIP Quarterly Status Report 2016 4th Quarter Comments	Actual 2017 (End of CIP Quarterly Report)	CIP Quarterly Status Report 2017 4th Quarter Comments	Actual 2018 (End of CIP Quarterly Report)	CIP Quarterly Status Report 2018 4th Quarter Comments
1	AIEA DISTRICT PARK	2	\$ 73,150	\$ 73,150	cannot determine	\$ -	\$ -	Construction ongoing 75%, design 65%	unknown	no record of in report	cannot determine	projects in various phases
2	ALA MOANA REGIONAL PARK	2	\$ 3,256,000	\$ 3,256,000	\$ -	\$ -	\$ -	Project awarded, Pending NTP	\$ -	Construction ongoing	cannot determine	projects in various phases
3	CANOE HALAU AT HALEIWA REGIONAL PARK	4		\$ 500,000	\$ -	\$ 500,000	\$ (500,000)	Comments received from DPR, which indicate that not feasible to move forward	cannot determine	no record of in report	\$ -	project being reviewed
4	DR. SUN YAT-SEN MEMORIAL PARK IMPROVEMENTS	2		\$ 250,000	\$ -	\$ 250,000	\$ (250,000)	AV being processed	unknown		unknown	no record of in report
5	ENTERPRISE FACILITIES IMPROVEMENTS			\$ 350,000	\$ -	\$ 350,000	\$ (350,000)	project on hold pending availability of funds	cannot determine	Current year appropriation \$500L. Projects to bid using current year construction. 5/2/16 Waikiki Shell Diamond Head Restroom/Concession	cannot determine	Blaisdell Center - Utility
6	EWA BEACH DOG OBEDIENCE AND TRAINING FACILITY	3		\$ 50,000	\$ -	\$ 50,000	\$ (50,000)	project being reviewed	unknown	no record of in report	unknown	no record of in report
7	GOLF COURSE IMPROVEMENTS			\$ 150,000	\$ 2,050	\$ 150,000	\$ (147,950)	Projects to bid using current year construction funds. (Ala Wai) Project went out to bid, Pending award. (Pali) project on hold pending availability of funds (west loch)	unknown	West Loch golf course restroom renovations 40% done but project on hold depending availability of funds, west loch scope development/consultant procurement process ongoing, Pali golf course AC improvements for clubhouse 50% done construction ongoing, Ala Wai golf course clubhouse AC system improvements design 95% done	cannot determine	Ala Wai Golf Course Clubhouse AC System Improvements Phase 2 design 30%, Ala Wai Golf Course Clubhouse Air Conditioning System Improvements design 95%, construction 80%, West Loch Golf Course Parking Lot Lighting Improvements design 90%
8	HALEIWA BEACH PARK REFURBISHMENT	4		\$ 250,000	\$ -	\$ 250,000	\$ (250,000)	Project is not a DPR priority at this time.	unknown	no record of in report	\$ -	project being reviewed
9	HANAUMA BAY NATURE PRESERVE	1	\$ 1,746,972	\$ 1,746,972	cannot determine	\$ -	\$ -	Project awarded, Pending NTP, design 1%	\$ 62,700	no record of in report	cannot determine	projects in various phases
10	JOHN K. KALILI SURF CENTER IMPROVEMENTS AT HALEIWA AIII BEACH PARK	4		\$ 1,000,000	\$ -	\$ 1,000,000	\$ (1,000,000)	project being reviewed	\$ -	no record of in report	\$ -	project being reviewed

**Exhibit E.2**  
**FY 2016 (continued)**

Line Item	District	Proposed	Adopted	Actual (End of FY CIP Quarterly Report)	Proposed to Adopted Difference	Adopted to Actual Difference	CIP Quarterly Status Report 2016 4th Quarter Comments	Actual 2017 (End of CIP Quarterly Report)	CIP Quarterly Status Report 2017 4th Quarter Comments	Actual 2018 (End of CIP Quarterly Report)	CIP Quarterly Status Report 2018 4th Quarter Comments	
11	KA IWI COAST MAUKA LANDS	1	\$ 2,500,000	unknown	\$ 2,500,000	unknown	no record of in report	unknown	no record of in report	unknown	no record of in report	
12	KAHUKU DISTRICT PARK IMPROVEMENTS	4	\$ 3,200,000	\$ -	\$ 3,200,000	\$ (3,200,000)	Projects to bid using current year construction funds.	\$ 62,700	MDO manages the Clean Water and Natural Land funds. Ccc	cannot determine	Ballfield Lighting Improvements construction 50%	
13	KAHUKU MUNICIPAL GOLF COURSE	4	\$ 3,850,300	\$ -	\$ 3,850,300	\$ (3,850,300)	Project managed by MDO	unknown	no record of in report	unknown	no record of in report	
14	KALAKAUA DISTRICT PARK	2	\$ 495,000	\$ -	\$ 495,000	\$ (495,000)	AV with BFS	unknown	no record of in report	unknown	no record of in report	
15	KALIHI WAENA NEIGHBORHOOD PARK	2	\$ 390,000	\$ -	\$ 390,000	\$ (390,000)	project being reviewed	unknown	no record of in report	\$ -	project being reviewed	
16	KAWELA BAY LAND ACQUISITION	4	\$ 5,000,000	\$ -	\$ 5,000,000	\$ (5,000,000)	Project managed by MDO	unknown	no record of in report	unknown	no record of in report	
17	KOKUA KALIHI VALLEY	2	\$ 900,000	unknown	\$ 900,000	unknown	no record of in report	unknown	no record of in report	unknown	no record of in report	
18	LANAKILA DISTRICT PARK, LILIHUA	2	\$ 44,295	\$ 44,295	unknown	\$ -	\$ -	\$ -	no record of in report	\$ -	projects in various phases	
19	LEEWARD COAST LANDFILL COMPENSATION PACKAGE	3	\$ 1,350,000	\$ 20,000	\$ 1,350,000	\$ (1,330,000)	Projects to bid using current year construction. 20% of design complete	unknown	no record of in report	\$ -	Waianae District Park Improvements to Gymnasium Roof & 2nd Floor Ceilings construction 80%, Kalaniana'ole Beach Park (Nanakuli Beach Park) Restroom and Storage Room Addition dp 20%	
20	MAILI BEACH PARK	3	\$ 920,000	\$ 920,000	\$ -	\$ -	0 funds.	\$ -	Processing MOA with Hawaii Gas Co. to do a pilot project using gas-powered heat pump on a trial basis.	cannot determine	Construction ongoing 90%	
21	MAKAHA BEACH PARK CONSOLIDATION	3	\$ 91,000	\$ -	\$ 91,000	\$ (91,000)	Per DPR improvements should be done by State	unknown	project being reviewed	unknown	no record of in report	
22	MAKAHA BEACH PARK MASTER PLAN	3	\$ 750,000	\$ -	\$ 750,000	\$ (750,000)	Beach erosion projects and improvements to beach parks require extensive studies and permitting before those projects can move forward to design and construction	unknown	project being reviewed	unknown	no record of in report	
23	MANOA VALLEY DISTRICT PARK	1	\$ 67,200	\$ 67,200	cannot determine	\$ -	\$ -	Construction ongoing 1%, design 85%	unknown	no record of in report	unknown	no record of in report
24	MOANALUA COMMUNITY PARK SWIMMING POOL	2	\$ 150,000	\$ -	\$ 150,000	\$ (150,000)	Processing MOA with Hawaii Gas Co. to do a pilot project using gas-powered heat pump on a trial basis.	\$ -	Project in planning/design phase	unknown	no record of in report	
25	OLD STADIUM PARK IMPROVEMENTS	1	\$ 100,000	\$ -	\$ 100,000	\$ (100,000)	project being reviewed	unknown	project being reviewed	unknown	no record of in report	
26	ONEULA BEACH PARK, EWA BEACH	4	\$ 1,000,000	\$ -	\$ 1,000,000	\$ (1,000,000)	project being reviewed	\$ -	project being reviewed	unknown	no record of in report	
27	PATSY T. MINK CENTRAL OAHU REGIONAL PARK	5	\$ 100,000	\$ -	\$ 100,000	\$ (100,000)	Scope development/consultant procurement process ongoing	unknown	no record of in report	unknown	no record of in report	
28	PATSY T. MINK CENTRAL OAHU REGIONAL PARK DOG OBEDIENCE AND TRAINING FACILITY	5	\$ 100,000	\$ -	\$ 100,000	\$ (100,000)	Scope development/consultant procurement process ongoing	\$ -	Project in planning/design phase	\$ -	Projects to bid using current year construction funds.	
29	PAWAA IN-HA PARK	2	\$ 2,500,000	\$ -	\$ 2,500,000	\$ (2,500,000)	project being reviewed	unknown	no record of in report	unknown	no record of in report	
30	PEARLRIDGE NEIGHBORHOOD PARK	3	\$ 1,133,000	unknown	\$ 1,133,000	unknown	no record of	unknown	no record of in report	unknown	no record of in report	
31	PRESERVATION AND CONSERVATION LANDS		\$ 4,800,000	\$ -	unknown	\$ (4,800,000)	\$ -	unknown	Maili beach park 80% done construction ongoing, Kuliouou 100% complete	unknown	no record of in report	
32	PUNALUU BEACH PARK IMPROVEMENTS	4	\$ 100,000	\$ -	\$ 100,000	\$ (100,000)	Project deferred. Beach is slowly eroding installation of irrigation is not recommended at this time. Ccc	unknown	no record of in report	unknown	no record of in report	
33	PUPUKEA BEACH PARK IMPROVEMENTS - PHASE I	4	\$ 2,070,000	\$ 66,500	\$ 2,070,000	\$ (2,003,500)	Master plan finalized. FY 2016 c funds premature. Major permits are needed. Planning 95% done	\$ -	Master plan finalized. FY 2016 c funds premature. Major permits are needed.	unknown	no record of in report	
34	PUU O HULU COMMUNITY PARK, MAILI	4	\$ 505,000	\$ -	\$ 505,000	\$ (505,000)	Project went out to bid, Pending award.	\$ 151,100	Comfort station 10% done construction ongoing	cannot determine	Pu'u O Hulu Community Park -Comfort Station construction 80%	
35	RECONSTRUCT WASTEWATER SYSTEMS FOR PARKS		\$ 500,000	\$ 500,000	cannot determine	\$ -	\$ -	\$ -	Construction ongoing 85%, design 65%	\$ -	projects in various phases	
36	RECREATION DISTRICT NO. 2 IMPROVEMENTS	2	\$ 500,000	\$ 500,000	cannot determine	\$ -	\$ -	\$ -	projects at various phases	\$ -	projects in various phases	
37	RECREATION DISTRICT NO. 3 IMPROVEMENTS	3	\$ 500,000	\$ 500,000	cannot determine	\$ -	\$ -	cannot determine	projects at various phases	cannot determine	projects in various phases	
38	RECREATION DISTRICT NO. 4 IMPROVEMENTS	4	\$ 500,000	\$ 959,000	\$ -	\$ 459,000	\$ (959,000)	Projects to bid using current year construction funds.	cannot determine	\$ -	Pupukea construction ongoing 60% done, Kaneohe Senior Center 75% done construction ongoing, Kaiaka bay 70% construction done ongoing, Kailua district park 98% construction done ongoing	



**Exhibit E.2  
FY 2016 (continued)**

	Line Item	District	Proposed	Adopted	Actual (End of FY CIP Quarterly Report)	Proposed to Adopted Difference	Adopted to Actual Difference	CIP Quarterly Status Report 2016 4th Quarter Comments	Actual 2017 (End of CIP Quarterly Report)	CIP Quarterly Status Report 2017 4th Quarter Comments	Actual 2018 (End of CIP Quarterly Report)	CIP Quarterly Status Report 2018 4th Quarter Comments
39	RECREATION DISTRICT NO. 5 IMPROVEMENTS	5	\$ 500,000	\$ 500,000	cannot determine	\$ -	\$ -	projects at various phases	cannot determine	projects in various phases	cannot determine	projects in various phases
40	RECREATION DISTRICT NO.1 IMPROVEMENTS	1	\$ 500,000	\$ 500,000	cannot determine	\$ -	\$ -	projects at various phases	cannot determine	projects in various phases	cannot determine	projects in various phases
41	RENOVATE RECREATIONAL FACILITIES		\$ 1,970,505	\$ 2,120,505	\$ 21,000	\$ 150,000	\$ (2,099,505)	Construction ongoing. Design 100% done	cannot determine	Mali beach park 80% done construction ongoing, Kuliouou 100% complete	\$ -	
42	SALT LAKE DISTRICT PARK SWIMMING POOL	2		\$ 442,000	\$ -	\$ 442,000	\$ (442,000)	per DPR: The Salt Lake District Park swimming pool water heating system has been repaired to the extent possible and is achieving the target 0 temperatures of 76 to 78 degrees Fahrenheit. Ccc	\$ -	Projects to bid using current year construction	cannot determine	Salt Lake District Park Swimming Pool Heating System Replacement design 1%
43	SANDY BEACH PARK	1	\$ 700,000	\$ 700,000	cannot determine	\$ -	\$ -	Project awarded, Pending NTP design 100%	unknown	no record of in report	unknown	no record of in report
44	THOMAS SQUARE	2	\$ 1,500,000	\$ 1,500,000	\$ -	\$ -	\$ -	Project awarded, Pending NTP	cannot determine	Project went out to bid, Pending award.	cannot determine	Construction ongoing 95%
45	WAHIAWA DISTRICT PARK	3	\$ 55,238	\$ 55,238	unknown	\$ -	\$ -	no record of in report	cannot determine	project being reviewed	cannot determine	projects in various phases
46	WAIALUA BAND STAND IMPROVEMENTS	4		\$ 450,000	\$ -	\$ 450,000	\$ (450,000)	project being reviewed	unknown	no record of in report	unknown	no record of in report
47	WAIALUA DISTRICT PARK	4	\$ 61,000	\$ 61,000	\$ -	\$ -	\$ -	DPR looking at converting lighting to LED	unknown	no record of in report	unknown	no record of in report
48	WAIPIO NEIGHBORHOOD PARK	3		\$ 425,000	\$ -	\$ 425,000	\$ (425,000)	Scope development/consultant procurement process ongoing	\$ -	Project went out to bid, Pending award.	unknown	no record of in report
49	WAIPIO PENINSULA RECREATION COMPLEX, WAIPIO PENINSULA	5		\$ 200,000	\$ -	\$ 200,000	\$ (200,000)	Project went out to bid, Pending award.	\$ -	project being reviewed	unknown	no record of in report
		Total	\$ 18,194,360	\$ 44,354,660	\$ 109,550	\$ 26,160,300						

**Exhibit E.3  
FY 2017**

	Line Item	District	Proposed	Adopted	Actual (End of FY CIP Quarterly Report)	Proposed to Adopted Difference	Adopted to Actual Difference	CIP Quarterly Status Report 2017 4th Quarter Comments	Actual 2018 (End of CIP Quarterly Report)	CIP Quarterly Status Report 2018 4th Quarter Comments	Actual 2019 (End of CIP Quarterly Report)	CIP Quarterly Status Report 2019 4th Quarter Comments
1	AIEA DISTRICT PARK	2	\$ -	\$ 1,300,000	\$ -	\$ 1,300,000	\$ (1,300,000)	Projects to bid using current year construction funds.	cannot determine	Aiea District Park Field Lighting Improvements design 100% 1% construction,	cannot determine	Aiea District Park Field Lighting Improvements 100% design, 5% construction
2	AINA HAINA NATURE PRESERVE EXPANSION, WAILUPE	1	\$ -	\$ 4,056,000	\$ -	\$ 4,056,000	\$ (4,056,000)	managed by MDO	unknown	no record of in report	unknown	no record of in report
3	AINA KOA NEIGHBORHOOD PARK	1	\$ -	\$ 250,000	\$ -	\$ 250,000	\$ (250,000)	project being reviewed	\$ -	project being reviewed	\$ -	Project went out to bid, Pending award.
4	ALA MOANA REGIONAL PARK	2	\$ 3,321,039	\$ 3,321,039	cannot determine	\$ -	\$ -	projects in various phases	cannot determine	projects in various phases	cannot determine	projects at various phases
5	BANZAI ROCK SKATE PARK	4	\$ -	\$ 100,000	\$ -	\$ 100,000	\$ (100,000)	project being reviewed	unknown	no record of in report	\$ -	project being reviewed
6	CRANE COMMUNITY PARK	1	\$ -	\$ 75,000	\$ -	\$ 75,000	\$ (75,000)	project being reviewed	unknown	no record of in report	unknown	no record of in report
7	DEPARTMENT OF PARKS AND RECREATION NATIONAL POLLUTANT DISCHARGE ELIMINATION SYSTEM		\$ 1,000,000	\$ 1,000,000	unknown	\$ -	\$ -	not reported	unknown	no record of in report	unknown	no record of in report
8	DIVISION OF URBAN FORESTRY (DUF) ADMINISTRATION AND ARBORICULTURE RELOCATION		\$ 100,000	\$ 100,000	unknown	\$ -	\$ -	not reported	unknown	no record of in report	unknown	no record of in report
9	EWA BEACH SKATE PARK	3	\$ -	\$ 185,000	\$ -	\$ 185,000	\$ (185,000)	Project went out to bid, Pending award.	unknown	no record of in report	unknown	no record of in report
10	EWA VILLAGES COMMUNITY CENTER	3	\$ -	\$ 100,000	\$ -	\$ 100,000	\$ (100,000)	project being reviewed	unknown	no record of in report	unknown	no record of in report
11	HAKIPIUU LOI KALO	4	\$ -	\$ 850,000	\$ -	\$ 850,000	\$ (850,000)	managed by MDO	unknown	no record of in report	unknown	no record of in report
12	HALEIWA BEACH PARK	4	\$ -	\$ 1,000,000	\$ -	\$ 1,000,000	\$ (1,000,000)	project being reviewed	unknown	no record of in report	\$ -	Project went out to bid, Pending award
13	HANAUMA BAY NATURE PRESERVE	1	\$ 1,200,000	\$ 1,200,000	cannot determine	\$ -	\$ -	projects in various phases	cannot determine	projects in various phases	cannot determine	projects at various phases
14	HANS L'ORANGE NEIGHBORHOOD PARK	5	\$ -	\$ 200,000	\$ -	\$ 200,000	\$ (200,000)	Scope development/consultant procurement process ongoing	\$ -	Project in planning/design phase	cannot determine	P 100% done, D 35% done
15	HELEMANO WILDERNESS RECREATION AREA	3	\$ -	\$ 2,000,000	\$ -	\$ 2,000,000	\$ (2,000,000)	project being reviewed	unknown	no record of in report	unknown	no record of in report
16	KAHUKU MUNICIPAL GOLF COURSE	4	\$ -	\$ 7,019,000	\$ -	\$ 7,019,000	\$ (7,019,000)	MDO manages the Clean Water and Natural Land funds.	unknown	no record of in report	unknown	no record of in report
17	KALAMA BEACH PARK BUILDING AND COMFORT STATION	4	\$ -	\$ 500,000	\$ -	\$ 500,000	\$ (500,000)	Projects to bid using current year construction funds.	\$ -	Project awarded, Pending NTP.	unknown	no record of in report
18	KAMAMALU NEIGHBORHOOD PARK	2	\$ -	\$ 100,000	\$ -	\$ 100,000	\$ (100,000)	Project in planning/design phase	cannot determine	Kamamalu Neighborhood Park Play Court Lighting design 5%	cannot determine	Kamamalu Neighborhood Park Play Court Lighting design 5%
19	KAMEHAMEHA COMMUNITY PARK	2	\$ -	\$ 390,000	\$ -	\$ 390,000	\$ (390,000)	project being reviewed	unknown	no record of in report	unknown	no record of in report
20	KANEWAI SPRING, KULJOUOU	1	\$ -	\$ 1,000,000	unknown	\$ 1,000,000	unknown	not reported	unknown	no record of in report	unknown	no record of in report

Exhibit E.3  
FY 2017 (continued)

	Line Item	District	Proposed	Adopted	Actual (End of FY CIP Quarterly Report)	Proposed to Adopted Difference	Adopted to Actual Difference	CIP Quarterly Status Report 2017 4th Quarter Comments	Actual 2018 (End of CIP Quarterly Report)	CIP Quarterly Status Report 2018 4th Quarter Comments	Actual 2019 (End of CIP Quarterly Report)	CIP Quarterly Status Report 2019 4th Quarter Comments
21	KAPOLEI REGIONAL PARK	3	\$ -	\$ 1,000,000	\$ -	\$ 1,000,000	\$ (1,000,000)	Scope development/consultant procurement process ongoing	\$ -	Scope development/consultant procurement process ongoing	cannot determine	Kapolei Regional Park Lighting Improvements 1% construction, Kapolei Regional Park Skate Facility Expansion Improvements (design build) 5% construction
22	KOKO HEAD DISTRICT PARK LIGHTING IMPROVEMENTS	1	\$ -	\$ 150,000	\$ -	\$ 150,000	\$ (150,000)	project being reviewed	unknown	no record of in report	unknown	no record of in report
23	KOKO HEAD RIDING STABLES	1	\$ -	\$ 650,000	\$ -	\$ 650,000	\$ (650,000)	project being reviewed	unknown	no record of in report	unknown	no record of in report
24	KOOLAULOA REGIONAL PARK MASTER PLAN		\$ -	\$ 100,000	unknown	\$ 100,000	unknown	not reported	unknown	no record of in report	unknown	no record of in report
25	KUALOA REGIONAL PARK	4	\$ 300,000	\$ 300,000	\$ -	\$ -	\$ -	Scope development/consultant procurement	cannot determine	projects in various phases	\$ -	projects at various design and planning phases
26	KUHIO BEACH COMFORT STATION IMPROVEMENTS	1	\$ -	\$ 200,000	\$ -	\$ 200,000	\$ (200,000)	process ongoing	unknown	no record of in report	unknown	no record of in report
27	LEEWARD COAST PARKS IMPROVEMENTS	3	\$ -	\$ 1,350,000	\$ -	\$ 1,350,000	\$ (1,350,000)	project being reviewed	unknown	no record of in report	unknown	no record of in report
28	MAUNA LAHILAH BEACH PARK PROTECTIVE BREAKWATER	4	\$ 800,000	\$ 800,000	cannot determine	\$ -	\$ -	Projects to bid using current year construction funds.	cannot determine	projects in various phases	cannot determine	projects at various phases
29	MILILANI MAUKA DISTRICT PARK	3	\$ -	\$ 500,000	\$ -	\$ 500,000	\$ (500,000)	project being reviewed	\$ -	Project being reviewed.	unknown	no record of in report
30	OLD STADIUM PARK IMPROVEMENTS	1	\$ -	\$ 250,000	\$ -	\$ 250,000	\$ (250,000)	project being reviewed	\$ -	unknown	unknown	no record of in report
31	ONEULA BEACH PARK, EWA BEACH	4	\$ -	\$ 1,000,000	\$ -	\$ 1,000,000	\$ (1,000,000)	project being reviewed	unknown	no record of in report	unknown	no record of in report
32	PALOLO VALLEY DISTRICT PARK	1	\$ -	\$ 50,000	\$ 20,000	\$ 50,000	\$ (30,000)	construction ongoing	unknown	no record of in report	unknown	no record of in report
33	PATSY T. MINK CENTRAL OAHU REGIONAL PARK - PARKING EXPANSION	5	\$ -	\$ 50,000	\$ -	\$ 50,000	\$ (50,000)	project in planning and design phase	\$ -	Projects to bid using current year construction funds.	\$ -	Project went out to bid, Pending award.
34	PEARL HARBOR HISTORIC TRAIL		\$ 900,000	\$ 900,000	unknown	\$ -	\$ -	not reported	unknown	not reported	unknown	no record of in report
35	PRESERVATION AND CONSERVATION LANDS		\$ 16,100,000	\$ -	unknown	\$ (16,100,000)	\$ -	not reported	unknown	not reported	unknown	no record of in report
36	PUUKUA, WAIMEA	4	\$ -	\$ 275,000	unknown	\$ 275,000	unknown	not reported	unknown	no record of in report	unknown	no record of in report
37	RECONSTRUCT WASTEWATER SYSTEMS FOR PARKS		\$ 1,000,000	\$ 1,000,000	cannot determine	\$ -	\$ 0	projects in various phases	unknown	projects in various phases	\$ -	Project went out to bid, Pending award.
38	RECREATION DISTRICT NO. 2 IMPROVEMENTS	2	\$ 1,500,000	\$ 2,175,000	\$ -	\$ 675,000	\$ (2,175,000)	project being reviewed	unknown	no record of in report	cannot determine	Play Apparatus Installation, FY 2018 - Kalakaua DP, Pu'u O Hulu CP 96% construction done
39	RECREATION DISTRICT NO. 3 IMPROVEMENTS	3	\$ 1,500,000	\$ 1,500,000	cannot determine	\$ -	\$ -	projects in various phases	unknown	projects in various phases	cannot determine	projects at various phases
40	RECREATION DISTRICT NO. 4 IMPROVEMENTS	4	\$ 1,500,000	\$ 1,500,000	cannot determine	\$ -	\$ -	projects in various phases	unknown	projects in various phases	cannot determine	projects at various phases
41	RECREATION DISTRICT NO. 5 IMPROVEMENTS	5	\$ 310,000	\$ 2,310,000	cannot determine	\$ 2,000,000	cannot determine	Waipio soccer park complex- 30% construction ongoing, CORP ball field 95% construction ongoing	\$ -	0% done for various projects	unknown	no record of in report
42	RECREATION DISTRICT NO.1 IMPROVEMENTS	1	\$ 1,500,000	\$ 1,500,000	cannot determine	\$ -	\$ -	projects in various phases	unknown	projects in various phases	cannot determine	projects at various phases
43	RENOVATE RECREATIONAL FACILITIES		\$ 5,514,909	\$ 5,514,909	cannot determine	\$ -	\$ -	projects in various phases	unknown	projects in various phases	cannot determine	projects at various phases
44	SENATOR FONG'S PLANTATION GARDEN	4	\$ -	\$ 1,100,000	unknown	\$ 1,100,000	unknown	not reported	unknown	no record of in report	unknown	no record of in report
45	THOMAS SQUARE	2	\$ 1,950,000	\$ -	cannot determine	\$ (1,950,000)	\$ -	Construction ongoing 75%	cannot determine	construction ongoing 95%	cannot determine	projects at various phases
46	WAHIAWA DISTRICT PARK	3	\$ -	\$ 6,400,000	\$ 350,000.00	\$ 6,400,000	\$ (6,050,000)	Projects to bid using current year construction funds. Planning 100%, Design 60% done	cannot determine	Wahiawa District Park Gym Improvements - phase II p/d 100% done	cannot determine	Wahiawa District Park Electrical System Upgrades construction 1%, gym phase ii 10% construction
47	WAIALUA DISTRICT PARK LIGHTING IMPROVEMENTS	4	\$ -	\$ 3,000,000	\$ -	\$ 3,000,000	\$ (3,000,000)	project being reviewed	\$ -	Projects to bid using current year construction funds.	cannot determine	Waiialua District Park Ballfield Lighting Improvements 1% construction
48	WAIMANALO BAY BEACH PARK	4	\$ -	\$ 2,000,000	\$ -	\$ 2,000,000	\$ (2,000,000)	project being reviewed	\$ -	Project went out to bid, Pending award	cannot determine	Waimanalo Bay Beach Park Multi-Purpose Field 15% construction
49	WAIPIO PENINSULA RECREATION COMPLEX, WAIPIO PENINSULA	5	\$ -	\$ 300,000	\$ -	\$ 300,000	\$ (300,000)	project being reviewed	unknown	no record of in report	\$ -	project being reviewed
50	WHITMORE GYM, WAHIAWA	3	\$ -	\$ 1,000,000	\$ -	\$ 1,000,000	\$ (1,000,000)	project being reviewed	unknown	no record of in report	unknown	no record of in report
51	WILSON COMMUNITY PARK	1	\$ -	\$ 220,000	\$ -	\$ 220,000	\$ (220,000)	project being reviewed	unknown	no record of in report	unknown	no record of in report
	Total		\$ 38,495,948	\$ 61,840,948	\$ 370,000.00	\$ 23,345,000	\$ (38,050,000)					

Source: Department of Budget and Fiscal Services