



## **OFFICE OF THE CITY AUDITOR**

City and County of Honolulu  
State of Hawai'i

# **Audit Recommendations Status Report Fiscal Year 2014**







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

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EDWIN S.W. YOUNG  
CITY AUDITOR

February 27, 2015

The Honorable Ernest Y. Martin  
and Members  
Honolulu City Council  
530 South King Street, Room 202  
Honolulu, Hawai'i 96813

Dear Council Chair Martin:

Our office has completed its *Audit Recommendations Status Report – Fiscal Year 2014*, which reviews the implementation status of all outstanding audit report recommendations as of October 2014. The objective of this information review was to determine how many audit recommendations were completed (C), resolved (R), in process (I), not started (N), or should be dropped (D). This report fulfills the city charter mandate, Section 3-502.1(d), that the city auditor follow-up and monitor compliance with audit recommendations by audited entities.

The review was conducted between October 2014 and January 2015. During the assessment, the audit team reviewed information, analyzed data, and discussed the status of the audit recommendations with the departments and agencies responsible for implementing the audit recommendations.

Our review covered 150 outstanding audit recommendations from 2004 to 2013. The results of our review indicated that 25 recommendations (17%) were completed, 14 recommendations (9%) were resolved, 3 recommendations (2%) were dropped, 71 recommendations (47%) were in process, and 37 recommendations (25%) were not started. In total, 39 recommendations (26%) were satisfactorily addressed, 108 recommendations (72%) remain outstanding, and 3 recommendations (2%) were dropped. The attached report contains more information regarding each specific recommendation, including recommendation status; management comments and actions related to the recommendations; an update on the latest management actions planned; and, as applicable, the expected date for completing the outstanding recommendations.

We note that the Mayor and Managing Director did not provide audit recommendation status updates for their respective offices. At the time of our review, the Managing Director's office was transitioning between directors and was unable to provide status updates that met our project deadlines. We acknowledge the time and resource constraints of the Managing Director's office during the transition and hope that the offices will be able to participate in the next audit recommendation status update.

The Honorable Ernest Y. Martin  
and Members  
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A management response was not required for this report. We are available to meet with you and your staff to discuss the review results, provide additional information, or to answer any questions. Please contact the auditor-in-charge, Troy Shimasaki, at 768-3131 or me at 768-3130 if you have any questions regarding the report.

We wish to express our appreciation for the cooperation and assistance provided us by the many departments, agencies, and commissions that assisted us during this review.

Sincerely,

  
Edwin S.W. Young  
City Auditor

C: Kirk Caldwell, Mayor  
Roy Amemiya, Managing Director  
Nelson Koyanagi, Director, Department of Budget and Fiscal Services

**Audit Recommendations Status Report – Fiscal Year 2014  
Summary**

Report No.	Page No.	Audit Report Title	Month Issued	Status					
				C	R	I	N	D	TOTAL
04-01	1	Review of the Department of Enterprise Services' Efforts Toward Fiscal Self-Sustainability	Apr 2004	4	0	1	0	0	5
04-02	5	Review and Assessment of the Department of Planning and Permitting's One-Stop Permit Centers	Jun 2004	0	0	3	0	0	3
05-02	9	Audit of Selected Management Issues of the Honolulu Liquor Commission	Apr 2005	1	0	4	2	0	7
05-03	14	Audit of the City's Road Maintenance Practices	Jun 2005	0	0	10	1	0	11
06-01	21	Audit of Selected City Information Technology Controls	Jan 2006	0	0	2	0	0	2
07-02	23	Audit of the Hanauma Bay Nature Preserve Fund	Jun 2007	1	0	5	0	0	6
07-03	26	Audit of the Tennis Complex of the Central O'ahu Regional Park	Jul 2007	0	0	1	1	0	2
07-04	27	Audit of the Honolulu Police Department Patrol Officer Staffing Practices	Aug 2007	0	0	3	0	0	3
08-01	29	Audit of the City's Planning, Design, and Construction of Skateboard Park Facilities	Jun 2008	3	1	1	0	0	5
08-02	31	Audit of the City's Electricity Costs, Consumption, and Management	Jul 2008	0	0	2	0	0	2
09-01	33	Audit of Select Management Practices of City-Owned Vehicles Under the Jurisdiction of the Department of Facility Maintenance	Oct 2009	0	1	5	1	0	7
10-01	37	Audit of the Honolulu Fire Department's Fire Code Inspection Program for High-Rise Residential Buildings	Apr 2010	1	0	0	0	0	1
11-01	39	Audit of the Honolulu Police Department's Utilization of the 800 Megahertz Telecommunications System	Aug 2010	0	0	4	0	0	4
12-01	42	Audit of the City's Ambulance Fleet and Operations	Dec 2011	3	6	11	0	0	20
12-02	51	Audit of the Span of Control of Selected Departments in the City and County of Honolulu	Jan 2012	0	0	4	1	0	5
12-03	54	Audit of the City's Real Property Tax Delinquency Collection	Mar 2012	0	0	0	11	0	11
12-05	58	Audit of the Department of Parks and Recreation's Camping Operations	Oct 2012	4	1	9	2	2	18
12-07	62	Audit of the Policies and Procedures Relating to the Honolulu City Council's Annual Contingency Allowance	Dec 2012	1	3	3	0	0	7
13-02	64	Audit of the Real Property Assessment Division	Oct 2013	0	0	0	17	0	17
13-03	68	Audit of the Honolulu Authority for Rapid Transportation (HART) Public Involvement Programs	Dec 2013	7	2	3	1	1	14
		TOTALS		25	14	71	37	3	150
		PERCENTAGE		17%	9%	47%	25%	2%	100%

**C** = Completed; **R** = Resolved; **I** = In Process; **N** = Not Started; **D** = Dropped

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**Review of the Department of Enterprise Services' Efforts Toward Fiscal Self-Sustainability  
(Report 04-01, Issued April 2004)**

**Report Summary:** The objectives of the audit were to assess the departments' efforts to achieve fiscal self-sustainability and the management of its concession and revenue-generating contracts. Report 04-01 was completed in response to City Council Resolution 03-198, *Requesting the City Auditor to Conduct a Review of the Economy and Efficiency of Certain Executive Department Activities.*

**Of the 5 outstanding recommendations as of October 2014, 4 are complete (C) and 1 is currently in process (I).**

Recommendation	Status	Comments
<p>1. The director of the Department of Enterprise Services (DES) should:</p> <p>a. establish a long-term fiscal sustainability plan that incorporates all initiatives into a comprehensive plan. The plan should unify its various efforts so that it can make purposeful progress toward accomplishing its mission.</p> <p>This plan should:</p> <ul style="list-style-type: none"> <li>• clearly identify whether all of its operating costs and departmental expenses, such as debt service, will eventually be fully funded by the department;</li> <li>• address the department's financial goals and fiscal constraints that balance the needs of the public, non-profit, and commercial activities;</li> <li>• identify goals and objectives to reduce the need for the General Fund subsidy for the department's Golf Fund and Special Events Fund; and</li> </ul>	<p>I</p>	<p><u>Status as of September 2012:</u> DES did not provide any information until the discussion draft of this report. Their comments provided here are unaudited, and will be verified in next year's report.</p> <p>DES reports that it is in the process of developing a fiscal sustainability plan.</p> <p>ESTIMATED COMPLETION DATE: June 30, 2013</p> <p><u>Status as of October 2014:</u> Since 2012, the city administration and council have asked DES to consider a number of new initiatives:</p> <ul style="list-style-type: none"> <li>• Conduct a new master plan study for revitalizing the Neal Blaisdell Center complex;</li> <li>• Incorporate the Neal Blaisdell Center into the rail Transit Oriented Development (TOD) program for the Ward area;</li> <li>• Partner with the State to develop the Blaisdell complex and McKinley High School to become a premier athletic venue;</li> </ul>

**Review of the Department of Enterprise Services' Efforts Toward Fiscal Self-Sustainability  
(Report 04-01, Issued April 2004)**

Recommendation	Status	Comments
<ul style="list-style-type: none"> <li>incorporate evaluation to assess progress and take corrective action when needed;</li> </ul>		<ul style="list-style-type: none"> <li>Comply with city council resolution 12-313, <i>Requesting for the Department of Enterprise Services to Determine the Feasibility of Developing a Concert Hall and Meeting Room Facility in Central Oahu</i>; and</li> <li>Purchasing the land under the Kahuku Golf Course</li> </ul> <p>ESTIMATED COMPLETION DATE: October 2015*</p>
<p>b. develop an effective plan to enforce contract compliance with non-compliant concessionaires and limit the city's financial losses if a concessionaire begins to accumulate arrears. Also needed is an effective strategy to terminate contracts of non-compliant concessionaires;</p>	C	<p><u>Status as of September 2012:</u> DES did not provide any information until the discussion draft of this report. Their comments provided here are unaudited, and will be verified in next year's report.</p> <p>DES reports addressing the concern of compliance with two approaches:</p> <ul style="list-style-type: none"> <li>Inspections to ensure vendors are fulfilling agreed-on operational requirements.</li> <li>Larger performance bonds and more aggressive past due collections have been implemented to address vendor late payments.</li> </ul> <p><u>Status as of October 2014:</u> DES reports that its Contract Management Office (CMO) established administrative directives to monitor concessionaires' performance and to ensure timely and complete payments for contract compliance:</p> <ul style="list-style-type: none"> <li>Added a provision into every agreement and revocable permit to have concessionaires allocate \$800 annually towards secret shopping services;</li> <li>Implemented a past due process to enforce payment compliance, mitigate accumulating arrears; and prevent financial loss; and</li> </ul>

\* An estimated completion date of October 2015 was inserted when the agency did not specify an estimated completion date.

**Review of the Department of Enterprise Services' Efforts Toward Fiscal Self-Sustainability  
(Report 04-01, Issued April 2004)**

Recommendation	Status	Comments
		<ul style="list-style-type: none"> <li>Required performance bonds or security deposits of concession agreements and/or revocable permits to retrieve any outstanding balances.</li> </ul>
<p>c. continue and expand recent efforts to reduce the accounts receivables backlog to ensure that fees and rent are paid to the city in a timely manner;</p>	C	<p><u>Status as of September 2012:</u> DES did not provide any information until the discussion draft of this report. Their comments provided here are unaudited, and will be verified in next year's report.</p> <p>DES reports addressing the concern of compliance with two approaches:</p> <ul style="list-style-type: none"> <li>Inspections to ensure vendors are fulfilling agreed-on operational requirements.</li> <li>Larger performance bonds and more aggressive past due collections have been implemented to address vendor late payments.</li> </ul> <p><u>Status as of October 2014:</u> DES reports that its Contract Management Office (CMO) established administrative directives to monitor concessionaires' performance and to ensure timely and complete payments for contract compliance:</p> <ul style="list-style-type: none"> <li>Added a provision into every agreement and revocable permit to have concessionaires allocate \$800 annually towards secret shopping services;</li> <li>Implemented a past due process to enforce payment compliance, mitigate accumulating arrears; and prevent financial loss; and</li> <li>Required performance bonds or security deposits of concession agreements and/or revocable permits to retrieve any outstanding balances.</li> </ul>
<p>g. the department should not allow concessionaires to operate city concessions until written contracts are executed;</p>	C	<p><u>Status as of September 2012:</u> DES did not provide any information until the discussion draft of this report. Their comments provided here are unaudited, and will be verified in next year's report.</p>

**Review of the Department of Enterprise Services' Efforts Toward Fiscal Self-Sustainability  
(Report 04-01, Issued April 2004)**

Recommendation	Status	Comments
		<p>DES reports:</p> <ul style="list-style-type: none"> <li>• Current DES policies do not allow concessionaires to operate until written city agreements are executed.</li> <li>• All existing concessions in operations have contracts or permits.</li> <li>• DES is working with the Department of Information Technology to implement a contracts management application to alert DES staff of all impending contract/permits expirations within six months to avoid unauthorized concessions.</li> </ul> <p>ESTIMATED COMPLETION DATE: June 2013</p> <p><b><u>Status as of October 2014:</u></b> We reviewed a sample of concessionaire contracts and found that the contracts were signed and executed prior to the work commencement date.</p>
<p>h. establish policies and procedures for the management of its concession contracts and ensure that official contracts are safeguarded from loss; contract files should be organized in a consistent manner, site visits should be documented, a chronology of key events, agreements, and problems should be maintained; concession information maintained elsewhere should be noted in the concession contract file;</p>	<p>C</p>	<p><b><u>Status as of September 2012:</u></b> DES did not provide any information until the discussion draft of this report. Their comments provided here are unaudited, and will be verified in next year's report.</p> <p>DES reports:</p> <ul style="list-style-type: none"> <li>• Policies and procedures have been implemented to ensure files for all vendors are managed to contain relevant and accurate information.</li> <li>• A Contract Implementation Checklist form was created to serve as a template to ensure required documents are in the file and milestone dates and key events are documented.</li> </ul> <p><b><u>Status as of October 2014:</u></b> We observed DES' contract files and affirm that the files were generally organized to comply with the audit recommendation.</p>

**Review and Assessment of the Department of Planning and Permitting's One-Stop Permit Centers  
(Report 04-02, Issued June 2004)**

**Report Summary:** The objectives of the audit were to review and assess the impact of the Department of Planning and Permitting's One-Stop Permit Centers on the building permit process. Report 04-02 was completed in response to City Council Resolution 03-198, *Requesting the City Auditor to Conduct a Review of the Economy and Efficiency of Certain Executive Department Activities*.

**Of the 3 outstanding recommendations as of October 2014, 3 are in process (I)**

Recommendation	Status	Comments
<p>2. The department should conduct an objective evaluation of the Honolulu Permit Center and develop a plan to implement operational improvements. The plan should include targeted goals; specific operational improvements to personnel, workflow, and processes; technological support; and customer service. Any plan should include provision and methodology to evaluate and assess performance.</p>	<p>I</p>	<p><u>Status as of September 2012:</u> DPP did not provide any information until the discussion draft of this report. Their comments here are unaudited and will be verified in next year's report.</p> <p>DPP continues to monitor and implement operational and policy improvements to the processing of building permit applications. Improvements initiated within the last 12 months include improved website, electronic plans submission and review, expansion of online permitting, and public training classes for applicants.</p> <p>ESTIMATED COMPLETION DATE: Ongoing</p> <p><u>Status as of October 2014:</u></p> <p>1. DPP has created a performance metric designed to improve efficiency, effectiveness and output of building permits with a 10% reduction in the turn-around time for processing the building permit application and expanding the number of on-line permits issued to 50% of the total number of permits issued.</p>

**Review and Assessment of the Department of Planning and Permitting's One-Stop Permit Centers  
(Report 04-02, Issued June 2004)**

Recommendation	Status	Comments
		<p>2. DPP has implemented <i>ePlans</i>, which is a web-based digital submission and review system that can be deployed rapidly, is easy to use, works with existing or planned/future technology, and streamlines the business process. The <i>ePlan</i> system gives the ability to perform the review, markup, and comment of permit plans using web-based software tools. It also gives the ability to submit, review, track, and store permit plans electronically. Essentially, the software provides tools that makes it easier and more accurate to review plans, by providing one central repository of plans that is easy to find, easy to research, and does not take up desk space. Through <i>ePlans</i>, staff always knows what stage in the review process the plans are in and equally important, the plans don't get lost. The bottom line is that <i>ePlans</i> will reduce plan review turnaround time and provide transparency and accountability during the review process.</p> <p>3. Other DPP initiatives designed to improve and enhance customer service include:</p> <ul style="list-style-type: none"> <li>a. Pre-Screen qualification of design professionals</li> <li>b. Third Party Residential Review Certification via an administered examination</li> <li>c. Plan Review by appointments (24 appointments per day – 16 at FMB and 8 at Kapolei)</li> <li>d. Weekly agenda item during the Permit Status meeting to address performance and efficiency.</li> </ul> <p>ESTIMATED COMPLETION DATE: October 2015*</p>

\* An estimated completion date of October 2015 was inserted when the agency did not specify an estimated completion date.

**Review and Assessment of the Department of Planning and Permitting's One-Stop Permit Centers  
(Report 04-02, Issued June 2004)**

Recommendation	Status	Comments
<p>3. The department should identify, evaluate and justify the resources needed to effectively operate one-stop permit centers at both the Honolulu and Kapolei facilities. The department should ensure administration's support for the resources necessary to support those goals. Evaluation mechanisms should be integrated into the process as a means to measure progress.</p>	<p>I</p>	<p><u>Status as of September 2012:</u>  DPP did not provide any information until the discussion draft of this report. Their comments here are unaudited and will be verified in next year's report.</p> <p>DPP reports as a result of improved on-line services and electronic plan submission and review, it has determined that the Kapolei Permit Center is not necessary for providing application drop-off and minor permit review services for that area. The Kapolei Permit Center is expected to close on December 31, 2012.</p> <p>ESTIMATED COMPLETION DATE: December 2012</p> <p><u>Status as of October 2014:</u></p> <ol style="list-style-type: none"> <li>1. DPP is utilizing daily resource allocation of job assignments to identify, evaluate and justify the resources needed to effectively operate one-stop permit centers at both the Honolulu and Kapolei facilities (the permit center in Kapolei did not close in 2012 as the department previously indicated).</li> <li>2. The evaluation process measures the input to output ratio to not only measure progress but also identify the source of the backlog and where the critical staffing shortage exist.</li> <li>3. The constant rate of staff turnover due to retirements, and reallocation to inspector positions is the critical detriment to the successful outcome of the permit processing and desired customer service.</li> </ol> <p>ESTIMATED COMPLETION DATE: October 2015*</p>

\* An estimated completion date of October 2015 was inserted when the agency did not specify an estimated completion date.

**Review and Assessment of the Department of Planning and Permitting's One-Stop Permit Centers  
(Report 04-02, Issued June 2004)**

Recommendation	Status	Comments
<p>4. The department should clearly identify actual departmental expenses that can be linked to building permit fees and justify their relationship to building permit fees to support its efforts to secure the necessary resources to fully implement its re-engineering efforts.</p>	<p>I</p>	<p><u>Status as of September 2012:</u> DPP did not provide any information until the discussion draft of this report. Their comments here are unaudited and will be verified in next year's report.</p> <p>Bill 44 (2012) at city council is a permit streamlining measure which amends Chapter 18 providing additional exemptions from the Building Code. DPP reports submitting Bill 51 (2012), also at the city council, which attempts to provide streamlining by enabling alternatives to the permit inspection process. DPP expects to present the Council with a comprehensive revision to Chapter 18 in 2013 if Bills 44<sup>1</sup> and 51 are adopted.</p> <p>ESTIMATED COMPLETION DATE: Subject to legislative process</p> <p><u>Status as of October 2014:</u></p> <ol style="list-style-type: none"> <li>1. Fee exemption for Photovoltaic Fees amended and are no longer exempted from payment of building permit fee by Bill 68(2012)CD1, Ordinance 13-1.</li> <li>2. Implementation of a revised plan review fee to include all plans residential and commercial building permit applications Bill 15(2013), Ordinance 13-16.</li> <li>3. Implementation of new User Fees related to services additional to the administration of the building permit. Bill 70(2013), CD2 Ordinance 14-4</li> </ol> <p>ESTIMATED COMPLETION DATE: Subject to legislative process</p>

<sup>1</sup> Bill 44 was not adopted.

**Audit of Selected Management Issues of the Honolulu Liquor Commission  
(Report 05-02, Issued April 2005)**

**Report Summary:** The objectives of the audit were to review and assess the organizational structure of the Honolulu Liquor Commission (LIQ) in meeting its responsibility to implement the provisions of Chapter 281, Hawai'i Revised Statutes, and the personnel management practices of the Honolulu Liquor Commission. Report 05-02 was completed in response to City Council Resolution 03-223, *Requesting The City Auditor To Conduct An Audit Of The Honolulu Liquor Commission*.

**Of the 7 outstanding recommendations as of October 2014, 1 is complete (C) and 4 are in process (I) and 2 are not started (N)**

Recommendation	Status	Comments
<p>1. The Honolulu Liquor Commission (LIQ) should:</p> <p>b. direct the administrator to:</p> <p>2) establish an appropriate timeframe for the proposed reorganization plan. Any reorganization plan should include clear description and identification of duties of the proposed senior management team, including descriptions of the qualifications of persons to hold the positions; and</p>	I	<p><u>Status as of September 2012:</u> The agency is currently pursuing a major reorganization initiative to become more effective and meet its strategic and operational priorities.</p> <p>ESTIMATED COMPLETION DATE: June 2013</p> <p><u>Status as of October 2014:</u> Reorganization Plan draft is completed and is awaiting review by the Department of Budget and Fiscal Services (BFS) and the Department of Human Resources (DHR) to determine budget and personnel impacts. Following BFS and DHR review, the draft plan will be submitted to HGEA for consultation.</p> <p>ESTIMATED COMPLETION DATE: June 2015</p>
<p>d. assess whether effective administrative oversight of the commission necessitates the creation of an adjudication board separate from the commissioners;</p>	I	<p><u>Status as of September 2012:</u> Ongoing. The commission has implemented a pre-adjudication process and hearing-waived violations to streamline the adjudication process in the interim.</p> <p>ESTIMATED COMPLETION DATE: January 2013</p> <p><u>Status as of October 2014:</u> Two options are under consideration:</p> <p>1) Creation of an adjudication board 2) Creation of an adjudications hearing officer position.</p>

**Audit of Selected Management Issues of the Honolulu Liquor Commission  
(Report 05-02, Issued April 2005)**

Recommendation	Status	Comments
		<p>An adjudication board would require a charter amendment, while the Hearings Officer (HO) position would not require a charter amendment.</p> <p>The HO may be more advantageous because it would task the HO with processing routine adjudication matters, while reserving oversight responsibility for the commission, to include ratifying HO decision-making and handling any appeals of the HO's rulings. Further analysis is ongoing and the commission administrator is expected to make a preliminary status report in March 2015.</p> <p>ESTIMATED COMPLETION DATE: June 2016</p>
<p>g. work with the Department of Budget and Fiscal Services (BFS) to have the Internal Controls Division to conduct a thorough review of the commission's processes and practices relating to:</p> <ol style="list-style-type: none"> <li>1) auditing of licensees, and</li> <li>2) allocation and utilization of funds received from liquor violation fines.</li> </ol>	<p>I</p>	<p><u>Status as of September 2012:</u></p> <ol style="list-style-type: none"> <li>1. Preliminary draft of Audit Plan and Strategy is completed. Changes and amendments are ongoing.</li> <li>2. The commission reports the fines are considered a part of LIQ's annual budget. Fines are not earmarked for a specific use in LIQ's budget.</li> </ol> <p>ESTIMATED COMPLETION DATE: June 2013</p> <p><u>Status as of October 2014:</u></p> <p>The Commission has directed the Administrator to evaluate existing processes and practices, and to work with BFS' Internal Control Division for the following:</p> <ol style="list-style-type: none"> <li>1) Hawaii Liquor Commission is reviewing processes and practices with respect to auditing licensees, and will consult with BFS for ratification of these processes and practices.</li> <li>2) Pursuant to HRS 281-17(a)(3), 2009 amendment, the commission has expanded authority to use fine revenues that provide educational and enforcement programs for commission staff, liquor control adjudication board members, licensees, and their employees. Consultation with BFS is required to determine the proper procedures for recordation and use of fine monies for education and enforcement program activity.</li> </ol> <p>ESTIMATED COMPLETION DATE: December 2015</p>

**Audit of Selected Management Issues of the Honolulu Liquor Commission  
(Report 05-02, Issued April 2005)**

Recommendation	Status	Comments
<p>2. The liquor commission administrator should:</p> <p>a) work proactively with the liquor commissioners to identify and fill necessary vacant staff positions. This should include, but not be limited to: filling vacant positions, removing administratively imposed freezes on vacant positions necessary for effective operations, and actively pursuing the necessary fee adjustments to support proper staffing of the commission. The administrator must actively pursue both of these issues to the city administration and the city council;</p>	C	<p><u>Status as of September 2012:</u> LIQ reports aggressively moving forward in filling funded vacancies. In FY2012, 13 positions have been filled. In FY2013, an additional 6 Liquor Control Investigator I's (LCI I) will be hired. Likewise, 5 LCI I's hired in December, 2011 may be reallocated to LCI II positions that are currently vacant, depending upon their performance review.</p> <p>ESTIMATED COMPLETION DATE: Ongoing</p> <p><u>Status as of October 2014:</u> Vacant positions are identified annually and the commission has systematically filled civil service positions to ensure operational coverage and to reduce reliance on contract hires.</p> <ul style="list-style-type: none"> <li>• Enforcement Field Investigators – 10 of 18 positions filled (compared to 4 of 18 positions filled as of December 2011); approved to fill an additional 4 vacancies</li> <li>• Licensing Investigators – 6 of 7 positions filled (compared to 3 of 7 positions filled as of December 2011)</li> <li>• Supervising Investigator – 1 of 2 positions filled; interview scheduled in November 2014 to fill additional vacancy</li> <li>• Chief Investigator – request to fill approved, recruitment pending</li> </ul> <p>There are no hiring freezes in effect. The commission receives weekly report regarding positions filled. No fee adjustments are required to fill proposed vacancies in FY 2015.</p>
<p>b. ensure that the administrative directives and other appropriate policies and procedures are reviewed and updated. This should include:</p> <p>1) procedures and protocols for investigator actions that are clearly defined and routinely followed;</p>	I	<p><u>Status as of September 2012:</u> The commission reports revision and amendment of rules will be initiated at the end of the 2012 State Legislative Session. This is to accommodate any substantive changes made to laws which affect LIQ. Any and all changes will follow the four considerations listed.</p> <p>ESTIMATED COMPLETION DATE: December 2012</p>

**Audit of Selected Management Issues of the Honolulu Liquor Commission  
(Report 05-02, Issued April 2005)**

Recommendation	Status	Comments
<p>2) a clear rationale and program for selection of licensees to be audited, a plan to achieve full review of licensees is implemented, and necessary resources secured to achieve these objectives;</p> <p>3) clearly identified staff duties and responsibilities; and</p> <p>4) clear guidelines, requirements, minimal acceptable requirements of licensee applications and supporting documents, and provided to all licensee applicants, investigators, commissioners, applicants and others involved in the license process;</p>		<p><b><u>Status as of October 2014:</u></b></p> <p>1) Administrative Procedures Manual contains 155 protocols for enforcement field compliance inspections; license/permit applications investigations; and general administration. These are comprised of procedures in existence prior to May 2006 and those added as a result of the 2005 audit. No significant revision has been done since May 2006. Under oversight of the Chief Investigator, the commission plans to complete a review and update by June 30, 2015 and make the protocols accessible online to agency employees via agency intranet.</p> <p>2) The commission's audit selection process utilizes various criteria to identify selection for audit, including gross margin analysis, complaints, and reselection due to prior audit findings. The audit selection process will be further refined with the development of a new database system which will include an audit module. It is currently in development and is expected to be operational within two years. The audit module data will capture audit findings, status, and count for that year in a single location. In addition, the commission's reorganization plan will double the number of audit personnel, thus enabling an increase to the number of audit completed and increase the assurance of licensee compliance. Based on the projected audit personnel increase, the goal is to audit each licensee approximately every six years.</p> <p>3) These are partially addressed by the 155 protocols referred to above. The proposed reorganization plan will update and further define and identify duties and responsibilities.</p> <p>4) The commission completed a major update of its website in 2014 that allows licensees to obtain online application forms and supporting documents; information to assist in the application process; and various reporting and approval forms. Further expansion of website services will be completed in FY 2015.</p> <p>ESTIMATED COMPLETION DATE: June 30, 2015</p>

**Audit of Selected Management Issues of the Honolulu Liquor Commission  
(Report 05-02, Issued April 2005)**

Recommendation	Status	Comments
<p>3. The mayor should ensure that:</p> <p>a. nominees, during the nomination and confirmation process of liquor commissioners, understand and accept the workload and ethical obligations that are implicit in the commissioner role; and</p>	<p>N</p>	<p><u>Status as of September 2012:</u> The current administration had no status update for this recommendation. The recommendation status will remain unchanged from last year's report.</p> <p><b><u>Status as of October 2014:</u></b> The current administration had no status update for this recommendation. The recommendation status will remain unchanged from the previous report.</p>
<p>b. a quick and thorough review follows upon any questions concerning the behavior of appointed commissioners.</p>	<p>N</p>	<p><u>Status as of September 2012:</u> The current administration had no status update for this recommendation. The recommendation status will remain unchanged from last year's report.</p> <p><b><u>Status as of October 2014:</u></b> The current administration had no status update for this recommendation. The recommendation status will remain unchanged from the previous report.</p>

**Audit of the City's Road Maintenance Practices  
(Report 05-03, Issued June 2005)**

**Report Summary:** The objectives of the self-initiated audit were to review and assess the city's road maintenance and repair program practices.

**Of the 11 outstanding recommendations as of October 2014, 10 are in process (I) and 1 is not started (N)**

Recommendation	Status	Comments
<p>1. The Department of Facility Maintenance (DFM) should:</p> <p>c. develop a technology integration plan with other appropriate city and state agencies that utilizes GIS programming;</p>	I	<p><u>Status as of September 2012:</u> The Work Order System for sidewalk repairs and pavement condition is integrated with the Department of Planning and Permitting's (DPP) Geographic Information Systems (GIS). Contract resurfacing work is also integrated with the DPP GIS system. Other GIS integration such as drainage systems and streams are being considered. No current plans to integrate with state agencies at this time.</p> <p>ESTIMATED COMPLETION DATE: June 2015</p> <p><u>Status as of October 2014:</u> DFM has and continues to work with other city agencies to provide access to GIS that DFM updates and maintains as part of its pavement management system. DFM is also working on a GIS-based work order system that will also allow other City agencies to integrate with DFM GIS. DFM staff has been accessing DPP's GIS system for researching property ownership and other information such as drainage facilities for maintaining storm drain systems.</p> <p>ESTIMATED COMPLETION DATE: December 2015</p>
<p>e. improve its record retention system; and</p>	I	<p><u>Status as of September 2012:</u> The department is maintaining records on past work performed on roadways in its work order system. The department plans to add other work records to the system.</p> <p>ESTIMATED COMPLETION DATE: June 2015</p>

**Audit of the City's Road Maintenance Practices  
(Report 05-03, Issued June 2005)**

Recommendation	Status	Comments
		<p><b><u>Status as of October 2014:</u></b> DFM is looking at options to improve its record retention system to scan and store information digitally for improved access and recordkeeping.</p> <p>ESTIMATED COMPLETION DATE: December 2016</p>
<p>2. The division should:</p> <p>a. adopt key industry best practices for its road maintenance program that:</p> <ol style="list-style-type: none"> <li>1) secures dedicated funding;</li> <li>2) adopts a pavement management system;</li> <li>3) executes a pavement preservation program focusing on long-term maintenance;</li> <li>4) establishes customer-focused performance measures in road treatment decisions and output measurements; and</li> <li>5) implements cost-benefit analysis in maintenance applications;</li> </ol>	<p>I</p>	<p><b><u>Status as of September 2012:</u></b> a. The division indicates that attendance of American Public Works Association conferences and other meetings with road maintenance programs are essential for developing industry best practices.</p> <ol style="list-style-type: none"> <li>1) Dedicated funding for road maintenance is not at the division's discretion.</li> <li>2) MicroPaver Pavement Management System adopted. The division is working with the University of Hawai'i Civil &amp; Environmental Engineering Department, Oahu Metropolitan Planning Organization and consultants to implement program (CR 11-331).</li> <li>3) Pavement preservation program based on locally available technology has been initiated through a pilot slurry seal project implemented by DDC. Other preservation technologies being investigated by DDC. Other preservation technologies being investigated.</li> <li>4) Council adopted pavement resolution, CR 12-35, CD1.</li> <li>5) As part of MicroPaver Pavement Management System, cost benefit analysis will be incorporated into maintenance applications. DDC's contract resurfacing incorporates cost-benefit analysis.</li> </ol> <p>ESTIMATED COMPLETION DATE: June 2014</p>

**Audit of the City's Road Maintenance Practices  
(Report 05-03, Issued June 2005)**

Recommendation	Status	Comments
		<p><b><u>Status as of October 2014:</u></b></p> <p>1) and 2) DFM has adopted MicroPAVER as the first step in identifying necessary funding that will in time help secure dedicated funding. DFM is also currently seeking out an asset management/work order system to help schedule and prioritize maintenance work. MicroPAVER will be used for cost-benefit analysis of maintenance applications and will be generating reports on cost effective maintenance plans soon.</p> <p>3) DFM executed pavement preservation contracts for slurry seal and will be contracting a seal coating project shortly. In addition, DFM is acquiring crack filling/sealing equipment for in house staff. The annual pavement preservation budget is presently \$3 million.</p> <p>4) DFM coordinates with DDC on road rehabilitation, resurfacing and reconstruction contracts. Public outreach was completed for all of the neighborhood boards on the pavement management system and plans for pavement preservation projects.</p> <p>5) Cost-benefit analysis using MicroPaver will help determine schedules for appropriate reconstruction, rehabilitation, resurfacing, and pavement preservation. DFM is working with the Hawaii Asphalt Paving Industry and the UH on pavement preservation research in Hawaii.</p> <p><b>ESTIMATED COMPLETION DATE:</b></p> <p>1) Dec 2016</p> <p>2) Adopted MicroPaver prior to 2013</p> <p>3) Contract executed in 2013</p> <p>4) Outreach completed 2014</p> <p>5) MicroPaver analysis December 2016</p>

**Audit of the City's Road Maintenance Practices  
(Report 05-03, Issued June 2005)**

Recommendation	Status	Comments
<p>b. draft and implement a plan, and work with the administration and council, to eliminate <i>poor</i> industry practices such as:</p> <ol style="list-style-type: none"> <li>1) reduced or postponed maintenance;</li> <li>2) hiring and wage freezes;</li> <li>3) cancelled or temporary resurfacing;</li> <li>4) operating outmoded or hard-to-maintain equipment; and</li> <li>5) adoption of the <i>worst first</i> pavement maintenance philosophy that allows pavement to deteriorate before action is taken;</li> </ol>	<p>I</p>	<p><u>Status as of September 2012:</u> b. Ongoing.</p> <ol style="list-style-type: none"> <li>1) Contract resurfacing annual budget of \$77 million for maintenance.</li> <li>2) Hiring freeze exemptions provided to Road Maintenance staff. Determination of wage freeze, pay cut is at state and county levels, as part of the statewide collective bargaining process. Wage freeze issues are part of the state-wide bargaining process and beyond the division's control.</li> <li>3) Contract resurfacing has remained a priority and is being performed by DDC.</li> <li>4) In-house paving equipment has been purchased.</li> <li>5) Adoption of Pavement Management System will incorporate pavement preservation and other rehabilitation priorities to improve roads.</li> </ol> <p>ESTIMATED COMPLETION DATE: June 2015</p> <p><u>Status as of October 2014:</u></p> <ol style="list-style-type: none"> <li>1) MicroPaver reports will identify increased costs resulting from reduced/postponed maintenance.</li> <li>2) Reorganization plans to improve agency efficiency were prepared.</li> <li>3) Better coordination with utility companies is ongoing with acquisition of Envista/Accela</li> <li>4) Replacement paving equipment was obtained and a dedicated pothole patching equipment was acquired.</li> <li>5) Pavement Preservation projects were implemented to keep good roads in good condition.</li> </ol> <p>ESTIMATED COMPLETION DATE:</p> <ol style="list-style-type: none"> <li>1) Dec 2016</li> <li>2) Reorganization approval expected December 2016</li> </ol>

**Audit of the City's Road Maintenance Practices  
(Report 05-03, Issued June 2005)**

Recommendation	Status	Comments
		3) December 2015 4) Paver acquired 2012. Pothole patcher acquired 2013. 5) Pavement Preservation project contract executed in 2013
c. prioritize and consistently conduct an annual pavement condition survey;	I	<p><u>Status as of September 2012:</u>            Annual pavement condition surveys are not recommended by Federal Highway Administration. They recommend a 2 year interval to complete roads condition assessment.</p> <p>ESTIMATED COMPLETION DATE: December 2013</p> <p><b><u>Status as of October 2014:</u></b>            DFM has 2 years of pavement condition survey data. DFM staff is in the process of determining best practices for continuation of the pavement condition inspections. After initial acquisition of 2 years of data, pavement condition surveys to be conducted every 2 years unless increased funding is available.</p> <p>ESTIMATED COMPLETION DATE: June 2015</p>
d. develop a comprehensive work order system;	I	<p><u>Status as of September 2012:</u>            Sidewalk and road maintenance currently in place. Other work orders being considered.</p> <p>ESTIMATED COMPLETION DATE: June 2016</p> <p><b><u>Status as of October 2014:</u></b>            DFM is seeking proposals for an asset management/work order system. DFM has already identified what types of work orders will be implemented with the new work order system.</p> <p>ESTIMATED COMPLETION DATE: December 2015</p>

**Audit of the City's Road Maintenance Practices  
(Report 05-03, Issued June 2005)**

Recommendation	Status	Comments
<p>e. draft policies and procedures for road maintenance applications; and</p>	<p>I</p>	<p><u>Status as of September 2012:</u> The division is gathering information from other jurisdictions.</p> <p>ESTIMATED COMPLETION DATE: June 2015</p> <p><b><u>Status as of October 2014:</u></b> DFM has identified and reviewed current policies and procedures and documentation of these things. DFM is currently working on an RFP to document these policies and procedures to update them to the current work environment.</p> <p>ESTIMATED COMPLETION DATE: Late 2015/Early 2016</p>
<p>3. The mayor should:</p> <p>a. ensure that the Department of Facility Maintenance has adequate resources to fulfill its mission to maintain city roads;</p>	<p>I</p>	<p><u>Status as of September 2012:</u> The administration reports pursuing adequate resources for the department to maintain city roads.</p> <p>ESTIMATED COMPLETION DATE: Ongoing</p> <p><b><u>Status as of October 2014:</u></b> The current administration had no status update for this recommendation. The recommendation status will remain unchanged from the previous report.</p> <p>ESTIMATED COMPLETION DATE: October 2015*</p>
<p>b. ensure that the Department of Design and Construction has adequate resources to program road resurfacing and reconstruction projects; and</p>	<p>I</p>	<p><u>Status as of September 2012:</u> The administration reports pursuing adequate resources for DDC to program road resurfacing and reconstruction projects</p> <p>Estimated Completion Date: Ongoing</p>

\* An estimated completion date of October 2015 was inserted when the agency did not specify an estimated completion date.

**Audit of the City's Road Maintenance Practices  
(Report 05-03, Issued June 2005)**

Recommendation	Status	Comments
		<p><b><u>Status as of October 2014:</u></b> The current administration had no status update for this recommendation. The recommendation status will remain unchanged from the previous report.</p> <p>ESTIMATED COMPLETION DATE: October 2015*</p>
<p>c. seek a practical solution to issues regarding disputed road ownership.</p>	<p>N</p>	<p><b><u>Status as of September 2012:</u></b> The administration believes there is not an administrative remedy, but rather it must use the legal system to protect the city's interests in resolving ownership issues.</p> <p><b><u>Status as of October 2014:</u></b> The current administration had no status update for this recommendation. The recommendation status will remain unchanged from the previous report.</p>
<p>6. The managing director should review and develop updated record keeping guidelines for city agencies and submit recommendations to the council for adoption.</p>	<p>I</p>	<p><b><u>Status as of September 2012:</u></b> Effective January 1, 2012 the Department of Customer Services has contracted with outside consultant Records Management Resources to update/revise the records management policy, records management manual and the general records schedule. The deliverables will also include a new records management strategic plan, revised record storage procedures and an inactive boxed records tracking system.</p> <p>ESTIMATED COMPLETION DATE: December 2012</p> <p><b><u>Status as of October 2014:</u></b> The current administration had no status update for this recommendation. The recommendation status will remain unchanged from the previous report.</p> <p>ESTIMATED COMPLETION DATE: October 2015*</p>

\* An estimated completion date of October 2015 was inserted when the agency did not specify an estimated completion date.

**Audit of Selected City Information Technology Controls  
(Report 06-01, Issued January 2006)**

**Report Summary:** The objectives of the self-initiated audit were to review and assess the adequacy of selected general information security controls employed by the Department of Information Technology (DIT) such as backup and recovery, physical and environmental controls, and service continuity/contingency planning.

**Of the 2 outstanding recommendations as of October 2014, 2 are in process (I)**

Recommendation	Status	Comments
<p>1. The department should:</p> <p>b. seek funding to facilitate a citywide risk assessment, including business impact and business continuity/resumption analysis;</p>	<p>I</p>	<p><u>Status as of September 2012:</u> The project has been assigned to DEM per administrative directive subject #220. The Continuity of Operations Plans (COOP) for the departments have been completed by the DEM. Once COOP plans are distributed, DIT will hold follow-up meetings with each department to further refine and detail out their recovery needs.</p> <p>The Department of Information Technology (DIT) provided part of the funding to DEM to hire a consultant to develop Continuity of Operations assessments and plans for the city departments in 2007. DIT participated in the COOP planning with regards to required IT systems support in a disruption of service. The DIT subsequently submitted funding requests in 2009 and 2010 for a Business Impact Analysis (BIA) assessment. These requests were not approved in those fiscal year budgets. Funding requests continue to be under consideration annually for submission in the DIT budget.</p> <p>ESTIMATED COMPLETION DATE: Subject to budgetary consideration</p> <p><u>Status as of October 2014:</u> DIT feels that it would take an enormous amount of funding to access how a Disaster to the city's Infrastructure and applications would affect the entire City. DIT instead will mitigate the risk to the City by hardening the resiliency of its infrastructure and applications through the deployment of a private cloud.</p> <p>ESTIMATED COMPLETION DATE: June 2016</p>

**Audit of Selected City Information Technology Controls  
(Report 06-01, Issued January 2006)**

Recommendation	Status	Comments
<p>f. pursue an appropriate funding program for disaster recovery planning and required supporting elements, and provide an appropriate level of authority and priority to the disaster recovery function within the department; and</p>	<p>I</p>	<p><u>Status as of September 2012:</u>                      The department has been able to build its disaster capability in Kapolei by allocating the necessary resources as additional equipment and functions are added to the city. DIT will continue to explore other sources of funding, including Federal funds via Department of Homeland Security. DIT has addressed the level of authority issue by creating an excluded manager position at the branch chief level within the Operations Division. The primary function of this position is the coordination of all IT Disaster Recovery related activities within the DIT and the city.</p> <p>Previous funding request for disaster recovery planning and required supporting elements were not approved. However, as part of a DIT reorganization, a management position to coordinate DIT disaster recover planning and deployment was established within the Operations Division. DIT has again sought funding in the 2012 budget for Disaster Recovery planning services, but this was not approved.</p> <p>Within the constraints of the current budget, the Division Chief of Operations in 2011, assumed part of the responsibilities of the recovery coordinator to ensure the recoverability of key systems. A successful Disaster Recovery test was conducted in August 2011, at the DIT backup data center, to prepare for contingencies associated with standard operations and the 2011 Economic Summit (APEC) held in Honolulu.</p> <p>ESTIMATED COMPLETION DATE: Subject to budgetary consideration</p> <p><u>Status as of October 2014:</u>                      DIT is seeking funding for FY2016 for disaster recovery/private cloud planning.</p> <p>ESTIMATED COMPLETION DATE: Subject to funding</p>

**Audit of the Hanauma Bay Nature Preserve Fund  
(Report 07-02, Issued June 2007)**

**Report Summary:** The objectives of the self-initiated audit were to review and evaluate the effectiveness by which revenues and expenditures of the Hanauma Bay Nature Preserve Fund are tracked, monitored and evaluated; and assess the effectiveness for ensuring that the fund is meeting operational and capital improvement program needs of the preserve. The audit was conducted pursuant to City Council Resolution 04-205, *Requesting a Performance Audit of the Hanauma Bay Nature Preserve Fund*, which restated the intent of the fund, noting that revenues are to support the unique requirements established to protect the preserve, and documents the concerns surrounding administration’s proposal to remove concession fee payments as a revenue source of the fund, which was rejected by the city council.

**Of the 6 outstanding recommendations as of October 2014, 1 is complete (C) and 5 are in process (I)**

Recommendation	Status	Comments
<p>1. The director of the Department of Parks and Recreation (DPR) should:</p> <p>a. ensure that a new or updated master plan for the Hanauma Bay Nature Preserve is completed which will serve as a basis for development and identification of specific programs and items necessary to achieve the master plan objectives;</p>	C	<p><u>Status as of September 2012:</u> Consultant, Wilson Okamoto Corporation, was signed, and given notice to proceed in May 2011. The department reports that the consultant is at Stage 3 (out of 6), preliminary development stage.</p> <p>ESTIMATED COMPLETION DATE: February 2013</p> <p><u>Status as of October 2014:</u> The Master plan update was completed in November 2014.</p>
<p>b. ensure that the updated master plan be used as the basis for specific development and budgetary elements that will achieve objectives of master plan;</p>	I	<p><u>Status as of September 2012:</u> When plan is complete, it will be used as basis to achieve objectives.</p> <p>ESTIMATED COMPLETION DATE: Pending completion of master plan</p>

**Audit of the Hanauma Bay Nature Preserve Fund  
(Report 07-02, Issued June 2007)**

Recommendation	Status	Comments
		<p><b><u>Status as of October 2014:</u></b> The master plan will serve as a critical document to program future repairs, maintenance and construction projects over six-year increments.</p> <p>ESTIMATED COMPLETION DATE: October 2015*</p>
<p>c. ensure that budgeting is based upon elements developed to implement the preserve's master plan;</p>	<p>I</p>	<p><b><u>Status as of September 2012:</u></b> The department indicates that the preserve's spending plan takes into account projected revenue and operating expenses. The Master Plan is currently under development.</p> <p>ESTIMATED COMPLETION DATE: February 2013</p> <p><b><u>Status as of October 2014:</u></b> The master plan will be used as a source document to project and develop Hanauma Bay's annual budget.</p> <p>ESTIMATED COMPLETION DATE: October 2015*</p>
<p>d. assess past and projected preserve fund revenues, expenditures and fund balances;</p>	<p>I</p>	<p><b><u>Status as of September 2012:</u></b> The department reports the Department of Budget and Fiscal Services (BFS) has provided a spreadsheet that gives a fund analysis for FY 2013 planning and will continue to share revenue and expenditure data.</p> <p>ESTIMATED COMPLETION DATE: December 2012</p>

\* An estimated completion date of October 2015 was inserted when the agency did not specify an estimated completion date.

**Audit of the Hanauma Bay Nature Preserve Fund  
(Report 07-02, Issued June 2007)**

Recommendation	Status	Comments
		<p><b><u>Status as of October 2014:</u></b> Annual reviews are made with the Department of Budget and Fiscal Services to go over projected revenues, anticipated increases, and expenses to determine operating and capital cost for out years. Initiative is being considered to increase revenue for parking.</p> <p>ESTIMATED COMPLETION DATE: October 2015*</p>
<p>e. assess adequacy of fund revenues and projected expenses in accordance with preserve's goals and objectives;</p>	<p>I</p>	<p><b><u>Status as of September 2012:</u></b> The department reports BFS has provided a spreadsheet that gives a fund analysis for FY 2013 planning and will continue to share revenue and expenditure data.</p> <p>ESTIMATED COMPLETION DATE: December 2012</p> <p><b><u>Status as of October 2014:</u></b> Consideration to determine solvency and meeting outcomes are done at the same revenue reviews and analysis are completed.</p> <p>ESTIMATED COMPLETION DATE: October 2015*</p>
<p>f. ensure that preserve staff is actively involved in all levels of planning for preserve's use; and</p>	<p>I</p>	<p><b><u>Status as of September 2012:</u></b> The department reports Hanauma Bay operational and maintenance staffs, the district and division's staffs are actively involved in all levels of planning of the preserve's use.</p> <p>ESTIMATED COMPLETION DATE: Ongoing</p> <p><b><u>Status as of October 2014:</u></b> The budget guidelines are reviewed with the manager through the Office of the Administrator. The Office of the City Auditor could not verify that this recommendation was satisfactorily addressed.</p> <p>ESTIMATED COMPLETION DATE: October 2015*</p>

\* An estimated completion date of October 2015 was inserted when the agency did not specify an estimated completion date.

**Audit of the Tennis Complex of the Central O’ahu Regional Park  
(Report 07-03, Issued July 2007)**

**Report Summary:** The objectives of the self-initiated audit were to Determine the city’s total cost and related management issues to construct the tennis complex at the Central O’ahu Regional Park.

**Of the 2 outstanding recommendations as of October 2014, 1 is not started (N) and 1 is in process (I)**

Recommendation	Status	Comments
<p>1. The director of the Department of Design and Construction (DDC) should:</p> <p>j. cease commingling resources and funds among separate project phases; and</p>	N	<p><u>Status as of September 2012:</u> DDC reports providing an estimated construction cost for budgetary purposes in creating the annual capital improvement project request. However, during the subsequent design phase and construction bidding phases, the construction costs may exceed the phased budgeted amounts due to numerous reasons and require the transfer of funding to the appropriate phase.</p> <p><u>Status as of October 2014:</u> DDC reports that the agency and BFS established internal audit controls. As verification, DDC provided us with a copy of its original management response to Report No. 07-03, dated July 10, 2007. The response was deemed inadequate at the time. Thus, we maintain that DDC has not sufficiently addressed the audit recommendation.</p>
<p>k. fully represent project costs in capital budget requests to council and cease using unspecific, generic purposed capital projects or programs as ad hoc sources of project funding.</p>	I	<p><u>Status as of September 2012:</u> DDC reports providing an estimated construction cost for budgetary purposes. However, during the subsequent design phase and construction bidding phases, the construction costs may exceed the budgeted amount. In order to award the bid, additional funding may be needed in order to successfully award the bid.</p> <p><u>Status as of October 2014:</u> BFS worked with the Administration to line item CIP as much as possible. Bulk Funds and Recreational District Funds are still used.</p> <p>ESTIMATED COMPLETION DATE: October 2015*</p>

\* An estimated completion date of October 2015 was inserted when the agency did not specify an estimated completion date.

**Audit of the Honolulu Police Department Patrol Officer Staffing Practices  
(Report 07-04, Issued August 2007)**

**Report Summary:** The objectives of the self-initiated audit were to review and assess the Honolulu Police Department's process and methodology for determining patrol officer district staffing levels, and assess its effectiveness in addressing needed district patrol officer staffing levels

**Of the 3 outstanding recommendations as of October 2014, 3 are in process (I)**

Recommendation	Status	Comments
<p>1. The Honolulu Police Department (HPD) should:</p> <p>a. improve workload reporting and analysis and better justify staffing needs by:</p> <p>3) amending the current system of reporting to capture all patrol officer activities and more accurately depict workload;</p>	I	<p><u>Status as of September 2012:</u> HPD recently procured an upgrade to the Computer Aided Dispatch System and the Records Management System, and is in the process of developing these systems to improve the workload reporting to better justify staffing needs.</p> <p>ESTIMATED COMPLETION DATE: October 2013</p> <p><u>Status as of October 2014:</u> The upgrade to the Computer Aided Dispatch System and Records Management System was delayed and is currently on track to be completed.</p> <p>ESTIMATED COMPLETION DATE: August 2015</p>
<p>b. reinforce efforts to work toward full staffing of existing positions by:</p> <p>3) assessing the need for additional Human Resource Division resources to facilitate recruitment and processing new officers;</p>	I	<p><u>Status as of September 2012:</u> Three positions were authorized in FY 2009 and are still awaiting creation. In the interim, the department reports putting three officers on special assignment to the Human Resources Division to assist with recruitment efforts.</p> <p>ESTIMATED COMPLETION DATE: Subject to funding</p> <p><u>Status as of October 2014:</u> The Human Resources Division is awaiting the acquisition of a Human Resources Specialist V, a Sergeant (Recruitment), and a Detective (Background).</p> <p>ESTIMATED COMPLETION DATE: January 2016</p>

**Audit of the Honolulu Police Department Patrol Officer Staffing Practices  
(Report 07-04, Issued August 2007)**

Recommendation	Status	Comments
<p>c. improve recruitment and training capabilities by:</p> <p>3) assessing the physical limitations of the current training facility and evaluating options for increasing the department's capacity to train incoming recruits; and</p>	<p>I</p>	<p><u>Status as of September 2012:</u> Three positions were authorized in FY 2009, and are still awaiting creation. Supporting classroom space for the range is currently under construction.</p> <p>ESTIMATED COMPLETION DATE: Positions subject to funding. Construction expected to be completed in December 2012.</p> <p><b><u>Status as of October 2014:</u></b> The construction of a firing range and classroom has been completed, and the Training Division acquired a Firearm Technician. The Training Division is awaiting the acquisition of a Training Curriculum Specialist and a Sergeant (Training).</p> <p>ESTIMATED COMPLETION DATE: January 2016</p>

**Audit of the City's Planning, Design, and Construction of Skateboard Park Facilities  
(Report 08-01, Issued June 2008)**

**Report Summary:** The objectives of the audit were to review the Department of Design and Construction's planning, design and construction practices at Banzai Skateboard Park, and assess the effectiveness by which the Department of Design and Construction oversees the work of its general contractor to control expenses and minimize waste of city resources. Report 08-01 was completed in response to City Council Resolution 06-373, *Requesting The City Auditor To Audit The City's Planning, Design And Construction Of Skateboard Park Facilities*.

**Of the 5 outstanding recommendations as of October 2014, 3 are completed (C), 1 is resolved (R), and 1 is in process (I)**

Recommendation	Status	Comments
<p>The Department of Design and Construction (DDC) should:</p> <p>1. improve internal design-build practices, specifically:</p> <p>a. develop policies and procedures specifically for design-build projects, from appropriate details to include in the requests for proposals to deadlines for all key phases of the project, from design to construction;</p>	C	<p><u>Status as of September 2012:</u> The department has preliminarily drafted new design-build policies and procedures, and standard operating procedures.</p> <p>ESTIMATED COMPLETION DATE: November 2012</p> <p><b><u>Status as of October 2014:</u></b> DDC created a Standard Operating Procedure (SOP) on 11/2/2012 for design-build contracts.</p>
<p>b. clarify the roles of all parties within the design-build contract. Provide open lines of communication through regular meetings with both the design firm and the construction contractor to ensure that both are operating in the city's interest; and</p>	C	<p><u>Status as of September 2012:</u> The department has preliminarily drafted new design-build policies and procedures, and standard operating procedures.</p> <p>ESTIMATED COMPLETION DATE: November 2012</p> <p><b><u>Status as of October 2014:</u></b> DDC created a Standard Operating Procedure (SOP) on 11/2/2012 for design-build contracts.</p>

**Audit of the City's Planning, Design, and Construction of Skateboard Park Facilities  
(Report 08-01, Issued June 2008)**

Recommendation	Status	Comments
<p>c. develop specific Request For Proposals and contract guidelines for design-build projects and contractor oversight;</p>	<p>C</p>	<p><u>Status as of September 2012:</u> The department has preliminarily drafted new design-build policies and procedures, and standard operating procedures.</p> <p>ESTIMATED COMPLETION DATE: November 2012</p> <p><b><u>Status as of October 2014:</u></b> DDC created a Standard Operating Procedure (SOP) on 11/2/2012 for design-build contracts.</p>
<p>2. develop criteria for future skateboard parks or other specialized sports facilities' site selection and development, including required preliminary studies, permits and components necessary for orderly project progression to include reasonable precautions against building potential attractive nuisance structures; and</p>	<p>R</p>	<p><u>Status as of September 2012:</u> The department has preliminarily drafted new design-build policies and procedures, and standard operating procedures.</p> <p>ESTIMATED COMPLETION DATE: November 2012</p> <p><b><u>Status as of October 2014:</u></b> DDC created a Standard Operating Procedure (SOP) on 11/2/2012 for design-build contracts. Skateboard parks are unique. Layout and design of facility is part of the evaluation of design-build team.</p>
<p>3. develop guidelines to improve public and client agency notification of changes to particular projects to keep stakeholders apprised of changes that occur during construction.</p>	<p>I</p>	<p><u>Status as of September 2012:</u> The department has preliminarily drafted new design-build policies and procedures, and standard operating procedures.</p> <p>ESTIMATED COMPLETION DATE: November 2012</p> <p><b><u>Status as of October 2014:</u></b> DDC has open communication with client agencies. Client agencies are responsible for communication to public/special interests groups as necessary.</p> <p>ESTIMATED COMPLETION DATE: October 2015*</p>

\* An estimated completion date of October 2015 was inserted when the agency did not specify an estimated completion date.

**Audit of the City's Electricity Costs, Consumption and Management  
(Report 08-02, Issued July 2008)**

**Report Summary:** The objectives of the audit were to review and assess citywide expenditures for electricity and management of electricity consumption from FY2002-03 to FY2006-07. Report 08-02 was initiated partly in response to concerns noted in the unadopted Resolution 06-144, *Requesting the Office of the City Auditor to Conduct a Comprehensive Energy Audit of City-Owned Buildings and Facilities*.

**Of the 2 outstanding recommendations as of October 2014, 2 are in process (I)**

Recommendation	Status	Comments
<p>1. The mayor should:</p> <p>c. require the Mayor's Energy and Sustainability Task Force to develop an action plan for meeting the 10 percent reduction in electricity consumption for the city's existing public buildings between FY2006-07 and FY2016-17.</p>	I	<p><u>Status as of September 2012:</u> The Department of Design and Construction provided data to demonstrate that the task force's objective of 10 percent energy reduction in electricity consumption for the city's public buildings has been achieved for both FY 2009 and FY 2010. FY 2011 energy reduction was 8.9%, just short of the 10% objective.</p> <p>ESTIMATED COMPLETION DATE: June 2015</p> <p><b><u>Status as of October 2014:</u></b> The current administration had no status update for this recommendation. The recommendation status will remain unchanged from the previous report.</p> <p>ESTIMATED COMPLETION DATE: October 2015*</p>
<p>2. The managing director should:</p> <p>b. consider implementing electricity management best practices which include, but are not limited to, reporting electricity management results to employees, providing training and recognizing those meeting electricity cost and consumption goals and objectives, and funding periodic electricity and billing audits;</p>	I	<p><u>Status as of September 2012:</u> The managing director is developing a comprehensive plan focused on energy and sustainability education for employees and the general public. The program will encourage employee participation in developing creative, easy to implement conservation efforts. It will also provide the general public information about energy efficiency, conservations, and initiatives through a city website.</p> <p>ESTIMATED COMPLETION DATE: Ongoing</p>

\* An estimated completion date of October 2015 was inserted when the agency did not specify an estimated completion date.

**Audit of the City's Electricity Costs, Consumption and Management  
(Report 08-02, Issued July 2008)**

Recommendation	Status	Comments
		<p><b><u>Status as of October 2014</u></b>                      The current administration had no status update for this recommendation. The recommendation status will remain unchanged from the previous report.</p> <p>ESTIMATED COMPLETION DATE: October 2015*</p>

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\* An estimated completion date of October 2015 was inserted when the agency did not specify an estimated completion date.

**Audit of Select Management Practices of City-Owned Vehicles Under the Jurisdiction of the Department of Facility Maintenance (Report 09-01, Issued October 2009)**

**Report Summary:** The objectives of the self-initiated audit were to review and assess select passenger vehicle fleet management purchasing and select passenger vehicle fleet management operations practices.

**Of the 7 outstanding recommendations as of October 2014, 1 is resolved (R), 5 are in process (I), and 1 is not started (N)**

Recommendation	Status	Comments
<p>2. The Department of Facility Maintenance (DFM) should:</p> <p>a. establish a formal, comprehensive fleet management plan to include possible standardized fleet specifications, replacement policies, benchmarks, vehicle evaluation requirements, and other fleet management industry-recommended best practices;</p>	I	<p><u>Status as of September 2012:</u> Implemented standardized fleet specifications for vehicles weighing up to 15,000 lbs. Evaluation and Replacement policies have not yet been completely formalized although some of the checks and measures are currently in place. M4 approval, vehicle specification review, and vehicle replacement requests are now routed through the Division of Automotive Equipment Service (AES) for recommendations. December 31, 2012 is the target submittal date for acquisition and disposal authority to be centralized under AES. Once that authority is established, an official will develop and implement comprehensive fleet management program.</p> <p>ESTIMATED COMPLETION DATE: July 2014</p> <p><u>Status as of October 2014:</u> Ongoing preparation/discussion of reorganization plans to further improve work processes and alignment of resources.</p> <p>ESTIMATED COMPLETION DATE: Partial reorganization in FY 2016 and complete reorganization in FY 2017</p>
<p>b. prepare annual reports to various city agencies and the council regarding passenger-type vehicles that have reached its useful life and require agencies to justify continued use and inclusion in the city's fleet;</p>	R	<p><u>Status as of September 2012:</u> Currently no standard reports are generated. Evaluation of vehicle condition conducted only when major repairs are required. This will require authority and involvement in the initial (capital improvement project-major equipment) budget process with each agency. Function will be incorporated into Acquisition &amp; Disposal Office once established.</p> <p>ESTIMATED COMPLETION DATE: October 2013</p>

**Audit of Select Management Practices of City-Owned Vehicles Under the Jurisdiction of the Department of Facility Maintenance  
(Report 09-01, Issued October 2009)**

Recommendation	Status	Comments
		<p><b><u>Status as of October 2014:</u></b> Completed agency access to the Fleet database for all major operating agencies. No additional phases planned.</p>
<p>h. if automotive equipment services continues to service passenger vehicles, establish appropriate standards for vehicle turnaround time and take steps to minimize down time;</p>	<p>I</p>	<p><b><u>Status as of September 2012:</u></b> Established turnaround time for specific services with select city operations—not yet standardized throughout all city operations. Implemented additional steps to minimize down time: rescheduling of unreported, non-safety related vehicle faults, additional parts support through contracted services, filling vacant portions through personal services contracts, and increased budget appropriation to pay for additional resources. Completed installation of a customer portal into fleet management database in which agencies may view current repair status and other work order information of its assigned vehicles. As of September 2012, the Department of Environmental Services (ENV) and DFM have completed training on its use. The Department of Parks and Recreation to receive training by the end of calendar year 2012.</p> <p>ESTIMATED COMPLETION DATE: July 2013</p> <p><b><u>Status as of October 2014:</u></b> Established repair time benchmark. Currently gathering data to determine actual level of division performance. Continuing to fill vacant positions</p> <p>ESTIMATED COMPLETION DATE: Management validation and performance data analysis to be completed mid-January 2015.</p>
<p>i. survey city agencies annually to obtain feedback on services provided and use the data to improve service; and</p>	<p>N</p>	<p><b><u>Status as of September 2012:</u></b> No action taken.</p> <p>ESTIMATED COMPLETION DATE: July 2013</p>

**Audit of Select Management Practices of City-Owned Vehicles Under the Jurisdiction of the Department of Facility Maintenance  
(Report 09-01, Issued October 2009)**

Recommendation	Status	Comments
		<p><b><u>Status as of October 2014:</u></b> No action taken.</p> <p>ESTIMATED COMPLETION DATE: Initial survey target data of July 2015.</p>
<p>1. The mayor should:</p> <p>a. consider aligning all management responsibilities for the city's fleet of vehicles, including passenger-type vehicles, under a single entity;</p>	I	<p><b><u>Status as of September 2012:</u></b> Consolidate with 2a. The department reports that the city is in the process of aligning all management responsibilities for the city's fleet of vehicles, including passenger-type vehicles, under the AES. Partially completed with consolidated purchase of passenger and light duty trucks. Heavy duty trucks and specialty vehicles not consolidated as of September 2012.</p> <p>ESTIMATED COMPLETION DATE: July 2014</p> <p><b><u>Status as of October 2014:</u></b> The current administration had no status update for this recommendation. The recommendation status will remain unchanged from the previous report.</p> <p>ESTIMATED COMPLETION DATE: October 2015*</p>
<p>c. work with corporation counsel to resolve union-related and other outstanding issues that will allow the city to effectively control the use of city-owned property; and</p>	I	<p><b><u>Status as of September 2012:</u></b> The city is in the process of implementing a motor pool consolidation program, which has included union and corporation counsel consultation and the determination of requested resources. First phase completed. Fully functioning motor pool in operation at Fasi Municipal Building. Second phase: motor pool at Kapolei is not completed.</p> <p>ESTIMATED COMPLETION DATE: July 2014</p>

\* An estimated completion date of October 2015 was inserted when the agency did not specify an estimated completion date.

**Audit of Select Management Practices of City-Owned Vehicles Under the Jurisdiction of the Department of Facility Maintenance  
(Report 09-01, Issued October 2009)**

Recommendation	Status	Comments
		<p><b><u>Status as of October 2014:</u></b> The current administration had no status update for this recommendation. The recommendation status will remain unchanged from the previous report.</p> <p>ESTIMATED COMPLETION DATE: October 2015*</p>
<p>d. coordinate with the Department of Budget and Fiscal Services (BFS) and the Department of Facility Maintenance to establish a proposal for dedicated funding for the purchase of replacement passenger vehicles.</p>	<p>I</p>	<p><b><u>Status as of September 2012:</u></b> Funding and resources to be determined during planning process for 2b. Function will be incorporated into the Acquisition &amp; Disposal Office once established.</p> <p>ESTIMATED COMPLETION DATE: October 2013</p> <p><b><u>Status as of October 2014:</u></b> The current administration had no status update for this recommendation. The recommendation status will remain unchanged from the previous report.</p> <p>ESTIMATED COMPLETION DATE: October 2015*</p>

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\* An estimated completion date of October 2015 was inserted when the agency did not specify an estimated completion date.

**Audit of the Honolulu Fire Department's Fire Code Inspection Program for High-Rise Residential Buildings  
(Report 10-01, Issued April 2010)**

**Report Summary:** The objectives of the self-initiated audit were to assess the effectiveness of the Honolulu Fire Department's fire code inspection program for high-rise residential buildings. At the time, state law required fire code inspections be conducted every two years (recently amended to every five years).

**Of the 1 outstanding recommendation as of October 2014, 1 is complete (C)**

Recommendation	Status	Comments
<p>The Honolulu Fire Department should ensure that the Fire Prevention Bureau:</p> <ol style="list-style-type: none"> <li>1. completes the Fire Inspection Database and addresses the following:               <ol style="list-style-type: none"> <li>a. establishes a process to include fire inspection data prepared by the bureau's Plans Checking Section for new buildings and major building renovations;</li> </ol> </li> </ol>	<p>C</p>	<p><u>Status as of September 2012:</u></p> <ol style="list-style-type: none"> <li>a) The Fire Prevention Bureau's Code Enforcement sections now receive hard copies of the <i>Certificate of Occupancy</i> (CO) from the city's Department of Planning and Permitting. Receipt of a CO indicates that new building or renovated unit within a building or renovated unit within a building is ready for occupancy, thereby initiating the process for code Enforcement personnel to inspect applicable fire protection systems and appliances within such structures.</li> <li>b) The Fire Inspection Database (FID) was modified to reflect current building occupancy types and capture the inspection data recorded on the <i>Fire Inspection Report</i>, thus resulting in a more accurate data model and inventory of high-rise structures throughout Honolulu.</li> <li>c) The FID will be updated to capture fire code inspections conducted by the Plans checking section, such as fire alarm systems acceptance tests and checks of automatic fire extinguishing systems for commercial kitchens, which will assist to document new buildings or occupancies within a building.</li> <li>d) The next version of the Honolulu Online System for Emergency Services is being developed to model individual building structures rather than individual tax parcels indexed by tax map keys. This will provide the capability of linking fire inspection data to an individual building, thus resulting in a more accurate model and inventory of high-rise structures through Honolulu.</li> </ol>

**Audit of the Honolulu Fire Department's Fire Code Inspection Program for High-Rise Residential Buildings  
(Report 10-01, Issued April 2010)**

Recommendation	Status	Comments
		<p>ESTIMATED COMPLETION DATE:</p> <ul style="list-style-type: none"> <li>a. Completed in the 1st quarter of FY 2012</li> <li>b. Completed in the 2nd quarter of FY 2012</li> <li>c. Estimated completion is the 3rd quarter of FY 2013</li> <li>d. Completed in the 4th quarter of FY 2012</li> </ul> <p><b><u>Status as of October 2014:</u></b>            In June 2014 the Fire Inspection Database (FID) was integrated into the Honolulu Online System for Emergency Services (HOSES). All FID functions for fire code inspections have been incorporated into HOSES. Fire code inspections, including those for fire alarm systems, range hood systems, and construction on-site inspections, that are conducted by the Plans Checking section can be entered into HOSES.</p>

**Audit of the Honolulu Police Department's Utilization of the 800 Megahertz Telecommunications System  
(Report 11-01, Issued August 2010)**

**Report Summary:** The objectives of the audit were to determine the causes of the problems that occurred with the system, solutions to the problems, and remedies available to the city for the recovery of public funds expended to solve them. Additionally, review and assess the management of the 800 MHz radio system, and its operational effectiveness for the Honolulu Police Department. Report 11-01 was completed in response to City Council Resolution 03-70, CD1, *Requesting a Performance Audit of the City and County of Honolulu's 800 Megahertz Telecommunications System.*

**Of the 4 outstanding recommendations as of October 2014, 4 are in process (I)**

Recommendation	Status	Comments
<p>1. The Department of Information Technology (DIT) and the Honolulu Police Department should use existing databases to prepare management reports that can be used to assess and improve the effectiveness of their preventive maintenance programs, and make key decisions regarding the system as it reaches the end of its lifecycle.</p>	<p>I</p>	<p><u>Status as of September 2012:</u>  Radio and Network Infrastructure Division:  Harris Corporation has provided the end-of-life notification for the Town Simulcast system and has no plans to provide new hardware, portable or mobile radios to upgrade the radio system. The city is proposing migration to a standards based radio system by the end of 2017, with estimated costs of about \$55 million.</p> <p>Existing manufacturer recommends that maintenance procedures be followed until the replacement of the radio system. Prior to migration, the department of information technology will be considering purchasing refurbished equipment as needed.</p> <p>ESTIMATED COMPLETION DATE: December 2017</p> <p>Honolulu Police Department:  Work in progress with DIT. The DIT is currently making modifications to the city's radio data base.</p> <p>ESTIMATED COMPLETION DATE: December 2012</p> <p>Public Safety, GIS, &amp; SOA Division:  DIT will be implementing IBM Tivoli Service Request Manager (TSRM) to address the documentation of incidents and requests during the maintenance life cycle. TSRM will provide knowledge base and reporting to DIT management.</p> <p>ESTIMATED COMPLETION DATE: December 2012</p>

**Audit of the Honolulu Police Department's Utilization of the 800 Megahertz Telecommunications System  
(Report 11-01, Issued August 2010)**

Recommendation	Status	Comments
		<p><b><u>Status as of October 2014:</u></b>                      The City and County of Honolulu is currently in the procurement phase to replace the existing 800 Megahertz Telecommunication System. This new standards based radio system requires new information to be captured into the databases. We have decided to wait until the new system is implemented to create management reports. In the interim, reports on system site utilization and radio utilization are reported into a central database, where management reports can be produced.</p> <p>ESTIMATED COMPLETION DATE: June 2018</p>
<p>2. The Department of Information Technology and the Honolulu Police Department should perform a comprehensive risk assessment of the 800 MHz radio system so that informed decisions can be made regarding the need to replace the system or to extend the life of the system, including improving support facilities and continued operation of the system.</p>	<p>I</p>	<p><b><u>Status as of September 2012:</u></b>                      Radio and Network Infrastructure Division:                      DIT is recommending the replacement of the current radio system by the end of 2017. A phased migration is being proposed and a report will be presented to the administration.</p> <p>Honolulu Police Department is working with DIT and compiling a report with all first responder agencies to be presented to the city's managing director.</p> <p>ESTIMATED COMPLETION DATE: December 2017</p> <p><b><u>Status as of October 2014:</u></b>                      The City and County of Honolulu is currently in the procurement phase to replace the existing 800 Megahertz Telecommunication System. The requested system is based upon the P25 standards which multiple vendors can provide.</p> <p>ESTIMATED COMPLETION DATE: June 2018</p>

**Audit of the Honolulu Police Department's Utilization of the 800 Megahertz Telecommunications System  
(Report 11-01, Issued August 2010)**

Recommendation	Status	Comments
<p>6. The Department of Information Technology and the Honolulu Police Department should ensure that current implementation of system-related projects are controlled by the project manager, including project review, in-scope work, project cost accounting; and fulfilling budgeting and procurement requirements.</p>	<p>I</p>	<p><u>Status as of September 2012:</u> Radio and Network Infrastructure Division reports all DIT projects are assigned to a project manager who is responsible for project costs, budgeting, and procurement requirements. Honolulu Police Department reports working with DIT on related ongoing projects. ESTIMATED COMPLETION DATE: Ongoing</p> <p><u>Status as of October 2014:</u> For the impending procurement to replace the existing 800 Megahertz Telecommunications System, the RFP will require a Project Manager for project review, in-scope work, project cost accounting and fulfilling budgeting and procurement requirements. ESTIMATED COMPLETION DATE: June 2018</p>
<p>4. The mayor should ensure the existing 800 MHz system or its replacement are properly funded.</p>	<p>I</p>	<p><u>Status as of September 2012:</u> No new update provided, ESTIMATED COMPLETION DATE: December 2017</p> <p><u>Status as of October 2014:</u> The current administration had no status update for this recommendation. The recommendation status will remain unchanged from the previous report. ESTIMATED COMPLETION DATE: October 2015*</p>

\* An estimated completion date of October 2015 was inserted when the agency did not specify an estimated completion date.

**Audit of the City's Ambulance Fleet and Operations  
(Report 12-01, Issued December 2011)**

**Report Summary:** The objective of this audit was to assess the city's management of its ambulance service operations, including fleet size adequacy, overtime costs, and effective use of budgeted dollars. Report 12-01 was completed in response to City Council Resolution 09-86 *Requesting the City Auditor to Conduct an Audit to Determine if the City's Current Fleet of Ambulances and Emergency Notification Vehicles Was Sufficient to Meet Emergency Assistance Needs on O'ahu*. For this audit, we focused on the ambulance services program operated by the city.

**Of the 20 outstanding recommendations as of October 2014, 3 are completed (C), 6 are resolved (R), and 11 are in process (I)**

Recommendation	Status	Comments
<p>1. Emergency Medical Services Division (EMS) should proactively work with the State of Hawai'i Department of Health to revise the contract terms so that funds are grouped in broad categories that allow unused funds to be reprogrammed as needed.</p>	<p>I</p>	<p><u>Status as of September 2012:</u> In an unaudited response, the Honolulu Emergency Services Department (HESD) reports that it will request to revise the contract terms with the state Department of Health so that funds are grouped in broad categories that allow unused funds to be reprogrammed as needed, prior to implementation of the next contract.</p> <p>ESTIMATED COMPLETION DATE: July 1, 2013</p> <p><u>Status as of October 2014:</u> EMS actively engages with the State Department of Health (DOH) regarding proposed contract changes, but have been unsuccessful to date. EMS has revised their strategy by working with the State DOH to evaluate our newly implemented 12 hour schedule program. EMS will use the projected cost savings of this program to re-engage with the State on redefining its budget categories.</p> <p>ESTIMATED COMPLETION DATE: The 12 hour schedule program is scheduled to be evaluated in June 2015.</p>

**Audit of the City's Ambulance Fleet and Operations  
(Report 12-01, Issued December 2011)**

Recommendation	Status	Comments
<p>2. EMS should modify the ambulance services contract to allow EMS to budget for salaries based on actual FTEs or positions filled, rather than positions authorized.</p>	<p>I</p>	<p><u>Status as of September 2012:</u> In an unaudited response, HESD reports modifying the ambulance services contract as recommended. This will require review in next year's status report.</p> <p><u>Status as of October 2014:</u> EMS actively engages with the State DOH regarding proposed contract changes, but have been unsuccessful to date. EMS has revised their strategy by working with the State DOH to evaluate our newly implemented 12 hour schedule program. EMS will use the projected cost savings of this program to re-engage with the State on redefining its budget categories.</p> <p>ESTIMATED COMPLETION DATE: The 12 hour schedule program is set to be evaluated in June 2015</p>
<p>3. EMS should modify the ambulance services contract to allow EMS to use unexpended funds to hire, train, and develop staff needed to operate the program.</p>	<p>I</p>	<p><u>Status as of September 2012:</u> In an unaudited response, the department reported initiating discussion with the state department of health to revise contract terms so that unused funds can be reprogrammed as needed, for hiring, training, and developing staff. The department committed to continuing discussions, though initially they have been unsuccessful.</p> <p>ESTIMATED COMPLETION DATE: July 1, 2013</p> <p><u>Status as of October 2014:</u> Since Oct 2014, EMS has initiated bi-weekly meetings with the State DOH to detail our system's goals, provide outcome and progress reports, and to discuss system operation issues. EMS will seek to include the State DOH into the discussions to provide direction and support for reallocating the identified funds in accordance with the State's defined process.</p> <p>ESTIMATED COMPLETION DATE: October 2015</p>

**Audit of the City's Ambulance Fleet and Operations  
(Report 12-01, Issued December 2011)**

Recommendation	Status	Comments
<p>4. EMS should modify the ambulance services contract to classify equipment funds as multi-year funds that can be carried over to subsequent years.</p>	<p>I</p>	<p><u>Status as of September 2012:</u> In an unaudited response, HESD reports that it will request to modify the ambulance services contract with the state Department of Health to classify equipment funds as multi-year funds that can be carried over to subsequent years, prior to implementation of the next contract.</p> <p>ESTIMATED COMPLETION DATE: July 1, 2013</p> <p><u>Status as of October 2014:</u> Since October 2014, EMS has initiated bi-weekly meetings with the State DOH to detail our system's goals, provide outcome and progress reports, and to discuss system operation issues. EMS will seek to include the State DOH into the discussions to provide direction and support for reallocating the identified funds in accordance with the State's defined process.</p> <p>ESTIMATED COMPLETION DATE: October 2015</p>
<p>5. EMS should modify the ambulance services contract to allow unexpended funds for equipment to be reprogrammed for alternative uses that will improve the response times for ambulance services.</p>	<p>I</p>	<p><u>Status as of September 2012:</u> In an unaudited response, HESD reports that it reprograms equipment funds on an ongoing basis. This will require review in next year's status report.</p> <p><u>Status as of October 2014:</u> Since October 2014, EMS has initiated bi-weekly meetings with the State DOH to detail its system's goals, provide outcome and progress reports, and to discuss system operation issues. EMS will seek to include the State DOH into the discussions to provide direction and support for reallocating the identified funds in accordance with the State's defined process.</p> <p>ESTIMATED COMPLETION DATE: October 2015*</p>

\* An estimated completion date of October 2015 was inserted when the agency did not specify an estimated completion date.

**Audit of the City's Ambulance Fleet and Operations  
(Report 12-01, Issued December 2011)**

Recommendation	Status	Comments
<p>6. When the division anticipates it will have excess funds, EMS should negotiate with the State Department of Health to reprogram those funds for alternative uses.</p>	<p>I</p>	<p><u>Status as of September 2012:</u> In an unaudited response, HESD reports it currently reprograms funds for alternate uses but cannot draw from salaries. This will require review in next year's status report.</p> <p><u>Status as of October 2014:</u> In addition to the details in #3, EMS is actively working to improve our internal processes in evaluating and monitoring our current budget. This will allow for EMS to work more closely with the State DOH for reallocation of projected unobligated funds and/or cost savings.</p> <p>ESTIMATED COMPLETION DATE: October 2015*</p>
<p>7. EMS should coordinate with the State Department of Health to establish an additional, permanent ambulance unit in Honolulu's urban core that will allow EMS to return Rapid Response 1 to service Leeward and Central O'ahu.</p>	<p>R</p>	<p><u>Status as of September 2012:</u> In an unaudited response, HESD reports that it will submit through the legislative process to establish an additional permanent ambulance unit in Honolulu's urban core that will allow EMS to return Rapid Response 1 to service Leeward and Central O'ahu. Since the audit, there has been an additional unit placed in 'Ewa Beach for 16 hours a day.</p> <p>ESTIMATED COMPLETION DATE: May 2013, subject to legislative approval</p> <p><u>Status as of October 2014:</u> Response 1 currently is providing service to leeward and central O'ahu. With the implementation of the new 12 hour shift schedule, there is less personnel needed on a daily basis for unit staffing. On days when additional personnel are available, EMS operates an additional ambulance in the metropolitan area. As EMS continues to fill its vacancies, it anticipates opening a metropolitan unit on a daily basis.</p>

\* An estimated completion date of October 2015 was inserted when the agency did not specify an estimated completion date.

**Audit of the City's Ambulance Fleet and Operations  
(Report 12-01, Issued December 2011)**

Recommendation	Status	Comments
<p>8. EMS should work with the Department of Human Resources to establish step classifications within the current personnel structure that provide a career ladder for EMS ambulance staff.</p>	<p>C</p>	<p><u>Status as of September 2012:</u> In an unaudited response, HESD reports it has submitted a request for a divisional reorganization to the Department of Human Resources, Budget and Fiscal Services Department, and the state Department of Health.</p> <p>ESTIMATED COMPLETION DATE: Subject to review and approvals</p> <p><u>Status as of October 2014:</u> A modified step program was implemented with the United Public Workers Union collective bargaining agreement effective July 1, 2013 through June 30, 2017. The last step movement for EMS workers occurred in the mid-1980s.</p>
<p>9. EMS should work with union representatives to amend work rules that limit the number of work hours an EMS employee can work in a pay period.</p>	<p>R</p>	<p><u>Status as of September 2012:</u> In an unaudited response, HESD reports it is in negotiations to implement recommendation.</p> <p>ESTIMATED COMPLETION DATE: Subject to negotiation</p> <p><u>Status as of October 2014:</u> The current agreement with the State Department of Health limits staff to working no more than 10 consecutive days. Additionally, implementation of the 12-hour schedule reduced the number of hours an employee can work.</p>
<p>10. EMS management should provide the EMS chief with a daily report of all EMS workers that have seven consecutive days of work and who are scheduled to accrue overtime if a 24-hour rest period is not provided.</p>	<p>R</p>	<p><u>Status as of September 2012:</u> In an unaudited response, HESD reports providing such daily reports. This is subject to review in next year's status report.</p> <p><u>Status as of October 2014:</u> The current agreement with the State Department of Health limits staff to working no more than 10 consecutive days. Additionally, implementation of the 12-hour schedule reduced the number of hours an employee can work.</p>

**Audit of the City's Ambulance Fleet and Operations  
(Report 12-01, Issued December 2011)**

Recommendation	Status	Comments
<p>11. EMS and the EMS chief should work directly with EMS dispatch to coordinate relief, control extended work, and prevent overtime.</p>	<p>R</p>	<p><u>Status as of September 2012:</u> In an unaudited response, HESD reports that a reorganization for EMS dispatch has been submitted to the Department of Human Resources, Budget and Fiscal Services Department, and the state Department of Health.</p> <p>ESTIMATED COMPLETION DATE: Subject to review and approval</p> <p><b><u>Status as of October 2014:</u></b> This issue was resolved with the 12-hour schedule.</p>
<p>12. EMS should coordinate with the State Department of Health and union representatives to develop employee incentive programs that reward longevity, retention and wellness, and discourage sick leave abuse.</p>	<p>R</p>	<p><u>Status as of September 2012:</u> In an unaudited response HESD reports that the attendance program to mitigate sick leave is on hold until new United Public Workers Unit 10 contract is finalized.</p> <p>ESTIMATED COMPLETION DATE: Ongoing subject to negotiations</p> <p><b><u>Status as of October 2014:</u></b> This issue was resolved with the 12-hour schedule.</p>
<p>13. EMS should modify its traditional eight-hour shift to include alternative shifts that minimize overtime.</p>	<p>R</p>	<p><u>Status as of September 2012:</u> In an unaudited response, HESD reports it is in negotiations to modify traditional shifts to include alternative shifts.</p> <p>ESTIMATED COMPLETION DATE: Ongoing subject to negotiations</p> <p><b><u>Status as of October 2014:</u></b> Implemented a 12-hour shift schedule program in September 2014</p>
<p>14. EMS should conform to best practices by compiling and reviewing patient survey data collected by the state health department. The survey data should be used to analyze, evaluate, and improve ambulance services.</p>	<p>C</p>	<p><u>Status as of September 2012:</u> In an unaudited response, HESD reviews patient data on an ongoing basis. This will require review in next year's status report.</p> <p>ESTIMATED COMPLETION DATE: Ongoing</p>

**Audit of the City's Ambulance Fleet and Operations  
(Report 12-01, Issued December 2011)**

Recommendation	Status	Comments
		<p><b><u>Status as of October 2014:</u></b> The agency has access to patient survey data and conducts appropriate analysis.</p>
<p>15. EMS should compile, track and report medical service provider complaints through the O'ahu Morbidity and Mortality Committee, and report the results to the state Department of Health in the annual EMS Department and Agency Report.</p>	<p>C</p>	<p><b><u>Status as of September 2012:</u></b> In an unaudited response, HESD reports that its Quality Assurance Chief submits this data to the State of Hawai'i Department of Health in quarterly reports. This will require review in next year's status report.</p> <p>ESTIMATED COMPLETION DATE: Ongoing</p> <p><b><u>Status as of October 2014:</u></b> EMS is an active and consistent participant with the O'ahu Morbidity and Mortality Committee. Provider and agency administrative concerns regarding patient related cases are collected, evaluated (internally) and presented for the committee's consideration and response.</p>
<p>16. EMS should track and report on service calls outside of an ambulance unit's district boundaries so that the information can be used to analyze response time variances, evaluate response times, and improve ambulance services.</p>	<p>I</p>	<p><b><u>Status as of September 2012:</u></b> In an unaudited response, HESD reports that it reviews out of district service calls on an ongoing basis. This will require review in next year's status report.</p> <p>ESTIMATED COMPLETION DATE: Ongoing</p> <p><b><u>Status as of October 2014:</u></b> State Department of Health has plans to pay for a consultant to conduct a system analysis of EMS. Date of the analysis is unknown at this time. State is trying to secure funding. This is a discussed topic in the EMS monthly meetings with the State.</p> <p>ESTIMATED COMPLETION DATE: October 2015</p>

**Audit of the City's Ambulance Fleet and Operations  
(Report 12-01, Issued December 2011)**

Recommendation	Status	Comments
<p>17. EMS should include American Medical Response (AMR) performance data in its quality improvement program.</p>	<p>I</p>	<p><u>Status as of September 2012:</u> In an unaudited response, HESD reports that it recently initiated tracking AMR performance data. This will require review in next year's status report.</p> <p>ESTIMATED COMPLETION DATE: Ongoing</p> <p><b><u>Status as of October 2014:</u></b> EMS has asked AMR to provide response time reports but received data inconsistent with its needs. AMR reached out to their corporate IT but the request fell to the way side. EMS has reinstated the request. State Department of Health has initiated the lead in developing this process as part of the HEMSIS program. The state health department is in active discussions with AMR's national administration.</p> <p>ESTIMATED COMPLETION DATE: October 2015</p>
<p>18. EMS should amend its contract with AMR to include ambulance response time standards or performance measures that are comparable to the State of Hawai'i requirements.</p>	<p>I</p>	<p><u>Status as of September 2012:</u> In an unaudited response, HESD reports it will work with AMR to amend the contract to include submittal of ambulance response time standards or performance measures that are comparable to state requirements.</p> <p>ESTIMATED COMPLETION DATE: October 2012</p> <p><b><u>Status as of October 2014:</u></b> State Department of Health and EMS are in the process of working with AMR IT to bring them up to our version of computer aided dispatch (CAD). At this time AMR is several versions behind. AMR will then interface with our CAD which would allow us seamless mutual aid responses and access to 911 back-up data.</p> <p>ESTIMATED COMPLETION DATE: July 2015</p>

**Audit of the City's Ambulance Fleet and Operations  
(Report 12-01, Issued December 2011)**

Recommendation	Status	Comments
<p>19. EMS should require AMR to submit response time data that EMS can incorporate into its overall reports, response times, performance results, and quality improvement program.</p>	<p>I</p>	<p><u>Status as of September 2012:</u> In an unaudited response, HESD reports requiring AMR to submit response time data for reporting, performance, and quality assurance purposes. This will require review in next year's status report.</p> <p>ESTIMATED COMPLETION DATE: Ongoing</p> <p><u>Status as of October 2014:</u> The State Department of Health has been working on a Computer Aided Dispatch interface between EMS and AMR that would capture all of this data. The cost is \$80K to the State. Without this interface EMS and AMR would have to manually work on collecting this data. Currently EMS does not have personnel to complete this work.</p> <p>ESTIMATED COMPLETION DATE: July 2015</p>
<p>20. EMS should use the data collected to develop and implement a long range, strategic plan for improving its ambulance services. The plan should identify how AMR or any contractor services will be used to augment and improve the EMS ambulance response times and program.</p>	<p>I</p>	<p><u>Status as of September 2012:</u> In an unaudited response, HESD reports using data collected on an ongoing basis. This will require review in next year's status report.</p> <p>ESTIMATED COMPLETION DATE: Ongoing</p> <p><u>Status as of October 2014:</u> Without the data (see Nos. 16-19) a strategic plan is not feasible.</p> <p>ESTIMATED COMPLETION DATE: October 2015*</p>

\* An estimated completion date of October 2015 was inserted when the agency did not specify an estimated completion date.

**Audit of the Span of Control of Selected Departments in the City and County of Honolulu  
(Report 12-02, Issued January 2012)**

**Report Summary:** The objective of this audit was to determine whether the city’s organizational span of control was compatible with current management practices, and whether opportunities for streamlining the city’s organizations are possible. The results are intended to encourage the city to evaluate its existing organizational structure and to adopt spans of control that are more consistent with existing management practices.

**Of the 5 outstanding recommendations as of October 2014, 4 are in process (I) and 1 is not started (N)**

Recommendation	Status	Comments
<p>The mayor and managing director should:</p> <ol style="list-style-type: none"> <li>1. Require each department director to conduct an assessment of the optimal spans of control for each city department and its departmental activities; develop plans to implement changes needed to achieve those spans of controls; and implement goals and actions necessary to expand the spans of control.</li> </ol>	I	<p><u>Status as of September 2012:</u> The managing director agreed with the recommendation, and indicated an assessment would be completed prior to the next budget cycle.</p> <p>ESTIMATED COMPLETION DATE: January 2013</p> <p><u>Status as of October 2014:</u> The current administration had no status update for this recommendation. The recommendation status will remain unchanged from the previous report.</p> <p>ESTIMATED COMPLETION DATE: October 2015*</p>
<ol style="list-style-type: none"> <li>2. Direct each department director to assess the layers of management within their departments and implement reductions in the layers of management that will result in enhanced efficiency and effectiveness.</li> </ol>	I	<p><u>Status as of September 2012:</u> The managing director agreed with the recommendation, and indicated an assessment would be completed prior to the next budget cycle.</p> <p>ESTIMATED COMPLETION DATE: January 2013</p> <p><u>Status as of October 2014:</u> The current administration had no status update for this recommendation. The recommendation status will remain unchanged from the previous report.</p> <p>ESTIMATED COMPLETION DATE: October 2015*</p>

\* An estimated completion date of October 2015 was inserted when the agency did not specify an estimated completion date.

**Audit of the Span of Control of Selected Departments in the City and County of Honolulu  
(Report 12-02, Issued January 2012)**

Recommendation	Status	Comments
<p>3. Require department directors to perform assessments of long term vacant positions to identify unneeded positions, determine if any positions can be abolished, and abolish long term vacant positions (particularly positions vacant five or more years) from authorized staffing (full-time equivalents, FTEs), budget calculations, and funding requests.</p>	I	<p><u>Status as of September 2012:</u> The department agrees with the recommendation that positions no longer necessary should be abolished, after a careful review, and for reasons of organizational reform. Quarterly reports on position creation and elimination are provided to the city council.</p> <p>ESTIMATED COMPLETION DATE: Ongoing</p> <p><b><u>Status as of October 2014:</u></b> The current administration had no status update for this recommendation. The recommendation status will remain unchanged from the previous report.</p> <p>ESTIMATED COMPLETION DATE: October 2015*</p>
<p>4. Require departments to comply with the intent and guidelines for the use of personal services contracts and minimize the use of personal service contracts to fill vacant positions.</p>	N	<p><u>Status as of September 2012:</u> The managing director disagreed with the recommendation.</p> <p><b><u>Status as of October 2014:</u></b> The current administration had no status update for this recommendation. The recommendation status will remain unchanged from the previous report.</p>
<p>5. Encourage the departments to optimize the spans of control within each department by reducing the number of supervisors, abolishing supervisory positions vacant five or more years, expanding the spans of control, and reducing the layers of management.</p>	I	<p><u>Status as of September 2012:</u> The managing director indicated that this is similar to recommendation items #1 and #2, which it agreed with.</p> <p>ESTIMATED COMPLETION DATE: Ongoing as part of each cycle of budget preparation.</p>

\* An estimated completion date of October 2015 was inserted when the agency did not specify an estimated completion date.

**Audit of the Span of Control of Selected Departments in the City and County of Honolulu  
(Report 12-02, Issued January 2012)**

Recommendation	Status	Comments
		<p><b><u>Status as of October 2014:</u></b>                      The current administration had no status update for this recommendation. The recommendation status will remain unchanged from the previous report.</p> <p>ESTIMATED COMPLETION DATE: October 2015*</p>

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\* An estimated completion date of October 2015 was inserted when the agency did not specify an estimated completion date.

**Audit of the City's Real Property Tax Delinquency Collection  
(Report 12-03, Issued March 2012)**

**Report Summary:** The objective of this audit was to review and assess the city's real property tax delinquency collection process.

**Of the 11 outstanding recommendations as of October 2014, 11 are not started (N)**

Recommendation	Status	Comments
<p>The Managing Director, through the Director of the Budget and Fiscal Services Department, should:</p> <p>For government landowners and lessees:</p> <ol style="list-style-type: none"> <li>1. Negotiate a Memorandum of Agreement with the State of Hawai'i that provides for the timely exchange of lessee information on government lands and permits the city and county access to State of Hawai'i databases that allow the city staff to take timely actions in filing liens against delinquent lessees.</li> </ol>	N	<p><u>Status as of September 2012:</u> The Department of Budget and Fiscal Services (BFS) disagreed with the audit recommendations and indicated it would not take any further action.</p> <p><b><u>Status as of October 2014:</u></b> The Department of Budget and Fiscal Services disagreed with the audit recommendations and reaffirmed that it would not take any further action.</p>
<ol style="list-style-type: none"> <li>2. Maintain a list of lessees of government-owned lands who are repeatedly delinquent for close monitoring and follow-up collection actions. The list should include information such as periods of chronic delinquency, personal or property lien status, private or government owned land, age of delinquency, and collection status.</li> </ol>	N	<p><u>Status as of September 2012:</u> The Department of Budget and Fiscal Services disagreed with the audit recommendations and indicated it would not take any further action.</p> <p><b><u>Status as of October 2014:</u></b> The Department of Budget and Fiscal Services disagreed with the audit recommendations and reaffirmed that it would not take any further action.</p>
<ol style="list-style-type: none"> <li>3. Place uncollectible and written off property taxes on a list of lessees that should be denied city services and benefits until the delinquent taxes are paid or arrangements made to repay the delinquent taxes.</li> </ol>	N	<p><u>Status as of September 2012:</u> The Department of Budget and Fiscal Services disagreed with the audit recommendations and indicated it would not take any further action.</p> <p><b><u>Status as of October 2014:</u></b> The Department of Budget and Fiscal Services disagreed with the audit recommendations and reaffirmed that it would not take any further action.</p>

**Audit of the City's Real Property Tax Delinquency Collection  
(Report 12-03, Issued March 2012)**

Recommendation	Status	Comments
<p>4. Develop policies, procedures, and time lines for the following - filing personal and/or property liens; terms and conditions for payment plans; terms and conditions for personal liens; classifying accounts as uncollectible; the proper disposition of uncollectible accounts; and the treatment of chronically delinquent taxpayers.</p>	<p>N</p>	<p><u>Status as of September 2012:</u> The Department of Budget and Fiscal Services disagreed with the audit recommendations and indicated it would not take any further action.</p> <p><b><u>Status as of October 2014:</u></b> The Department of Budget and Fiscal Services disagreed with the audit recommendations and reaffirmed that it would not take any further action.</p>
<p>5. Require the BFS staff to identify and report long term government land lessee delinquencies to the BFS Director that should be written off as uncollectible.</p>	<p>N</p>	<p><u>Status as of September 2012:</u> The Department of Budget and Fiscal Services disagreed with the audit recommendations and indicated it would not take any further action.</p> <p><b><u>Status as of October 2014:</u></b> The Department of Budget and Fiscal Services disagreed with the audit recommendations and reaffirmed that it would not take any further action.</p>
<p>For private property owners:</p> <p>6. Maintain a list of private landowners who are repeatedly delinquent for close monitoring and follow-up collection actions. The list should include information such as the periods of chronic delinquency, lien status, private or government owned land, age of delinquency, and collection status.</p>	<p>N</p>	<p><u>Status as of September 2012:</u> The Department of Budget and Fiscal Services disagreed with the audit recommendations and indicated it would not take any further action.</p> <p><b><u>Status as of October 2014:</u></b> The Department of Budget and Fiscal Services disagreed with the audit recommendations and reaffirmed that it would not take any further action.</p>

**Audit of the City's Real Property Tax Delinquency Collection  
(Report 12-03, Issued March 2012)**

Recommendation	Status	Comments
<p>7. Segregate the list of delinquent property taxes for privately owned real estate from government lands; age the delinquent accounts so city staff can identify long term delinquencies that are unlikely to be collected; and require the city staff to identify and report to the BFS Director any long term, private landowner delinquencies that should be classified as uncollectible.</p>	<p>N</p>	<p><u>Status as of September 2012:</u> The Department of Budget and Fiscal Services disagreed with the audit recommendations and indicated it would not take any further action.</p> <p><b><u>Status as of October 2014:</u></b> The Department of Budget and Fiscal Services disagreed with the audit recommendations and reaffirmed that it would not take any further action.</p>
<p>8. Establish policies, procedures and timelines that limit the number of years for payment plans and require staff to take more timely action on foreclosures and other actions that protect the city's interests. The policies, procedures, and time lines should include the following – collecting and processing annual real property taxes, filing property liens; terms and conditions for payment plans; terms and conditions for foreclosure actions; classifying accounts as uncollectible; the proper disposition of uncollectible accounts; and the treatment of chronically delinquent taxpayers.</p>	<p>N</p>	<p><u>Status as of September 2012:</u> The Department of Budget and Fiscal Services disagreed with the audit recommendations and indicated it would not take any further action.</p> <p><b><u>Status as of October 2014:</u></b> The Department of Budget and Fiscal Services disagreed with the audit recommendations and reaffirmed that it would not take any further action.</p>
<p>9. Establish an ordinance that allows the city to fine and deny services to delinquent taxpayers as an incentive to pay delinquent taxes. The ordinance should include due process administrative and appeal procedures related to the denial of the city services.</p>	<p>N</p>	<p><u>Status as of September 2012:</u> The Department of Budget and Fiscal Services disagreed with the audit recommendations and indicated it would not take any further action.</p> <p><b><u>Status as of October 2014:</u></b> The Department of Budget and Fiscal Services disagreed with the audit recommendations and reaffirmed that it would not take any further action.</p>

**Audit of the City's Real Property Tax Delinquency Collection  
(Report 12-03, Issued March 2012)**

Recommendation	Status	Comments
<p>To improve collection policies and procedures, BFS should:</p> <p>10. Establish policies, procedures, and time lines for: identifying and classifying accounts as uncollectible after two years; removing uncollectible accounts from the collections lists; transferring accounts to an uncollectible accounts list; writing off the uncollectible accounts; limiting the number of years for payment plans; taking timely actions on foreclosures and delinquent accounts that protect the city's interests; and handling long-term and repeat delinquent taxpayers.</p>	N	<p><u>Status as of September 2012:</u> The Department of Budget and Fiscal Services disagreed with the audit recommendations and indicated it would not take any further action.</p> <p><b><u>Status as of October 2014:</u></b> The Department of Budget and Fiscal Services disagreed with the audit recommendations and reaffirmed that it would not take any further action.</p>
<p>11. Establish and maintain a list of taxpayers with uncollectible and written off accounts for monitoring and follow-up actions.</p>	N	<p><u>Status as of September 2012:</u> The Department of Budget and Fiscal Services disagreed with the audit recommendations and indicated it would not take any further action.</p> <p><b><u>Status as of October 2014:</u></b> The Department of Budget and Fiscal Services disagreed with the audit recommendations and reaffirmed that it would not take any further action.</p>

**Audit of the Department of Parks and Recreation's Camping Operations  
(Report 12-05, Issued October 2012)**

**Report Summary:** The objectives of this audit were to assess the department's management of the camping operations, which include the adequacy of the camping permit application and distribution system, enforcement of camping rules and regulations, and maintenance of camp sites; and assess the adequacy of the proposed online permitting system.

**Of the 18 recommendations as of October 2014, 4 are completed (C), 1 is resolved (R), 2 are dropped (D), 9 are in process (I), and 2 are not started (N)**

Recommendation	Status	Comments
<p>The Department of Parks and Recreation (DPR) should:</p> <p>1. Expedite amendment of the camping rules so that it can begin collecting camping permit fees.</p>	I	<p><b><u>Status as of October 2014:</u></b> Camping rules have been revised and approved by Corporation Counsel. Public hearings are scheduled for January 2015.</p> <p>ESTIMATED COMPLETION DATE: February 2015</p>
<p>2. Establish procedures that recognize the camping permit fee revenues and ensure revenues are used to benefit the camping program if the budget and fiscal services department does not establish a special fund for the collection of camping permit fee revenues. The procedures should include an annual report to the city council that details the amount of revenues collected and how camping permit fee revenues were used.</p>	I	<p><b><u>Status as of October 2014:</u></b> A camping revenue account was established ending in 6415. The revenues are deposited into the general fund. In order to access the money, it must be budgeted by DPR. City Council approves the budget.</p> <p>ESTIMATED COMPLETION DATE: July 2015</p>
<p>3. Develop a formal plan for how it intends to use camping permit fee revenues to maintain and improve the camping program.</p>	I	<p><b><u>Status as of October 2014:</u></b> A plan is being formulated and will require coordination and approval from the Department of Budget and Fiscal Services (BFS)</p> <p>ESTIMATED COMPLETION DATE: July 2015</p>
<p>4. Justify the convenience fee amount before it is charged to campers.</p>	R	<p><b><u>Status as of October 2014:</u></b> The online camping system accepts credit cards. The department currently imposes the \$2 administrative fee to cover credit card transaction costs; it opted not to charge the discretionary convenience fee.</p>

**Audit of the Department of Parks and Recreation's Camping Operations  
(Report 12-05, Issued October 2012)**

Recommendation	Status	Comments
5. Work with the city council to amend the Ordinance 11-20's fee structure so that it conforms to the department's fee implementation plans.	D	<b><u>Status as of October 2014:</u></b> The City Council amended Ordinance 11-20 in June 2014, but did not incorporate this recommendation.
6. Use a portion of the camping permit fee revenue to contract with a private security firm(s) to conduct roving patrols at all city parks that offer camping.	I	<b><u>Status as of October 2014:</u></b> Department reviewing options to secure private security guard service or develop additional positions for security.  ESTIMATED COMPLETION DATE: October 2015*
7. Use a portion of the camping permit fee revenue to fund Parks Detail units within the police department for the Leeward and Windward district parks that offer camping if contracting with a private security firm(s) is not feasible.	I	<b><u>Status as of October 2014:</u></b> The recommendation was made pending implementation of fee structure plan, establishment of special accounts and approval by the administration. May not have sufficient funding to sustain the program.  ESTIMATED COMPLETION DATE: October 2015*
8. Work with the Department of Design and Construction to conduct a comprehensive assessment of city park infrastructures to include the status of wastewater systems, proximity of wastewater systems to the shoreline, general conditions, and recommendations and ranking for any upgrades needed.	C	<b><u>Status as of October 2014:</u></b> DPR established an inventory of city park wastewater systems and updates repair status.
9. Use the camping fee revenues to prioritize routine operations and maintenance needs and capital projects for improving camping facilities.	I	<b><u>Status as of October 2014:</u></b> In progress for implementation in the 2016-2017 budget  ESTIMATED COMPLETION DATE: October 2015*
10. Consider non-beach camping sites for future expansion of the camping program.	I	<b><u>Status as of October 2014:</u></b> If new sites are proposed, they will be evaluated.  ESTIMATED COMPLETION DATE: October 2015*

\* An estimated completion date of October 2015 was inserted when the agency did not specify an estimated completion date.

**Audit of the Department of Parks and Recreation's Camping Operations  
(Report 12-05, Issued October 2012)**

Recommendation	Status	Comments
11. Formalize the camping program by identifying key personnel to manage the program, establishing a separate program budget, and developing measurable goals and objectives.	C	<b><u>Status as of October 2014:</u></b> Hired a full-time Camping Specialist in July 2013 to manage the program
12. Accurately track, monitor, and report camping permit data (usage) using its online camping permit report-generating capabilities.	C	<b><u>Status as of October 2014:</u></b> The online camping reservation system is fully capable of tracking and reporting camping permit usage.
13. Establish a standards manual for its camping program.	I	<b><u>Status as of October 2014:</u></b> An operations manual was drafted in early 2014 and is approximately 85% complete.  ESTIMATED COMPLETION DATE: February 2015
14. Utilize its online system capabilities to establish a quality assurance program by conducting electronic surveys to obtain camper feedback.	I	<b><u>Status as of October 2014:</u></b> Electronic surveys have not yet been implemented, but will be considered.  ESTIMATED COMPLETION DATE: October 2015*
15. Take an active role in managing its online system by ensuring that qualified staff is monitoring the program, assessing system adequacy, and recommending improvements to the Department of Information Technology and third-party vendors. The parks and recreation department should assign its online system and database accuracy responsibilities to an individual(s) with a qualified background in information technology systems.	C	<b><u>Status as of October 2014:</u></b> Hired a full-time Camping Specialist with previous experience as a webmaster and in web design. Changes are currently being made to make the online system more comprehensive and user friendly. Camping Specialist works closely with DIT to troubleshoot issues and continuously make improvements.
The Department of Budget and Fiscal Services should: 16. Establish a special fund for the collection of camping permit fee revenues to ensure that the camping program directly benefits from the fees collected.	N	<b><u>Status as of October 2014:</u></b> The city administration did not agree with the recommendation. A separate camping revenue account has been established in the general fund as required by Ordinance 11-20.

\* An estimated completion date of October 2015 was inserted when the agency did not specify an estimated completion date.

**Audit of the Department of Parks and Recreation's Camping Operations  
(Report 12-05, Issued October 2012)**

Recommendation	Status	Comments
17. Include PCI-DSS requirements in all of its contracts with credit card merchants and other appropriate vendors.	N	<p><b><u>Status as of October 2014:</u></b>                      The city administration did not agree with the recommendation. The Department of Budget and Fiscal Services Policies and Procedures Manual Index 31.22, <i>Credit and Debit Card Processing</i>, provides guidelines for accepting and processing credit and debit cards, including compliance with PCI-DSS requirements.</p>
<p>The City Council should:</p> <p>18. Consider amending Ordinance 11-20 to rescind or amend the \$2 administrative fee authorized to cover camping permits administrative costs if the Department of Parks and Recreation cannot justify the fee.</p>	D	<p><b><u>Status as of October 2014:</u></b>                      The City Council amended Ordinance 11-20 in June 2014, but did not incorporate this recommendation.</p>

**Audit of the Policies and Procedures Relating to the Honolulu City Council's Annual Contingency Allowance (Report 12-07, Issued December 2012)**

**Report Summary:** The objective of this audit was to review and assess the annual contingency allowance policy and procedures, clarifications to the categories of expenses, and the ACA reimbursement process.

**Of the 7 recommendations as of October 2014, 1 is completed (C), 3 are resolved (R), and 3 are in process (I)**

Recommendation	Status	Comments
<p>To minimize the possibility of future violations, we recommend the following:</p> <p>1. Update the Honolulu City Council's Annual Contingency Allowance (ACA) policies to authorize the council chair to oversee, monitor, and ensure that ACA claims comply with applicable ACA policies, city ethics, city finance policies, and procurement laws.</p>	R	<p><b>Status as of October 2014:</b> The Council Chair affirmed that the chair has the responsibility to oversee, monitor and ensure that ACA claims comply with applicable ACA policies and procurement laws.</p>
<p>2. Update council's annual contingency allowance policies to authorize the council chair to delegate the authority and responsibility for administering the ACA program; processing, verifying and auditing claims; denying claims for improper reimbursements, and formalize a supplemental approval process for disputed claims.</p>	I	<p><b>Status as of October 2014:</b> Section 3.05 of the Council Administrative Manual shall be updated to address the four (4) points mentioned.</p> <p>ESTIMATED COMPLETION DATE: January 2015</p>
<p>3. Clarify the council's annual contingency allowance policies regarding reimbursements for personal meals or establish per meal or an annual dollar limit on personal meal reimbursements with ACA funds.</p>	R	<p><b>Status as of October 2014:</b> The Council Chair affirmed that the City Council Administrative Manual already establishes certain limitations and prohibited uses of ACA funds. Furthermore, the pending update to the ACA's policies (see No. 2 above) will further strengthen oversight.</p>
<p>4. Incorporate best practices into the City Council Administrative Manual and annual contingency allowance policies.</p>	C	<p><b>Status as of October 2014:</b> Best practices have been incorporated:</p> <ul style="list-style-type: none"> <li>• Scheduled initial (January 2013) and periodic training for councilmembers and staff on ACA policies, procedures, and claims processing.</li> <li>• The travel reimbursement form was updated to include recommended language and incorporate applicable pCard manual text.</li> </ul>

**Audit of the Policies and Procedures Relating to the Honolulu City Council's Annual Contingency Allowance  
(Report 12-07, Issued December 2012)**

Recommendation	Status	Comments
		<ul style="list-style-type: none"> <li>Implemented annual audits of claim reimbursement (August 2013)</li> </ul>
<p>5. Amend the City Council's Standards of Conduct to prohibit councilmembers and staffs from applying undue influence or taking retribution against any staff responsible for administering the annual contingency allowance program.</p>	R	<p><b><u>Status as of October 2014:</u></b> The Council Chair affirmed that the ACA's expressed policy is that the Council Administrative Services (CAS) would be obligated to refer questionable claims matters to the Office of the Chair for resolution, in cases where resistance, intimidation, or retribution, real or perceived, are evident.</p>
<p>6. Provide administrative staff, city councilmembers and their staff initial and periodic training on annual contingency allowance policies and procedures, city ethics policies, fraud training, and the processing of ACA claims.</p>	I	<p><b><u>Status as of October 2014:</u></b> Language will be added to the revised Council Administrative Manual.  ESTIMATED COMPLETION DATE: January 2015</p>
<p>7. Update the Council Administrative Manual and annual contingency allowance policies to include the council's new Purchasing Card Program and Policy on the use of city purchasing cards (pCards) and for consistency in administering ACA expenditures.</p>	I	<p><b><u>Status as of October 2014:</u></b> This recommendation may no longer be applicable. Council Administrative Services may eliminate pCards and resume advanced per diem. Discussions are ongoing with Council Chair's office.  ESTIMATED COMPLETION DATE: October 2015*</p>

\* An estimated completion date of October 2015 was inserted when the agency did not specify an estimated completion date.

**Audit of the Real Property Assessment Division  
(Report 13-02, Issued October 2013)**

**Report Summary:** The objectives of this audit were to evaluate RPAD's processes related to the classification, reclassification, valuation, and assessment of real property for taxation purposes in the City and County of Honolulu.

**Of the 17 active recommendations as of October 2014, 17 are not started (N)**

Recommendation	Status	Comments
<p>Based on our review results, we recommend that the Managing Director, through the budget and fiscal services department director, require that RPAD should :</p> <p>1. Develop and enforce policies and procedures that conform to professional standards and best practices. The written policies and procedures should:</p> <p>(a) require the use of uniform methods and techniques to classify, value, and assess real properties;</p> <p>(b) ensure properties are assigned and classified based on the highest and best use and/or the current use;</p> <p>(c) ensure mixed use real properties are properly classified, valued, prorated, and assessed; and</p> <p>(d) properly classify, value, prorate, and assess real properties used as adult residential care homes, skilled nursing/intermediate care facilities, and other mixed used properties;</p>	N	<p><b><u>Status as of October 2014:</u></b> The current administration had no status update for this recommendation.</p>
<p>2. Make recommendations to city council to introduce ordinances that allow tax assessments, exemptions, and real property taxes to be prorated according to the actual use of the properties;</p>	N	<p><b><u>Status as of October 2014:</u></b> The current administration had no status update for this recommendation.</p>
<p>3. Communicate information or violations to the Department of Planning and Permitting (DPP) and work with DPP to resolve land classification and violation issues;</p>	N	<p><b><u>Status as of October 2014:</u></b> The current administration had no status update for this recommendation.</p>

**Audit of the Real Property Assessment Division  
(Report 13-02, Issued October 2013)**

Recommendation	Status	Comments
4. Complete the processing and documentation of real properties granted tax adjustments or tax compromises under Resolutions 10-260 and 11-105;	N	<b><u>Status as of October 2014:</u></b> The current administration had no status update for this recommendation.
5. Develop an accurate and reliable list of properties affected by its reclassifications of real properties and reverse any tax adjustments or tax compromises that were granted to non-qualified real property owners under the auspices of Resolution 10-206 and 11-105;	N	<b><u>Status as of October 2014:</u></b> The current administration had no status update for this recommendation.
6. Correct and collect all tax property assessments due from unqualified real property owners who were granted tax adjustments or tax compromises under the Resolutions 10-260 and 11-105;	N	<b><u>Status as of October 2014:</u></b> The current administration had no status update for this recommendation.
7. Enforce written rules for historic property dedication exemptions and cancel the historic residence exemptions for property owners who are not complying with the historic residence requirements;	N	<b><u>Status as of October 2014:</u></b> The current administration had no status update for this recommendation.
8. Require non-compliant property owners to pay the full real property taxes and penalties as detailed in Chapter 8 of the Revised Ordinances of Honolulu and the Budget and Fiscal Services Historic Property Dedication Rules;	N	<b><u>Status as of October 2014:</u></b> The current administration had no status update for this recommendation.
9. Cancel the historic property dedication exemptions for properties with commercial activities on residential properties without a conditional use permit;	N	<b><u>Status as of October 2014:</u></b> The current administration had no status update for this recommendation.
10. Ensure the accuracy and reliability of the real property tax assessment data by including historic residential and commercial properties in the RPAD data quality assurance program;	N	<b><u>Status as of October 2014:</u></b> The current administration had no status update for this recommendation.

**Audit of the Real Property Assessment Division  
(Report 13-02, Issued October 2013)**

Recommendation	Status	Comments
11. Include in the data quality assurance program best practices including physical property inspections, alternative inspection techniques, verifications of valuation and appraisal results, and compliance with historic property dedication requirements;	N	<b><u>Status as of October 2014:</u></b> The current administration had no status update for this recommendation.
12. Rely more on information systems, such as <i>iasWorld</i> , for mass appraisals, real property assessments, and to streamline the existing, complex, manual process for classifying and assessing real properties;	N	<b><u>Status as of October 2014:</u></b> The current administration had no status update for this recommendation.
13. Use the <i>iasWorld</i> system capabilities to determine property values and perform appraisals and assessments of real properties, and use manual processes and State of Hawai'i data as a double check of the <i>iasWorld</i> results;	N	<b><u>Status as of October 2014:</u></b> The current administration had no status update for this recommendation.
14. Develop a data quality assurance program that periodically and regularly verifies that <i>iasWorld</i> data are current, complete, updated, accurate, and reliable;	N	<b><u>Status as of October 2014:</u></b> The current administration had no status update for this recommendation.
15. Develop and implement a data quality assurance program as recommended by professional standards and best practices to ensure real property tax assessment data is accurate, reliable, complete, updated, and current. The quality assurance program should include:  (a) statistical sampling, projection techniques, and risk assessments;  (b) prioritization of properties that are likely to be non-compliant with classification or zoning requirements;  (c) identification of high risk properties that may have inaccurate or unreliable data;	N	<b><u>Status as of October 2014:</u></b> The current administration had no status update for this recommendation.

**Audit of the Real Property Assessment Division  
(Report 13-02, Issued October 2013)**

Recommendation	Status	Comments
<p>(d) property inspections, alternative inspection techniques, and verifications of valuation and appraisal results; and</p> <p>(e) assurances that quality assurance results, staff inputs, and other real property results are linked to <i>iasWorld</i> information systems and captured in the <i>iasWorld</i> database;</p>		
<p>16. Develop and enforce written policies and procedures for:</p> <p>(a) appraising and valuing properties so that uniform, consistent, accurate, and reliable results are obtained;</p> <p>(b) requiring continuous communications and coordination with the Department of Planning and Permitting on issues such as tax assessment efforts, inspection results, valuations and appraisals, violations, and enforcement actions;</p> <p>(c) ensuring uniform methods and techniques are used to value and appraise similar real properties in different zones or dissimilar properties in the same zone;</p> <p>(d) ensuring <i>kuleana land</i> exemptions and benefits are only granted to qualified owners of real properties; and</p> <p>(e) ensuring <i>kuleana land</i> exemptions are fully documented and granted only after all legal requirements are satisfied in accordance with Chapter 8 of the Revised Ordinances of Honolulu; and</p>	N	<p><b><u>Status as of October 2014:</u></b> The current administration had no status update for this recommendation.</p>
<p>17. Remove exemptions for real properties that are misclassified or not complying with permitted uses for the assigned zoning or classification.</p>	N	<p><b><u>Status as of October 2014:</u></b> The current administration had no status update for this recommendation.</p>

**Audit of the Honolulu Authority for Rapid Transportation (HART) Public Involvement Programs  
(Report 13-03, Issued December 2013)**

**Report Summary:** The objectives of this audit were to assess the organization’s public relations and public involvement services; contract oversight, operational efficiency and effectiveness; and public involvement deliverables.

**Of the 14 audit recommendations as of October 2014, 7 are completed (C), 2 resolved (R), 1 dropped (D), 3 in process (I), and 1 not started (N)**

Recommendation	Status	Comments
<p>The Honolulu Authority for Rapid Transportation should:</p> <ol style="list-style-type: none"> <li>1. Establish and formalize specific performance measures and benchmarks for public involvement activities and staff so that public involvement outreach can be evaluated, measured, and adjusted;</li> </ol>	C	<p><b><u>Status as of October 2014:</u></b> Public Involvement (PI) established performance benchmarks for its public involvement program. Staff also continues to meet weekly to evaluate its outreach activities, set goals and staffing plans. In the past year, based on these staff meetings and public feedback, presentations have been adjusted and are now more focused on construction activities, traffic concerns and operational details. Also discussed is feedback received on the 24-hour hotline, email inquiries, and written communication. PI staff gathers and uses this information to refine approaches and public involvement activities in general. This includes more business outreach, community meetings, and rail station design workshops</p>
<ol style="list-style-type: none"> <li>2. Formally measure and record the impact and effectiveness of the public involvement activities and events by conducting formal evaluations of the techniques used after the activities or events are completed;</li> </ol>	C	<p><b><u>Status as of October 2014:</u></b> PI continues to use detailed matrix sheets to plan and evaluate its activities and events. Each week, these activities are evaluated in a post-event fashion, and techniques, collateral and staffing are adjusted as needed. PI also determines whether it should continue to participate in particular events, weighing attendance, impact and costs that take into account a return on investment. PI also continues to use comment forms and eBlast sign-up sheets to stay connected with those who attend the events.</p>

**Audit of the Honolulu Authority for Rapid Transportation (HART) Public Involvement Programs  
(Report 13-03, Issued December 2013)**

Recommendation	Status	Comments
<p>3. Follow its Staffing and Succession Plan to fill key management positions with city employees instead of consultants as recommended by the FTA, either through personal services contract, exempt employment status, or civil service;</p>	<p>I</p>	<p><b><u>Status as of October 2014:</u></b>  HART disagrees with this audit recommendation's inference that HART should fill all key management positions with city employees. The Staffing and Succession Plan is a planning tool that HART uses to ensure that technical capacity and capability are retained during critical phases of the project. Though filling all key management positions with city employees is a worthy goal to strive toward, HART maintains its focus on its primary mission of successful completion of the project. Certain factors limiting HART's recruitment efforts are Hawai'i's geographic isolation, city salary limits, and high cost of living relative to most states. Moreover, Hawaii has virtually no qualified labor pool of technical and management expertise to plan, design, build and operate an elevated fixed guideway mass transit system.</p> <p>ESTIMATED COMPLETION DATE: October 2015*</p>
<p>4. Convert the Public Information Officer position to city employment either through personal service contract, exempt employee status, or civil service;</p>	<p>I</p>	<p><b><u>Status as of October 2014:</u></b>  HART is currently updating and revising its Staffing and Succession Plan. This recommendation will be considered along with all other staffing and succession needs of the project.</p> <p>ESTIMATED COMPLETION DATE: October 2015*</p>
<p>5. Implement financial disclosure requirements for consultants that are comparable to those for city employees;</p>	<p>N</p>	<p><b><u>Status as of October 2014:</u></b>  HART does not agree that requiring consultants to provide financial disclosure statements that are the same as the city's would provide any additional assurances than already provided by the Hawai'i Administrative Rules 3-131-02 (c) which mandates that all contractors, including seconded staff, comply with the State of Hawai'i Procurement Code of Ethics and the contractual obligation set forth in the Special Provisions (section VII D) to comply with City and County of Honolulu Revised Statutes Article 11, Section 11-103, <i>Disclosure of Interest</i>.</p>

\* An estimated completion date of October 2015 was inserted when the agency did not specify an estimated completion date.

**Audit of the Honolulu Authority for Rapid Transportation (HART) Public Involvement Programs  
(Report 13-03, Issued December 2013)**

Recommendation	Status	Comments
6. Implement contract requirements to cap pay increases or evaluate individual increases on a case-by-case basis and to reject any increases that are deemed unwarranted;	C	<p><b><u>Status as of October 2014:</u></b>  HART agrees and implemented additional requirements starting with the new General Engineering Consultant (GEC) contract. In this new contract, HART will not reimburse any increase in raw labor rates greater than 3% in a 12-month period and HART must review and approve any promotions that would increase an employee's raw labor rate above the 3% cap.</p>
7. Re-evaluate its consultant relationships against IRS guidelines and Hawai'i State law relating to employment status to ensure compliance with applicable tax regulations;	D	<p><b><u>Status as of October 2014:</u></b>  HART disagrees with this recommendation. Nevertheless, HART re-evaluated its consultant relationships and determined that the liability of any misclassification of an employee as an independent consultant would be the responsibility of the contractor.</p>
8. Lease all office space to reduce consultant overhead rate charges;	C	<p><b><u>Status as of October 2014:</u></b>  HART agrees and review every contract to determine if office space should be leased by HART in order to reduce consultant overhead rate costs. Starting in December 2013, HART provides office space for the current GEC and Construction, Engineering Inspection Contractors thereby not increasing labor overhead rates.</p>
9. Require all consultants and sub consultants to submit narrative descriptions, along with task codes, with all invoices;	C	<p><b><u>Status as of October 2014:</u></b>  HART agrees and starting in January 2014, implemented enhancements to invoice review procedures requiring monthly status/narrative reports be attached to all invoices containing labor hours.</p>

**Audit of the Honolulu Authority for Rapid Transportation (HART) Public Involvement Programs  
(Report 13-03, Issued December 2013)**

Recommendation	Status	Comments
10. Formally evaluate consultants at the end of the contract period and place the evaluation into the contract file for use in evaluating future contracts;	I	<p><b><u>Status as of October 2014:</u></b>  HART agrees and reports that it already complies with this recommendation to evaluate contractors' performance in accordance with HART's Project Closeout Procedure (5.Ca-06, Rev. 1), dated April 19, 2012. The documentation required in this procedure is sufficient to provide future evaluation committees adequate performance information at various stages of the work, including the contractor's Quality Records required by HART's Quality Management Plan and a final audit by HART's Quality Management department. In order to verify that HART complied with the cited requirement, the Office of the City Auditor (OCA) requested to review the evaluation for the GEC contract that HART terminated in 2014. However, HART has not yet finalized the contract closeout.</p> <p>ESTIMATED COMPLETION DATE: October 2015*</p>
11. Establish benchmarks or performance measures for public involvement activities, as appropriate, and evaluate public involvement activities against those measures;	C	<p><b><u>Status as of October 2014:</u></b>  Public Involvement (PI) established performance benchmarks for its public involvement program. Staff also continues to meet weekly to evaluate its outreach activities, set goals and staffing plans. In the past year, based on these staff meetings and public feedback, presentations have been adjusted and are now more focused on construction activities, traffic concerns and operational details. Also discussed is feedback received on the 24-hour hotline, email inquiries, and written communication. PI staff gathers and uses this information to refine approaches and public involvement activities in general. This includes more business outreach, community meetings, and rail station design workshops</p>
12. Enter all appropriate data into the Contract Management System so that the system can be used as a reliable contract monitoring tool, or eliminate the system if it duplicates other systems;	C	<p><b><u>Status as of October 2014:</u></b>  HART agrees and all relevant information to effectively manage and report on the status of the project is already entered into HART's Contract Management System (CMS).</p>

\* An estimated completion date of October 2015 was inserted when the agency did not specify an estimated completion date.

**Audit of the Honolulu Authority for Rapid Transportation (HART) Public Involvement Programs  
(Report 13-03, Issued December 2013)**

Recommendation	Status	Comments
13. Separate public involvement contract requirements from the GEC and negotiate a fixed-price or more appropriate contract type for public involvement; and	R	<p><b><u>Status as of October 2014:</u></b>                      HART does not agree that there is sufficient certainty in the taskings associated with public involvement to warrant a fixed-price contract without HART sustaining significant costs associated with the risks related to the uncertainty in surges and lulls of taskings in the GEC II contract. HART confirms that there are no public involvement program responsibilities in the current GEC contract.</p>
14. Require the GEC consultant to provide HART administrators with <i>read-only</i> access to contract management and financial data related to public involvement.	R	<p><b><u>Status as of October 2014:</u></b>                      HART disagrees with this recommendation because there is no reason or benefit for HART to have access to this information. Further, this issue of access to narrative reports has been addressed in No. 9 above.</p>