

**Post-Audit Review 15-07:
Park Maintenance**

July 2017

City Auditor

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OFFICE OF INTERNAL AUDIT

Stan Sewell, City Auditor

July 13, 2017

To: Mayor Andy Berke
City Council Members

Subject: Post-Audit Review of Park Maintenance (Report #15-07)

Dear Mayor Berke and City Council Members:

Attached is a summary report on the status of audit recommendations in our 2015 Park Maintenance report. The purpose of this report is to confirm whether, and to what degree, management has implemented the recommendations made in the original audit.

The original audit concluded:

1. The City parks and playgrounds were not maintained in accordance with stated policies and procedures; and,
2. Opportunities exist to streamline the park maintenance and playground inspection process and increase efficiency.

The audit had 13 recommendations to improve efficiency and effectiveness of the park maintenance process. At the time of this Post-Audit Review, two recommendations were not implemented, four were partially implemented, and seven were implemented. Recommendations partially implemented and not implemented are herein reported to the Audit Committee for follow-up, as appropriate.

This Post-Audit Review consisted principally of inquiries of City personnel and examinations of various supporting documentation. It was substantially less in scope than an audit in accordance with generally accepted government auditing standards. The evidence obtained provided a reasonable basis for our conclusions; however, had an audit been performed, other matters might have come to our attention that would have been reported to you and our conclusions may have been modified.

Sincerely,

Stan Sewell, CPA, CGFM, CFE
City Auditor

Attachment

cc: Audit Committee Members
 Stacy Richardson, Chief of Staff
 Maura Sullivan, Chief Operating Officer
 Justin Holland, Administrator Public Works
 James Bergdoll, Parks Director
 Jim Arnette, TN Local Government Audit

RECOMMENDATIONS NOT IMPLEMENTED (2)

Recommendation	Actions Taken
5 We recommended General Supervisors perform and document periodic inspections.	Supervisory inspection forms were created but not incorporated in the maintenance application. The Parks Director could not confirm whether recent inspections were documented and forwarded to the Assistant Park Director (currently vacant position) as required by policy.
10 We recommended the division perform playground safety audits on all City playgrounds. We also recommended management update its policies and procedures to formally document the priority system used for safety hazards.	The division does not have a certified playground inspector on staff to perform the safety audits. In addition, the SOP was not updated to document the priority system used for safety hazards.

RECOMMENDATIONS PARTIALLY IMPLEMENTED (4)

Recommendation	Actions Taken
3 We recommended the division invest (or expand its current application) in a maintenance management software that provides asset tracking, preventive maintenance scheduling, inspection tacking/history, work order management, mobile access and detailed report generation.	The division has not invested in a maintenance management software. Modifications were made to the in-house application to eliminate manual work logs. According to the Parks Director, all Crew Supervisors were provided an iPad to document daily maintenance activities. Currently, work orders are requested through use of Google forms. Future plans are to implement CityWorks by all Public Works' divisions.
4 We recommended management evaluate the current routing system and develop a daily route to ensure adequate park coverage.	The Park Maintenance routing program was evaluated and several changes were made. However, daily routes are not clearly defined for each route.
12 We recommended management update the digital application to address multiple deficiencies.	Management has made modifications to the application. However, the playground inspection data does not include the type of inspection, a field to document hazard type or the hazard priority level.
13 We recommended updating the policies and procedures to ensure proper and consistent use of their digital application(s).	<u>SOP 19.20 Playground Inspections and Maintenance (Effective 4/18/2016)</u> provides the procedures for using the playground inspection application. However, the <u>Park Maintenance Guidelines (October 2016)</u> does not include procedures for the landscape/mowing application used by the landscape staff.

RECOMMENDATIONS FULLY IMPLEMENTED (7)

Recommendation	Actions Taken
1 We recommended the division determine the appropriate service level for each park. The acceptable service levels, by park, should be documented in the policies and procedures.	Parks Division has developed <u>Park Maintenance Guidelines (October 2016)</u> that includes the service level required for each park in the City's park system.
2 We recommended the division develop written standards for all areas of park maintenance, including landscapes, hardscapes, recreational areas (e.g. tennis courts, football fields), amenities and structures (e.g. restrooms, parking lots, benches). The standards should include measurable elements with desired outcomes.	The new maintenance guidelines include written standards for all areas of park maintenance. The standards include measurable elements with desired outcomes.
6 We recommended management identify and document the type and frequency of inspections needed at a site-specific level.	According to the new SOP 19.20, bi-monthly low-frequency inspections should be performed by the Playground Crew Supervisor. In addition, Park maintenance crews assigned to individual parks are required to complete a high-frequency inspection on a weekly basis.
7 We recommended management develop site-specific maintenance plans based on the type and age of the playground equipment.	The Playground Maintenance Crew Supervisor maintains the site-specific maintenance plans. The maintenance plans (requirements) have not been incorporated in the mobile application.
8 We recommended management provide the necessary training to all maintenance personnel.	Playground maintenance training was provided to all crew workers during the Summer of 2016.
9 Once management has implemented the previous recommendations, we recommended management add high frequency playground inspections to other maintenance crews (as deemed necessary to provide adequate coverage).	As stated previously, landscape maintenance crews were trained to perform the high-frequency playground inspections. The SOP requires them to perform weekly inspections.
11 We recommended management determine the appropriate coverage needed at the playgrounds. The policies should be updated to reflect the different types of visits the inspector may initiate. Each type should be clearly defined as to purpose and tasks performed.	The playground inspection policies and procedures were updated to reflect the different types of inspections. In addition, the policies clearly define the purpose and tasks performed during a high-frequency and low-frequency inspection.

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