

**OFFICE OF THE CITY CONTROLLER**



**PARKS AND RECREATION DEPARTMENT  
PERFORMANCE REVIEW FOLLOW-UP**

**Annise D. Parker, City Controller**

**Steve Schoonover, City Auditor**



OFFICE OF THE CITY CONTROLLER  
CITY OF HOUSTON  
TEXAS

ANNISE D. PARKER

February 4, 2005

The Honorable Bill White, Mayor  
City of Houston, Texas

SUBJECT: Parks and Recreation Department  
Performance Review Follow-Up (Report 04-21)

Dear Mayor White:

The City Controller's Office Audit Division has completed a Follow-Up on the Parks and Recreation Department Performance Review Report No. 98-39 that was issued in April 1999. The findings and recommendations that were presented at the time of the report were distributed to the Mayor and City Council Members.

Our review was designed to determine the progress the department has made towards implementation of the recommendations made in the original report. The review consisted primarily of conducting on-site interviews with department personnel and reviewing relevant documentation related to recommendations implemented. The auditors concluded that the Parks and Recreation Department has made significant progress toward implementing the recommendations in the original report or implemented alternative solutions in certain instances. The specifics of our conclusion, which include two new recommendations, are detailed on page 1 of the report.

We appreciate the cooperation extended to our auditors by Department personnel during the course of their work and commend the Department for taking actions to address the recommendations noted in the original report.

Respectfully submitted,

Annise D. Parker  
City Controller

xc: City Council Members  
Anthony Hall, Chief Administrative Officer  
Michael Moore, Chief of Staff, Mayor's Office  
Joe Turner, Director, Parks and Recreation Department  
Judy Gray Johnson, Director, Finance and Administration Department

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## **SCOPE AND PURPOSE**


We have completed a follow-up review of the findings and recommendations that were presented in the Parks and Recreation Department (PARD) Performance Review, Report No. 98-39 (report) dated April 21, 1999. Our review was designed to determine the progress the department has made towards implementation of the recommendations made to the department in the original report.

The review consisted principally of conducting on-site interviews with department personnel; reviewing relevant documentation related to recommendations implemented; and creating a compliance matrix categorizing the status of action taken by management. The scope was limited to the recommendations from the report. The review included examining PARD responses in detail to determine whether management considered the recommendations and strategies for implementation as presented in the report and whether progress was made since its issuance.

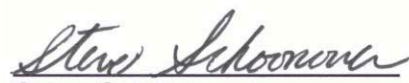
## **CONCLUSION**

Based on the results of our review, we conclude the Parks and Recreation Department has made significant progress in implementation of the recommendations detailed in the report or has implemented alternative procedures in certain instances. Management provided reasonable explanations for recommendations not implemented.

As a result of our follow-up review, we made two new recommendations in the areas of Procurement Services and Materials Management and Information Services (see compliance matrix, recommendations 5-9 and 8-4, respectively). Those recommendations are presented in the "Work Performed" column of the report.

  
Scott Haiflich  
Auditor-in-charge

  
Ken Teer  
Audit Manager

  
Steve Schoonover  
City Auditor

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AUDIT FINDING		RECOMMENDATION	ACTION STATUS	WORK PERFORMED	MANAGEMENT RESPONSES
<b>RECREATION OPERATIONS</b>					
<b>Community Center Operations</b>					
Many community centers provide programs that are not needed based on participation levels. Shortening community center hours at some centers during the off-peak season would allow staff resources to be used more effectively.	<b>2-1</b>	Perform detailed participation and staffing analysis of all community center programs and activities and implement a community center cluster model in order to maximize program and staff resources.	Implementation in Progress	Per Discussion with the Deputy Director for Recreation Operations, PARD is currently reviewing staffing levels at all centers. The department is also implementing in January new programs to combat youth obesity.	Programs and activities are coordinated with neighboring community centers with like interest in an effort to maximize staff resources and eliminate classes with low participation levels.
PARD does not have formal guidelines for staff-to-participant ratios for community center programs and activities. The staff-to-participant ratio for youth field trips is one staff member for every 10 participants. Community center directors expressed concern that many youth programs and activities are overcrowded at peak times and lack adequate staff supervision.	<b>2-2</b>	Establish staff-to-participant ratios for all youth programs and activities.	Implemented	We reviewed the section of the Standards of Care Ordinance that established the youth-to-adult ratio for programs. The standard of care is one staff member to 35 participants.	A youth-to-adult ratio for programs was established in August 2002 with the adoption of the "Standards of Care Ordinance" by the City Council.
PARD administration has an automated attendance and tracking system in place called MAPPER. However, most registration and attendance input for community center programs and activities are performed manually.	<b>2-3</b>	Automate all manual registration and attendance tracking processes.	Partially Implemented	We reviewed a sample of community center reports generated by the Interactive Voice Recognition system. We also reviewed the Excel files in which youth sports program registration is tracked.	Daily attendance for community center based programs is now tracked via an IVR (interactive voice recognition) system. Information from this automated system is used to generate reports for all community centers.  For youth sports programs, registration is taken manually at community centers and parks and is forwarded to the Recreation Division's headquarters where it is tracked using Excel.
Community Center Operations does not have a documented long-	<b>2-4</b>	Develop a long-range plan that established the strategic direction	Partially Implemented	Per discussion with the Deputy Director for	The Recreation Division has developed operation and program

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<p>range plan that establishes direction for its operations. A well-documented long-range plan is critical to ensuring that resources are strategically allocated to programs and services in a cost-effective manner. Equally as important is that Community Center Operations does not regularly use performance measures to improve the efficiency and effectiveness of its staff or programs.</p>	<p>for community center operations and develop and monitor performance measures as a structured means of improving overall operations.</p>		<p>Recreation Operations, the long-range plan has not been developed, and he feels that it is a department issue. Operation and program standards have been developed and implemented in connection measurable standards for employee evaluations.</p>	<p>standards for each classification.</p>
<p>No community center staff member is assigned the responsibility for conducting evaluations of all programs and activities offered, nor has PARD developed systematic evaluation criteria or a timetable for conducting formal evaluations of its recreational programs offered through the community centers.</p>	<p>2-5 Establish an evaluation system for programs and activities offered in community centers.</p>	<p>Implemented</p>	<p>We reviewed a sample of program evaluation forms used.</p>	<p>A program evaluation is conducted for staff and participants after the completion of each major program and/or activity. Based on the evaluation, programs are modified.</p> <p>Program evaluation is the responsibility of the Administration Manager of Recreation Programs. Evaluations are conducted for youth, teen, senior, and concessionaire programs as well as partnerships.</p>
<p>Community Center operations developed the framework for recreational programs to be implemented by PARD for citizens with physical disabilities. The program was initially staffed with one employee, but was never successfully implemented.</p>	<p>2-6 Develop partner relationships with organizations that are skilled in providing recreational therapeutic services to community members with disabilities.</p>	<p>Implemented</p>	<p>Per discussion with the Deputy Director for Recreation Operations, he is cooperating with organizations that provide programs for youth with disabilities (e.g., Special Olympics). He also works with the Houston Commission on Disabilities.</p>	<p>Research was conducted to expand the existing partnerships with organizations that provide therapeutic services. Services have been expanded to include youth and adults with disabilities.</p>
<p><b>Swimming Pool Operations</b></p>				
<p>The Aquatics section does not compile and analyze information that is useful for evaluating</p>	<p>2-7 Compile and analyze program and operations information to enhance service delivery, monitor customer</p>	<p>Partially Implemented</p>	<p>We reviewed electronically compiled data provided to Pool Supervisors.</p>	<p>Registration, participation, attendance and incident data are now compiled electronically. This information is</p>

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<p>programs and enhancing decision-making.</p>	<p>satisfaction, and improve pool operations and decision-making.</p>		<p>Registration, participation, attendance and incident data are collected. Customer satisfaction surveys were conducted in 2003, and we reviewed a copy of the form used. However, customer satisfaction information was not collected in 2004. Customer satisfaction surveys will be conducted in 2005.</p>	<p>provided to Pool Supervisors during orientation meetings. Currently, data are collected on Tuesdays during the swim season. Information is entered and a clerk checks it for accuracy.</p>
<p>The system in place to provide pool repairs is inefficient. The Aquatics section does not have a system in place to monitor the progress or check the status of open work orders. As a result, many repairs are not made or are made after the swim season. This has significant implications for safety-related repairs, which should be addressed immediately.</p>	<p>2-8 Consider establishing maintenance crews dedicated exclusively to the Aquatics section under the supervision of the Aquatics section superintendent and coordinate with the Planning and Facilities Management Division and the Public Works and Engineering Department to identify capital funds to repair pools with major water loss.</p>	<p>Alternative Implemented</p>	<p>The management response clearly voices disagreement with the recommendation for dedicated pool maintenance crews. Therefore, a dedicated pool maintenance crew was not established. However, the Maintenance Division has experienced personnel who do preventative pool maintenance as well as repair. They are also utilized for fountain and general plumbing maintenance and repair. Per discussion with the Acting Director for Facilities Development and Maintenance, the new Azteca System to be implemented in early 2005 will allow users to access</p>	<p>The department considered the option of a dedicated pool maintenance crew and determined that it would not be efficient or effective.  There is a database to check what, how, where, and when a pool repair work order has been completed.  Also, the department addresses repairing water leaks when pools are renovated.</p>



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<p>The Aquatics section does not exercise adequate inventory control over pool equipment and supplies. As a result, various items are often not available in sufficient quantities to allow for efficient pool operations.</p>	<p><b>2-9</b> Implement tighter, more effective inventory procedures over controllable pool equipment and supplies.</p>	<p>Implemented</p>	<p>the status of work order requests, useful at the director level and all management levels. We reviewed start and end of season inventory documentation for the 2004 season. Documentation indicates supplies usage, which is useful data in determining demand.</p>	<p>Equipment and supplies are inventoried at the start and end of each season. From this inventory, the quantity of supplies needed is determined. Damaged items are tagged for disposal.</p>
<p>Safety drills are not consistently documented and unsafe water conditions are not always reported as required in the Aquatic Section Training Manual.</p>	<p><b>2-10</b> Require pool managers to certify that the Weekly Pool Operation Report is complete and that deficiencies identified are addressed.</p>	<p>Implemented</p>	<p>We reviewed the in-service training documents that are submitted to the Red Cross at the end of each pool season. We also reviewed Weekly Pool Operation Reports. Water sanitation is monitored daily and water is tested at least twice each day, as required by the State.</p>	<p>Daily records are kept and compiled as mandated by the /State of Texas Health and Safety Department. Safety inspections and in-service are conducted weekly.</p>
<p>Attendance totals from the Weekly Pool Operation Report are not accurately compiled and reported.</p>	<p><b>2-11</b> Streamline the process of compiling and reporting attendance totals.</p>	<p>Implemented</p>	<p>We discussed this issue with the Superintendent over Aquatics. Attendance reflected on sign-in sheets is counted daily by Pool Supervisor, Pool Manager (responsible for four to five pools) and the Administrative Associate who ultimately receives the Weekly Pool Operations Report.</p>	<p>Daily attendance reporting is logged manually at the pool. Data must match actual registration forms or daily sign-in/sign-out sheets at each pool facility. Authorized staff must acquire this information before a patron can access the pool.</p>
<p>Lifeguards hired during the 1998 swim season were certified through a program developed by the Aquatics section rather than a</p>	<p><b>2-12</b> Hire a nationally recognized organization for lifeguard training and certification.</p>	<p>Implemented</p>	<p>We reviewed the Red Cross contract for training and certification of lifeguards.</p>	<p>The Red Cross provides the department with lifeguard training annually.</p>



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<p>nationally recognized certification agency. Because program documentation was inadequate and disorganized, it could not be determined whether lifeguards actually met certification requirements before they were hired.</p>				
<p><b>FIELD OPERATIONS</b></p>				
<p><b>3-1</b> PARD's Grounds Maintenance Division lacks a comprehensive master plan that accurately identifies actual targeted maintenance cycles for all grounds areas citywide.</p>	<p>Develop a comprehensive grounds maintenance master plan that documents maintenance level requirements for all parks, esplanades, and sports fields and institute a quality control system that ensures equitable service levels citywide.</p>	<p>Alternative Implemented</p>	<p>We discussed this issue with the Acting Deputy Director over Grounds Maintenance and reviewed Standard Operating Procedures (SOPs) and Maintenance Standards for Sports Fields Mode Level 1 developed by PARD. We also reviewed a draft version of Grounds Maintenance Performance Standards. The SOPs and sports field maintenance standards, if followed, should ensure that all grounds receive the same level of maintenance. However, SOPs do not set maintenance cycles. Instead, proposed maintenance performance standards detail the times required for various maintenance tasks.</p>	<p>Between September and December 2000, the division published three manuals entitled "Standard Operating Procedures," "Sports Field Maintenance Manual," and "Urban Forestry Section Vision Statement and Standard Operating Procedures" that define maintenance levels in all areas of operation.</p> <p>The grounds maintenance team streamlined the "Standard Operating Procedures" manual during Spring 2004. This modification more clearly delineates the expectations of PARD property maintenance by reducing the seven targeted maintenance "modes" (cycles and levels of quality) into three "modes".</p>
<p><b>3-2</b> PARD's Grounds Maintenance Division has no formal staffing model to determine appropriate</p>	<p>Develop a formal staffing model for each of the quadrants that quantifies the necessary</p>	<p>Implemented</p>	<p>We discussed this issue with the Acting Deputy Director over Grounds</p>	<p>Effective July 2004, the division is operating under a different organizational structure than the one</p>

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manpower levels for grounds crews.	manpower resources based on (1) desired maintenance cycle, (2) area to be maintained, and (3) workload statistics.		Maintenance and reviewed the staffing model developed by PARD as of August 9, 2004.	that existed when this performance review was conducted in 1999. Implementing the new organizational structure required that staff be laid off. The new structure allows the department to staff-up during its busiest time of the year – during the growing season – by hiring Laborers through a temporary services agency
The grounds maintenance quadrants use different variations of a weekly maintenance schedule that was designed to measure performance and productivity levels. The review team observed that input variables are different on the maintenance schedules for all the quadrants, and crew leaders do not consistently complete all of the variables (work standards).	3-3 Develop work standards and performance measures so that meaningful performance and productivity data can be obtained and used to improve grounds maintenance operations.	Implemented	We discussed this issue with the Acting Deputy Director over Grounds Maintenance and reviewed the Maintenance Cycle Report as of October 18, 2004. We also reviewed draft Grounds Maintenance Performance Standards.	It is expected that the new organizational structure will result in the development of work standards. Crews are organized into five geographical regions with roughly the same number of acres in each region, thus allowing the division to compare crews' performance across regions.
<b>Fleet Maintenance</b> The Fleet Maintenance Division has not implemented a formal, department-wide vehicle replacement schedule for PARD.	3-4 Develop and implement a department-wide fleet replacement schedule.	Implemented	We discussed this issue with the Acting Deputy Director over Grounds Maintenance and reviewed Non-Specialty and Specialty schedules of rolling stock with odometer readings greater than 95,000 or age greater than retirement age.	There is a citywide replacement schedule in G2K for vehicle replacement. F&A provides each Dept with list of eligible vehicle replacement candidates. However, it is important to note that a vehicle replacement schedule can only be implemented to the extent that funds are available to purchase new vehicles when old vehicles have outlived their useful life. Vehicle replacement funds have been in short supply in the last three fiscal years.
The Fleet Maintenance Division's preventative maintenance program is neither consistent nor effective and contributes to a significant	3-5 Develop and implement an automated master preventative maintenance schedule for PARD vehicles and equipment.	Implemented	We reviewed preventative maintenance (lubrication maintenance) schedules for both City employees and	The division uses the city wide Fleet management automated system (G2K) for scheduling PM's. We also use a contract vendor to perform

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<p>amount of "downtime" for equipment used to maintain parks, esplanades, sports fields, and urban forests throughout the city.</p>			<p>contractors. Rolling stock preventative maintenance is managed through the use of the City-wide G2K system.</p>	<p>preventative maintenance on equipment that is located at remote sites. Contractor is provided with a routine schedule for each site.</p>
<p>The lack of availability of spare parts contributes to a significant amount of equipment downtime throughout the department. Field and garage mechanics often complain that equipment is down for extended periods of time because the storeroom's parts procurement and identification process is not efficient.</p>	<p><b>3-6</b> Discontinue stocking parts in the storeroom and contract the parts supply operation to private vendors.</p>	<p>Alternative Implemented</p>	<p>We discussed this issue with the Acting Director over Grounds Maintenance. Based on the results of a past P-Card audit, we agree that the use of P-Cards resolves this issue.</p>	<p>The division has made significant strides in remedying this finding, however, not in the manner recommended.</p> <p>The division has increased the use of the P-card to purchase vehicle parts. This has resulted in just-in-time purchasing, rather than stockpiling auto parts.</p> <p>The success of this approach is evident when you look at vehicle downtime statistics. In FY99, the average number of days that a vehicle was out of service was 79, whereas in May 2004 the vehicle downtime statistic was 20 days.</p>
<p>The Fleet Maintenance Division has neither work standards nor a productivity management system to determine how efficiently garage and field mechanics perform vehicle and equipment maintenance work activities.</p>	<p><b>3-7</b> Develop work standards for garage and field mechanics.</p>	<p>Partially Implemented</p>	<p>We discussed this issue with the Acting Director over Grounds Maintenance. PARD is developing work standards for garage and field mechanics to improve efficiency and in connection with the Mayor's performance based employee evaluation criteria.</p>	<p>Fleet is using a software package that provides the industry standard repair time for vehicles. We have also acquired and use flat rate manuals from various manufactures for other off-road equipment. We are continuing to develop our own standardized times for off road equipment and heavy duty vehicle repairs that are not published. An incentive pay program is being developed for mechanics that exceed these standards.</p>
<p>The Fleet Maintenance Division provides no formal training or</p>	<p><b>3-8</b> Implement a formal training program for mechanics to</p>	<p>Alternative Implemented</p>	<p>We discussed this issue with the Acting Director</p>	<p>Mechanics attend classes offered throughout the year, by vehicle and</p>

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<p>apprentice program for its mechanics. Fleet Maintenance does not require maintenance certification either through a formal certification program sponsored by the National Institute for Automotive Excellence (ASE) or through an in-house training program.</p>	<p>maintain and improve existing technical skills.</p>		<p>over Maintenance. As the management response explains, mechanics attend classes and the City pays for certification testing. However, a formal training program designed to maintain and improve technical skills has not been developed and implemented.</p>	<p>equipment manufactures that provide technical training and certification. ASE certification testing is available to mechanics semi-annually, which the city pays. We ask that all applicants applying for mechanic positions be ASE certified.</p>
<p><b>PLANNING AND FACILITY MANAGEMENT</b> <b>Facilities Planning and Development</b></p>				
<p>Project managers in Planning and Design do not have up-to-date site maps containing a recent history of site development activities and an inventory of equipment located in parks throughout the city.</p>	<p>4-1 Conduct a system-wide park equipment inventory and update all site maps.</p>	<p>Implementation in Progress</p>	<p>Per discussion with the Deputy Director for Facilities Development and Maintenance, the new Azteca System to be implemented in mid 2005 will allow the department to update park site maps.</p>	<p>The department has not implemented this recommendation due to funding constraints (in 2003, the department received a bid of \$100,000 to perform this work). However, an alternative is being implemented.</p> <p>In January 2004, the department received a \$200,000 grant from the Houston Endowment to purchase a system that will allow the department to track the work performed in the Grounds Maintenance and FD&amp;M Division. This system, Cityworks Azteca, which is currently being used by the PWE Department, tracks work orders as well as all costs associated with performing that work. The system also has a GIS (geographic information system) that will allow the department to create maps of all park sites and record the location of all amenities (benches, tables, water fountains, play equipment, etc.) in the</p>

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<p><b>Facility Maintenance</b> The review team determined that Building Maintenance does not have a comprehensive preventative maintenance program for community centers.</p>	<p><b>4-2</b> Implement a preventative maintenance program for community centers that provides regularly scheduled reviews and repairs for all areas of facility maintenance.</p>	<p>Implementation being Planned</p>	<p>Per discussion with the Deputy Director for Facilities Development and Maintenance, a community center preventative maintenance program is planned to begin in January 2005.</p>	<p>park. We expect this system to be functional in mid 2005.</p>
<p>The review team found neither evidence that work measurement statistics were compiled nor productivity measures in place to determine if work orders were completed in the most efficient and cost-effective manner.</p>	<p><b>4-3</b> Establish productivity measures and work standards and develop management reports that measure productivity and efficiency.</p>	<p>Implemented</p>	<p>Per discussion with the Deputy Director for Facilities Development and Maintenance, productivity measures and work standards have been established, and the current work order system allows those measures and standards to be measured. However, the Azteca software system, to be implemented in mid 2005, is a more user-friendly system that will allow for additional criteria that can be measured.</p>	<p>The department has not implemented this recommendation as stated, however, the department's Facilities Development and Maintenance Division (FD&amp;M) continues to perform its work effectively and efficiently. Examples of this efficiency are provided below.  In FY02, FD&amp;M completed 19,656 facility repair work orders with a workforce of 117 FTEs, whereas in FY04 (through May 2004) a workforce of 102 FTEs will complete 18,888 facility repair work orders. Clearly, the FD&amp;M Division is working efficiently, even without the benefit of productivity measures.  The department agrees, however, in the value of developing productivity measures and tracking performance. To that end, in January 2004, the department received a \$200,000 grant from the Houston Endowment to purchase a system that will allow</p>

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<b>PROCUREMENT SERVICES AND MATERIALS MANAGEMENT</b> <i>Procurement Services</i>				
<p><b>5-1</b>            PARD'S warehouse inventory reordering process is cumbersome, time consuming, and inefficient.</p>	<p>Streamline and redesign the Reorder Status Report, and assign at least one additional buyer to reorder stock for the warehouse.</p>	<p>Implemented</p>	<p>Discussed the issue with the Division Manager over Purchasing and Warehouse Operations. Also reviewed the November 15 and November 29, 2004 warehouse reorder reports. Reorder numbers were five items and two items respectively. Adding another buyer was unnecessary due to the reduced number of items to be reordered.</p>	<p>Due to efficiencies implemented by the Division Manager for Purchasing and the Warehouse Assistant Superintendent, the reorder report has been reduced from 23+ pages in 2000 to less than 1 page in June 2004.</p>
<p><b>5-2</b>            Purchasing and Procurement Services does not use performance measures to manage financial performance, cycle time and service quality.</p>	<p>Develop and implement performance measures and conduct periodic customer satisfaction surveys to aid in managing purchasing and procurement operations.</p>	<p>Alternative Implemented</p>	<p>Discussed the issue with the Division Manager over Purchasing and Warehouse Operations. Rather than developing and implementing performance measures, a Warehouse Steering Committee, made up of representatives from all of the PARD divisions, was formed. The purpose of the committee is to</p>	<p>This recommendation has been implemented by the organization of a Warehouse Steering Committee. The Committee, which is composed of representatives from all of the operations divisions, meets six times annually. The issues that they address include what items should be stocked in the warehouse as well as general customer-service related issues.</p>



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<p>PARD's Purchasing and Procurement Services does not have an effective procurement management plan.</p>	<p>5-3 Develop and implement a procurement plan that balances the needs and interests of all stakeholders in the procurement process.</p>	<p>Alternative Implemented</p>	<p>address topics to more efficiently and effectively manage warehouse and procurement operations and the quality of service to end user customers. We reviewed the committee's agenda for the December 9, 2004 meeting. See "work performed" at finding 5-2 above.</p>	<p>Please see the response to Finding 5-2, above.</p>
<p>PARD operated without a formal policy and procedures manual during the fiscal year 1998. Although policies and procedures were approved by the director of PARD on June 29, 1998, the manual does not cover all processes performed by the buyers.</p>	<p>5-4 Complete the development of a comprehensive purchasing manual and enforce compliance with the City's policies and procedures.</p>	<p>Implemented</p>	<p>We viewed the Purchasing Standard Operating Procedures currently being used which were approved by the Acting Director on March 15, 2002.</p>	<p>The Division Manager for Purchasing has drafted Standard Operating Procedures relating to purchasing since 2001. Also, the Division Manager has conducted 4 training sessions that address compliance with purchasing policies and procedures that were attended by 117 employees in CY2003 and CY2004.</p>
<p><b>Materials Management</b></p>				
<p>Employees responding to the survey indicated they were unable to get materials and supplies from the warehouse in a timely manner in emergency situations.</p>	<p>5-5 Conduct annual user satisfaction surveys to determine the effectiveness of services provided and solicit suggestions for improvement.</p>	<p>Alternative Implemented</p>	<p>See "work performed" at finding 5-2 above.</p>	<p>Please see the response to Finding 5,2, above.</p>
<p>A formal written policies and procedures manual has not been developed to establish consistent materials management practices. As a result, warehouse personnel currently follow verbal instructions.</p>	<p>5-6 Develop a written policy and procedures manual that formally documents PARD policy and procedures for conducting warehouse operations and inventory control.</p>	<p>Partially Implemented</p>	<p>We viewed the draft Warehouse Standard Operating Procedures that are awaiting approval.</p>	<p>Standard Operating Procedures have been drafted for Over the Counter Order Processing, Stock Requisition (SR) Order Processing, Processing of Receivers, Cycle Counting and Handling of Non-Moving Warehouse Inventory Items. This recommendation has been</p>
<p>PARD has not established</p>	<p>5-7 Develop and implement</p>	<p>Alternative Implemented</p>	<p>Discussed the issue with</p>	<p>has been</p>



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<p>performance standards and related expectations for inventory control and warehouse operations.</p>	<p>performance standards and related expectations for PARD warehouse operations.</p>		<p>the Division Manager over Purchasing and Warehouse Operations. It is the opinion of the Division Manager that the formation of the Warehouse Steering Committee addresses this issue.</p>	<p>implemented by the organization of a Warehouse Steering Committee.</p>
<p><b>5-8</b> Materials Management performed an annual inventory but did not conduct a fiscal year-end inventory as of June 30, 1998.</p>	<p>Conduct a fiscal year-end inventories to verify the proper commodities, unit of measure, quantity and condition.</p>	<p>Alternative Implemented</p>	<p>Discussed the issue with the Division Manager over Purchasing and Warehouse Operations. A cycle count method of accounting for inventory has been implemented. Forty commodities are counted on a daily basis. An annual 100% inventory is also performed. We agree that a cycle count method of controlling and accounting for inventory is more effective than a year-end inventory.</p>	<p>The warehouse stock is inventoried annually in January, February, or March. The inventory that was conducted in May of 2004 resulted in a variance of only .02%.</p>
<p><b>5-9</b> The superintendent of Materials Management manually calculates reorder points for inventory based on year-to-date usage, which is a rolling 12-month total.</p>	<p>Modify the process for determining maximum order quantities and reorder points.</p>	<p>Implemented</p>	<p>Discussed the issue with the Division Manager over Purchasing and Warehouse Operations. Per the Division Manager, the Assistant Superintendent for Warehouse Operations analyzes and adjusts minimum and maximum stock levels weekly, based on usage and feedback from customers.</p>	<p>Min/max levels are evaluated on a routine basis and adjusted as needed. 40 cycle counts are performed daily to ensure inventory accuracy and minimize shrinkage.</p>

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<p>The weekly Backorder Report does not consistently provide reliable information to determine the appropriate quantities to order.</p>	<p><b>5-10</b> Modify the backordering process and implement procedures to minimize backorder quantities.</p>	<p>Moot Point</p>	<p><b>Recommendation:</b> We recommend that a reorder point (ROP) level also be determined for each stock item to ensure that stock levels not fall below the established minimum level. This is necessary to account for lead-time for processing reorders, delivery, receiving and restocking. Discussed the issue with the Division Manager over Purchasing and Warehouse Operations. As stated at issue 5-1, reorder reports are much more manageable now. Also, minimum and maximum levels are analyzed on a weekly basis. These practices have virtually eliminated back orders. Warehouse Operations is very rarely unable to fill issue requests.</p>	<p>Please see the response to Finding 5.1, above.</p>
<p>The central warehouse and yard contain slow-moving and obsolete inventory items that have not been disposed of on a continuing basis.</p>	<p><b>5-11</b> Identify and dispose of surplus inventory and implement a process for semi-annual reviews for surplus and obsolete inventory and transferring items to the Materials Management Section of SPD.</p>	<p>Implemented</p>	<p>In November 2003, the Controller's Office conducted an unannounced inventory audit of the PARD 6200 Wheeler warehouse. At the time of the audit, zero usage items were valued at \$150,459. We reviewed the zero usage report</p>	<p>PARD has had a very aggressive program for reducing zero usage items from the warehouse inventory for over two years. Between December 2001 and November 2003, PARD removed and/or utilized zero usage items valued at approximately \$128,600 from the warehouse inventory. In May 2004, PDMO conducted an on-line internet auction</p>

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<p>The review team observed other deficiencies in inventory control and operations processes when they performed a physical inspection at the central warehouse.</p>	<p>Implement the appropriate process improvements and warehouse inventory controls and operations to ensure that supplies and equipment are properly accounted for and controlled and that processes for receipts, pulling orders, and deliveries are cost-beneficial.</p>	<p>Implemented</p>	<p>(ICS661) produced through the Advantage System as of December 14, 2004. The value of zero usage items as of that date was \$63,944, a reduction of \$86,515.</p> <p>Discussed the issue with the Division Manager over Purchasing and Warehouse Operations. We reviewed the document that support the May 2004 inventory results stated in the management response. Also, as stated at issue 5-8, a cycle count method of inventory control has been implemented, significantly improving inventory accountability. In addition, Warehouse Operations SOPs have been drafted and are awaiting approval.</p>	<p>to sell approx. \$28,000 worth of surplus inventory to the public. As of December 2004, the department still has \$63,944 in surplus warehouse inventory, which we plan to utilize and/or dispose of through internet auctions in the first quarter of 2005.</p> <p>The most recent annual warehouse inventory that was conducted in May 2004 resulted in a 98% accuracy rate, so we believe that assets are being safeguarded adequately.</p> <p>The process for receiving, pulling and delivering orders has also been improved by double checking orders being received/ issued to minimize overages/shortages in the inventory.</p>
<p>Employees told the review team that they have not attended formal training classes to use the ADPICS system or to perform other daily assignments.</p>	<p>Develop and implement a formal training plan for each employee and training of backup personnel.</p>	<p>Alternative Implemented</p>	<p>Discussed the issue with the Division Manager over Purchasing and Warehouse Operations. Per the Division Manager, limited training funds has made the development of a formal training plan impossible. However, employees receive on the job cross training and are encouraged to take advantage of training available over the internet</p>	<p>Warehouse staff have been and will continue to be cross-trained on various job functions, thus ensuring adequate back up when staff are out on vacation, sick, etc. Additionally, the warehouse staff has been given the opportunity to learn and/or enhance their computer and business skills via training that is available through the internet.</p>

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<b>Houston Parks Board</b>				
<p>Although HPB (Houston Parks Board) has maintained and disbursed trust and agency funds on PARD's behalf since inception, custodianship of such funds is beyond the purposes for which HPB was created.</p>	<p><b>5-14</b> Encourage HPB to obtain council approval to amend its charter to expand its corporate purposes to include custodianship of trust and agency funds held and disbursed for the benefit of PARD divisions.</p>	<p>Alternative Implemented</p>	<p>Per discussion with the Deputy Director over the Management and Finance Division, rather than encouraging HPB to amend its charter, PARD now deposits the majority of donated funds in City grant accounts.</p>	<p>The department has significantly reduced the number of trust in agency accounts maintained at the HPB. Also, the department is now depositing the majority of donated funds in COH grant accounts.</p>
<p>PARD divisions do not reconcile trust and agency fund balances with HPB. PARD personnel said problems have occurred in the past when HPB's balances appeared incorrect or when funds thought to be remaining had been disbursed. Both PARD and HPB personnel said differences are worked out in face-to-face meetings with HPB's bookkeeper.</p>	<p><b>5-15</b> Reconcile trust and agency fund balances with HPB's Trust Fund Account Balance Report at least quarterly.</p>	<p>Implemented</p>	<p>Per discussion with the Deputy Director over the Management and Finance Division, a Senior Accountant with the Management and Finance Division performed the reconciliation monthly up until July 2004. Beginning with July, HPB no longer provides the detail of expenditures and revenue. Therefore, only limited reconciliation is possible.</p>	<p>This reconciliation is performed monthly.</p>
<p>Bid and quotation guidelines that govern trust and agency fund expenditures have been established by HPB, but they are not consistently followed by PARD.</p>	<p><b>5-16</b> Follow PARD bid and quotation guidelines and ensure that divisions requisitioning funds from HPB consistently follow them.</p>	<p>Implemented</p>	<p>We reviewed the revised HPB requisition. The requisition reflects the bid guidelines on the face of the document.</p>	<p>The method for taking bids for goods and services that are purchased using funds deposited with the Houston Parks Board has been refined. All HPB requisitions must have the signature of the Deputy</p>

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<b>FINANCIAL MANAGEMENT</b>				
<b>Budgeting and Financial Reporting</b>				
<p>PARD'S official budget document meets minimum City of Houston requirements, but it could be improved to be more informative and descriptive. PARD's budget document fulfills the purposes of a policy document and financial plan, but it could be enhanced as an operations guide and communications device.</p>	<p>6-1 Enhance PARD's budget document to make it more effective as a communications device that contributes to understanding the operations of the Parks Department.</p>	<p>Implemented</p>	<p>Per discussion with the Financial Analyst IV in the Budget Section, the current budget document provides more detail information useful as a management and communications tool. For example, objectives by division, performance measures by division, actual performance results for the previous year, estimated performance for the current year, and projected performance for the following fiscal year. We reviewed the FY'05 document and verified that the information mentioned above is reflected in the budget document.</p>	<p>The Budget Section has enhanced the budget process. It provides training and useful budget reports, which provide users with detailed information concerning the Departments' operations. The supervisor is currently developing a budget workshop to provide detailed information concerning each division's budget in relationship to performance measures.</p>
<p>PARD has not maximized the use of financial information to manage its divisional operations. Existing financial information is not as useful and effective as it could be because potential users do not understand how to access, manipulate, and interpret it.</p>	<p>6-2 Conduct training sessions on the availability, use, and accessibility of financial reports available through FMS, Microsoft Access, and other sources on the LAN.</p>	<p>Implemented</p>	<p>Per discussion with the Financial Analyst IV in the Budget Section, training related to Datamart, TRIMS, and downloading financial data from Advantage is available to PARD personnel upon request. We reviewed the training material used in all three of these areas.</p>	<p>Currently the financial system provides software that can retrieve historical financial information from the general ledger (financial Datamart). This information can then be formatted into a format that is useful to the end user. Training in the use of Datamart is available from the Finance &amp; Administration and Budget Section staff also provide training on an as need basis.</p>

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<p>The Budget Section expends a great deal of time and effort compiling and maintaining a database of performance measurement data. However, PARD is not maximizing the benefits of this information nor does it have a comprehensive performance measurement system.</p>	<p>Enhance the performance measurement system and make performance measures more useful to managers of operating divisions.</p>	<p>Implementation in Progress</p>	<p>Per discussion with the Financial Analyst IV in the Budget Section, the system for enhancing performance measurement has been purchased and is currently being implemented for use in the Grounds Maintenance and FD&amp;M Divisions. In addition, when fully implemented, the Azteca system will enhance performance measurement in all areas.</p>	<p>In January 2004, the department received a \$200,000 grant from the Houston Endowment Foundation to purchase a system that will allow the department to track the work performed in the Grounds Maintenance and FD&amp;M Division. This system, Cityworks Azteca, which is currently being used by the PWE Department, tracks work orders as well as all costs associated with performing that work. We expect this system to be functional in late 2004 or early 2005. The data available through this system will allow the department to develop more meaningful performance measures and track the division's accomplishment of those performance measures.</p>
<p>The Budget Section's staff increased from three to six individuals during the final months of FY1998. This represents a 100 percent increase in staff size without a corresponding increase in workload.</p>	<p>Assign budget coordinator responsibilities to PARD divisions and decentralize some of the functions now performed by the Budget Unit.</p>	<p>Implemented</p>	<p>We verified that the Grounds, Facilities Development and Maintenance Divisions have Recreation Divisions have budget coordinators. We also verified that the Budget Section is made up of a staff of four.</p>	<p>The large divisions (Grounds, Facilities Development and Maintenance and Recreation) have budget coordinators and the Budget Section has been reduced to a staff of four.</p>
<p>The Budget Section expends a great amount of time and effort manually collecting, compiling and maintaining data used to produce the Parks Attendance/Usage Report.</p>	<p>Use existing computer technology to develop a network that will allow field program personnel to input attendance/usage information directly into a centralized, integrated database.</p>	<p>Implemented</p>	<p>Per discussion with the Financial Analyst IV in the Budget Section, the information received through the IVR into the Mapper system is more efficient than the old manual data entry method.</p>	<p>The Recreation Division uses an IVR (integrated voice recognition) system to record attendance data daily. The Budget Section produces this report on request only.</p>



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<p><b>Accounting Operations</b> PARC has not developed and maintained a standardized set of accounting policies and procedures.</p>	<p>Develop a comprehensive, standardized procedures manual for the Parks and Recreation Department.</p>	<p>Implemented</p>	<p>We reviewed the PARC policy and procedures manual. Department policies and procedures were implemented in 2000 and continually reviewed for necessary revisions.</p>	<p>In 2000, the department compiled a policy manual that includes all citywide COH Executive Orders and Administrative Policies and PARC policies. 94 policy manuals were distributed to PARC locations. Responsibility for updating these policies has been assigned to a specific PARC employee.</p>
<p>PARC does not have a functioning internal audit operation.</p>	<p>Establish an internal audit function within PARC that performs regular, in-depth compliance, performance, and financial audits.</p>	<p>Partially Implemented</p>	<p>Per discussion with the Deputy Director over Management and Finance Division, the department does not have an internal audit function. However, a Contract Compliance Group conducts contract compliance reviews, and a senior accountant has a schedule for the performance of petty cash audits.</p>	<p>The contract compliance and financial audit recommendation have been implemented.  In January 2001, the department formed a Contract Compliance Group that developed a schedule for conducting contracts compliance reviews of all revenue-generating facilities operated by private vendors.  The Sr. Accountant who performs the cash handling audits for the department completes a checklist to make sure all facilities being audited are in compliance with AP 2-17.</p>
<p>Payments under service contracts</p>	<p>Develop and enforce policies</p>	<p>Implemented</p>	<p>Per discussion with</p>	<p>The performance audit component of this recommendation has not been implemented due to staffing constraints. However, we believe that the Azteca system will provide the department with comprehensive, verifiable performance data.  The department follows all policies</p>



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<p>are subject to bottlenecks and inefficiencies that slow down the accounts payable process. According to accounts payable personnel, a lack of coordination and communication between purchasing, accounts payable, and the ordering sections create these inefficiencies.</p>	<p>designed to eliminate inefficiencies in the accounts payable process.</p>		<p>Accounts Payable staff, "bottlenecks" and inefficiencies that existed in 1998 are no longer a problem.</p>	<p>and procedures relating to accounts payable. The Accounts Payable staff has developed a document control log on which invoices for purchase orders and contracts are listed. A weekly report is produced for the Division Manager of the Financial Services Section.</p>
<p>PARD uses two timesheets to document employee time. This practice is redundant and inefficient.</p>	<p><b>6-9</b> Eliminate the Mapper timesheet and require supervisors to record exceptions directly on the GHRS timesheet.</p>	<p>Not Implemented</p>	<p>The only section that doesn't use the Mapper timesheets is Grounds Maintenance.</p>	<p>Some divisions have dispensed with the Mapper timesheet and others have elected to continue to use it.</p>
<p>Payroll audits are necessary to detect errors before payroll checks are issued, but field payroll clerks do not perform them consistently every pay period.</p>	<p><b>6-10</b> Develop and implement additional strategies to ensure that every field payroll clerk performs thorough payroll audits every pay period.</p>	<p>Implemented</p>	<p>Per discussion with the Payroll Supervisor, all payroll field clerks submit Payroll Audit Forms or Payroll Exception Reports. Payroll Exception Reports are used to correct hours charged incorrectly to the wrong pay category.</p>	<p>The Payroll Supervisor meets with the field clerks as needed to stress the need to complete payroll audits in a timely manner. She also does follow-ups by email. Each payroll clerk matches the batch sheets with the checks in the system to insure they are correct.</p>
<p><b>Grant and Bond Funds</b></p>				
<p>PARD has HUD Community Development Block Grant (CDBG) funds left over from completed projects. These funds are available but have not been reallocated to other projects.</p>	<p><b>6-11</b> Obtain approval from the Housing and Community Development Department to reprogram CDBG funds remaining from completed park improvement projects.</p>	<p>Implemented</p>	<p>Per discussion with the Senior Accountant, there was a reprogramming that was completed in 2000. In January 2003, PARD requested another reprogramming in the amount of \$164,074. However, the reprogramming was verbally denied, and the funds were returned to HCD. We reviewed the related correspondence.</p>	<p>Authority to reprogram CDBG funds rests with the COH's Housing and Community Development Department. However, when a project is completed under the appropriated budget, the department makes a request to HCD to reprogram those funds.</p>

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<p><b>Fixed Assets</b></p> <p>The fixed asset coordinator said that assets are frequently moved between locations without proper notification. PARD's own fixed asset policy requires that inventory management be notified "at the time of transfer of controllable assets."</p>	<p><b>6-12</b></p> <p>Enforce PARD policies requiring that the Controllable Asset Transfer Form (FA-2) be used to document fixed asset movements.</p>	<p>Implemented</p>	<p>Per discussion with the Fixed Asset Specialist, the transfer of controllable assets without proper notification is no longer a problem. We reviewed a file of recent FA-2 forms submitted for the transfer of controllable assets.</p>	<p>The department complies with all COH policies relating to transfers of fixed assets between divisions and the transfer of assets from the department to surplus.</p>
<p>PARD is not fully utilizing the bar-coding capability of GFAMS. Bar coding is an efficient method of identifying fixed assets during periodic and perpetual inventories. Once fixed asset information is entered into GF AMS, individual assets can be scanned in the field with hand-held scanning devices.</p>	<p><b>6-13</b></p> <p>Identify and tag all controllable assets that have not been bar coded, and begin fully utilizing the bar-coding capability of GFAMS.</p>	<p>To be Implemented</p>	<p>Per discussion with the Fixed Asset Specialist, the two fixed assets employees are entering the numbers manually until PARD receives direction from Finance and Administration Department as stated in the management response.</p>	<p>All items have currently been assigned bar codes, however, because of the new GFAMS system, the old scanners are not compatible. Until we get direction from Finance and Administration Department, the two fixed assets employees are entering the numbers manually.</p>
<p>Costs for park construction and renovation projects are not broken down in sufficient detail to identify individual asset components. Consequently, these costs are not properly reflected in the fixed asset records.</p>	<p><b>6-14</b></p> <p>Coordinate with the City's Public Works and Engineering Department and F&amp;A to develop a set of procedures for itemizing constructed fixed assets by major component so that these assets are not entered into the fixed asset system as lump sum totals.</p>	<p>Implemented</p>	<p>Per discussion with the Fixed Asset Specialist, constructed fixed assets are no longer recorded as lump sum totals. For example, a recreation center as an asset is now broken down into components such as sidewalks, grounds, roofing, air conditioning and heating, etc. Components are also broken down by capital improvement funds. We reviewed constructed fixed asset detail in the GFAMS system.</p>	<p>These items are no longer recorded as lump sum totals. They are broken down individually.</p>

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<p>Capital improvement projects funded with Community Development Block Grant (CDBG) funds are not separately identified in the fixed asset records as required by federal regulations.</p>	<p><b>6-15</b> Identify separately, in the fixed asset records, all assets constructed or purchased with CDBG funds.</p>	<p>Implemented</p>	<p>Per discussion with the Fixed Asset Specialist, CDBG funded construction is entered in GFAMS under corresponding fund numbers. We reviewed a sample of asset information related to various assets purchased with Federal funds and determined that they were recorded under the appropriate grant fund numbers.</p>	<p>All assets that are purchased with federal funds have been entered into GFAMS system under the appropriate fund number.</p>
<p><b>HUMAN RESOURCES</b></p>				
<p>Based on interviews with the PARD HR manager, no written statement of departmental goals and objectives has been set and communicated by PARD management for the Human Resources function, or a formal-short-or long-range planning process.</p>	<p><b>7-1</b> Develop mission, goals, and comprehensive short-and long-range plans for PARD Human Resources, and implement performance measures for tracking progress against these goals.</p>	<p>Implemented</p>	<p>We reviewed calendar year 2004 goals and objectives for hiring and selection services, training, and worker's compensation. We also reviewed the results of calendar year 2003 goals and objectives.</p>	<p>Once annually, each section in the Management and Finance Division (M&amp;F) develops goals and objectives and the sections track progress on the accomplishment of these goals at the end of the year.</p>
<p>No formal channels of communication between the PARD divisions and the Selection Services Division exist.</p>	<p><b>7-2</b> Hold regular meetings to improve communication between PARD HR, Selection Services, and PARD divisions, better define position responsibilities, clearly assign accountability and implement training for each area in their specific divisions of responsibility.</p>	<p>Implemented</p>	<p>We reviewed the agenda for the November 16, 2004 Human Resources meeting. We also reviewed a copy of the HR Liaison Handbook.</p>	<p>In 2000, the Management and Finance formed the HR Liaison Committee. This group meets monthly. Outside speakers make presentations or the HR Division Manager shares important information with the HR Liaisons.  The HR Section also developed a "HR Liaison Handbook" and trained HR Liaisons in the use of this handbook. The Training Administrator also contacts each division to determine training needs in</p>

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<p>All PARD division's personnel expressed concern that the quality of applicants referred by the Selection Services Division did not meet their expectations, and in many cases did not appear to reflect the position requirements.</p>	<p><b>7-3</b> Implement quality-control measures to improve the quality of applicants referred to the Selection Services Division and PARD HR.</p>	<p>Implemented</p>	<p>Per discussion with the Senior Human Resources Specialist, job postings, PARD brochures, photographs of various PARD activities, job applications, giveaways etc. are taken to local college job fairs and various employment agencies to recruit applicants.</p>	<p>the HR area and also assists training that is conducted by each division on interview techniques. The following measures have been taken to attract qualified job applicants: 1) Increase salaries for new employees and give equity adjustments to existing employees; 2) Conduct visits to local college job fairs and other professional job fairs to recruit applicants. 3) Subject matter experts are included in each job interview.</p>
<p>The Selection Services Division appears to be understaffed. Since the Selection Services Division plays such a major role in the PARD hiring process, the City may wish to review the staffing levels at Selection Services.</p>	<p><b>7-4</b> Improve the efficiency and effectiveness of the hiring process by hiring two additional recruiters for the Selection Services Division.</p>	<p>Implemented</p>	<p>Per discussion with the Senior Human Resources Specialist, an additional Senior Human Resources Specialist was hired in December 2004. In addition, a Human Resources Specialist will be onboard in late December.</p>	<p>The original factors that lead to this recommendation are no longer valid, however, the department has increased the number of staff in the Selection Services Section because of the increased workload resulting from decentralization of many HR functions.  In November 2004, departments were tasked with performing many hiring and selection functions that were formerly performed by the Human Resources. This change has necessitated increasing staffing in this area.</p>
<p><b>INFORMATION TECHNOLOGY SERVICES</b></p>				
<p><b>Technology Planning</b></p>				
<p>Data Services is currently in the third year of the three-year implementation cycle recommended by Anderson Consulting in the SIP. The review</p>	<p><b>8-1</b> Review the status of strategic initiatives included in the SIP and prioritize incomplete initiatives to implement critical elements of the plan.</p>	<p>Moot Point</p>	<p>N/A</p>	<p>Of the 47 recommendations, 37 have been fully implemented or partially implemented. The SIP became moot with the adoption of Executive Order 1-44,</p>

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<p>team found that, because no position accountability was assigned specific implementation initiatives, the SIP is used only as a guide.</p> <p>Prior to the year 2000, programmers wrote source code identifying calendar years with two digits rather than four. With the change to the new millennium in the year 2000, mainframe source code and software applications must be modified to handle four-digit years.</p>	<p><b>8-2</b> Accelerate modification and testing of other technologies to be complaint for the Year 2000 conversion.</p>	<p>Implemented</p>	<p>The Citywide Y2K compliance effort was successfully implemented.</p>	<p>“Policy to Direct and Monitor Technology Efforts” and the adoption of the COH’s Information Technology Plan in July 2001.</p> <p>The department made the transition to Y2K with no computer system failures.</p>
<p><b>Infrastructure</b></p>				
<p>Data Systems does not have a formal technology acquisition plan. Moreover, while hardware and software standards have been verbally communicated to PARD users, there is neither written policy nor guidelines supporting the verbal communication. Without a documented plan containing hardware and software standards, it is difficult for Data Systems to control the acquisition of hardware and software throughout the department.</p>	<p><b>8-3</b> Develop a formal technology acquisition strategy and formally document hardware and software standards.</p>	<p>Implemented</p>	<p>We discussed this issue with the IRM Manager. We also reviewed new correspondence, technology proposals, requests for funding, program enhancement requests, and the Strategic Technology Plan.</p>	<p>The planning for technology acquisition is an annual process associated with the development of the department’s annual budget. A formal departmental Strategic Technology Plan is kept updated with an overview of the direction the department wants to take, therefore guiding the acquisition plan. Technology acquisitions comply with the COH’s Technology Steering Committee standards for products and investment justifications. These standards are published on the ITD website available to every COH employee.</p>
<p>Although Data Services developed a comprehensive disaster recovery plan, the plan was never fully implemented nor formally tested.</p>	<p><b>8-4</b> Immediately update, test, and implement PARD’s disaster recovery plan.</p>	<p>Partially Implemented</p>	<p>We discussed this issue with the IRM Manager. That discussion revealed that back-up tapes are stored in a vault at the 2999 South Wayside location, where the server</p>	<p>Manual procedures associated with a disaster recovery plan were tested during the Y2K project. Tape backups are periodically tested. Since ITD now has the responsibility for the management of all COH servers and LAN/WAN equipment, it</p>



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<p>Data Systems does not have a formal written policies and procedures manual. As a result, Data Systems personnel currently follow verbal instructions for the various work activities they are responsible for completing.</p>	<p>8-5 Develop written policy and procedure manuals and technical documentation manuals that formally document policies and procedures governing Data Systems operations, and appropriately document application codes.</p>	<p>Partially Implemented</p>	<p>is also located. Tapes are not secured off-site. The disaster recovery plan has not been formally tested, because a parallel system doesn't exist for such a test. However, the IRM Manager commented that the plan has been informally tested without documentation of the test being maintained.  <b>Recommendation:</b> We recommend that back-up tapes be stored off-site.</p>	<p>is their responsibility to develop extensive recovery plans, including a secure backup site.</p>
<p><b>Technical Support</b> Training for technical operations staff is inadequate. As a result, it is difficult for technicians to diagnose problems and they must learn as they go.</p>	<p>8-6 Develop a formal training program for all Data Systems staff and allocate the appropriate budget resources to training.</p>	<p>Partially Implemented</p>	<p>We discussed this issue with the IRM Manager. He commented that training has occurred, but there is no formal training program in place.</p>	<p>Budget/hiring constrains have limited the department's ability to complete this recommendation. Utilization of third party web-based training has been implemented over the last few years. Several staff members have been sent to PC troubleshooting class.</p>
<p><b>MARKETING AND COMMUNICATIONS</b></p>				
<p>Many citizens who do not use PARD services are not aware of</p>	<p>9-1 Increase trial and awareness of PARD programs and services</p>	<p>To be implemented</p>	<p>PARD recently hired a Communications Manager</p>	<p>Budget constrains have limited the department's ability to complete this</p>

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<p>the services it offers. As a result, many of these residents turn instead to private facilities that may be better known to residents because of their marketing efforts.</p>	<p>through a focused marketing program that includes cross-marketing programs and events and expanding publicity.</p>		<p>who will be responsible for creating a marketing plan. In addition, the Superintendent for Recreation will assume marketing duties for the Division.</p>	<p>recommendation.</p>
<p>While customer surveys are conducted for major events, no regular surveys are done to determine customers' perceptions of programs, or what the citizens of Houston would like to have for their parks and community centers.</p>	<p><b>9-2</b> Conduct regular customer research including annual user satisfaction surveys to determine effectiveness of PARD programs and services and opportunities for improvement.</p>	<p>Partially Implemented</p>	<p>Per discussion with the Deputy Director for Recreation Operations, participant satisfaction surveys currently given to aquatic participants will be expanded to include all programs.</p>	<p>Budget constrains have limited the department's ability to complete this recommendation.</p>
<p>No formal coordination of sponsorships for the PARD marketing division is in place.</p>	<p><b>9-3</b> Develop a plan to identify innovative strategies and methods to recruit business sponsors for programs, events, and services that currently have low levels of sponsorship.</p>	<p>Implemented</p>	<p>We reviewed the FY 2004 Grant Summary Report provided by the Office of Development to support the \$2.1 million in grant funds raised. We also reviewed the FY 2004 Sponsorship Summary Report, also provided by the Office of Development, to support the \$181,000 in in-kind sponsorships and the \$243,000 in cash sponsorships.</p>	<p>In 2003, the director formed the department's Office of Development, which is responsible for all fund raising/sponsorship for the department. As a result of a resignation in June 2004, this group is now a staff of two.  In FY'04, the division brought in \$2,157,046 in grants, \$243,356 in cash sponsorships and \$181,488 in in-kind sponsorships. The division works with the department director and executive team to identify projects and programs in need of funding and ensures grant and sponsorship compliance. The division uses various online and print publications to research and identify new sources of funding.</p>
<p>PARD uses two major vehicles to reach the public, the PARD Calendar and the Power Pack.</p>	<p><b>9-4</b> Develop a promotional brochure for distribution twice per year to the entire Houston community to</p>	<p>Alternative Implemented</p>	<p>Per discussion with the Administration Coordinator in the Office of</p>	<p>The department's "Parks Power Pack" is distributed to approximately 450,000 households once annually as</p>



**PARKS AND RECREATION DEPARTMENT  
PERFORMANCE REVIEW FOLLOW-UP**

AUDIT FINDING	RECOMMENDATION	ACTION STATUS	WORK PERFORMED	MANAGEMENT RESPONSES
Neither the calendar nor the Power Pack is supported by paid advertising.	increase awareness and participation in PARD programs and events, and consider offsetting the production costs with paid advertising.		Development, the Calendar is no longer used. The Power Pack is now completely under written by Fiesta. The Power Pack is distributed annually in late May in the Houston Chronicle. We reviewed the Power Pack brochure.	an insert to the Houston Chronicle. Fiesta, Inc. underwrites 100% of the production and distribution costs for this publication.
Without a mission, goals, objectives, and performance targets, the Marketing Division will have difficulty setting direction, evaluating progress, and measuring performance.	Develop a marketing plan to cost-effectively promote PARD programs, services, and facilities, leveraging the successes of events marketing, and implement performance measures for tracking progress against these goals.	Implementation in Progress	We reviewed the draft Recreation Division Marketing Plan to be aligned with the plan of the new Communications Manager.	Budget constrains have limited the department's ability to complete this recommendation.