



City of Bowling Green

Internal Auditor's Office

Park Maintenance Operational Audit Follow-Up

Project# 2016-04

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Transmittal Letter

TO: Kevin D. DeFebbo, City Manager, Ex-officio Member
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CC: Brent Belcher, Director of Parks and Recreation

FROM: Deborah Jenkins, Internal Auditor

Pursuant to the *Charter of the Internal Auditor's Office*, I hereby submit the follow-up report covering Park Maintenance Operations. The objective of this follow-up report was to determine if Park Maintenance implemented the eight (8) recommendations made in an earlier report, *Park Maintenance Operational Audit* (Project# 2013-12, finalized on January 14, 2013). The results of the *Park Maintenance Operational Follow-up Audit* have been discussed with management.

Results in Brief

Seven (7) of the eight (8) audit recommendations are either fully implemented or partially implemented, leaving only one recommendation that is considered not implemented at this time. The Park Maintenance Division has made many improvements, but has also added another segment to the division with the addition of the maintenance responsibilities at the City's three (3) golf courses. The Park/Golf Maintenance Superintendent position has turned over twice since the original audit and the current Superintendent began during the follow-up process in January 2017. Overall there have been many improvements within general park maintenance that will need to be reviewed and implemented as appropriate to the other two business segments within the City cemetery and golf maintenance.

The City of Bowling Green's parks are beautiful municipal parks and much of that is due to the work and dedication of the maintenance staff that tends to the parks on a daily basis. The Park Maintenance Division has a lot of moving parts and the staff is responsible for maintaining three golf courses, five (5) cemetery areas, twenty three (23) parks and three (3) community centers throughout the City; in addition to multiple construction and improvement projects throughout the City.

Sincerely,

Deborah Jenkins, CFE, CGAP, CICA
Internal Auditor

Objective

The objective of the Park Maintenance Operational Audit follow-up was to determine if management implemented the eight (8) recommendations made in an earlier report, *Park Maintenance Operational Audit* (Project# 2013-12, finalized on January 14, 2013).

Scope and Methodology

The scope of this follow-up audit included Park Maintenance related transactions from January 1, 2016 through December 31, 2016. To determine the implementation status of prior recommendations, I performed the following:

- Interviewed Park Maintenance related staff;
- Reviewed the original audit report;
- Performed test work to determine compliance with various recommendations, and
- Analyzed the results of the test work performed and discussed results with management

Conclusion

The Park Maintenance Division has made many improvements, but has also added another segment to the division with the addition of the maintenance responsibilities at the City's three (3) golf courses. The Parks/Golf Maintenance Superintendent position has turned over twice since the original audit and the current Superintendent began during the follow-up process in January 2017. Overall there have been many improvements within general park maintenance that will need to be reviewed and implemented as appropriate to the other two business segments within the City cemetery and golf maintenance. Additional work is required to be considered fully implemented, but many improvements have been made since the original audit.

Prior Observations and Recommendations

1. Weekly Work Reports should be consistently completed if the reports are what management plans to rely on for analysis and evaluations of efficiencies within the division. No management reporting or analysis is performed from the reports to identify inefficiencies or problem areas within the division.

Prior Audit Recommendation

Management should enforce the completion of the Weekly Work Reports and make the task listing as simple as possible if the reports are to be relied upon to capture workloads and cost drivers. The reports must be completed and timely keyed into a reliable spreadsheet or system so management can create a standardized and consistent method to review the information for timely decision making.

Management should also consider adding an office support staff member either on a part-time or full-time basis that can be dedicated to the division in order to timely and accurately handle the administrative and reporting functions of the division. The current method of relying on a volunteer part-time person to handle the majority of the administrative functions required in a division of this size is not adequate support the needs of the division.

Prior Management Response

Bowling Green Parks and Recreation (BGPR) recognizes the need for a quality weekly work reporting and work order system and plans to approach the addition of such software through the FY15 budget process. Hopes are such computer software will track: work request, work order processing, and work order approvals and scheduling. With that said, the current system was developed by Parks Maintenance staff as an introduction towards such a process. We recognize the need for a Parks Maintenance Management Computer Software System and look forward towards that implementation.

The recommendation towards office support staff would be welcomed. This position will be introduced during the FY15 budget process as we look forward to the immediate impact such a position will have on the BGPR Maintenance Division.

Current Status: PARTIALLY IMPLEMENTED

A new full-time position of Office Associate was added to Park Maintenance in October 2014. Since that time, the position has implemented many controls. The Office Associate maintains a spreadsheet to track receipt of Weekly Work Reports and holds maintenance employees accountable for the timely submission of their Weekly Work Reports. The Weekly Work Reports for cemetery and golf courses are collected and filed, but they are not currently used for management review or reporting. Park Maintenance reports are collected and entered into the City's Logos Work Order module. The information from the reports is entered as work orders mainly after the fact by the Office Associate.

The information gathered from the Park Maintenance employees' reports have improved the reporting capabilities for the division. The Office Associate can now run reports for

management by specific park and job code to estimate the costs for maintaining each City park. A page from the July 2016 Monthly Facility Expense Report is shown below:

MONTHLY FACILITY EXPENSE REPORT						
July 2016						
Row Labels	Labor Costs	Labor Hours	Equipment Costs	Material Costs	Direct Costs	Total Costs
BG Community Center / RB Park	\$ 16,030.02	24	\$ 505.94	\$ 28.50		\$ 16,564.46
100 - Custodial General Cleaning	\$ 8,480.42	5				\$ 8,480.42
1101 - Inspections Park	\$ 239.76	2	\$ 16.39			\$ 256.15
1703 - Misc Maintenance	\$ 226.59	1	\$ 21.28	\$ 28.50		\$ 276.37
203 - Transporting Equipment / Parts	\$ 35.47	1	\$ 0.80			\$ 36.27
400 - Turf Mowing / Mulching	\$ 315.01	2				\$ 315.01
602 - Electrical New Installation	\$ 3,061.31	4	\$ 249.50			\$ 3,310.81
701 - Plumbing Repairs	\$ 434.37	1	\$ 31.41			\$ 465.78
711 - HVAC Maintenance	\$ 541.70	2	\$ 39.60			\$ 581.30
901 - Admin Travel / Training / Meetings	\$ 2,695.39	6	\$ 146.96			\$ 2,842.35
Cemetery Maintenance Shop	\$ 415.49	1	\$ 30.05			\$ 445.54
201 - Equipment Repairs	\$ 415.49	1	\$ 30.05			\$ 445.54
Cemetery Sexton House	\$ 560.13	5	\$ 38.59			\$ 598.72
100 - Custodial General Cleaning	\$ 245.96	2	\$ 15.68			\$ 261.64
601 - Electrical Repairs	\$ 68.66	1	\$ 5.16			\$ 73.82
701 - Plumbing Repairs	\$ 245.51	2	\$ 17.75			\$ 263.26
Chuck Crume Jr Nature Park	\$ 461.41	11	\$ 65.27			\$ 526.68
170 - Parks Trash Pickup / Change Bags	\$ 78.17	8	\$ 20.30			\$ 98.47
1703 - Misc Maintenance	\$ 230.56	1	\$ 27.82			\$ 258.38
400 - Turf Mowing / Mulching	\$ 152.68	2	\$ 17.15			\$ 169.83
Circus Square	\$ 3,901.48	31	\$ 341.74			\$ 4,243.22
100 - Custodial General Cleaning	\$ 376.13	7	\$ 67.24			\$ 443.37
1402 - Aquatics Maintenance	\$ 2,082.47	4	\$ 102.96			\$ 2,185.43
170 - Parks Trash Pickup / Change Bags	\$ 271.34	12	\$ 55.80			\$ 327.14
1703 - Misc Maintenance	\$ 3.90	1	\$ 0.57			\$ 4.47
400 - Turf Mowing / Mulching	\$ 859.52	4	\$ 84.20			\$ 943.72
603 - Electrical Maintenance	\$ 273.96	2	\$ 26.84			\$ 300.80
901 - Admin Travel / Training / Meetings	\$ 34.16	1	\$ 4.13			\$ 38.29
City Hall	\$ 377.01	3	\$ 28.08			\$ 405.09
100 - Custodial General Cleaning	\$ 96.57	1	\$ 23.18			\$ 119.75
201 - Equipment Repairs	\$ 21.48	1	\$ 4.90			\$ 26.38
901 - Admin Travel / Training / Meetings	\$ 258.96	1				\$ 258.96

The data for these reports are entered as time allows so more important priorities often delays the completion of the monthly reports. For example, as of December 2016 the most recent monthly report entered and completed was July 2016.

The task listing has been simplified for general park maintenance, but the listings at cemetery and golf maintenance have not been updated. Cemetery and Golf maintenance operations have several distinct duties compared to Park Maintenance; however, management should try to incorporate improvements when possible to all segments of the division. The Office Associate in Park Maintenance would not be able to manage all of cemetery and golf course maintenance data entry needs in addition to the demands within Park Maintenance. These items may need to be implemented at cemetery and golf by site specific employees.

2. Park Maintenance management should implement a robust work order system to provide effective tracking and reporting of maintenance costs of equipment as well as maintenance costs relative to park locations.

Prior Audit Recommendation

An automated work order system should be implemented to help Park Maintenance automate the recording of maintenance requests as well as recurring, periodic scheduled maintenance. There are many benefits to a robust work order system that could enable management to:

- *Schedule work for staff*
- *Create monthly schedules for preventative maintenance*
- *Assign individual work orders to staff*
- *Track the completion of each work order*
- *Track the costs of labor and materials for each work order*
- *Generate reports to analyze the frequency and cost of maintenance at each park location*
- *Forecast future maintenance and replacement costs for assets*

The City has more than one work order system that is already in use at other divisions within the City. Park Administration and Park Maintenance should research the capabilities within the City and implement the one which they feel will best meet the needs of the department. I have already met with members of Public Works as well as our Information Technology Department and I feel confident that either the Fleet Focus or Logos work order system would adequately meet the department's needs.

Prior Management Response

BGPR recognizes and is excited about the significant impact the implementation of a Parks Maintenance Management Computer Software System would present. All options for such software will be examined for implementation during future budget planning.

Current Status: PARTIALLY IMPLEMENTED

Park Maintenance implemented work orders within the Logos software. This software was purchased in 2007 and was selected because it was an existing system being utilized by other City departments. However, the current work order process is not fully functional because it is not used to schedule, assign or track work order completion. The work orders are often entered after the work is completed from their Weekly Work Reports.

In Calendar Year 2016, a total of 5,842 work orders were created in Logos for general maintenance under the following job codes:

Job Code	No. W/O
Parks Maint Trash Pickup	1571
Parks Maint Turf/Mowing/Mulch	991
Parks Maint Custodial	860
Parks Maint Misc.	601
Parks Equipment	398
Parks Maint Administration	353
Parks Maint Electrical	353
Parks Maint Plumbing	191
Parks Maint Inspections	124
Parks Maint Playgrounds	106
Parks Maint Aquatics	81
Parks Maint HVAC	72
Parks Maint Fencing	36
Parks Maint Vandalism	36
Parks Maint Concrete Work	35
Parks Maint Carpentry	31
Parks Maint Irrigation	2
Parks Maint Signage	1
	5842

Cemetery and golf maintenance still operate using paper based work orders so the system hasn't been implemented throughout the division.

The current work order system may not be able to meet the full needs of such a diverse maintenance division. Management should re-evaluate the current work order process to:

- determine if they want to move forward with trying to fully develop the Logos system that they have now; or
- search for a maintenance specific system that will meet their needs.

3. Park Maintenance management needs to analyze the cost drivers of weekend overtime to maximize the use of resources and effectively coordinate employees for the duties performed outside of the normal work week.

Prior Audit Recommendation

Overtime and workload cost drivers should be thoroughly analyzed and employees should be adequately cross trained to assist one another especially on the routine weekend work. Weekend work should be based on what is the most effective use of employee time verses a segregated system based on employee preferences.

Park Management should consider installing additional electronic door mechanisms throughout the City parks so the unlocking and locking of park restrooms can be programmed in and employee time can be used for other tasks.

Management should review the process and determine if it is in the City's best interest to:

1. *Maintain/improve the current system of utilizing full-time staff to perform the custodial weekend work;*
2. *Hire additional part-time seasonal positions to work March through October at the division's busiest time; or*
3. *Expand the current outsourced custodial contract to perform the custodial weekend work.*

Prior Management Response

BGPR Maintenance has taken strides towards minimizing these cost drivers towards, predominately, weekend overtime. Three potential cost savings that will continue to be explored and introduced more are:

- 1- *Flex scheduling of employees on larger scale. This practice was rarely used prior to 2013 and will be more prevalent as management expectations are better defined.*
- 2- *Shared duties among greater number of employees. Duties that have been traditionally performed by a limited amount of employees will be shared by Golf, Cemetery, Athletics, and Landscape Divisions.*
- 3- *A greater reliance on part-time labor. By simply using part-time labor during increased overtime periods, overtime expenditures will be drastically reduced. Current part-time employees will have a greater role for general maintenance responsibilities. Future maintenance staff additions will concentrate on increased part-time labor that is specifically earmarked for these general maintenance responsibilities.*

Current Status: IMPLEMENTED

Park Maintenance overtime has reduced 58.25% from \$21,683.03 in FY2014 to \$9,052.40 in FY2016. The increased use of part-time employees to perform weekend trash and bathroom janitorial services had limited the overtime for full-time employees for these tasks in general maintenance. The practice of flexing schedules is also used when possible. The chart below shows the overtime costs within the division since FY2014.

Park Maintenance Sub-Division	Actual Overtime Cost		
	FY2016	FY2015	FY2014
General Park Maintenance	9,052.40	7,805.84	21,683.03
Cemetery	7,696.90	8,410.53	12,472.49
Crosswinds Golf Course	8,712.89	5,759.31	7,407.92
Riverview Golf Course	3,591.42	3,101.29	2,478.50
Paul Walker Golf Course	3,739.75	2,319.51	3,377.44
	32,793.36	27,396.48	47,419.38

Cemetery has the smallest amount of part-time seasonal employees, totaling three (3), so they rely on full-time staff rotations to cover the weekend cemetery work. The City Cemetery performs burials six (6) days a week with more funerals on Saturday than any other day of the week, so they need fully trained staff to also be present for the Saturday burials. A possible

solution could be to implement alternate scheduling of the full-time employees within the Cemetery. In Evansville, for example, maintenance staff schedules are either Monday-Friday or Tuesday-Saturday to provide adequate support for funerals, but also minimize overtime costs.

Overtime at the City's golf course maintenance actually increased in FY2016 after an overall reduction in FY2015. According to golf maintenance management, a high amount of employee turnover resulted in being short staffed and the very wet summer we had in 2016 were the reasons for the increases.

Improved coordination within the entire division has improved the division's assistance between segments as well as with other City departments. Management has stated their wish to continue and expand staff flexibility to assist as needed in other sub-divisions across general maintenance, golf and cemetery.

After evaluation by maintenance staff, electronic door locks were installed in the highest use restrooms at Kereiakes, Covington Woods and HP Thomas parks. The electronic door locks are connected to a timer which locks and unlocks the doors at pre-determined times which frees up staff for other duties.

4. Monthly inspections should be completed as required by the City of Bowling Green's Risk Management Manual and documented on related inspection forms created by Risk Management.

Prior Audit Recommendation

Park Administration should review the agreement with St. Joseph Catholic School and determine if the City is the responsible party for conducting the monthly playground inspections at the facility. If it is determined that the City is responsible, then Park Maintenance management should ensure that the monthly playground inspections are conducted the same as any other City park.

The general monthly inspections should be required to be performed per City Policy. Park Maintenance Management should periodically review and ensure that all inspections are being completed as required as well as appropriately documented and filed in the applicable binders for review if needed.

Prior Management Response

BGPR Maintenance Division will abide by all City of Bowling Green Safety Requirements.

BGPR Maintenance Division will become more vigilant in meeting this recommendation.

Observations mentioned towards this recommendation are indicative of the need for office support staff. Parks Maintenance inspects 25+ facilities and 14 playgrounds so the need for better documentation of all inspections will be met.

Current Status: PARTIALLY IMPLEMENTED

Park maintenance is responsible for three (3) different types of monthly inspections:

1. Playground inspections- They were documented for 2016 within the scope of this follow-up. It was determined that the City was responsible for inspections for St. Joseph playground and has performed those inspections as required.
2. Facility inspections- They were documented for all required facilities in 2016, with the exception of the two nine (9) hole golf courses (Paul Walker and Riverview). December 2016 was completed once it was discovered by golf supervision that the inspections had not been completed due to an increase in employee turnover during 2016. Management assured that they will be completed as required from this point on.
3. General park and grounds inspections- The last inspections reported on the forms provided by the City's Safety/Risk Manager provided forms was in March/April of 2015. There is sporadic documentation of the general grounds inspections within the parks since the remaining forms that are completed now are specific to the playgrounds and facilities. After discussion with parks maintenance staff and the City's Safety/Risk Manager, management scheduled a meeting to consolidate and ensure that all of the necessary inspections are done within updated time frames without adding a large increase in work demand on the staff.

The Safety/Risk Manager does perform annual inspections which covers the grounds; however eight (8) of the twenty seven (27) parks tracked by the Safety/Risk Manager had not been inspected within the past year. Six (6) parks hadn't received the annual inspection since 2014 and two (2) since 2013.

5. Park Maintenance needs to develop a method that will track transfer of assets to different locations or City divisions. In addition, any unused and broken, sold or traded in assets should be appropriately documented and surplus.

Prior Audit Recommendation

Park management should identify and document the disposition of the three assets identified above and complete appropriate forms so the Department of Finance can remove from the City's asset listing.

Park Maintenance should consider working with Public Works Fleet Focus software to add all assets into a system to manage the transfers and general maintenance of the assets. This would allow locations to be established so assets could be tracked when transferred to various locations within the City.

Park Maintenance should work with the City's Purchasing Agent to train applicable staff on the correct way to document and obtain approvals to surplus assets that are to be sold, traded or scrapped. The Purchasing Agent would be responsible for working with the Finance Department to ensure sold or traded assets were removed from the City's asset listing.

A review should be conducted by management to determine the applicable need and usage of existing City assets. Old, unused assets should be sold or advertised to other City departments to see if the asset could be utilized by a different division or department if not being utilized as originally intended by Park Maintenance.

Prior Management Response

BGPR will examine the use of Public Works Fleet Focus software to assist with the management of assets. With an eye towards the future, BGPR hopes that shared equipment within our department and other City of Bowling Green Departments becomes a regular practice so the need for asset tracking is acknowledged as an increasingly important management responsibility.

Current Status: IMPLEMENTED

With the retirement of the long-time Maintenance Manager, the employees within park Maintenance performed a major purge of inventory and sold a large amount of old, outdated or unused parts and equipment. With the assistance of the City’s Purchasing Agent, an online auction was held through GovDeals, the City’s online auctioneer, which resulted in approximately \$15,000 of revenue to the City. Since that initial purge of old and unused assets and equipment, the division has enforced the use of approved surplus processes and items are sent routinely to the Purchasing Agent for auction as needed.

Transfer of assets is recorded by a Transfer Form created by Bowling Green Parks and Recreation verses using the Public Works Fleet Focus software. The form documents the approval of any asset transfer within the department. Staff within Parks Administration transfers the asset location within their records for inventory and tracking purposes. A copy of the form is shown below:




**BOWLING GREEN PARKS & RECREATION
ASSET INVENTORY TRANSFER FORM**

TRANSFER FROM

ASSET: _____

ASSET DESCRIPTION: _____ DIVISION: _____

CURRENT LOCATION: _____ DATE: _____

TRANSFER TO

ASSET: _____

ASSET DESCRIPTION: _____ DIVISION: _____

NEW LOCATION: _____ EFFECTIVE DATE: _____

I certify that this asset has been transferred and this form has been sent to the Division Head, then the Department Head and then to the Parks Administration Staff.

EMPLOYEE: _____ DATE: _____

DIVISION HEAD: _____ DATE: _____

DEPARTMENT HEAD: _____ DATE: _____

PARKS ADMINISTRATION: _____ DATE: _____

6. Small tools, equipment and inventory need a divisional approval process and division wide coordination for purchases. An inventory system should be implemented to assist management in creating an accountable system for parts and inventory.

Prior Audit Recommendation

Parks Maintenance should evaluate their small tools, equipment and inventory practices. A system with proper segregation of duties should be created by having one designated staff person such as the division mechanic or some other appropriate supervisor to approve and coordinate purchases, and track small tools, equipment and inventory, rather than the current practice of all staff members independently purchasing and maintaining their own small tools, equipment and parts inventory.

This staff member would need the support of an accountable inventory system (possibly a bar code system) so inventory and parts could be known and available for use in repairs. Periodic checks should be made by management to ensure the accuracy of such inventory system once established.

A periodic review of the inventory system once established would need to occur to prevent the collection of filters and other parts for items that are outdated or no longer owned by the City.

Any recyclable material should be secured for future use or taken to a recycling center in an appropriate manner where a check is sent to the City for the recycled items.

These recommendations should be reviewed and implemented throughout the Department.

Prior Management Response

BGPR Maintenance Division will develop an established protocol for the coordination of purchases. In addition, required monthly inventory checks will be implemented for all parts and supplies within this division immediately.

Current Status: IMPLEMENTED

The addition of a full-time Office Associate has greatly improved the oversight and handling of tools, equipment and inventory. With the assistance of maintenance staff members, multiple sections of the maintenance building have been sorted, reorganized and improved. The open bays which used to house odd tools, parts and equipment on random shelves have been completely reorganized and a secured area has been built. The secured area is controlled by the Office Associate who has access to the key. Employees are required to request the key from the Office Associate and log all tools borrowed as well as any consumables used for appropriate tracking and charging to specific park costs. The photo shown below shows the new secured area of the park maintenance building.



Multiple areas within the building have been organized and purged of unneeded materials and parts. These items were recycled or sold by the approved surplus process. Additional shelves have been created within various areas such as the electrical room shown below to streamline the storage.



A couple of rooms are still in process of being reorganized, but a parks wide inventory is scheduled in February which will be led by the Office Associate.

Golf maintenance and cemetery maintenance are responsible for their own tools, equipment and inventory. Cemetery maintenance has a new maintenance building that is near completion so they can start the process of moving all of their operations to the new facility shown below. This process will require everything in the old building to be sorted through and organized as they move into the new facility.



Golf maintenance utilizes an administrative staff person within the Golf Division as well as parks administration staff to create their purchase orders, process any procurement card transactions and to obtain asset tags for tools and equipment over \$250. The \$250 threshold is department wide for any tool or piece of equipment. Parks administration staff identifies assets as they are purchased, assigns a red tag and sends it to the division for placement on the item.

7. The Park Maintenance Division should study the use of staff time during winter months and evaluate how the staff can be best utilized.

Prior Audit Recommendation

Analyze the cost effectiveness of winter projects and use of full-time staff in the winter months for all Maintenance staff including Cemetery Maintenance. Consider the use of Park Maintenance staff to assist in other Citywide work during these slower winter months. For example, the winter months increases the work load in Public Works for leaf pickup and snow removal. This

is just one example of additional tasks that some Park Maintenance staff could be trained to assist with during the slower season of the year. The winter months are also a great time to provide continuing education or departmental cross training within the department to increase coverage and the staff's ability to assist one another.

These recommendations should be reviewed and implemented throughout the Department where appropriate.

Prior Management Response

BGPR Maintenance Division acknowledges that winter months provide greater challenge for efficient/effective time usage. For this reason, BGPR Maintenance takes great pride in that many recommendations mentioned within this section are followed. As evidence, from this is a recent time-line of finished projects:

- 1) Pioneer Cemetery Bloch Chapel – BGPR Maintenance staff made repairs to existing roof. Cost \$10,000 for repairs. Started in November, 2012 and completed in January, 2013.*
- 2) R. Sims Aquatic Center Storage Building. BGPR Maintenance staff constructed a 950 square foot storage building. This building now houses all pool chemicals and resolves a recurring problem of Lack of Storage Space as sighted yearly through the City of Bowling Green Safety and Risk Manager. Cost \$55,622 to build. Started in September, 2011 and completed in June, 2012.*
- 3) Security Gate & Fencing at Lover's Lane Soccer Complex, Crosswinds Maintenance Shop, Lampkin Park Maintenance Shop, Preston Miller Maintenance Shop and Landscape Office – BGPR Maintenance staff led work projects to update the entry gate and adjacent fencing for a more security and improve employee safety and security per the City of Bowling Green Safety and Risk Manager. Cost \$20,706 to make improvements. Started in September, 2011 and completed in March, 2012.*
- 4) BGPR Fitness Locker Rooms – BGPR Maintenance staff dismantled previous Men's and Women's Fitness Locker Rooms and then reconstructed major renovations. Cost \$95,624 to build. Started in November, 2012 and completed in April, 2013.*
- 5) Lampkin Park Field #1 and Field #2 Phase I and II. Work included concrete entry, fence repairs, backstop reconstruction, dugouts renovations, scoreboard renovations, and storage room construction. Cost \$125,850 to build. Started in January, 2012 and completed in June, 2013.*

To further illustrate BGPR Maintenance Division's commitment to winter hour justification, the division has worked along Public Works as part of the Leaf Crew since 2010. During this time, the division has scheduled TWO Maintenance Division employees to work on this crew from the beginning of October to end of December each year. BGPR Maintenance Division has enjoyed this cooperative work arrangement and welcomes future co-staffing opportunities.

BGPR hopes that better documentation of such winter projects will be an addition feature of an enhanced work order system created through the commitment to a Parks Maintenance Management Computer Software System.

Current Status: IMPLEMENTED

Park Maintenance staff, especially the skilled trades, is utilized across the City for various projects throughout the winter months as well as in peak seasons as time allows. A listing of rainy day/winter projects is maintained on a board in the entry way of the building. Examples of these projects in December 2016 included:

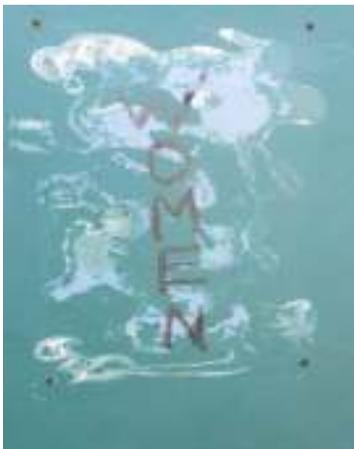
- Patch/paint hallway
- Clean/organize wood shop
- Clean/organize mower parts room
- Clean/organize front and back bays
- Clean/organize City trucks
- Prep for inventory

In addition, two general maintenance staff members are still assigned to Public Works Operations Division from October through December to assist with leaf pickup.

8. The Park Maintenance Division should develop a written Policy and Procedure Manual to standardize and document the multiple responsibilities of this division, as well as to move closer to the departmental wide goal of obtaining accreditation by a national park association.

Prior Audit Recommendation

Create a detailed Policy and Procedures Manual for the Maintenance Division that documents standards, procedures and expectations for the various tasks within the division. Any photos of City facilities that could be used to demonstrate acceptable verses unacceptable would assist all staff in keeping the parks maintained in an appropriate manner. Photos that were taken during the audit process below are examples of how the division can illustrate acceptable verses unacceptable standards of maintenance:



Unacceptable: Two Restroom doors at Roland Bland Park
Acceptable photo on right: Restroom door at Preston Miller Park



Acceptable: Basketball Court at PBCC Unacceptable: Volleyball Court at Lampkin Park

A written policy and procedures manual can assist in varying areas within the City as a whole. Please refer to a well written excerpt from the Handbook for General Law Village Officials, published by the Michigan Municipal League located in Attachment A. This excerpt does a great job of explaining why policies and procedures should be written and identifies multiple purposes that a policy manual can serve. During this process, special attention should be given to the role of supervisors and their ability to focus on management of the division vs. the routine tasks at hand.

Even though this specific audit pertains to the Park Maintenance Audit, I would also recommend that the Parks Department as a whole evaluates their use of or need for written policies within other divisions. These recommendations should be reviewed and implemented throughout the Department.

Prior Management Response

BGPR Maintenance Division will revise current Policy and Procedure Manual towards this recommendation. BGPR's long-range goal of attaining accreditation would be significantly impacted by this recommendation. Steps towards this end will be implemented in near future.

Current Status: NOT-IMPLEMENTED

The Park Maintenance Manager at the time of the original audit had initiated a draft manual several years prior to the audit, but no steps have been taken since his retirement in 2013. A new Park Maintenance Manager was hired, but separated from the City in late 2016. A new Park Maintenance Superintendent has been hired and in place since January 2017. This audit has been shared with the new manager.