

BOARD OF COUNTY COMMISSIONERS

**PARKS AND RECREATION
LORICK ASSOCIATES CONSULTING, INC. PROJECT
FOLLOW-UP**

HERNANDO COUNTY CLERK OF CIRCUIT COURT
AUDIT SERVICES DEPARTMENT
MEMORANDUM

TO: Charles "Pat" Fagan, Parks and Recreation Department Director

VIA: Karen Nicolai, CPA, Clerk of Circuit Court
Richard "Dick" Radacky, County Administrator

FROM: Peggy Prentice, CIA, Audit Services Manager

DATE: February 13, 2003

SUBJECT: Parks and Recreation, Lorick Associates Consulting, Inc. (LAC) Project, Follow-Up

The Audit Services Department's (ASD) Audit Projects Schedule included a follow-up to the LAC Final Report issued on January 11, 2000. **When this LAC report was issued, the Parks and Recreation Department was organized under the Department of Public Works (DPW). The DPW's corrective action was addressed previously. The** Parks and Recreation Department's corrective action is addressed in this follow-up assignment. Based on Parks and Recreation's management response and implementation, ASD has produced the attached Follow-Up Report for your review.

The Follow-Up Report contains a summary of the recommendation, management response, discussion point, and follow-up recommendation, as applicable, for each of the original report comments.

A copy of the Follow-Up Report has been forwarded via Richard Radacky to the Board of County Commissioners as an agenda "correspondence to note" item.

I would like to take this opportunity to extend my appreciation to the Parks and Recreation staff and to Harry Lorick, Principle of LAC, for the courteous treatment extended to the ASD during this follow-up process.

If you have any questions, concerns, or need additional information in regard to the above or the attached report, please do not hesitate to contact me at 352-754-4201, extension 232, or just stop by my office.

ATTACHMENT

copy: CLERK OF CIRCUIT COURT:

Amy Gillis, CPA, Finance Director

BOARD OF COUNTY COMMISSION:

Commissioner Mary Aiken

Commissioner Hannah M. "Nancy" Robinson

Commissioner Diane Rowden

Commissioner Robert C. Schenck

Commissioner Mary Whitehouse

George Roussos, P.E., Deputy County Administrator

George Zoettlein, Office of Management and Budget Director

OTHER:

Chip Jones, KPMG

Hernando Today

St. Petersburg Times - Hernando Edition

WWJB Radio Station

Hernando County Public Library: Main Branch/Lykes Memorial

Harry Lorick, Lorick Associates Consulting, Inc.

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ACKNOWLEDGMENT

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Other minor findings, not included in this report, have been communicated to management and/or corrected during the audit process. I thank the management and staff for their cooperation throughout the audit.

Management's response was provided by Pat Fagan, Parks and Recreation Department Director, and approved by Richard Radacky, County Administrator.

Fieldwork was performed by:
Peggy Prentice, CIA, Audit Services Manager

This audit report was reviewed and authorized by Karen Nicolai, CPA, Clerk of Circuit Court, on February 12, 2003.

Karen Nicolai, CPA, Clerk Circuit Court

Peggy Prentice, CIA, Audit Services Manager

PURPOSE AND SCOPE

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PURPOSE:

The Audit Services Department (ASD) considered corrective action, or lack of the same, by the Parks and Recreation Department's parks and waterways maintenance functions in response to the Lorick Associates Consulting, Inc. (LAC) recommendations. The purpose is neither to address the adequacy of LAC's work nor equipment, materials or labor rates/calculations, frequency of maintenance plans, bench marks, best practices, or other specific factors as these were created under the guidance of LAC. Rather, the ASD provided an appraisal as to whether the Department implemented the spirit of the consultant's recommendations.

SCOPE:

ASD requested management's response to the LAC report. ASD communicated with key personnel and Harry Lorick, Principle of LAC, observed information system data entry and work performance, performed park and recreation area inspections, and performed testing. Based on this audit work, ASD determined that corrective action, or lack of the same, could be appraised by testing a sample of key recommendations. ASD provided an appraisal as to whether management implemented the spirit of the consultant's recommendations. Implementation, or lack of the same, was evaluated under current conditions and tested, as appropriate.

An evaluation of the success of continuous improvements and recommendations, or lack of the same, may be addressed at a future date, as applicable.

BACKGROUND

BACKGROUND

During FY 1999/2000, the Department of Public Works (DPW) and the parks and waterways functions were integrated. At that time, the County had 19 parks and 51 buildings that required continuous maintenance. DPW management sought consulting assistance to review its maintenance operations and to assist in identifying the most effective and efficient practices to manage its operations. Lorick Associates Consulting, Inc. (LAC) was contracted to perform this study. Phase one of the study's objectives was to define, assess and document the existing levels of maintenance operations in the County; develop ideas that could improve the current operations; and to formulate recommendations to improve operations.

LAC performed phase one of a two phase management consulting project for the parks and waterways maintenance operations. Phase one identified opportunities for improvement. The LAC report cited that litter pickup and restroom maintenance accounted for nearly 50% of the total maintenance effort; and with facilities, four activities accounted for 75% of the work. Overall, the LAC report cited a total of 30 recommendations that could generate efficiency savings for the DPW (including the parks and waterways functions) of over \$400,000 annually. The report cited that computer automation was under-utilized in the department and that multiple databases existed independently; the County's maintained assets were extensive and in relatively good-fair condition; a comprehensive inventory of features needed to be compiled to effectively develop workplans; access to work tracking data and use of management reports was limited; standard operating procedures existed for parks and facilities; work was generally grouped into defined geographical locations; equipment availability appeared to be sufficient for the workload; the County's inmate program was innovative but loosely structured; certain staff throughout the maintenance operation reported directly to the work site; work was a combination of response and pro active work; and a complete systematic approach to planning, organizing, scheduling, and controlling/improving work was needed.

For many years the County had a Parks and Recreation Department and a DPW. When the County reorganized, the parks and waterways functions were placed under the DPW. When the County reorganized a second time, the parks and waterways functions were separated from the DPW. Other functions such as recreation and facilities maintenance were also affected by the reorganizations. All of these functions have come back together recreating the Parks and Recreation Department which is currently supervised by the Parks and Recreation Director. Some of the functions performed by this Department include, waterways maintenance, facilities maintenance, recreation, and parks and facilities administration. This follow-up project focused on parks and waterways maintenance operations.

EXECUTIVE SUMMARY

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The spirit of the LAC recommendations for the maintenance management plan, when viewed as a whole, is to provide a continuous improvement plan based on efficiency, effectiveness, and performance based budgeting. When all the recommendations are fully implemented, the maintenance management plan will take on an annual life cycle of planning, organizing, scheduling, and controlling. Full implementation of all four components will maximize the Department's efficiency and effectiveness. Based on testing, observations, site inspections, communications with key personnel, and discussions with Harry Lorick, Principle of LAC, it appears that the Department has implemented about half of the process. In addition, the Department has taken steps to implement at least some of the general improvement recommendations which must be fully implemented before the plan can reach maturity.

The recommendations implemented thus far provide a good basis for executing the rest of the maintenance management plan (the annual process). However, partial implementation is rather costly and ineffective. Also, a lack of management commitment at any level of the organization hampers the long-term continuous improvement goal. Therefore, consideration should be given to either fully implementing and committing to the plan or a decision should be made to discontinue the plan all together. If a commitment to the plan is desired, consideration should be given to reinforcing County staff's knowledge of how each of the annual components (planning, organizing, scheduling and controlling) interact. Since much of the plan's success relies upon effective management decision-making based upon interpreting outputs of the system (i.e., reports), additional coaching, training and education of County staff to enhance their ability to use outputs of the system would also be beneficial.

At the end of fieldwork, the Parks and Recreation Director communicated a desire to fully implement and to commit to the plan. A few days before the issuance of this report the Director cited that his Department prepared a purchase order to engage the services of LAC to assist with facilitation, coaching, training and education of County staff.

**RECOMMENDATIONS,
MANAGEMENT'S RESPONSE,
DISCUSSION POINTS &
FOLLOW-UP RECOMMENDATIONS**

GENERAL IMPROVEMENTS

Recommendation 1: Recognize that the County operates in both a suburban and rural maintenance mode and align resources to satisfy both customer bases.

Management Response: Completed. The County has parks in both areas, as well as developed and undeveloped park sites. The Department has implemented a computerized service request system that allows citizens to call in maintenance complaints. This new system ensures a more timely response rate through tracking of service requests, providing better service to those living in rural areas and near undeveloped park sites.

Discussion Point: It appears that the Department implemented the recommendation. The Department has aligned resources to satisfy its customer bases. The County has parks and recreation areas located throughout the County. To inform users, the County advertises these facilities in brochures and on the County's web site. The web site allows users to submit questions and comments. ASD tested the response time of submitting posed questions via the web site and found that the inquiry was responded to in less than 24 hours. Users are also able to call in requests for services and pose questions. When service requests are received, they are manually tracked through automation via the Management Maintenance System (MMS).

Recommendation 2: Expand the use of computers and computer automation within the Maintenance Operation.

Management Response: Completed 50% of recommendation. The Administration Office was approved for an additional staff person to perform the required data entry for the program. Office employees have been provided computers and trained on the DSI system (MMS). Parks Maintenance staff have been provided with computers, however, due to technology constraints beyond our control, the DSI system (MMS) cannot be accessed from their offsite location at the old MVI Station at the Fairgrounds.

Discussion Point: Based on observations and MMS reporting, it appears that the Department expanded the use of computers and computer automation within the maintenance operation. The automated information flow is interconnected. Generally, key personnel have either direct (input or read-only) access to the MMS or access to output (i.e., reports). However, two key personnel (who work at the offsite location and are responsible for planning, organizing, scheduling and controlling activities) do not have direct access to the MMS. Not having direct access negatively affects their ability to make management decisions based upon interpreting outputs of the system. Therefore, effective and efficient planning activities are impaired. Based on communications with Technology Services, immediate access via the Internet can be made available to these two persons at no or little cost to the County. During fieldwork the Director indicated that a move to another facility is anticipated where direct access will be made available to them.

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Follow-up Recommendation: Consideration should be given to exploring the Internet access option with the purpose of providing both key personnel located at the offsite location with immediate direct access to the MMS. If favorable, access should be provided as soon as is feasibly possible. Postponing access is not recommended.

Recommendation3: Implement a countywide Pavement Management System (PMS) using industry-wide logic and up-to-date assessment of road defects.

Management Response: Not applicable to Parks Maintenance.

Discussion Point: This recommendation is not applicable to the Parks and Recreation Department. Therefore, corrective action was not necessary.

PLANNING IMPROVEMENTS

Recommendation 4: Identify and inventory all critical infrastructure assets needed to estimate workloads, and institute an annual updating process.

Management Response: Completed. Assets have been inventoried and are updated as changes occur. Site budgets are in place for all sites (locations).

Discussion Point: It appears that the Department has taken steps to implement the recommendation by identifying and creating a list of critical infrastructure assets by location, a list of equipment, and a standard hourly labor rate table. The initial summary values were data input into the MMS however, although some testing was performed by Audit Services, neither LAC nor Audit Services confirmed that the inventory lists are complete for the new parks. Storing critical infrastructure data in the MMS can be helpful when planning and projecting work.

Recommendation 5: Establish levels of service (frequencies of maintenance) for all activities; for rural and suburban environments.

Management Response: Completed 60% of recommendation. Basic levels of service for general day-to-day maintenance have been defined for each location and are met on a daily basis. Due to the daily interruptions in scheduled activities and assignments that are non preventable, levels of service change daily. Parks staff schedules are subject to the ever-changing needs and demands of the public, athletic leagues, commissioners, and senior management.

Discussion Point: The Department implemented part of the recommendation by establishing levels of service activities. Based on park and recreation area site inspections, it appears that the facilities are maintained in good condition. However, the Department has not yet achieved the spirit of the recommendation in which routine and preventative maintenance activities are planned on an annual basis (the annual work plan tied to the budget) and carried down to the weekly scheduling process.

Follow-Up Recommendation: To increase efficiency, consideration should be given to planning established levels of service in the annual work plan then pulling down these planned activities into the scheduling process.

Recommendation 6: Prepare documented guidelines for each activity performed, distribute to all crews and update them annually.

Management Response: Completed. Guidelines are in place for all activities performed and what is needed to perform them. They have been distributed to staff and are updated as needed.

Discussion Point: It appears that the Department implemented the recommendation by identifying and cataloging the maintenance activities performed. This information is maintained in the Department's MMS. The Department estimated and documented the average daily production for

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each activity. The activity guidelines were distributed to maintenance staff. The guidelines were last updated in the spring of 2002.

Recommendation 7: Focus the major maintenance activities within each unit with the intent to improve its effectiveness and efficiency. Establish employee teams to ensure most effective operation.

Management Response: Completed. All employees were initially involved in establishing maintenance activities and how they are performed within the unit. Small teams have been established, i.e. irrigation, horticulture and turf maintenance. However, staffing levels do not allow the use of teams to cover the large number of acreage of parks and the wide variety of tasks to be performed.

Discussion Point: The recommendation was implemented to a reasonable degree and is functional for this Department. Some staff have been assigned to small work units, some to one site, and others are not assigned to a work unit or a specific site. Some staff perform specific job functions while others perform a wide variety of duties.

Recommendation 8: Establish appropriate overhead rates using avoidable cost, and use them when comparing outsourcing alternatives or bench marking.

Management Response: Completed. Cost and rates have been defined and are updated regularly.

Discussion Point: LAC made the initial estimates of the overhead rates. Hourly labor rates (excluding employee benefits and other indirect costs) were established.

Follow-Up Recommendation: Consideration should be given to expanding the labor rate table so that it captures indirect costs as follows:

1. an overhead labor rate that captures employee benefit costs;
2. a billable rate that matches the budget;
3. a rate that captures support staff and administration expenditures; and
4. an overtime rate excluding employee benefits.

At the current time, only the first two rates are needed, the remaining two rates are optional and can be implemented as the maintenance plan matures. The rates should be updated annually and matched to the budget.

Recommendation 9: Establish equipment rates that are actual costs incurred by the County.

Management Response: Completed. Equipment rates have been defined for all equipment used. These are defined in hourly rates and charged to each site accordingly.

Discussion Point: Per Harry Lorick, Principle of LAC, the equipment rates are based on estimates not on actual costs. ASD verified that these rates have been updated.

Follow-Up Recommendation: Consideration should be given to establishing equipment rates that are actual costs incurred by the County. The Fleet Division should be responsible for providing these actual cost values to them.

Recommendation 10: Develop documented cyclical preventive maintenance to maintain infrastructure in good condition.

Management Response: Completed. Maintenance routines have been established.

Discussion Point: ASD addressed the overall condition of the parks and recreation areas and found that they are maintained in good condition. ASD did not address the cyclical preventative maintenance plan.

ORGANIZING IMPROVEMENTS

Recommendation 11: Separate all non-maintenance work from the maintenance budget. Track all support for capital improvements and establish a systematic way to summarize.

Management Response: Completed. All non-maintenance work is recorded and reported.

Discussion Point: ASD did not review management's response.

Recommendation 12: Implement a complete MMS that includes planning and organizing capabilities.

Management Response: Completed 60% of recommendation. Database has been established, park activities are scheduled, and service requests are automated. Planning and organizing efforts are still in progress.

Discussion Point: The Department implemented some of the recommendation by implementing a MMS. Using MMS, the Department tracks customer requests, a detail accounting of work performed, and maintains an inventory of critical infrastructure assets. Weekly work schedules are created but are not rolled down from the annual work plan as the annual plan has not yet been created and tied to the budget. The objective of creating and maintaining the MMS is to provide management with the information needed to plan and organize maintenance operations. The MMS appears to be capable of providing this information but management has not yet optimized its use.

Follow-Up Recommendation: Consideration should be given to fully utilizing the MMS for planning, scheduling, organizing and controlling activities. The information flow should begin with an annual work plan that is interfaced with the budget. This annual plan should be input into the MMS by monthly objectives. Monthly objectives should be rolled down to weekly maintenance staff schedules. Any additional unscheduled maintenance activities (i.e., work orders) should also be inserted into the weekly schedules, as applicable. The actual versus planned activities should then be compared on a monthly and semi-annual basis. The annual plan and activity guidelines may need to be tweaked/adjusted during the year to address extraordinary or non-scheduled maintenance obligations. This is normal. The annual work plan tied to the budget and inserted into the MMS is the foundation for planning, scheduling, organizing and controlling activities.

Scheduling is also addressed at Recommendation 25.

Recommendation 13: Re-evaluate the various engineering design and rehabilitation options currently being pursued within the Department which may impact Maintenance.

Management Response: Not applicable to Parks Maintenance.

Discussion Point: This recommendation is not applicable to the Parks and Recreation

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Department. Therefore, corrective action was not necessary.

Recommendation 14: Establish an approach for improvement of grade roads especially those roadway segments that are costly and difficult to maintain.

Management Response: Not applicable to Parks Maintenance.

Discussion Point: This recommendation is not applicable to the Parks and Recreation Department. Therefore, corrective action was not necessary.

Recommendation 15: In general, maintain the current organizational structure.

Management Response: Completed.

Discussion Point: Based on communications with management and a review of the Department's current organization chart, it appears that several positions and/or job title/description changes were made as a result of implementing the LAC recommendations. A *Technician I* position was eliminated and the workload was shifted to the *Operations Specialist*. This *Operations Specialist* formally held the job title of *Crew Leader*. Three other position/title changes were also made as follows: from *Maintenance Technician II* to *Parks Electrician*, from *Maintenance Work II/Driver* to *Equipment Operator II*, and from *Horticulture Technician* to *Lead Horticulture Technician*. Overall, these changes to the organization structure appear to be good.

Recommendation 16: Re-evaluate the Department's internal organizational structures to provide a more balanced span of control situation.

Management Response: Not implemented. The organizational structure is as indicated - the Facilities Manager functions more administratively over both Parks and Facilities, while the Parks Manager and the Facilities Foreman oversee maintenance operations. The Facilities Manager oversees two distinct operations - Facilities Maintenance, with 19 employees, and Custodians, with a Supervisor and 18 custodial staff.

Discussion Point: ASD did not review management's response.

Recommendation 17: Establish a formal potentially enlarged in-house inmate program directed by County staff.

Management Response: Completed. Contract with Sumter Corrections Institute has been implemented for the use of five inmates with a Corrections Officer. Parks no longer uses inmates from the Hernando County Jail. Parks Manager coordinates work to be done through Corrections Officer.

Discussion Point: During fieldwork, the Department increased its inmate program from one full-time five (5) inmate squad to an eight (8) inmate squad. This squad performs various duties

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including painting, trash/debris pickup, installing posts/barriers, and weed removal/cutting. A Sumter County Correctional Work Squad Officer supervises this squad. The squad's work schedule is directed by County staff. There is concern that the squad is not used to its full potential which decreases efficiency.

Follow-Up Recommendation: To maximize the efficiency of the inmate squad, consideration should be given to assigning only those tasks that are congruent with the type of work a squad of this type can perform as a whole. This squad consists of unskilled workers who require direct supervision, constant monitoring, and specific directives. The squad's strength is a large work unit that is capable of performing repetitive, labor intensive, time-consuming tasks. The annual work plan which flows down to the weekly schedules should consider this squad's strengths and weaknesses and plan work accordingly. With adequate planning and coordination, this squad's strengths can be maximized which will increase efficiency.

Recommendation 18: Labor resources for roadway maintenance may not be adequate for desired service. Utilize a new MMS to estimate future needs that are based on the annual plan.

Management Response: Not applicable to Parks Maintenance. However, current staffing level is adequate to meet existing demand, but not at the desired level of service. Further development of parks and additional projects will require an increase in staffing levels.

Discussion Point: This recommendation is not applicable to the Parks and Recreation Department. Therefore, corrective action was not necessary.

Recommendation 19: The existing equipment availability is sufficient for current labor resources and may be high. The equipment available may better match desired labor needs.

Management Response: Completed. Additional staff has been added over the past two years without the purchase of additional equipment. Staff analyzes the need for existing equipment on a regular basis and surpluses outdated/underutilized equipment as needed.

Discussion Point: ASD did not review management's response.

Recommendation 20: Utilize the budget and annual plan to estimate resource needs (labor, equipment, materials).

Management Response: In progress. Not currently used, but the data has been collected and organized for future use.

Discussion Point: ASD did not review management's response but the spirit of the recommendation was addressed at Recommendations 12 and 23.

Recommendation 21: Consider establishment of a roadway response team.

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Management Response: Not applicable to Parks Maintenance.

Discussion Point: This recommendation is not applicable to the Parks and Recreation Department. Therefore, corrective action was not necessary.

Recommendation 22: Establish a customer service request supervisor and shift the equipment coordination staff. Assign equipment to field supervisors who regularly require and use them. Remove the burden of verifying service requests from the field supervisors by assigning the task to a service request.

Management Response: Not applicable to Parks Maintenance.

Discussion Point: This recommendation is not applicable to the Parks and Recreation Department. Therefore, corrective action was not necessary.

SCHEDULING IMPROVEMENTS

Recommendation 23: Implement scheduling of all maintenance staff work in 1 to 2 week time units.

Management Response: Completed. Schedules are done in two (2) week time units.

Discussion Point A: Although maintenance staff schedules are manually prepared in bi-weekly time units, these schedules are not a roll down from the annual work plan. Rather, the schedules are created based on management's on-site observations, knowledge of seasonal activities, and work orders. Scheduling in this manner is inefficient.

Follow-Up Recommendation A: To ensure efficient and effective maintenance operations, consideration should be given to creating a well thought out and defined annual work plan that is automatically rolled down into the weekly schedules. See Recommendation 12 for additional information.

Discussion Point B: There is a lack of management commitment to scheduling. Performance of non-scheduled work is disruptive and inefficient. Non-scheduled work may disrupt labor, materials and equipment delivery/utilization causing a domino effect.

Before maintenance staff can be held accountable for the timely performance of scheduled work, management must commit to the scheduling concept. Too many disruptions are occurring, many of which are avoidable. When staff are directed to perform as scheduled and they are scheduled for 40 hours weekly, they can be held accountable for the timely performance of the work assigned. Management has differing interpretations of how scheduling should be applied.

Follow-Up Recommendation B: To enhance efficiency, consideration should be given to committing to the schedule and to minimizing scheduling disruptions by implementing at least one of the following:

1. Work order assignments should be placed on the schedules as often as is feasibly possible.
2. Assign two (2) maintenance staff as "immediate response" persons who are the primary contacts/performers of non-scheduled activities. This will allow other staff to perform work as scheduled without interruptions. The "immediate response" persons should have an overall knowledge of park maintenance, can operate most of the equipment/machinery, and have adequate maintenance experience.

Discussion Point C: Based on testing, maintenance staff are not scheduled 40 hours weekly. Some staff are scheduled significantly more or less than their normal work hours.

Follow-Up Recommendation C: Scheduling should be reasonable (i.e., 40 hours weekly) and define management's intent.

Discussion Point D: When overtime is available, parks maintenance staff have an equal opportunity to volunteer to work the overtime hours. It appears that a majority of the overtime is expended in the evenings or weekends from April through October in order to setup prior to, cover during, and clean up after Recreation Department activities (i.e., ball games and special events). Interestingly, staggered work weeks have not been implemented, therefore, coverage is dependent upon overtime. For the first 11 months of 2002, the Department (#04451) expended more than 2,000 hours or \$31,000 in overtime, a 25% increase from FY 1999/2000. This concern was reported in the November 16, 1999, Payroll audit report. Management has not utilized the MMS output (i.e., reports) to address this concern.

Follow-Up Recommendation D: A staggered work week may or may not reduce overtime. Without analyzing the MMS output, management does not know if overtime is required to accomplish the Department's goals. In other words, if each staff member is working efficiently and is working a full 40 hours per week, either overtime or additional staff is needed. If however, there is down time or inefficiencies, overtime may not be needed. The MMS is designed to assist management with these types of decision making. The MMS is also capable of performing "what if" scenarios. Consideration should be given to assessing departmental needs and evaluating the necessity of supporting a staggered work week.

Discussion Point E: The scheduling process is manual and inefficient as routine repetitive maintenance activities are handwritten on each staff member's schedule.

Follow-Up Recommendation E: Consideration should be given to using automation to decrease the amount of time expended on creating the weekly schedules. This can be done by preparing pre-printed schedules for each position that lists the routine recurring activities so that they do not need to be handwritten on each staff members schedule each week.

Other matter: All parks and waterways maintenance personnel attend weekly staff meetings. Once the above recommendations are implemented, the frequency of these meetings can be reduced to once per month. More frequent meetings can be held to address specific issues with key personnel and/or staff members, but not more than once per week. Reducing the frequency and attendance of staff meetings will allow for additional labor hours in the performance of maintenance work.

Recommendation 24: Implement a service request response policy with a "respond and schedule" concept, and automate the procedures for Parks and Facilities.

Management Response: Completed. Service requests are automated and a policy established. All requests are sent to the administrative office, where a form is generated and provided to Parks Management for review. Service request is then assigned to staff for completion. Normal turnaround time is seven (7) days or less, unless otherwise stated or if an emergency/safety situation arises. Past due items are reviewed on a monthly basis.

Discussion Point: The MMS is used to collect, report and track service request data. The process includes communications with the requester, a review of the request for labor/equipment/material needs, and a determination of the validity of the request. Based on automated reports, on average, service requests are closed out in five (5) calendar days. Each

month, clerical staff review MMS reports to ensure service requests are addressed timely. No material concerns were identified with the service request procedure, automated processing, or with the form itself.

Recommendation 25: Relate schedules to annual and routine programs.

Management Response: Completed 60% of recommendation. This includes seasonal changes, basic preparation, and general upkeep.

Discussion Point: The Department has not yet related schedules to annual and routine programs but has taken steps in the right direction by creating the MMS.

The spirit of the recommendation is to provide management with performance measurements based on annual and routine programs. The MMS is designed for planning, organizing, scheduling, and controlling these maintenance program activities. The MMS is tracking maintenance activities but not annual and routine programs.

Creating and maintaining the MMS and tracking maintenance activities (actual and/or planned) can be costly if the plan administration expenditures are not offset by improved operations. Until the Department fully implements all four components of the annual maintenance management plan (planning, organizing, scheduling, and controlling), the costs of administering the plan will outweigh the benefits received.

There are two (2) components of performance measurement: effectiveness and efficiency. Effectiveness is measured by user satisfaction. Efficiency is measured by productivity. Based on site inspections of park and recreation areas, the Department is effective. These areas are maintained in good condition. The Department may not be efficient. The Department has neither created an annual work plan (based on annual and routine programs) or utilized the MMS output to maximize productivity.

Follow-Up Recommendation: The MMS is a reliable data tool, that when fully utilized, provides management the information needed to make the appropriate operational (effectiveness and efficiency) decisions. The Department's efficiency goal should be to become less reactive and more pro active. To accomplish this objective, consideration should be given to establishing an annual work plan (based on annual and routine programs) that is tied to the budget. This plan should be organized in the MMS by monthly objectives. Weekly schedules can then be created to accomplish these goals. The annual work plan begins with non-specific big picture goals which are funneled down to specific time frames and activities (weekly schedules). Every department has emergencies and crisis, this is normal. So, the annual work plan may occasionally require fine tuning or adjustment. When non-scheduled work is identified, management must act appropriately (to maintain efficiency) by either responding immediately to or deferring the work.

Scheduling was also addressed at Recommendation 12.

CONTROLLING IMPROVEMENTS

Recommendation 26: Standardize all work reporting to include resources used, work accomplished and locations documented.

Management Response: Completed.

Discussion Point: It appears that the Department has implemented the recommendation. Daily Work Reports are utilized to collect resources expended in the performance of maintenance activities. Each activity, employee, location, piece of equipment, and material has a unique number. This information is manually recorded on the Daily Work Report which is processed by clerical staff and data input into the MMS. MMS outputs can provide management with specific costs related to specific resource usage and maintenance activities.

Recommendation 27: Train staff to utilize the information in the database and to hold staff accountable for the work planned, productivity and costs incurred.

Management Response: Key staff have been trained to utilize the information from reports that are generated to provide daily, weekly, monthly, and annual tracking. Reports are used to review the amount of work and time spent for specific tasks and areas, as well as on a particular project. Management can then use these figures to determine if the total number of employees/hours spent on a task is necessary in order to successfully complete the work in a timely manner.

Discussion Points: The recommendation has been partially implemented. Key staff have adequate knowledge of what reports can be generated by the MMS. However, there is a lack of commitment to benefitting from this knowledge as this information is used moderately for decision making, planning and budgeting activities which lessens the potential for continuous improvement.

Follow-Up Recommendation: To provide for a continuous improvement environment, consideration should be given to maximizing the utilization of MMS outputs (i.e., reports).

Recommendation 28: Provide feedback to the maintenance staff on the state of maintenance on a quarterly basis.

Management Response: Quarterly meetings for a specific purpose are not held. Staff attends weekly meetings which provide general information/feedback on basic maintenance.

Discussion Point: The recommendation was not implemented

Follow-Up Recommendation: The spirit of this LAC recommendation is to provide open communications between management and staff on the status of the annual work plan. To ensure that maintenance staff do not lose focus of the Department's goals and objectives, consideration should be given to holding meetings with staff on a quarterly basis. The purpose of these meetings should be to encourage continuous improvement and participation, to address planned versus actual performance, and to promote pride for the work performed. Keeping in mind that accurate data produces reliable reporting, these meetings can also be used to communicate the value of accurate record keeping. The meetings should be scheduled in advance. Both management's and staff's commitment to the spirit of the maintenance management plan is required to fully realize the potential benefits.

Recommendation 29: Establish a continuous improvement process with a high degree of worker involvement.

Management Response: In progress. Worker involvement is limited due to time spent in the field. Weekly meetings are used for basic information and employee input.

Discussion Point: ASD did not review management's response but the spirit of the recommendation was addressed at Recommendation 28.

Recommendation 30: Establish a process to evaluate the most cost-effective method for providing maintenance. This will allow "in-house" and alternative contract maintenance options to be considered for candidate services having a high potential for outsourcing.

Management Response: Completed. Data input into the system is available for comparison. Monthly reports can be reviewed and the total costs for activities can be compared to quotes for contracted services. This allows the department to decide the best use of available dollars and manpower. For example, much of the mowing services at parks is contracted out, with the exception of athletic fields.

Discussion Point: ASD did not review management's response as the Department has not yet fully implemented the maintenance management plan.

Management's Summary Comment:

Overall, I (Pat Fagan) believe the LAC Maintenance Management System (MMS) implemented in our department has been very successful. We are now able to identify costs associated with each activity, and we have significantly improved scheduling and service request tracking and response time. We continue to refine the program to meet our needs as I anticipate that this program will be very beneficial for planning and in the preparation of budgets.