



City of New York

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IT Audit & Research

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Audit Report on the Maintenance and
Repairs of the City's Playgrounds by the
Department of Parks and Recreation

Brooklyn Borough Office

7R13-066A

April 11, 2013

<http://comptroller.nyc.gov>



THE CITY OF NEW YORK
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April 11, 2013

To the Residents of the City of New York:

My office has audited the New York City Department of Parks and Recreation (DPR) to determine the timeliness of maintenance and repairs of the City's public playgrounds in Brooklyn. We audit entities such as DPR as a mean of ensuring that the City's public playgrounds are properly maintained and safe for children to use.

The Brooklyn Borough Commissioner's office routinely cleans and maintains borough playgrounds. It completed approximately 83 percent of the work orders issued during the audit's scope period. However, the Brooklyn Borough office does not complete remedial work on a timely basis. Specifically, 58 percent of the work orders issued and completed were completed within 30 days. The remaining 42 percent of work orders were completed beyond 30 days. In fact, some repairs took as long as 508 days to complete. In addition, of 583 Immediate Attention (IA) conditions reported to the Borough Office, 46 (8 percent) had not been resolved within the required 30-day period. In fact, some took as long as 387 days to resolve. Furthermore, we found that Brooklyn Borough district offices lack guidelines that specify the timeframes for the repair of non-IA conditions.

Based on the work order descriptions provided by DPR, we found that 63 work orders may have been classified as requiring IAs if the conditions had been identified by Parks Inspection Program (PIP) inspectors. These items were not completed in a timely manner. Additionally, the District offices are not effectively monitoring the status of open work orders and the information in Asset Management Property System (AMPS) is often not correct.

The timeliness of DPR's resolution of IA repairs will be affected in the near term by the impact of Hurricane Sandy, resulting in the increased importance of prioritizing those items that represent IAs or hazardous conditions.

The audit contains 10 recommendations that, if implemented, should improve the conditions and safety of Brooklyn playgrounds.

The results of the audit have been discussed with DPR officials, and their comments have been considered in preparing this report. Their complete written response is attached to this report.

If you have any questions concerning this report, please e-mail my audit bureau at audit@comptroller.nyc.gov.

Sincerely,

A handwritten signature in black ink, appearing to read 'John C. Liu', written over a horizontal line.

John C. Liu

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THE CITY OF NEW YORK OFFICE OF THE COMPTROLLER IT AUDIT AND RESEARCH

Audit Report on the Maintenance and Repairs of the City's Playgrounds by the Department of Parks and Recreation

Brooklyn Borough Office 7R13-066A

AUDIT REPORT IN BRIEF

The New York City Department of Parks and Recreation (DPR) maintains a municipal parks system of more than 29,000 acres throughout the City, including more than 1,700 parks, 2,500 Greenstreet sites, and over 1,000 playgrounds. One of DPR's principal missions is to manage and care for all playgrounds and playground fixtures in the City.

To provide local parks services, a Borough Commissioner is appointed for each of the City's five boroughs. Each Borough Commissioner oversees the management and operations of agency programs and is responsible for the administrative management of parks and green spaces within the borough, including the maintenance and repair of City parks and playgrounds. A Chief of Operations in each borough oversees the daily operations of all Parks facilities within the borough and ensures that playgrounds are properly maintained.

Audit Findings and Conclusions

The Brooklyn Borough Commissioner's office routinely cleans and maintains borough playgrounds. It completed approximately 83 percent of the work orders issued during the audit's scope period. However the Brooklyn Borough office does not complete remedial work on a timely basis. Specifically, 58 percent of the work orders issued and completed were completed within 30 days. The remaining 42 percent of work orders were completed beyond 30 days. In fact, some repairs took as long as 508 days to complete. In addition, of 583 Immediate Attention (IA) conditions reported to the Borough Office, 46 (8 percent) had not been resolved within the required 30-day period. In fact, some took as long as 387 days to resolve. Furthermore, we found that Brooklyn Borough district offices lack guidelines that specify the timeframes for the repair of non-IA conditions.

Based on the work order descriptions provided by DPR, we found that 63 work orders may have been classified as requiring IAs if the conditions had been identified by Parks Inspection

Program (PIP) inspectors. These items were not completed in a timely manner. Additionally, the District offices are not effectively monitoring the status of open work orders and the information in Asset Management Property System (AMPS)¹ is often not correct.

The timeliness of DPR's resolution of IA repairs will be affected in the near term by the impact of Hurricane Sandy, resulting in increased importance to prioritization of those items that represent IAs or hazardous conditions.

Audit Recommendations

The audit recommends that DPR should:

- Implement standards to ensure that supervisory inspections adhere to PIP standards for remediating IA conditions.
- Remediate all work orders with hazardous conditions within 30 days.
- Ensure that IAs are resolved within 30 days.
- Categorize work order repair types and assign specific timeframes for remediating repairs in each category.
- Categorize conditions identified by District Supervisors using the same criteria used by the PIP inspectors.
- Monitor open work orders that are identified as hazardous and resolve them promptly.
- Regularly monitor the status of open work orders and update them in AMPS.
- Follow up on work requests to ensure they have been processed.
- Install an edit check program in AMPS to ensure that proper dates are entered.
- Create work orders in AMPS before the repairs are completed.

Agency Response

In its response, DPR officials contended that the work orders were prioritized and completed in a timely manner and disagreed with “several findings in the reports regarding how Parks manages its maintenance program and its work orders.” However, DPR officials agreed that the reports “...raised some important issues regarding the maintenance and repair of the City's playgrounds, which we appreciate” and “...We agree that a formal review process for all open work orders would ensure that all requests are managed appropriately.”

The agency also said, “In addition, upon careful review of Parks operations and the recommendations in the report, we believe that current and action underway already address the issues raised.”

¹ DPR uses AMPS to organize its work orders, daily cleaning work, and inventory related to the general maintenance of parks.

INTRODUCTION

Background

The New York City Department of Parks and Recreation (DPR) maintains a municipal parks system of more than 29,000 acres throughout the City, including more than 1,700 parks, 2,500 Greenstreet² sites, and over 1,000 playgrounds. One of DPR's principal missions is to manage and care for all playgrounds and playground fixtures in the City.

To provide local parks services, a Borough Commissioner is appointed for each of the City's five boroughs. Each Borough commissioner oversees the management and operations of agency programs and is responsible for the administrative management of parks and green spaces within the borough, including the maintenance and repair of City parks and playgrounds. A Chief of Operations in each borough oversees the daily operations of all Parks facilities within the borough and ensures that playgrounds are properly maintained.

Borough parks are geographically organized into districts.³ Each district office is managed by a DPR supervisor who inspects the playgrounds in each district park at least once every two weeks. Supervisors are responsible for routine cleaning and maintenance of the playgrounds. The frequency of supervisor inspections and maintenance scheduling is dependent on the level of use for each playground. If a supervisory inspection found issues with cleanliness or maintenance, a supervisor can either correct the issues (if possible) during the inspection or initiate a work request to carry out corrective work. Work order requests are recorded in a computerized data management program called the AMPS.

In addition to supervisory inspections, DPR's Office of Operations and Management Planning (OMP) oversees an inspection program known as the "Parks Inspection Program"⁴ (PIP). Depending on the severity of the condition cited by the PIP inspector, a serious condition is identified as requiring "Immediate Attention" (IA), which must be remediated within four weeks (i.e., 30 days). Conditions that are classified by PIP inspectors as IA are considered hazardous and are forwarded to the Borough's officials for resolution. Subsequently, District offices will be notified and asked to assess the conditions. As a follow-up, district supervisors are required to re-inspect the playground's conditions that were cited by PIP inspectors.

According to AMPS, district offices in Brooklyn issued 4,731 playground-related work orders during our 12-month audit scope period, as follows. (See Table I)

²Launched in 1996, the Greenstreets program began as a partnership between NYC Parks and the New York City Department of Transportation (DOT). The program was created to change unused road areas into green spaces that beautify neighborhoods, improve air quality, reduce air temperatures, and calm traffic. Since its beginning, over 2,500 Greenstreets have been built citywide.

³ The Districts are closely correlated to the community districts in the Borough. Each District varies in size and may have more than one playground. The Borough of Brooklyn is divided into 19 Districts and has a total of 268 playgrounds.

⁴ The Parks Inspection Program (PIP) is a comprehensive, outcome-based performance measurement system that generates frequent, random, and detailed inspections of our parks and playground. This program provides DPR management, elected officials, and the public with a broad indicator of the condition of City parks. The program has been designed to reflect conditions encountered by the public when using DPR facilities.

Table I

Work Order Status as of September 24, 2012

Category	Number of Work Orders	Percentage
Completed ⁵	3,915	82.8%
Open	643	13.6%
Work Request	167	3.5%
Hold	6	0.1%
Total	4,731	100%

The Comptroller’s Office previously conducted an audit to evaluate the PIP’s effectiveness in monitoring public playgrounds in Brooklyn, entitled “Audit Report on the Effectiveness of the Department of Parks and Recreation’s Parks Inspection Program—Brooklyn Playgrounds Report” (7R12-096A, issued March 8, 2012). That audit found that OMP officials inspect the playgrounds as required and forward the results of the inspections to DPR officials and borough officials, including the Borough Commissioner and Chief of Operations, for review and correction of deficient conditions. The audit also identified instances where the Brooklyn Chief of Operations did not correct reportable conditions cited by the PIP inspectors in a timely manner.

Objective

The objective of this audit is to determine the timeliness of maintenance and repairs of the City’s public playgrounds by the Brooklyn Borough Commissioner’s Office.

Scope and Methodology Statement

We conducted this performance audit in accordance with generally accepted government auditing standards. Those standards require that we plan and perform the audit to obtain sufficient, appropriate evidence to provide a reasonable basis for our findings and conclusions based on our audit objectives. We believe that the evidence obtained provides a reasonable basis for our findings and conclusions based on our audit objectives. This audit was conducted in accordance with the audit responsibilities of the City Comptroller as set forth in Chapter 5, §93 of the New York City Charter.

The scope period of this audit was from April 1, 2011, through March 2012. Please refer to the Detailed Scope and Methodology at the end of this report for the specific procedures and tests that were conducted.

Discussion of Audit Results

The matters covered in this report were discussed with DPR officials during and at the conclusion of this audit. A preliminary draft report was sent to DPR officials and was discussed

⁵ The category of completed work orders (3,915) included all work orders with a completion date and were closed out in AMPS.

at an exit conference held on January 3, 2013. On January 11, 2013, we submitted a draft report to DPR officials with a request for comments. We received a written response from DPR officials on January 29, 2013. In their response, DPR officials contended that the work orders were prioritized and completed in a timely manner and disagreed with "...several findings in the reports regarding how Parks manages its maintenance program and its work orders." However, DPR officials agreed that the reports "raised some important issues regarding the maintenance and repair of the City's playgrounds" and "a formal review process for all open work orders would ensure that all requests are managed appropriately."

The agency also said, "In addition, upon careful review of Parks operations and the recommendations in the report, we believe that current and action underway already address the issues raised."

The full text of the DPR's response is included as an addendum to this report.

FINDINGS AND RECOMMENDATIONS

The Brooklyn Borough Commissioner's office routinely cleans and maintains borough playgrounds. It completed approximately 83 percent of the work orders issued during the audit's scope period. However the Brooklyn Borough office does not complete remedial work on a timely basis. Specifically, 58 percent of the work orders issued and completed were completed within 30 days. The remaining 42 percent of work orders were completed beyond 30 days. In fact, some repairs took as long as 508 days to complete. In addition, of 583 Immediate Attention (IA) conditions reported to the Borough Office, 46 (8 percent) had not been resolved within the required 30-day period. In fact, some took as long as 387 days to resolve. Furthermore, we found that Brooklyn Borough district offices lack guidelines that specify the timeframes for the repair of non-IA conditions.

Based on the work order descriptions provided by DPR, we found that 63 work orders may have been classified as requiring IAs if the conditions had been identified by Parks Inspection Program (PIP) inspectors. These items were not completed in a timely manner. Additionally, the District offices are not effectively monitoring the status of open work orders and the information in AMPS is often not correct.

The timeliness of DPR's resolution of IA repairs will be affected in the near term by the impact of Hurricane Sandy, resulting in increased importance to prioritization of those items that represent IAs or hazardous conditions.

These matters are discussed below.

Repairs Not Carried Out on a Timely Basis

Timeliness of Completion of Work Orders

Unlike the IA work orders, there is no required timeframe for completion of work orders initiated by the District Office. Our review found that DPR did not complete remedial work on a timely basis for 1498 (42 percent) of the 3,541 work orders⁶ that were initiated and completed by Brooklyn District Offices. According to information contained in AMPS, there were 3,541 work orders completed as of September 24, 2012 in Brooklyn. The work orders were for routine maintenance items, repairs to play equipment and structures, and forestry. We found that 2,043 work orders were completed within 30 days⁷ and 1498 were not completed within 30 days. (See Table II)

⁶ Of the 3,915 work orders, 149 were cancelled and 225 were rejected. Only 3,541 work order had works that were actually completed by the Brooklyn district offices.

⁷ Of the 2,043 work orders, 171 had been completed prior to issuance of the work orders according to AMPS.

Table II

Timeliness of Completed Work Orders Initiated by Brooklyn
District Offices as of September 24, 2012

Days Resolved	Work Orders	Percentage
Within 30 days	2,043	58%
Within 60 days	446	13%
Within 90 days	184	4%
Over 90 days	868	25%
Total	3,541	100%

Of the 1498 work orders not completed within 30 days, we determined that 63 consisted of conditions that were similar to the description of IAs in the “Parks Inspection Program Standards.”⁸ Accordingly, we believe that these conditions may have been classified by PIP inspectors as IAs because of their potential to be hazardous to the public. Some of the conditions reported in the 63 work orders included “bolts protruding more than 2 threads on k-swings shackles,” “repair sneak hole in CLF to pool,” and “large hanging/loose limb.” Although supervisory inspections are not required to adhere to the same standards as PIP inspections, conditions that are similar to IAs and that may jeopardize public safety should be resolved in a timely manner, such as the 30-day requirement set by PIP.

Recommendations

DPR should:

1. Implement standards to ensure that supervisory inspections adhere to PIP standards for remediating IA conditions.

DPR Response: “IAs are only issued by specially trained and skilled Parks Inspectors. Parks will continue to treat conditions discovered by M&O field staff supervision with the same gravity as those found by PIP Inspectors. Supervisors will also continue to identify conditions using the same language and standards as per the PIP program.”

2. Remediate all work orders with hazardous conditions within 30 days.

DPR Response: “Parks has a system in place to manage and monitor IAs, which ensures that all IAs are properly resolved within a specified timeframe.”

Auditor Comment: As acknowledged in our report, we understand supervisory inspections are not required to adhere to the same standards as PIP inspections; however, we are pleased that DPR’s supervisors use the same language and standards as per the PIP program to identify conditions in the playgrounds. Accordingly, we expect the work orders with description of hazardous conditions to be resolved within the stipulated timeframe in PIP standards.

⁸ See Appendix I for the list of 63 work orders.

Timeliness of IA Repairs

District offices are responsible for ensuring that IA conditions are properly addressed and resolved. Conditions that are classified by PIP inspectors as IAs are forwarded to the Borough's Chief of Operations and District offices for assessment and resolution. IA conditions are required to be resolved within two to four weeks. IAs are tracked by OMP and recorded in OMP's own system as of the date of the inspection, and IAs are "closed out" or deemed resolved by OMP when proof of repair and completion is submitted by the appropriate District office.

PIP inspectors in Brooklyn identified 583 IA conditions between April 2011 and March 2012. Of the 583 conditions, 46 (8 percent) were not resolved within 30 days.⁹ As of April 16, 2012, 12 of the 46 IAs were still unresolved and the remaining 34 IAs took from 31 to 308 days to resolve. For example, a PIP inspector reported an "Ankle turn hazard(s) in active area due to cracks in BBCT" on June 13, 2011, but this was not resolved until April 16, 2012 (308 days). Conditions classified as IAs should be resolved in a timely manner to ensure that potentially hazardous conditions do not jeopardize public safety.

We requested updates for the 12 unresolved IAs and found that three IAs were still unresolved. In addition, we requested additional documentation pertaining to 15 of the remaining 36 IAs. According to DPR's officials, some of the causes for the delays were due to a lack of available trade staff, capital funding, data input issues, and the weather.

After the exit conference, DPR officials provided updated information for 11 of the 12 unresolved IAs. Based on the documentation provided, we found that 11 IAs were resolved after April 16, 2012, and the remaining IA was still unresolved as of January 3, 2013.

Recommendation

DPR should:

3. Ensure that IAs are resolved within 30 days.

DPR Response: "Parks policy is to resolve all IAs within 30 days and will continue to monitor and follow-up on all conditions that are hazardous. In order to ensure IAs are resolved promptly, we currently have the Daily Immediate Attention ("DIA") System that manages and monitors the number of IAs as well as the resolution of these hazards..."

Auditor Comment: We are aware of the "DIA" System and our finding was based on the data extracted from the system. DPR's officials claimed that the alleged delays were caused by various factors, but did not have sufficient documentation to support them. We urge DPR officials to document the delay and inform OMP of any delay in remediation and resolve the IAs promptly.

⁹ See Appendix II for the list of IAs not completed within 30 days.

Lack of Standard Timeframe for Repairs

Routine maintenance and playground repairs are performed by DPR employees. According to DPR officials, work orders are prioritized¹⁰ by the Supervisor of Mechanics, Park Supervisor, or Park Manager. However, there is no standard timeframe for each type of repair. During the course of our fieldwork, we noted the lack of standard timeframes and inconsistencies for remediating similar types of deficient conditions. For example, the timeframe to affix or replace tiebacks to a fence ranged from one day to over 200 days.

DPR should organize work orders into repair categories (e.g., safety surface repairs, play equipment repairs, pave surfaces, tree-related, and comfort stations) and specify timeframes for remediating conditions in each category. DPR should also assign prioritizations within each category. This would allow borough offices to more effectively monitor, track, and allocate resources to repair hazardous conditions and would ultimately lessen the chance that minor conditions could become hazardous.

Recommendation

DPR should:

4. Categorize work order repair types and assign specific timeframes for remediating repairs in each category.

DPR Response: “Parks does categorize work orders, but it is based on the Borough Supervisor of Trades and/or the Deputy Chief of Operations to prioritize work orders and schedule the repair work. Furthermore, work order timeframes may also be dependent on capital work being scheduled and may result in extended periods for completion.”

Auditor Comment: We are pleased that DPR does categorize and prioritize work orders. However, DPR should provide the supervisors with a standardized timeframe of completion for each category to ensure that the repairs are completed in a timely manner.

Inconsistent Categorizing of Repairs

As previously mentioned, DPR's Office of Operations and Management Planning (OMP) oversees an inspection program known as the “Parks Inspection Program” (PIP). The results of these inspections are forwarded to the Borough Commissioner and the Chief of Operations. Conditions that are classified by PIP inspectors as IAs are considered hazardous and must be remediated within four weeks (i.e., 30 days).

We initially found 88 open work orders generated by the District supervisors during their routine inspections that likely may have been classified as IAs if found by OMP during an inspection. However, these serious conditions are not classified as IAs because District supervisors do not use the “Parks Inspection Program Standards” to classify conditions. All 88 cases remained open in AMPS for periods from more than 181 days to 541 days as of September 24, 2012.

¹⁰ Work orders are prioritized using a numbering system from 01 to 05, in which 01 has the lowest priority and 05 has the highest.

After the exit conference, DPR officials provided updated information for 87 of the 88 open work orders. Because the status of these work orders was not entered into AMPS, they were reported open as of September 24, 2012. Based on the documentation provided, we found that of the 87 work orders, 24 were remediated prior to September 24, 2012, one was cancelled, one was rejected, two were still open, and the remaining 59 were completed and closed out in AMPS after September 24, 2012.¹¹

Recommendations

DPR should:

5. Categorize conditions identified by District Supervisors using the same criteria used by the PIP inspectors.

DPR Response: “A new mobile handheld inspection module is being implemented in AMPS to enhance inspections for M&O. This will allow Parks supervisors to conduct field inspections on their mobile hand held devices. Further, they will use standards to conduct these inspections from the PIP manual. Supervisors will also continue to identify conditions using the same language and standards as per the PIP program.”

6. Monitor open work orders that are identified as hazardous and resolve them promptly.

DPR Response: “All Supervisors have the ability to view work orders identified as being a hazardous condition and can ascertain the age of any work order generated. Parks will continue to resolve these issues as promptly as situations allow.”

Work Orders Not Completed

According to information contained in AMPS, District offices in Brooklyn issued 4,731 work orders within a 12-month period (April 2011 to March 2012). Of these, 643 (14 percent) work orders were listed as open as of September 24, 2012¹². All of the 643 work orders were open for more than 100 days. These 643 work orders were for minor maintenance items (e.g., replacing routing signs, replacing light bulbs, and installing fluorescent light fixtures) and for remediating hazardous conditions (e.g., “repairing trip hazards on sidewalk,” “removing large dangling limb,” and “repairing uplifted Asphalt”). (See Table III)

¹¹ See Appendix III for the list of 88 work orders

¹² Of the 643 open work orders, five had a completion date, but the status was recorded as “Open” in AMPS.

Table III

Outstanding Work Orders as of September 24, 2012

Days Open	Work Orders	Percentage
101-200 days	71	11%
201-300 days	224	35%
Over 300 days	348	54%
Total	643	100%

Open Work Orders Not Tracked

We requested justification for 50 of the 643 open work orders. Subsequent to our request, District offices completed the unfinished jobs identified on two of the open work orders and revised the status of all 50 work orders to “completed.” The two open work orders were for safety surface and sink hole repairs. Additionally, we found 167 work requests in AMPS that were initiated between April 2011 and March 2012, but were neither processed as work orders nor cancelled. Some were outstanding for more than a year.

Recommendations

DPR should:

7. Regularly monitor the status of open work orders and update them in AMPS.

DPR Response: “As the auditors are aware, in a number of instances work order conditions were corrected but their status in AMPS was not updated. As a result, District Supervision will be advised to assess the state of open work on a monthly basis, and make any required updates....”

8. Follow up on work requests to ensure they have been processed.

DPR Response: “District Supervision will be advised to assess the state of work that needs to be done on a monthly basis, and follow up with the appropriate parties in order to complete the work orders.”

Other Issue

As previously noted, DPR uses AMPS to organize work orders and to record supply inventories and the results of daily cleaning activities. Beginning in June 2009¹³, AMPS replaced individual borough databases with a single unified system. Our review of the summary work order report generated by AMPS found data entry errors that were not corrected by AMPS. Specifically, of the 3,541 work orders that were reportedly completed as of September 24, 2012, we found that 171 (5 percent) work orders had completion dates earlier than the work order issuance dates—an indication that AMPS does not have proper edit checks on date entries. According to DPR’s official, these work orders were created after the actual work was completed which resulted in an earlier completion date than the work order issuance date.

¹³ The system was rolled out by borough starting with Queens in June 2009, Manhattan in April 2010, Staten Island in September 2010, the Bronx in November 2010, and Brooklyn in February 2011.

Recommendations

DPR should:

9. Install an edit check program in AMPS to ensure that proper dates are entered.

DPR Response: “There is no need for an edit check to ensure proper dates are entered. When a work order is created a date is entered by the system. There are times that work was completed, prior to a work order created in the AMPS system, but these work orders were closed out later. In addition, these transactions make up a very small percentage of the overall number of work orders created in the system.”

Auditor Comment: The function of an edit check is not limited to verify the validity and accuracy of the data entered into the system. It also serves as a management tool in making valuable decisions and allocating resources. We strongly recommend DPR install an edit check and re-evaluate AMPS for other potential problems so that AMPS can be better utilized.

10. Create work orders in AMPS before the repairs are completed.

DPR Response: “With improvements to the AMPS handheld devices currently being implemented, trades workers will have the ability to create work orders in the field as necessary. Emergency situations will occasionally arise in the field, and emergency work will continue to be done in a timely nature regardless of the creation of a formal work request/order if the severity of the work dictates.”

Auditor Comment: One of AMPS’s major functions was to monitor the work progress via the creation of work orders. We understand emergency situations may arise from time to time, but we strongly encourage entering work orders in AMPS prior to repairs are completed to effectively monitor, track, and allocate resources.

DETAILED SCOPE AND METHODOLOGY

We conducted this performance audit in accordance with generally accepted government auditing standards. Those standards require that we plan and perform the audit to obtain sufficient, appropriate evidence to provide a reasonable basis for our findings and conclusions based on our audit objectives. We believe that the evidence obtained provides a reasonable basis for our findings and conclusions based on our audit objectives. This audit was conducted in accordance with the audit responsibilities of the City Comptroller as set forth in Chapter 5, §93, of the New York City Charter.

The scope period of this audit was from April 1, 2011, through March 2012. To meet our objectives, we obtained and reviewed the 2004 edition of DPR's "Field Operations Book."

To gain an understanding of the Borough operation, we interviewed DPR's officials from different boroughs and obtained written documentation specific to the Borough's operation.

To determine if the playgrounds are routinely cleaned, we requested one month of bi-weekly work schedules of the cleaning crew for March 2012 and a daily task routing slip that shows the list of playgrounds cleaned in March 2012 for each of the 19 District Offices in Brooklyn.

To determine if the work orders were completed in a timely manner, we requested a summary report for all playground-related work orders issued from April 2011 to March 2012 and analyzed the time lapse for these work orders based on the issuance date and audit fieldwork procedure completion date of September 24, 2012. For those work orders that took longer than 30 days to be completed, we reviewed the descriptions of the repairs and determined whether some of these conditions should have been corrected earlier. To determine whether there are adequate justifications for the work orders that are still open, we randomly selected 50 work orders of the 643 open work orders and requested status and additional information from the Borough office for review.

To determine whether the IAs were resolved in a timely manner, we reviewed the Parks Inspection Program (PIP) IA summary report for Brooklyn from April 2011 to March 2012 and analyzed the time lapse for the IAs based on when the IAs were issued and the resolution status as of April 16, 2012. To determine the reasons why IAs were not resolved within 30 days, we requested additional information from DPR officials for all 12 of the unresolved IAs and randomly selected 15 of the remaining 36 IAs.

Possible Immediate Attention Conditions as of September 24, 2012

(Descriptions are unaltered from DPR's records and are therefore uncorrected for grammatical and spelling errors)*

	Work Order	Description*	Location	Date Created	Date Completed	# Days Elapsed
1	451403	Repair Concrete Chess/Checker board w/RE-Rod protruding	Thomas Greene Playground	5/15/2011	6/14/2011	31
2	564715	Bolts protruding more than 2 threads on k-swings shackles.	Callahan-Kelly Playground	1/30/2012	3/2/2012	32
3	411245	Cold patch square by entrance gate. Trip Hazard	Patrick O'Rourke Park	4/9/2011	5/11/2011	33
4	407724	Safety surface uplifted 1.5" in accessible area	Century Playground	4/4/2011	5/7/2011	33
5	541989	jagged bench , middle of 3rd ave/ btwn chess table & tree	Thomas Greene Playground	11/5/2011	12/8/2011	33
6	557718	W:234774 - large hanging limbs from 2 trees across from 2050 & 2056 Bergen st	Ocean Hill Playground	1/4/2012	2/7/2012	35
7	578169	W:248204 - large limb hanging next to j swings	Albert J. Parham Playground	3/5/2012	4/17/2012	43
8	535325	W:224616 Remove large hanging limb right of entrance on Monroe st	Hattie Carthan Playground	10/14/2011	11/29/2011	46
9	587670	W:252045 - Remove large hanging/loose branch adj entrance Sheridan st	Robert Venable Park	3/27/2012	5/17/2012	51
10	544123	W:203206 large tree limb hanging by LPE and fence	Pink Playground	11/13/2011	1/4/2012	52
11	573029	W:246886 - remove large H/L over play equipment	Ps 125 Playground	2/21/2012	4/17/2012	56
12	582935	Replace splintered V/R slat on bench.	Betsy Head Memorial Playground-Betsy Head Memorial Playground	3/18/2012	5/14/2012	58
13	494914	(12) Severly Damaged/Worn Bench Slats need to be Replaced	Thomas Greene Playground	6/26/2011	8/23/2011	58
14	555146	W:234815 - please remove a hanging dead limp	Colonel David Marcus Playground	12/26/2011	2/29/2012	65
15	410038	Ankle turn hazard ChainLinkFence on Basketball court	Marine Park-Lenape Playground	4/7/2011	6/21/2011	76
16	552413	W:233922 - remove hanging dead limb over K swing area	Taaffe Playground	12/14/2011	2/29/2012	77
17	559023	1 1/2' Trip Hazard on Schenck Ave needs repair	Schenck Playground	1/9/2012	3/26/2012	78
18	559569	W:236282 - large hanging/loose limb over c/ctables. marked with caution tape	Marcy Playground	1/11/2012	3/29/2012	79
19	580816	trip hazard on sidewalk.	Commodore Barry Park	3/12/2012	5/31/2012	81
20	527015	Repair Splintered Bench Slat	Thomas Greene Playground	9/11/2011	12/2/2011	82
21	419429	uplift /safety matt next to k-swings near building/ trip hazard	Park Slope Playground	4/16/2011	7/12/2011	87
22	516789	rotted /splintered PE SLATS	Glenwood Playground	8/5/2011	11/1/2011	89
23	534395	Repair 2" Gap in Safety Surface Near PE by K-Swing	Park Slope Playground	10/10/2011	1/12/2012	94
24	506027	W:193927 - Remove Large, Dead, Hanging Limb 80' above sitting area	Carroll Park	6/29/2011	10/3/2011	97
25	416726	rebar on the nose of seal in k-plygnd, nose worn down	Nicholas Naquan Heyward Jr. Park	4/13/2011	7/19/2011	97
26	553408	splintered/cracked section of platform on PE Ramp	Grace Playground	12/18/2011	3/29/2012	103
27	520511	plywood decking rotting and splintering 311 call	Sunset Park-Sunset Park (PLAYGROUND @ 6 AVE)	8/18/2011	12/9/2011	113
28	567362	Repair uplifted safety surface and edges	Kennedy King Playground	2/7/2012	6/3/2012	118
29	520950	please replace end missing section IA	Marion Hoparkinson Playground	8/18/2011	12/14/2011	118
30	514450	please replace numerous damaged and splintered slats	Betsy Head Memorial Playground-Betsy Head Memorial Playground	7/28/2011	11/23/2011	119
31	554201	W:234757 - Remove hanging dead limb over K swing area	Howard Playground	12/21/2011	4/18/2012	119
32	546980	Cement Patch wide (3"+) crack on sidewalk adjacent Laffayette entrance	Eleanor Roosevelt Playground	11/25/2011	3/27/2012	123
33	519082	please replace sharp splintered slat	Newport Playground	8/12/2011	12/13/2011	123
34	560828	Repair ankle turn IAs	Hickman Playground	1/16/2012	5/19/2012	125
35	506069	mppa trip hazards	Bildersee Playground	6/29/2011	11/1/2011	126
36	536082	Replace 2 J swings. 1 torn in half the other exposed metal SE	Grace Playground	10/17/2011	3/5/2012	140

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	Work Order	Description*	Location	Date Created	Date Completed	# Days Elapsed
37	513397	Two broken slats, 1 missing slat and three exposed bolts on bench.	Prospect Park-Garfield Tot Lot	7/25/2011	12/13/2011	142
38	549309	6' sunken deteriorated section adj D/F	Schenck Playground	12/4/2011	5/4/2012	152
39	525888	W:230697 Remove large snapped hanging branch over bleacher areas SE	Cyprus Hills Playground	9/7/2011	2/6/2012	153
40	530971	W:230631 - remove large dead hanging limb adj c/s	Brevoort Playground	9/27/2011	2/27/2012	153
41	531644	4 jagged / chewed J swings need replacement SE	George Walker Jr. Park	9/30/2011	3/5/2012	157
42	517399	full in large crack and uplifted p/surface large cracks wiyh kold fio	Osborn Playground	8/7/2011	1/13/2012	160
43	440760	repair sneak hole in CLF to pool	Glenwood Playground	5/6/2011	10/17/2011	164
44	510326	W:196309- Large branch broken and attached to tree:next to pool entrance.	Bushwick Playground	7/15/2011	12/27/2011	166
45	480785	Replace/Remove Loose, Uplifted Pavers	Ennis Playground	6/16/2011	12/8/2011	175
46	516334	trip hazzard on sidewalk.	Steuben Playground	8/3/2011	1/27/2012	177
47	531674	Uplifted sections of s/s at entrance to swing bay SE	Cyprus Hills Playground	10/1/2011	3/26/2012	178
48	545350	W:222189 - Prune Large Low Hanging Branch over active Basketball Courts	Jackie Robinson Park	11/18/2011	5/17/2012	182
49	538332	5' trip hazard on Cleveland ave needs repair	Sperandeo Brothers Playground	10/24/2011	5/4/2012	193
50	516137	exposed srew on excise equipment	Elton Playground	8/3/2011	2/20/2012	201
51	578544	W:248415 - dangling limbs (max diameter over 4") at baseball field E14st. sid	Kelly Park	3/6/2012	9/24/2012	203
52	446066	Pinch hazard-steering wheel-replace rubber washer	Bergen Beach Playground	5/9/2011	12/8/2011	214
53	514310	2"-4" x 6' gap in s/s at Adult Fitness Equipment SE	Grace Playground	7/28/2011	3/3/2012	220
54	514914	2 chewed J Swings need replacing SE	George Walker Jr. Park	7/30/2011	3/10/2012	225
55	514301	Exposed metal on J swing needs replacement SE	Grace Playground	7/28/2011	3/10/2012	227
56	518182	replace 1 k- swing crack inside of seat	Jerome Playground	8/10/2011	3/26/2012	229
57	416586	Asphalt 3 trip hazards	Lindower Park - Lindower Playground	4/12/2011	12/8/2011	241
58	481649	W: 191788 - Remove hanging and dead limbs over sitting area right of entrance	Brevoort Playground	6/18/2011	2/27/2012	254
59	461001	Weld loose railing/panel on Play Equipment Unit. 5' fall hazard	Benson Playground	5/26/2011	2/15/2012	266
60	423836	exposed bolt on botton railing of PE	Ethan Allen Playground	4/19/2011	1/11/2012	267
61	446069	Trip hazard-missing cobble stones on E68 opp. fire hydrant	Hickman Playground	5/9/2011	3/31/2012	327
62	515262	Tree roots pushing up pavers causing a trip hazard	Jackie Robinson Park	7/31/2011	9/17/2012	414
63	453181	Repair/Replace Climbing on P.E.Coating Cracked Pinch Hazard-(4)Chain, (3) Step	Mother Cabrini Park	5/17/2011	8/28/2012	469

Immediate Attentions That Required Over 30 Days to Resolve

(Hazards are unaltered from DPR's records and are therefore uncorrected for grammatical and spelling errors)*

	Date	Site Name	Priority	Feature	Hazard*	Location/Comments	Date Resolved	# Days Elapsed
1	3/5/2012	JESSE OWENS PLGD	2	Paved Surfaces	Ankle turn hazard(s) in active area due to	wide cracks in BBCT.	5/8/12 **	64
2	3/5/2012	JESSE OWENS PLGD	2	Paved Surfaces	Ankle turn hazard(s) in active area due to	wide cracks in MPPA.	5/8/12 **	64
3	2/28/2012	BATH BEACH PLAYGROUND	2	Paved Surfaces	Trip hazard due to	damaged bottom step adj HBCT at 17 Ct & Bay 16 st	4/27/12 **	59
4	2/21/2012	WM E KELLY MEMORIAL PARK	2	Paved Surfaces	Ankle turn hazard(s) in active area due to	cracks in tennis court playing areas.	6/29/12 **	129
5	2/6/2012	PS 59 SUMNER PLGD	2	Safety Surface	Less than 1 sq ft of exposed PS in critical area	exposed roots @ small PE		Unresolved
6	1/10/2012	WILLOUGHBY PLGD	2	Paved Surfaces		Ankle turn hazard(s) in active area of MPPA due to wide cracks in asphalt.	6/4/12 **	146
7	12/27/2011	LT. PETROSINO PLAYGROUND.	2	Safety Surface	Safety Surface uplifted 1.5" in accessible area	west side of JSWNGs	5/4/12 **	129
8	10/21/2011	HANCOCK PLGD	2	Paved Surfaces	Ankle turn hazard(s) in active area due to	cracks in asphalt	5/18/12 **	210
9	9/27/2011	PS 59 SUMNER PLGD	2	Safety Surface		exposed roots in critical area adj tree in yellow PE area	10/18/12 **	387
10	9/27/2011	PS 59 SUMNER PLGD	2	Safety Surface	Safety Surface uplifted 1.5" in accessible area	adj slide closest to sprinkler, yellow PE	6/15/12 **	262
11	8/19/2011	JESSE OWENS PLGD	2	Paved Surfaces	Ankle turn hazard(s) in active area due to	cracks in BBCT	5/7/12 **	262
12	8/8/2011	LAFAYETTE PLGD	2	Paved Surfaces	Ankle turn hazard(s) in active area due to	cracks in asphalt on BBCT	4/20/12 **	256
13	9/28/2011	MARC'S & JASON'S PLGD	2	Graffiti	Profanity	on bench within BBCT adj school	10/29/2011	31
14	5/16/2011	ROBERT VENABLE PARK	2	Graffiti	Profanity	on brain panel on PE btw sprinkler & Sutter Av	6/17/2011	32
15	8/12/2011	SETH LOW PLGD	1	Sidewalks	Fall hazard due to	sinkhole adj fire hydrant at Bay Pkwy + W 12th St	9/13/2011	32
16	4/11/2011	BARTLETT PLGD	2	Safety Surface	Safety Surface uplifted 1.5" in accessible area	of k swing station.	5/14/2011	33
17	12/27/2011	LT. PETROSINO PLAYGROUND.	2	Sidewalks	Trip hazard due to	loose metal plate (over deep hole) at 71st St/New Utrecht	1/30/2012	34
18	4/25/2011	HAMILTON-METZ FIELD	2	Athletic Fields	Trip hazard due to	multiple areas of deteriorated artificial turf @ home, mound & left field line. PS on site notified.	5/30/2011	35
19	8/12/2011	SETH LOW PLGD	2	Fences	Safety fences missing	at MPPA dugout (3rd base line)	9/16/2011	35
20	11/17/2011	BREUKELEN PLGD	2	Safety Surface	2" Separations	@ large PE adj single slide closest to entrance	12/22/2011	35
21	3/5/2012	JESSE OWENS PLGD	2	Graffiti	Profanity	on bench adj PE, closer to Lafayette Av.	4/9/2012	35

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	Date	Site Name	Priority	Feature	Hazard*	Location/Comments	Date Resolved	# Days Elapsed
22	9/15/2011	PALMETTO PLAYGROUND	2	Trees	Large dead limbs above active area	over central plgd equip area	10/21/2011	36
23	8/19/2011	MCLAUGHLIN PARK	2	Sidewalks	Trip hazard due to	deteriorated flags along Tillary	9/26/2011	38
24	8/1/2011	BERGEN BEACH PLGD	2	Play Equipment	Pinch hazard resulting from	large crack in red slide on smaller PE	9/14/2011	44
25	10/17/2011	GARIBALDI PLAYGROUND	2	Trees	Dangling limb over	SW adj 82nd St closer to monument	11/30/2011	44
26	10/20/2011	G WINGATE HS	2	Play Equipment	Rotted, splintered or jagged	multiple slats on all stations 27 pictures taken 8 shown	12/5/2011	46
27	12/7/2011	DR JOHN'S PLGD	2	Paved Surfaces	Ankle turn hazard(s) in active area due to	cracks in active area, MPPA (adj school) & BBCT (adj HBCT)	1/25/2012	49
28	5/23/2011	CITY LINE PARK	2	Paved Surfaces	Trip hazard due to	protruding metal at entrance to MPPA on Atlantic Av.	7/12/2011	50
29	5/23/2011	CITY LINE PARK	2	Sidewalks	Trip hazard due to	uplifted concrete flag on Wells St.	7/12/2011	50
30	10/13/2011	JACKIE ROBINSON PLGD	2	Paved Surfaces	Ankle turn hazard(s) in active area due to	crack on BBCT	12/5/2011	53
31	12/15/2011	UNDERWOOD PARK	2	Benches	Sharp, damaged or splintered slat(s)	picnic table at east half of plgd	2/9/2012	56
32	5/16/2011	BENSON PLGD	2	Paved Surfaces	Trip hazard due to	lack of color-seal or large enough pipe for sprinkler head; seriously quite hard to see and Inspector tripped over it	7/15/2011	60
33	12/1/2011	STEBEN PLGD	2	Sidewalks	Trip hazard due to	uplifted concrete flag	2/2/2012	63
34	7/13/2011	DR JOHN'S PLGD	2	Safety Surface	Safety Surface uplifted 1.5" in accessible area	poured in place at removed PE adj Ave X	9/15/2011	64
35	5/11/2011	CALVERT VAUX	2	Paved Surfaces	Trip hazard due to	uneven stone step at entrance adj to Cropsey Ave.	7/16/2011	66
36	7/29/2011	YAK PLAYGROUND	2	Paved Surfaces	Ankle turn hazard(s) at HBCT expansion joints	due to deteriorated joint fill, second HBCT from comfort station	10/18/2011	81
37	4/22/2011	ORACLE PLAYGROUND	2	Paved Surfaces	Trip hazard due to	missing b-blocks creating 5" off grade with BBCT	7/15/2011	84
38	7/21/2011	FISH PLGD	2	Trees	Large dead limbs above active area	at sidewalk on Fulton Av.	10/14/2011	85
39	7/28/2011	DETECTIVE DILLON STEWART PLGD	2	Safety Surface	Holes or missing sections in non-critical areas of	SS adj PE	10/25/2011	89
40	11/14/2011	HICKMAN PLAYGROUND	2	Paved Surfaces	Ankle turn hazard(s) in active area due to	multiple deep cracks, eastern half of MPPA	2/22/2012	100
41	8/12/2011	SETH LOW PLGD	2	Paved Surfaces	Tree pit 4" off the grade of surrounding PS	in picnic area between MPPA + CS	11/29/2011	109
42	8/12/2011	BENSONHURST PARK	2	Safety Surface	2" Separations	at large plgd equip adj K-Swings	11/30/2011	110
43	12/28/2011	PAT PARLATO PLGD.	2	Paved Surfaces	Ankle turn hazard(s) in active area due to	grooves from deterioration at BBCT.	4/16/2012	110
44	11/14/2011	HICKMAN PLAYGROUND	2	Paved Surfaces	Ankle turn hazard(s) in active area due to	deep crack in middle BBCT	4/9/2012	147

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	Date	Site Name	Priority	Feature	Hazard*	Location/Comments	Date Resolved	# Days Elapsed
45	11/14/2011	HICKMAN PLAYGROUND	2	Paved Surfaces	Ankle turn hazard(s) in active area due to	deep crack in northermost BBCT, closest to school	4/9/2012	147
46	6/13/2011	PAT PARLATO PLGD.	2	Paved Surfaces	Ankle turn hazard(s) in active area due to	cracks in BBCT	4/16/2012	308

Note: (**) Represents IAs resolved after April 16, 2012.

Inconsistent Categorization of Possible Immediate Attentions

(Descriptions are unaltered from DPR's records and are therefore uncorrected for grammatical and spelling errors)*

Possible IA (Open WO)	Work Order Number	Description*	Property Name	Date Created	# Days Elapsed as of 9/24/12	Current Status As of 1/3/2013
1	587804	fill in 5in. space on s/s in front of slide	Brighton Playground	3/27/2012	181	Completed **
2	585353	trip hazards on sidewalk.	Harry Chapin Playground	3/22/2012	186	Completed **
3	582860	Bolts protruding more than 2 threads on K-swings.	Nehemiah Park	3/18/2012	190	Completed
4	581673	Repair several uplift safety surface around large play unit	Prospect Park-Lincoln Rd Playground	3/15/2012	193	Completed
5	579626	Repair or replace splintered slats in sitting area opposite of school	Lafayette Playground	3/9/2012	199	Completed **
6	579843	Cover exposed metal of staircase at play equipments.	George Walker Jr. Park	3/9/2012	199	Completed
7	577460	replace crack bench slat on side of BBCT (miller side)	Martin Luther King Jr. Playground	3/4/2012	204	Completed
8	576481	Cold Patch trip hazards sidewalk and cracks spray shower area	Lafayette Gardens Playground	3/1/2012	207	Completed
9	576555	exposed metal on platform of SPE	Woodruff Playground	3/1/2012	207	Completed
10	575844	Reset 10'x5' displaced paver area adj.Taaffe Pl. sitting area	Taaffe Playground	2/28/2012	209	Completed **
11	575161	Repair the trip hazard	Rappaport Playground	2/26/2012	211	Completed
12	574607	Bolts protruding more than 2 threads on K-swings.	Chester Playground	2/25/2012	212	Completed
13	574577	Bolts on K-swings protruding more than 2 threads.	Marion Hoparkinson Playground	2/25/2012	212	Completed
14	574295	check&reair sidewalk C/Stone Cave-In. 86st, Main Ent.	Dyker Beach Park-Dyker Playground (86 ST & 14 AVE)	2/24/2012	213	Completed
15	572667	trip hazards on sidewalk	Pierrepoint Playground	2/20/2012	217	Open
16	571178	Silicone pinch hazard on poly-coated chain at Clatter Bridge	Eleanor Roosevelt Playground	2/17/2012	220	Completed **
17	567858	trip hazard on sidewalk.	Pierrepoint Playground	2/9/2012	228	Open
18	567274	Repair uplifted safety Surface	Century Playground	2/7/2012	230	Completed **
19	564711	Bolts on j-swings shackles protruding more than 2 threads.	Callahan-Kelly Playground	1/30/2012	238	Completed
20	564700	Bolts protruding more than 2 threads on j-swings shackles.	South Pacific Playground	1/30/2012	238	Completed
21	564687	Bolts protruding more than 2 threads on J-swings	Ocean Hill Playground	1/30/2012	238	Completed
22	564678	Bolts protruding more than 2 threads on k-swing shackles.	Marion Hoparkinson Playground	1/30/2012	238	Completed
23	560824	Repair ankle turn IAs	Dr John's Plgd	1/16/2012	252	Completed
24	560224	W:236800 - Remove large dangling limb: tree on S3 adjacent to BQE.	Rodney Playground Center-Playground	1/13/2012	255	Completed
25	559992	Trip hazard due to uplift pavement on tree pit adj. to bench by Lorimer entrance	Mccarren Park-Vincent V Abate Playground	1/12/2012	256	Completed
26	555134	up lifting safety surface cause by tree root/ trip hazard	Brizzi Playground	12/26/2011	273	Completed
27	553997	Cold Patch trip hazard at ent to BBCT@ Hart Street	Pulaski Playground	12/20/2011	279	Completed
28	553443	replace broken bench slat bristol st. ent checker table area	Betsy Head Memorial Playground-Betsy Head Memorial Playground	12/18/2011	281	Completed
29	553425	2' x 2" crack on Logan s/w at bleacher side entrance SE	City Line Park	12/18/2011	281	Completed
30	553424	2' trip hazard on Logan St adj main entrance	City Line Park	12/18/2011	281	Completed
31	551870	trip hazard tie back needed in 3rd base line fence	Chester Playground	12/12/2011	287	Completed

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# of WO	Work Order Number	Description*	Property Name	Date Created	# Days Elapsed as of 9/24/12	Current Status As of 1/3/2013
32	550054	fill in 4 inch gap in SS by slide	Belmont Playground	12/6/2011	293	Completed **
33	549768	Tighten uplifted rivet on slide	Weeksville Playground	12/5/2011	294	Completed **
34	549820	please repair a trip hazardadj to sitting area	Gravesend Park-Gravesend Park	12/5/2011	294	Rejected
35	549667	replace 1 missing SS in J-swing area	Linden Park-Linden Park	12/5/2011	294	Completed **
36	548981	Cold patch trip hazard at Ramp adj K-Swings	Stockton Playground	12/2/2011	297	Completed **
37	548855	Bevel patch lifter concrete flag Opposite 454 Kosciusko sidewalk.	Eleanor Roosevelt Playground	12/2/2011	297	Completed
38	547847	please fix missing safety fence	Homecrest Playground	11/28/2011	301	Completed **
39	546981	Cement Bevel Patch uplifted concrete flag I/F/O Play Equipment & Handball Court	Eleanor Roosevelt Playground	11/25/2011	304	--
40	545890	Add Washers to top of Twin Hand Rings (loose-pinch hazard)	Saratoga Park	11/20/2011	309	Completed **
41	545076	REMOVE TRIP HAZARD AT CORNER OF E24th & AV V SIDE WALK	Galapo Playground	11/16/2011	313	Completed **
42	544498	Repair trip hazard	Brizzi Playground	11/14/2011	315	Completed
43	544101	exposed metal on platform before slide needs fill in	Elton Playground	11/13/2011	316	Completed
44	543155	Please repair a trip hazard/uplifting safety mate	Brizzi Playground	11/9/2011	320	Completed
45	539913	sink hole by the park house.	Golconda Playground	10/28/2011	332	Completed **
46	538333	10' Trip Hazard on Barbey street by plgd entrance	Schenck Playground	10/24/2011	336	Completed
47	538331	5'x4" & 2'x10" cracks need filling on Vermont Ave s/w causing ankleturns	Grace Playground	10/24/2011	336	Completed
48	538330	2 - 3'X5' deteriorated sections of sidewalk cause ankleturns on Vermont Av	Grace Playground	10/24/2011	336	Completed
49	538328	8'x2", 3'x2" & 5'x2' gap in safety surface at adult fitness area	Grace Playground	10/24/2011	336	Completed
50	534665	Please cover exposed metal steps	Sheepshead Playground	10/11/2011	349	Completed **
51	534440	Please install missing slat on P.E	Manhattan Beach Park-Pat Perlato Playground.	10/10/2011	350	Completed **
52	534438	Please replace missing bolts on boat bridge	Manhattan Beach Park-Pat Perlato Playground.	10/10/2011	350	Completed
53	534139	exposed metal on platform before slide need filled in	Linwood Playground	10/9/2011	351	Completed
54	534134	3 uplifted SW on Jerome	Jerome Playground	10/9/2011	351	Completed **
55	531671	2',3',5' & 7' Trip Hazard along Euclid Ave s/w starting from c/s to HBCT SE	Cyprus Hills Playground	10/1/2011	359	Completed
56	531669	5 cracks, ankleturns, on Dumont Ave ranging from 4' x 2"-4" from 5' x 2"-4"	Cyprus Hills Playground	10/1/2011	359	Completed
57	531645	15' - 20' ankleturn along red path, edges needs silicon SE	George Walker Jr. Park	9/30/2011	360	Completed
58	531643	Trip Hazard on Wyona Ave s/w 4' wide adj. entrance need repair SE	George Walker Jr. Park	9/30/2011	360	Completed
59	524894	5 loose sections of s/s edge & 1 uplifted edge facing children's picnic tables S	Schenck Playground	9/2/2011	388	Completed
60	523866	please kold flo large crack ankle turn	Betsy Head Memorial Playground-Betsy Head Memorial Playground	8/30/2011	391	Completed
61	523492	Trip Hazard at entrance to Barbey st 10' to 12' SE	Schenck Playground	8/29/2011	392	Completed
62	522950	Exposed metal on step leading to bridge on PE	George Walker Jr. Park	8/26/2011	395	Completed
63	522929	10'-12' trip hazard on Barbey St park entrance	Schenck Playground	8/26/2011	395	Completed
64	522853	2"x17" gap in s/s on edge facing c/c tables SE	Sperandeo Brothers Playground	8/25/2011	396	Completed

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# of WO	Work Order Number	Description*	Property Name	Date Created	# Days Elapsed as of 9/24/12	Current Status As of 1/3/2013
65	522778	4'X5', 4'X 2"-4" ankleturns on Vermont Ave s/w adj entrance to plgd SE	Grace Playground	8/25/2011	396	Completed
66	522777	6'x2" crack on Vermont Ave s/w needs refilling, ankleturn SE	Grace Playground	8/25/2011	396	Completed
67	519256	add cold patch to uplifted raeas to eliminate trip hazzards	Osborn Playground	8/13/2011	408	Completed
68	517517	Various cracks in Tennis Courts 20'x2"-4", 25'x2", 6'x2", 15'x2", 8'x2", 25'x2" SE	Linden Park-Linden Park	8/8/2011	413	Completed
69	517513	6' x 2" gap (ankleturn) on Dumont Ave SE	Cyprus Hills Playground	8/8/2011	413	Completed
70	517511	4' x 2" - 4" crack on Dumont Ave adj Right field	Cyprus Hills Playground	8/8/2011	413	Completed
71	516785	ankle turn hazard bbct (cracks)	Manhattan Beach Park-Pat Perlato Playground.	8/5/2011	416	Completed **
72	516784	ankle turn hazard mppa (cracks)	Kelly Park	8/5/2011	416	Completed **
73	516781	ankle turn hazard hbct expansion joints	Yak Playground	8/5/2011	416	Completed **
74	515699	Silcon top of single slide at large PE sharp metal SE	Sperandeo Brothers Playground	8/1/2011	420	Completed
75	515697	10'X2"-4", 5'X2" & 4' X 2"-4" gaps in s/s at Adult fitness area	Grace Playground	8/1/2011	420	Completed
76	515695	2'X4" ankleturns on Vermont Ave entrance to plgd SE	Grace Playground	8/1/2011	420	Completed
77	514299	1' cracked cement at entrance to men's c/s - ankleturn SE	Sperandeo Brothers Playground	7/28/2011	424	Completed
78	514290	2" X 12' gap in s/s facing Linwood s/w SE	Sperandeo Brothers Playground	7/28/2011	424	Completed
79	511572	Loose Plank On Platform	Prospect Park-Harmony Playground	7/18/2011	434	Completed
80	486589	Repair uplifted sidewalk flag on Wells Street	City Line Park	6/22/2011	460	Completed
81	484190	cold patch around base of ADA-DF uplifted 2" @ one corner	Garibaldi Playground	6/19/2011	463	Completed
82	480766	Uplifted Asphalt in Center of Park Trip Hazard	Mother Cabrini Park	6/16/2011	466	Cancelled
83	480289	replace loose uplifted mats @ j-bay	Lt. Petrosino Park	6/15/2011	467	Completed
84	480253	cold patch 3-4" crack on path leading to field adj. belt by planted triangle	Bensonhurst Park-Bensonhurst Park	6/15/2011	467	Completed
85	458006	Repair uplifted bolts: Harmony Playground	Prospect Park-Harmony Playground	5/22/2011	491	Completed **
86	451861	broken / uplifted surfaces around building	Bill Brown Playground	5/16/2011	497	Completed **
87	404175	Sharp edge and rust on J Swings	Dreier Offerman Park-Calvert Vaux	4/2/2011	541	Completed **
88	404174	Trip hazzard Front Entrance pipe with Sharp edge Right side	Neptune Playground	4/2/2011	541	Completed **

Note: (**) Represents work orders completed prior to September 24, 2012.



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ADDENDUM
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City of New York
Parks & Recreation

The Arsenal
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New York, NY 10065
www.nyc.gov/parks

January 29, 2013

Ms. Tina Kim
Deputy Comptroller for Audit
The City of New York
Office of the Comptroller
1 Centre Street, New York, NY 10007

Re: Audit Report on the Maintenance and Repairs of the City's Playgrounds by the Department of Parks and Recreation: the Bronx (7R13-068A); Brooklyn (7R13-066A); Manhattan (7R13-120A); Queens (7R12-142A); Staten Island (7R13-167A).

Dear Deputy Comptroller Kim:

Thank you for the opportunity to review and respond to the above referenced Draft Audit Reports. The New York City Department of Parks & Recreation ("Parks") is pleased that the reports found that the Parks Maintenance & Operations Division ("M&O") resolved a vast number of complicated and diverse work orders generated. At the time the preliminary draft reports were issued for all boroughs, 87.9% of work orders issued for playgrounds were completed. As of January 24, 2013, that number has risen to 97.2%. The reports also raised some important issues regarding the maintenance and repair of the City's playgrounds, which we appreciate. However, we disagree with several findings in the reports regarding how Parks manages its maintenance program and its work orders.

Parks M&O organizes its work orders carefully and takes the necessary steps to ensure that they are resolved. All work orders are prioritized by considering factors such as the nature of the condition, the severity of the work order, the availability of material resources and skilled labor, and the weather conditions. This gives us the flexibility to address critical safety and functional issues as they emerge, while balancing seasonal maintenance requirements and valid requests that are of a lower priority. However, the reports still cited that Parks failed to properly complete some work orders within a timeframe that was arbitrarily created by the auditors. Parks does not understand why the report continues to reference a 30 day timeframe as a benchmark when we have clearly explained that the timeframe only applies to our Immediate Attentions ("IAs") identified by our Parks Inspection Program ("PIP") Inspectors. We share the reports' sentiment that all work orders should be corrected as soon as possible and prioritized by importance, and believe that we have managed this important and complicated workload in a time-sensitive manner, particularly considering the magnitude of work orders generated **(22,194)** for the audit period and completed **(21,569)** as of January 24, 2013.

The reports do not acknowledge the complexity of the workload nor the decision-making processes and procedures taken to ensure that the most important or critical work orders are prioritized and completed in a timely fashion. Indeed, the wide variety of work orders may include the following: plumbing, sidewalk repair, safety surface, play equipment, forestry, fencing, paved surfaces, mason work, etc. Therefore, we disagree with the way in which the information is presented. We agree that a formal review process for all open work orders would ensure that all requests are managed appropriately. However, we strongly

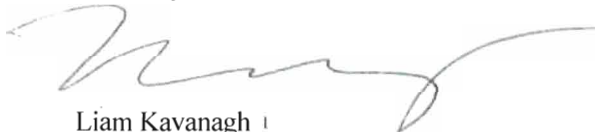
disagree with the finding that Parks did not resolve work orders in a timely manner. At the time the preliminary draft reports were issued for all boroughs, 88% of work orders were completed (18,600), and 87% of those completed work orders were closed out within 90-Days (16,099).

The reports also cited some work orders that are described by the auditors as hazardous conditions. Therefore, the reports contend that Parks should have treated these work orders as IAs, and resolved them within 30 days. As discussed with the audit staff, IAs are issued by OMP inspectors through PIP inspections, are tracked closely through the Daily Immediate Attention system and are expected to be closed within 30 days. We understand that many of the work orders may sound similar to IAs as written up by M&O staff, but the Borough Supervisor of Trades and/or the Deputy Chief of Operations make the determination of the severity of the work order, the hazardous nature of the condition, and the scheduling of repair work. They are familiar with both the Agency's safety and performance standards and prioritize work requests that rise to the level of an IA. However, Parks continues to issue work orders for conditions that need repair, fixes them as soon as possible, and closes them out in the Parks' Asset Management Parks System ("AMPS"). In addition, mobile handheld devices will be further integrated into our regular inspection process to allow M&O staff to issue work orders in the field and facilitate tracking of conditions reported.

Indeed, in FY12, 92 percent of playground safety surfaces and 92 percent of playground equipment were acceptable upon inspection. This underscores the fact that our well-planned procedures for timely addressing these issues are working.

We thank the Office of the Comptroller for your audit. In addition, upon careful review of Parks operations and the recommendation in the report, we believe that current and action underway already address the issues raised. Our responses to the report recommendations are attached.

Sincerely,



Liam Kavanagh
First Deputy Commissioner

cc: Veronica M. White, Commissioner
Robert Garafola, Deputy Commissioner for Management and Budget
David Stark, Assistant Commissioner for Budget
Frank D'Ercola, Deputy Chief Fiscal Officer
David Cerron, Chief Accountant
Jun Lee, Director, Operations and Management Planning
Vincent Liguori, Director, Financial Audit

Response to Recommendations for the Bronx (7R13-068A); Brooklyn (7R13-066A); Manhattan (7R13-120A); Queens (7R12-142A); Staten Island (7R13-167A).

Response to Section Recommendation 1: Implement standards to ensure that supervisory inspections adhere to PIP standards for remediating IA conditions.

IAs are only issued by specially trained and skilled Parks Inspectors. Parks will continue to treat conditions discovered by M&O field staff supervision with the same gravity as those found by PIP Inspectors. The Borough Supervisor of Trades and/or the Deputy Chief of Operations make the determination of the severity of the work order, the hazardous nature of the condition, and the scheduling of repair work. In addition, a new mobile handheld inspection module is being implemented in AMPS to enhance inspections for M&O. This will allow Parks supervisors to conduct field inspections on their mobile hand held devices, which will enhance the management of IA conditions. Supervisors will also continue to identify conditions using the same language and standards as per the PIP program.

Response to Section Recommendation 2: Remediate all work orders with hazardous conditions within 30 days.

Parks has a system in place to manage and monitor IAs, which ensures that all IAs are properly resolved within a specified timeframe. Please see the response to Recommendation 3, below, for further details. However, Parks continuously close out any work orders within a reasonable time frame. If a work order is considered hazardous, Parks will ensure the work is done as soon as possible, and minimally, the area will be made safe for the general public.

Response to Section Recommendation 3: Ensure that IAs are resolved within 30 days.

Parks policy is to resolve all IAs within 30 days and will continue to monitor and follow-up on all conditions that are hazardous. In order to ensure IAs are resolved promptly, we currently have the Daily Immediate Attention ("DIA") System that manages and monitors the number of IAs as well as the resolution of these hazards. In order to ensure proper resolution of an IA, only authorized staff members can resolve an IA with the required upload of pictures as documentation of corrected hazards. For quality assurance, we also have in place a follow-up review process that takes a sample of IAs resolved to *further* ensure these hazards are properly corrected. In addition, IAs identified are emailed to operations managers the same day to alert them of any items identified. Lastly, there are bi-weekly reports and analyses on IAs that are reported to the Borough Chief of Operations.

Response to Section Recommendation 4: Categorize work order repair types and assign specific timeframes for remediating repairs in each category.

Parks does categorize work orders, but it is based on the Borough Supervisor of Trades and/or the Deputy Chief of Operations to prioritize work orders and schedule the repair work. Furthermore, work order timeframes may also be dependent on capital work being scheduled and may result in extended periods for completion.

Response to Section Recommendation 5: Categorize conditions identified by District Supervisors using the same criteria used by the PIP inspectors.

A new mobile handheld inspection module is being implemented in AMPS to enhance inspections for M&O. This will allow Parks supervisors to conduct field inspections on their mobile hand held devices. Further, they will use standards to conduct these inspections from the **PIP** manual. Supervisors will also continue to identify conditions using the same language and standards as per the PIP program.

Response to Section Recommendation 6: Monitor open work orders that are identified as hazardous and resolve them promptly.

All Supervisors have the ability to view work orders identified as being a hazardous condition and can ascertain the age of any work order generated. Parks will continue to resolve these issues as promptly as situations allow.

Response to Section Recommendation 7: Regularly monitor the status of open work orders and update them in AMPS.

As the auditors are aware, in a number of instances work order conditions were corrected but their status in AMPS was not updated. As a result, District Supervision will be advised to assess the state of open work on a monthly basis, and make any required updates. Furthermore, the Borough Supervisor of Trades and/or the Deputy Chief of Operations prioritize repair work orders, depending on the nature of the work order, the hazardous nature of the condition, and the scheduling of repair work.

Response to Section Recommendation 8: Follow up on work requests to ensure they have been processed.

District Supervision will be advised to assess the state of work that needs to be done on a monthly basis, and follow up with the appropriate parties in order to complete the work orders.

Response to Section Recommendation 9: Install an edit check program in AMPS to ensure that proper dates are entered.

There is no need for an edit check to ensure proper dates are entered. When a work order is created a date is entered by the system. There are times that work was completed, prior to a work order created in the AMPS system, but these work orders were closed out later. In addition, these transactions make up a very small percentage of the overall number of work orders created in the system.

Response to Section Recommendation 10: Create work orders in AMPS before the repairs are completed.

With improvements to the AMPS handheld devices currently being implemented, trades workers will have the ability to create work orders in the field as necessary. Emergency situations will occasionally arise in the field, and emergency work will continue to be done in a timely nature regardless of the creation of a formal work request/order if the severity of the work dictates.