



# City of New York

## OFFICE OF THE COMPTROLLER

John C. Liu  
COMPTROLLER



### IT Audit & Research

**Tina Kim**

Deputy Comptroller for Audit

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

Bronx Borough Office

7R13-068A

April 11, 2013

<http://comptroller.nyc.gov>



THE CITY OF NEW YORK  
OFFICE OF THE COMPTROLLER  
1 CENTRE STREET  
NEW YORK, N.Y. 10007-2341

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John C. Liu  
COMPTROLLER

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 the Bronx. We audit entities such as DPR as a means of ensuring that the City's public playgrounds are properly maintained and safe for children to use.

The Bronx Borough Commissioner's office routinely cleans and maintains borough playgrounds. It completed 97 percent of the 6,040 work orders issued. In addition, 90 percent of the work orders issued and completed were completed within 30 days. The remaining 10 percent of work orders were completed beyond 30 days. Furthermore, of the 239 "Immediate Attention" (IAs) reported to the Borough Office, 12 IAs (5 percent) were not resolved within the required 30 days. In fact, some took from 31 days to 129 days to remedy. We also found that Bronx 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 81 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.

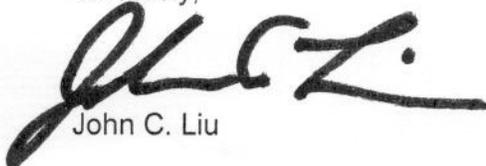
The timeliness of DPR's resolution of IA repairs will be affected in the near term by the impact of Hurricane Sandy, resulting in the increased importance of prioritizing those items that represent IAs or hazardous conditions.

The audit contains nine recommendations that, if implemented, should improve the conditions and safety of the Bronx 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](mailto:audit@comptroller.nyc.gov).

Sincerely,



John C. Liu

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# THE CITY OF NEW YORK OFFICE OF THE COMPTROLLER IT AUDIT & RESEARCH

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

### Bronx Borough Office

7R13-068A

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## 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 DPR facilities within the borough and ensures that playgrounds are properly maintained.

### Audit Findings and Conclusion

The Bronx Borough Commissioner's office routinely cleans and maintains borough playgrounds. It completed 97 percent of the 6,040 work orders issued. In addition, 90 percent of the work orders issued and completed were completed within 30 days. The remaining 10 percent of work orders were completed beyond 30 days. Furthermore, of the 239 "Immediate Attention" (IA) conditions reported to the Borough Office, 12 IAs (5 percent) were not resolved within the required 30 days. In fact, some took from 31 days to 129 days to remedy. We also found that Bronx Borough district offices lack guidelines that specify the timeframes for the repair of non-IA conditions.

Based on work order descriptions provided by DPR, we found that 81 work orders may have been classified as requiring IA if the conditions had been identified by Parks Inspection Program (PIP) inspectors. These items were not resolved within 30 days. Additionally, the District offices are not effectively monitoring the status of open work orders and the information in the "Asset

Management Property System” (AMPS)<sup>1</sup> 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.

## Audit Recommendations

This report makes a total of nine recommendations, including 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.
- Create work orders before the repairs are completed.

## Agency Response

In the 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.”

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<sup>1</sup> 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 Greenstreet<sup>2</sup> 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 DPR facilities within the borough and ensures that playgrounds are properly maintained.

Borough parks are geographically organized into districts.<sup>3</sup> 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"<sup>4</sup> (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 IAs are considered hazardous and are forwarded to the Bronx Borough officials for remediation. 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 Bronx issued 6,040 playground-related work orders during our 12-month audit scope period. (See Table I)

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<sup>2</sup> Launched in 1996, the Greenstreets program began as a partnership between DPR 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.

<sup>3</sup> 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 Bronx is divided into 16 Districts and has a total of 188 playgrounds.

<sup>4</sup> The Parks Inspection Program (PIP) is a comprehensive, outcome-based performance measurement system that generates frequent, random, and detailed inspections of parks and playgrounds. 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

<b>Category</b>	<b>Number of Work Orders</b>	<b>Percentage</b>
Completed <sup>5</sup>	5,877	97.30%
Open/Pending Review	136	2.25%
Work Request	27	.45%
Total	6,040	100.00%

The Comptroller's Office previously conducted an audit to evaluate the PIP's effectiveness in monitoring public playgrounds in the Bronx, entitled "Audit Report on the Effectiveness of the Department of Parks and Recreation's Parks Inspection Program—Bronx Playgrounds Report" (7R12-055A, 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 Bronx Chief of Operations did not correct reportable conditions 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 Bronx 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 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. This preliminary draft report was sent to DPR officials and was discussed 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 on January 29, 2013. In the response, DPR officials contended that the work orders were prioritized and completed in a timely manner and disagreed with "several findings in the reports

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<sup>5</sup> The category of completed work orders (5,877) included all work orders with a completion date and were closed out in AMPS. This included 46 cancelled work orders and 399 rejected work orders.

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.”

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

## FINDINGS AND RECOMMENDATIONS

The Bronx Borough Commissioner's office routinely cleans and maintains borough playgrounds. It completed 97 percent of the 6,040 work orders issued. In addition, 90 percent of the work orders issued and completed were completed within 30 days. The remaining 10 percent of work orders were completed beyond 30 days. Furthermore, of the 239 IAs reported to the Borough Office, 12 IAs (5 percent) were not resolved within the required 30 days. In fact, some took from 31 days to 129 days to remedy. We also found that Bronx Borough district offices lack guidelines that specify the timeframes for the repair of non-IA conditions.

Based on work order descriptions provided by DPR, we found that 81 work orders may have been classified as requiring IA if the conditions had been identified by PIP inspectors. These items were not resolved within 30 days. 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 the increased importance of prioritizing 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. According to information contained in AMPS, there were 5,432 work orders<sup>6</sup> completed as of September 24, 2012. The work orders were for routine maintenance items, repairs to play equipment and structures, and forestry. Of the completed work orders, 4,916<sup>7</sup> (90 percent) were completed within 30 days, while the remainder – 516 work orders (10 percent) -- were completed beyond 30 days. In those cases, work was completed between 31 and 436 days after the work order was initiated. (See Table II)

**Table II**  
Timeliness of Completing Work Orders Initiated by the Bronx District Offices

<b>Days Resolved</b>	<b>Work Orders</b>	<b>Percentage</b>
<b>Within 30 days</b>	4,916	90%
<b>Within 60 days</b>	173	3%
<b>Within 90 days</b>	82	2%
<b>Over 90 days</b>	261	5%
<b>Total</b>	5,432	<b>100%</b>

Of the 516 work orders not resolved within 30 days, we identified 81 work orders pertaining to conditions that were similar to the description of IAs in the "Parks Inspection Program

<sup>6</sup> Of the 5,877 work orders, 46 were cancelled and 399 were rejected. Only 5,432 work orders had works that was actually completed by the district offices.

<sup>7</sup> Of the 4,916 work orders, 113 had been completed prior to issuance of the work orders according to AMPS.

Standards.”<sup>8</sup> Accordingly, we believe that these conditions may have been classified by PIP inspectors as IAs because of their potential to pose safety hazards to the public. Some of the conditions reported in the 81 work orders include trip hazards, ankle-turned gaps, and removing large dead limbs. Although supervisory inspections are not required to adhere to the same standards as PIP inspections, conditions that are similar to IAs and that pose a potential hazard to the public should be resolved within a timely basis, 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. 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.”

**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.

## 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 the Bronx identified 239 IA conditions between April 2011 and March 2012. Of the 239 conditions, 12 (5 percent) were not resolved within 30 days.<sup>9</sup> Some took as long as 31 to 129 days to resolve. Conditions classified as IAs should be resolved in a timely manner to ensure that potentially hazardous conditions do not jeopardize public safety.

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<sup>8</sup> See Appendix I for the list of 81 work orders.

<sup>9</sup> See Appendix II for the list of IAs over 30 days.

We requested additional documentation pertaining to 12 of the 239 IA conditions that were not resolved within 30 days. According to DPR's officials, the delay in resolving IA conditions may have been caused by the lack of available trade staff, materials, capital funding, or weather. Based on the documentation from DPR, we found instances of clerical lag as the reason for the delay.

## 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 officials claimed that the alleged delays were caused by various factors, but without 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.

## Lack of Standard Timeframe for Repairs

Routine maintenance and playground repairs are performed by DPR employees. According to DPR officials, work orders are prioritized<sup>10</sup> by the Supervisor of Mechanics or by DPR supervisors and managers. However, there is no standardized timeframe for each type of repair. During the course of our fieldwork, we noted a lack of standard timeframes and inconsistencies for remediating similar types of deficient conditions. For example, the timeframe to repair trip hazard pavement ranged from one to 270 days and removing large hanging branches from seven to 383 days. DPR officials explained that the differences in the turnaround time could have been caused by availability of staff and material resources or weather.

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, which 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

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<sup>10</sup>Work orders are prioritized using a number system from 01 to 05, in which 01 has the lowest priority and 05 has the highest.

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 IA are considered hazardous and must be remediated within four weeks (i.e., 30 days).

Of the 136 unresolved work orders listed in AMPS, we found 32 work orders generated by the District supervisors during their routine inspections that likely may have been classified as IAs if found by PIP 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 32 cases remained open in AMPS for periods ranging from 197 days to 540 days as of September 26, 2012<sup>11</sup>.

On December 28, 2012, DPR officials provided documentation for the 32 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 32 cases, one was remediated prior to September 24, 2012. Of the remaining 31 work orders, five were cancelled/rejected, five are still open, and 22 were completed and closed out in AMPS after September 24, 2012.

## 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.”

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<sup>11</sup> See Appendix III for the list of 32 work orders.

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 the Bronx issued 6,040<sup>12</sup> work orders within a 12-month period (April 2011 to March 2012). Of these, 136 work orders (2 percent) were listed as open as of September 24, 2012. All were open for more than 100 days. These 136 work orders range from minor maintenance items (e.g., clogged drains) to potentially hazardous conditions (e.g., large dead tree limb above active area and sharp edges on play equipment). (See Table III)

**Table III**  
Outstanding Work Orders as of September 24, 2012

Days Open	Work Orders	Percentage
501 days and up	27	20%
401-500 days	37	27%
301-400 days	37	27%
201-300 days	29	21%
100-200 days	6	5%
<b>Total</b>	<b>136</b>	<b>100%</b>

## Open Work Orders Not Tracked

We requested justification for 50 of the 136 open work orders. After our request, District offices revised the status of four out of the 50 work orders to “complete.” The remaining 46 work orders that remained open including cracked pavement repair/replacing safety surfaces, installing window guards inside comfort station, and replacing bench slates. As of September 24, 2012, the 136 work orders were open between 180 and 542 days. Additionally, we identified 27 work requests that were initiated between April 2011 and March 2012, but these 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

<sup>12</sup> Of 6,040 work orders, 5,432 are shown as completed, 136 as open, 27 as work requests, 46 as cancelled, and 399 as rejected.

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.”

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 June 2009<sup>13</sup>, 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 5,432 work orders that were reported as completed, we found that 113 (2 percent) work orders have inaccurate dates. The individual completion dates on the report generated by AMPS were earlier than the work order issuance dates. According to DPR’s officials, these work orders were created subsequent to the completion of work. Because AMPS prevented users from backdating, the actual date was recorded as the work order issuance date.

## Recommendation

DPR should:

9. Create work orders 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 being completed to effectively monitor, track, and allocate resources.

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<sup>13</sup> 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.

## 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 April 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 the Bronx Borough Chief of Operations.

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 lists of playgrounds cleaned in March 2012 for each of the 16 District Offices in the Bronx.

To determine if the work orders were completed in a timely manner, we requested a summary report for all work orders issued from April 2011 to March 2012, and we analyzed the time lapse for these work orders based on the issuance date and the 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 out of the 136 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 the Bronx from April 2011 to March 2012 and analyzed the time lapse of the IAs based on when the IAs were issued and the resolved. To determine the reasons why IAs were not resolved within 30 days, we requested additional documentation from DPR officials for those 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	Prop/Fac/Feat Description	Description*	Date Created	Date Completed	# days Elapsed
1	544754	Playground One Thirty Four CXXXIV	trip hazard at top of steps by HBCT-gd	11/15/2011	12/15/2011	31
2	544758	Playground One Thirty Four CXXXIV	trip hazard 10ft long by curb on Bruckner blvd- in front of HBCT-gd	11/15/2011	12/15/2011	31
3	545736	St Mary's Plgd South	trip haz on by curb and parking sign 1ft x 1- gd "S"	11/19/2011	12/20/2011	31
4	510709	Mott Playground	bevel trip hazard at entrance to hbct from plg, 3"X 2&apos;. DD	7/16/2011	8/17/2011	32
5	575084	Virginia Playground	uplifted side walk plus 2 inch drop around tree pit at entrance to plgnd	2/26/2012	3/29/2012	33
6	524499	Colucci Playground	remove uprooting tree near bocce court - hazardous TB	9/1/2011	10/4/2011	34
7	543903	Abigail Playground	trip haz on step in back by HBCT- metal missing -gd w	11/12/2011	12/15/2011	34
8	516437	Van Cortlandt Park-Woodlawn Playground	One inch gap at top of spiral slide- entanglement hazard - pic - BK	8/3/2011	9/6/2011	34
9	544769	Pulaski Park	trip hazard 5ft long by curb on Bruckner blvd- in front of entrance -gd	11/15/2011	12/20/2011	35
10	547547	Garrison Playground	trip hazard by sitting area in playground SP "W"	11/27/2011	1/3/2012	38
11	537465	Garrison Playground	deep holes in steps at entrance to plgd-and trip haz a curb- gd	10/22/2011	11/28/2011	38
12	578158	Behagen Playground	repair 10&apos; ft long trip hazard on sidewalk of tinton av adj 166 st. ar	3/5/2012	4/12/2012	39
13	533991	Washington Park	repair protruding upraised safety surface 1 1/2in & gap in surface c.s	10/9/2011	11/17/2011	40
14	537260	Fountain Of Youth Playground	second set of steps entrance concrete broken off step-metal showing- 4ft-gd	10/21/2011	11/30/2011	40
15	541897	I-Am-Park	trip hazard on 2nd flight on steps and sidewalk- 3ft x 4ft areas- gd	11/4/2011	12/15/2011	42
16	581410	Gouverneur Playground	trip hazard@170st.sd/wk by last game table FV	3/14/2012	4/25/2012	43
17	559593	Zimmerman Playground	raise tree pit 2in trip hazard on ollinville ave one of previous three	1/11/2012	2/23/2012	44
18	511872	Richman (echo) Park-Upper	replace worn links on suspension bridge 2/3 worn and loose or worn (K.W.510978	7/19/2011	9/6/2011	49
19	460501	Wakefield Playground	ramp ground has multiple spots that are badly deteriorated needs repairs th	5/25/2011	7/13/2011	49
20	572755	Gouverneur Playground	repair 3 different ankle turn hazards on sidewalk by 3rd av side.ar	2/20/2012	4/9/2012	50
21	540408	Half-Nelson Playground	broken hanging Branch near play area (K.W>0	10/30/2011	12/19/2011	50
22	553047	Fountain Of Youth Playground	trip hazard at top of stairs raised 2" middle entrance-gd	12/17/2011	2/10/2012	55
23	461582	Franz Sigel Park-Franz Sigel Park	step leading off play equipment collapsed in on itself - Pic attached	5/27/2011	7/22/2011	57
24	481970	Bridge Playground	Remove trip hazards/ankle turns. broken slat around mnt.	6/18/2011	8/19/2011	63
25	581761	Morris Mesa	S/S sunken about 2" causing trip hazard &w&apos;	3/15/2012	5/17/2012	64
26	573175	Space Time Playground	large dip in paved surface in school yard. trip hazard. please level surface	2/21/2012	4/25/2012	64

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	Work Order	Prop/Fac/Feat Description	Description*	Date Created	Date Completed	# days Elapsed
27	440081	Patterson Playground	1&apos; Trip Hazard on Morris Ave s/w by sewer cover SE	5/5/2011	7/8/2011	65
28	552580	Goble Playground	ankle-turn hazard; missing joint fill material L.F "S"	12/15/2011	2/17/2012	65
29	563384	Saw Mill Playground	sharp edge on slide pole on playequipment SP !!!	1/25/2012	3/31/2012	67
30	510978	Richman (echo) Park-Upper	replace worn links on suspension bridge 2/3 worn and loose or worn (K.W.510978	7/17/2011	9/23/2011	68
31	554725	Gouverneur Playground	at least 5 trip/ankle turn along 3rd.ave.sd/wk parallel to bb/crt.fv	12/24/2011	3/2/2012	70
32	546842	Crotona Park-Playground Of The Stars	remove large broken branch overlapping p/e area-it lines up with building#1477	11/23/2011	2/13/2012	82
33	558830	Melrose Playground	sharp pertruting edges on playequipment SP	1/9/2012	3/31/2012	83
34	424902	Bronx Park-River Park	Trip hazard s/w E180st between bronx st & boston rd J.M. D.a.	4/21/2011	7/15/2011	85
35	416529	Mosholu Parkway (2.miles)-Knox-gates Playground	post set trip hazard, appox 2"x 1ft, pm	4/12/2011	7/13/2011	92
36	545735	I-Am-Park	trip haz on 1st flight going in at entr jackson - 4ft long - gd "S"	11/19/2011	2/21/2012	94
37	541898	St Mary&apos;s Plgd South	trip hazard on surface by fence & PE on right hand side7ft long-gd	11/4/2011	2/8/2012	97
38	541906	St Mary&apos;s Playground West	2+ 2ft long trip hazard by bench by facing tennis ct 5th bench- gd	11/4/2011	2/8/2012	97
39	548926	St Mary&apos;s Playground East	concrete sidewalk slab raised 3" bysm gate a HBCT entr on jackson and ramp - gd	12/2/2011	3/9/2012	98
40	556142	Van Cortlandt Park-Southwest Playground	Large limb broking hanging over large adventure equipment. GD	12/30/2011	4/6/2012	99
41	541486	Bronx River Parkway-Olinville Playground	remove large dangling limb above play equip. and basketball crt K.L.	11/2/2011	2/13/2012	104
42	424827	Playground 52 LII	2 1&apos; trip hazards at HBCT SE	4/20/2011	8/4/2011	106
43	559950	Aqueduct Walk-Aqueduct Lands Playground	hanging tree limb over play equipment	1/12/2012	5/3/2012	112
44	582946	Mullaly Park-Mullaly Playground (2)	spiral slide stress cracks & pitted. Lose at bottom. DD	3/18/2012	7/10/2012	114
45	446356	Rev J Polite Playground	2 1/2&apos; trip hazard to women&apos;s c/s	5/10/2011	9/1/2011	115
46	425448	Vidalia Park	repair several trip hazards/ sw on e 180 st approx 20 linear ft da	4/22/2011	8/23/2011	124
47	543898	Willis Playground	trip hazard at entr 141st 6ft long by curb- and spray showers-gd	11/12/2011	3/15/2012	124
48	543906	Willis Playground	trip hazard by curb 141 street 2 sections 5ft long	11/12/2011	3/15/2012	125
49	540894	Melrose Playground	sharp/jagged edge s.p.	11/1/2011	3/8/2012	128
50	546887	Mullaly Park-Mullaly Park (1)	hanging tree limb above s/f on (n)side -see caution tape L.F	11/24/2011	4/2/2012	130
51	545579	Fountain Of Youth Playground	trip haz-6ft-at curb by 2nd and 3rd ent- top of stairs 2nd ent- spray shower -gd	11/19/2011	3/28/2012	131
52	542541	Patterson Playground	trip hazard on path by flag pole	11/6/2011	3/15/2012	131
53	538103	Melrose Playground	sharp/jagged edge s.p.	10/23/2011	3/8/2012	137
54	574163	Space Time Playground	large dip in paved surface in school yard. trip hazard. please level surface	2/24/2012	7/11/2012	138
55	588461	Pulaski Park	steps broken off inside play area- 2ft and 2" trip haz-gd	3/29/2012	8/16/2012	140
56	457149	Crotona Park-Crotona Playground (1)	large very dead limbs next to K swings FV	5/22/2011	10/26/2011	157
57	567035	Little Claremont Park	repair trip hazard around hydrant and sidewalk edge of park av.ar	2/6/2012	7/19/2012	165
58	536574	Melrose Playground	PE split open- damage- 2 sections - gd	10/18/2011	3/31/2012	166

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	Work Order	Prop/Fac/Feat Description	Description*	Date Created	Date Completed	# days Elapsed
59	565754	St Mary's Playground West	trip hazard tree pit uplifted concrete slab SP !!!	2/1/2012	7/16/2012	167
60	570721	Aqueduct Lands-Morton Playground	Patch trip hazard by plgd entrance on University Ave side MH	2/16/2012	8/2/2012	168
61	549590	Nelson Playground	repair replace wcs stall wall rusted sharp metal. dd	12/5/2011	5/23/2012	171
62	537405	Dunbar Playground	damaged cement flag/trip hazard @163rd.&Trinity Ave.adj.to ballfield-gate FV s	10/21/2011	4/9/2012	172
63	586553	Drew Playground	sharp edges/cracked retaining wall@entrance ramp FV	3/25/2012	9/17/2012	176
64	566202	Pulaski Park	step pillar broken and coming loose-gd	2/3/2012	8/7/2012	187
65	540368	Hunts Point/PS48 Playground	cut up and remove large fallen tree in play area JL.	10/30/2011	5/8/2012	192
66	580566	People's Park	wall is sharp/jagged SP !!!	3/12/2012	9/24/2012	196
67	514057	Crotona Park-Crotona Playground (1)	remove4 dead limbs k swings area.ar	7/27/2011	2/13/2012	201
68	557796	Patterson Playground	trip hazard by curb -curb missing - 8ft long both areas-college ave by plgd-gd	1/4/2012	8/16/2012	225
69	537205	Mazzei Playground	two large dead branches over side walk	10/21/2011	6/6/2012	230
70	515646	Cedar Playground	large dead limbs over basket ball backboard. af	8/1/2011	3/22/2012	234
71	494336	Cauldwell Playground	dead limb over active area	6/24/2011	2/13/2012	235
72	552657	Daniel Boone Playground	trip hazard @W.Farms sd/wk near corner	12/15/2011	8/15/2012	245
73	543878	People's Park	trip hazard at sidewalk by box- 3 x 4ft area 2 sections-gd	11/12/2011	7/16/2012	247
74	543882	Saw Mill Playground	trp haz 139-140 sidewalks / by dugout- by PE-gd	11/12/2011	7/16/2012	248
75	545933	Arcilla Playground	please remove trip hazard by tree pit in "J" swing area,LAR "w"	11/20/2011	8/1/2012	255
76	558642	Saw Mill Playground	trip hazard at 140th side -3 sections crb uplifted 2"+ 2ft long each section- gd	1/7/2012	9/24/2012	261
77	543860	Captain Rivera Playground	hole in HBCT surface-trip hazards at curb, by comfort station, & work out PE -gd	11/12/2011	8/9/2012	271
78	523905	Matthews Muliner Playground	remove dead limb entrance to basketball handball courts	8/31/2011	6/11/2012	286
79	523388	St Mary's Plgd South	Very large limb down over play equipment 08-29-2011 S.P.	8/29/2011	6/14/2012	291
80	423566	Story Playground	large dead limb over side walk. can fall on parked vehicles. story ave side.kw	4/19/2011	4/24/2012	371
81	511582	Ciccarone Park	Dead branch hanging over k swings approx.20ft. length x6in dia J.M.	7/18/2011	8/3/2012	383

**Immediate Attentions that Required Over 30 Days to Resolve as of April 1, 2012**

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

	Site Name	Priority	Feature	Hazard*	Date	Date Completed	# Days Elapsed
1	LITTLE CLAREMONT PARK	2	Paved Surfaces	Trip hazard due to	10/3/2011	11/3/2011	31
2	PLAYGROUND FOR ALL CHILDREN	1	Trees	Large, dangling limb over	2/17/2012	3/19/2012	31
3	PLAYGROUND FOR ALL CHILDREN	1	Trees	Large, dangling limb over	2/17/2012	3/19/2012	31
4	AQUEDUCT LANDS PLGD	2	Trees	Dangling limb over	1/11/2012	2/13/2012	33
5	AQUEDUCT LANDS PLGD	2	Trees	Dangling limb over	1/11/2012	2/13/2012	33
6	GARRISON PLAYGROUND	2	Trees	Large dead limbs above active area	6/16/2011	7/21/2011	35
7	NOBLE PLAYGROUND	2	Lawns	Trip hazard due to	9/26/2011	11/1/2011	36
8	PARQUE DE LOS NINOS	2	Trees	Dangling limb over	12/22/2011	1/30/2012	39
9	WILLIS PLAYGROUND	2	Paved Surfaces	Ankle turn hazard(s) in active	11/7/2011	12/22/2011	45
10	PROSPECT PLAYGROUND	2	Sidewalks	Trip hazard due to	8/12/2011	10/1/2011	50
11	PROSPECT PLAYGROUND	2	Paved Surfaces	Trip hazard due to	8/12/2011	10/1/2011	50
12	BRIDGE PLAYGROUND	2	Paved Surfaces	Slippery condition resulting from	10/3/2011	2/9/2012	129

Inconsistent Categorization of Possible Immediate Attentions

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

	Prop/Fac/Feat Description	Work Order	Description*	Date Created	# Days Elapsed as of 9/24/12	Current Status as of 12/28/12
1	Arcilla Playground	580394	re-surface both sides of HBCT wall un-playable - too uneven. DD	3/11/2012	197	Open
2	Watson Gleason Playground	568318	several dead limbs on west perimeter adjacent to swings	2/11/2012	226	Open
3	St Mary's Playground West	568326	tree uplifting pavement 2"+ by tennis court/benches-gd	2/11/2012	226	Rejected
4	Bronx Park-Waring Playground	567153	two dangling limbs fence line basketball court and play equipment c.kelly	2/6/2012	231	Completed
5	Merriam Playground-Merriam Playground. (lower)	561236	E168 University Ave; rusted & badly damaged WIF; potential safety hazard L.F	1/17/2012	251	Completed
6	Eastchester Playground	559597	large dead branch over J swings many other dead branches hbct	1/11/2012	257	Completed
7	Plimpton Playground	553439	please repair stress cracks on adventure equip. slide,LAR	12/18/2011	281	Completed
8	Bronx Park-Ben Abrams Playground	552551	Please weld spiral climbing pole on play equipment	12/15/2011	284	Cancelled
9	Nelson Playground	552419	reattach WIF beam unit (also look for yellow tape) L.F	12/14/2011	285	Completed
10	Van Cortlandt Park-Sachkerah Woods Playground	551064	patch trip hazard inside play area vg	12/9/2011	290	Open
11	Bronx Park-Brady Playground	542760	repair top links on tan rope climbing bridge 50% worn	11/8/2011	321	Completed
12	Claremont Park-Claremont Park	538451	Please repair large pothole (96"x190") on path opposite the north side plyd,LAR	10/24/2011	336	Open
13	Magenta Playground	535833	repair rusted post and repair retaining wall for handrail JS	10/16/2011	344	Completed
14	Horseshoe Playground	532792	Damaged bent fence, HC	10/4/2011	356	Completed
15	Arcilla Playground	528656	Please repair broken slide support, bottom of side,LAR	9/18/2011	372	Completed
16	Fort Four Playground-Fort #4 Playground	527520	prune LRG dead limbs over active S/W on reservoir ave-jf	9/13/2011	377	Completed
17	Bridge Playground	525864	tree cracked in half limb hanging down- sitting area	9/7/2011	383	Completed
18	Plimpton Playground	525174	Repair worn chain ladder links on both adventure equipment,LAR	9/6/2011	384	Completed
19	Mosholu Parkway (2.miles)-Knox-gates Playground	521986	prune LG dead limb over PLGD active area jf	8/22/2011	399	Rejected
20	Arcilla Playground	521516	remove dead limb over benches facing JR. adventure equip. - JFM	8/21/2011	400	Completed
21	Merriam Playground (upper)-Merriam Playground (upper)	521247	remove hanger & dead limbs from tree over adv equip. by stairs. DD	8/20/2011	401	Rejected
22	Bronx River Parkwy-Parque De Los Ninos	515110	please remove dead limbs from several trees over benches near play equipment	7/31/2011	421	Completed
23	Taylor Playground	513440	Taylor - repair PE bridge	7/26/2011	426	Completed

## APPENDIX III

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	Prop/Fac/Feat Description	Work Order	Description*	Date Created	# Days Elapsed as of 9/24/12	Current Status as of 12/28/12
24	Nelson Playground	511146	weld brackets on backside of no. bleacher separating & sharp rusted metal. dd	7/17/2011	435	Completed
25	Bronx River Parkwy-Parque De Los Ninos	511096	2 holes in p/e potential cut hazard	7/17/2011	435	Cancelled
26	Mosholu Parkway (2.miles)-Knox-gates Playground	506424	Remove multiple dead limbs above playground - GL	7/1/2011	451	Completed
27	Poe Park	485129	Replace and repair 24 ft" of split rail fence by visitor center – GL	6/20/2011	462	Completed
28	Bailey Playground	476167	cut dead branches over j-swings and ply area.611/11 D.w	6/11/2011	471	Completed
29	Zimmerman Playground	457744	Tree by landing of stairs has badly rotting trunk: remove Olinville Ave (20ft)	5/22/2011	492	Open
30	Space Time Playground	421663	please re-secure s/s under k-swings and j-swings.kw	4/17/2011	526	Completed
31	Pelham Bay Park-Playground For All Children	415712	overhead slide handle missing	4/11/2011	532	Completed
32	Playground 174	404742	play equipment has wood rot on several planks. plus 1 pipe rail needs rpl.kw	4/3/2011	540	Completed**

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



Liam Kavanagh  
First Deputy Commissioner

T 212.360.1307  
F 212.360.1347

E [liam.kavanagh@parks.nyc.gov](mailto:liam.kavanagh@parks.nyc.gov)

ADDENDUM  
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City of New York  
Parks & Recreation

The Arsenal  
Central Park  
New York, NY 10065  
[www.nyc.gov/parks](http://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

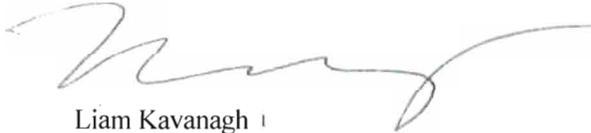
disagree with the finding that Parks did not resolve work orders in a timely manner. At the time the preliminary draft reports were issued for all boroughs, 88% of work orders were completed (18,600), and 87% of those completed work orders were closed out within 90-Days (16,099).

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.