

**Performance Audit:  
Department of Parks & Recreation  
Parks Maintenance**

**July 2017**

**City Auditor's Office  
City of Atlanta**

**File #17.03**





**CITY OF ATLANTA**  
City Auditor's Office  
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## ***Why We Did This Audit***

We undertook this project because the Office of Parks scored relatively high in our 2015 risk assessment. Primary risk factors included size and complexity, spending on capital outlay and commodities, budget-to-actual variances, and relatively high overtime, injury on the job, and sick leave hours.

## ***What We Recommended***

To ensure city parks are maintained to performance and safety standards, Parks should:

- Review safety conditions and promptly initiate repairs according to procedures.
- Compare annual inspections year-to-year and report carryover issues to management.
- Develop a maintenance classification system that outlines how each park type will be maintained according to size and amenities.
- Assign all parks maintained by city crews to a park district.
- Clearly identify all decommissioned parks.
- Annually inspect parks maintained by partnerships.
- Formally document present and future partnership agreements and update the list annually.
- Clarify the operations manual to require that supervisors and district managers inspect parks throughout the year and report their findings year-round.
- Monitor inspection results to assess whether staffing levels are adequate to meet performance standards.
- Clarify expectations regarding cleanliness of natural areas.
- Update the standards and inspection forms to include pest management.

For more information regarding this report, please use the "contact" link on our website at [www.atlaudit.org](http://www.atlaudit.org)

# ***Performance Audit:***

## **Parks Maintenance**

### ***What We Found***

We inspected a sample of 40 parks using the Department of Parks and Recreation's quality assessment form, which establishes a high standards rubric. The average score for the parks we inspected was 73%. Fifteen of the 40 parks we inspected scored below 70%, indicating the park was in poor condition. Ten parks scored between 70% and 80%, indicating the park needed improvement, and fifteen parks scored 80% or better, indicating the park was in good or excellent condition. We observed cleanliness and tree maintenance problems at most parks we inspected. Most play surfaces were in good to excellent condition.

Small parks—those of one acre or less—in our sample scored higher than larger parks. While the parks' condition varied by six percentage points among maintenance districts, parks in our sample that are maintained by third parties scored an average of 15 percentage points better than the sample parks maintained by city crews.

The department's annual quality inspection scores were generally higher and showed less variation than our inspection scores. Differences in results could relate to the timing of inspections. We didn't assess turf and bed maintenance because we visited parks during the off-season. Also, accumulated leaves, which were a problem at nearly all parks we visited, are less likely to be present during mowing season when the department conducts its annual inspections.

Supervisors attributed poor park conditions to the lack of staff. The department increases parks maintenance staffing during mowing season, but staffing during the off-season may not keep up with year-round needs. Most parks in our sample had few inspections documented during the off-seasons in 2015 and 2016. The Office of Parks collected about half as many inspections as would be expected on a ten-day cycle. The department paid parks maintenance employees over \$540,000 in overtime in 2015 and 2016. Park supervisors were paid about half of the overtime. The department added 12 full-time parks maintenance positions in the fiscal year 2017 budget, but filled the positions in March, after we conducted our inspections.

## Summary of Management Responses

**Recommendation #1:** We recommend the Commissioner of Parks ensure that employees are following procedures to review safety conditions and promptly initiate repairs.

**Proposed Action:** During the Crew Supervisor training during the Spring of 2017, employees received additional training on the Department's work order procedures to be effective in reporting and completing all service requests. Staff will continue to have the ability to contact Parks Customer Service to report service requests either by telephone or email. Our Management Services Office (MSO) will implement an additional review of the Department's performance as it relates to service request completion by tasks and districts. **Agree**

**Timeframe:** November 2017

**Recommendation #2:** We recommend the Commissioner of Parks compare annual inspections year-to-year and develop a report for department management reflecting the status of carryover issues.

**Proposed Action:** Once annual inspections are completed, the Management Services Office (MSO) will provide the Department's senior leadership team with a year-to-year comparison report to reflect status of carryover issues. **Agree**

**Timeframe:** December 2017

**Recommendation #3:** We recommend the Commissioner of Parks develop a maintenance classification system that outlines how each park type will be maintained according to size and amenities.

**Proposed Action:** The Department recognizes that our current park inspection tool and maintenance schedule does not account for the varying inventory of our park system (including size and types of amenities) and our typical season (April through October). The Department is currently piloting a revised approach of our ten (10) day maintenance cycle. We will evaluate the success of the pilot to develop a maintenance classification system that outlines park type and considers seasonal nature of our work. **Agree**

**Timeframe:** February 2018

|                           |  |              |
|---------------------------|--|--------------|
| <b>Recommendation #4:</b> | We recommend the Commissioner of Parks assign all parks maintained by city crews to a park district to ensure routine maintenance is performed consistently and to the department's standards.   |              |
| <b>Proposed Action:</b>   | All parks maintained by city crews are currently assigned to a park district. Crews are organized by districts: Northwest Parks, Northeast Parks, Southwest Parks, Southeast Parks, Oakland Cemetery, Greenhouse, BeltLine, and Ballfields. The Office of Park Design will work with Office of Parks to ensure the current list of maintained parks is accurate and reflective of any changes made as a result of implementing recommendation #3.  | <b>Agree</b> |
| <b>Timeframe:</b>         | February 2018  |              |
| <b>Recommendation #5:</b> | We recommend the Commissioner of Parks clearly identify all decommissioned parks.  |              |
| <b>Proposed Action:</b>   | The Office of Park Design maintains a master list with a full inventory of all city parks. This list includes parks which are not developed yet, decommissioned for active use, maintained through partners and other city agencies, and/or serve as conservation easements and/or forested properties. As we implement changes based on recommendation #3, we will incorporate an appropriate maintenance schedule for these types of properties. | <b>Agree</b> |
| <b>Timeframe:</b>         | February 2018  |              |
| <b>Recommendation #6:</b> | We recommend the Commissioner of Parks annually inspect parks that are maintained by partnerships.   |              |
| <b>Proposed Action:</b>   | The Department works with a variety of partners to help maintain many of the City's parks. Many of those parks are part of our annual inspection program. However, several beauty spots maintained by neighborhoods are too numerous and underutilized to necessitate an annual inspection. The Department will audit a sample size of these properties for an annual inspection.  | <b>Agree</b> |
| <b>Timeframe:</b>         | December 2017  |              |
| <b>Recommendation #7:</b> | We recommend the Commissioner of Parks formally document present and future agreements between all entities and persons who maintain city parks and update the list annually.  |              |
| <b>Proposed Action:</b>   | The Department has compiled a list of MOUs, partnerships, and lease agreements established between the City and its conservancies, friends of park groups, and organizations. The Management Services Office (MSO) will update the list to include timeline for renewals to ensure compliance with the terms of each contract.   | <b>Agree</b> |
| <b>Timeframe:</b>         | November 2017  |              |

|                            |  |              |
|----------------------------|--|--------------|
| <b>Recommendation #8:</b>  | We recommend the Commissioner of Parks ensure that supervisors and district managers inspect parks throughout the year.  |              |
| <b>Proposed Action:</b>    | Crew Supervisors currently inspect parks during the Department's typical season. A schedule will be created for off-season inspections that will include a different inspection schedule and park inspection tool/evaluation.  | <b>Agree</b> |
| <b>Timeframe:</b>          | November 2017  |              |
| <b>Recommendation #9:</b>  | We recommend the Commissioner of Parks clarify the operations manual to require park supervisors to report routine inspections year-round.   |              |
| <b>Proposed Action:</b>    | The Department will update all park policies and procedures to reflect current operations and include the appropriate standard regarding year-round inspections.   | <b>Agree</b> |
| <b>Timeframe:</b>          | February 2018  |              |
| <b>Recommendation #10:</b> | We recommend the Commissioner of Parks monitor inspection results throughout the year to assess whether staffing levels are adequate to meet performance standards.  |              |
| <b>Proposed Action:</b>    | The Department will update its policies and inspection standards and tools to reflect the seasonal nature of our work flow.  | <b>Agree</b> |
| <b>Timeframe:</b>          | February 2018  |              |
| <b>Recommendation #11:</b> | We recommend the Commissioner of Parks clarify expectations regarding cleanliness of natural areas.  |              |
| <b>Proposed Action:</b>    | This recommendation will be assessed in conjunction with recommendation #3.  | <b>Agree</b> |
| <b>Timeframe:</b>          | February 2018  |              |
| <b>Recommendation #12:</b> | We recommend the Commissioner of Parks include pest management expectations on the inspection form and the standards used by park staff to evaluate the condition during the routine inspections.  |              |
| <b>Proposed Action:</b>    | Pest and herbicide control is currently performed on all ballfields. In addition, pest control management is responded to as service requests received by the Department. Our policies and inspection tool will be updated to include current pest control management practices. | <b>Agree</b> |
| <b>Timeframe:</b>          | March 2018   |              |



# CITY OF ATLANTA

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AUDIT COMMITTEE  
Marion Cameron, CPA, Chair  
Cheryl Allen, PhD, CPA  
Daniel Ebersole

July 17, 2017

Honorable Mayor and Members of the City Council:

We undertook this audit of parks maintenance to assess whether the Department of Parks and Recreation has maintained city parks and playgrounds to its performance standards and industry benchmarks. Our recommendations are intended to ensure city parks are maintained to performance and safety standards. The department agreed with all of our recommendations. The commissioner's response is appended in Appendix C.

The Audit Committee has reviewed this report and is releasing it in accordance with Article 2, Chapter 6 of the City Charter. We appreciate the courtesy and cooperation of city staff throughout the audit. The team for this project was Micheal Jones, Randi Qualls, Ivy Williams, and Diana Lynn.

Amanda Noble  
City Auditor

Marion Cameron  
Chair, Audit Committee





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# Parks Maintenance

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# Introduction

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The Department of Parks and Recreation manages 366 parks covering 4,805 acres. The Office of Parks is responsible for maintenance services for all parks and facilities, including mowing, blowing, trimming, tree cutting, trash removal, and repairs. We undertook this project because the Office of Parks had the seventh highest risk score in our 2015 risk assessment. Primary risk factors included size and complexity, spending on capital outlay and commodities, budget-to-actual variances, and relatively high overtime, injury on the job, and sick leave hours.

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## Background

The Department of Parks and Recreation is responsible for designing, planning, and maintaining parks, playgrounds and recreation centers for the city. The department consists of four offices:

- Office of Parks
- Office of Recreation
- Office of Park Design
- Office of Management Services

The Office of Park Design plans the city's parks and recreation centers and maintains records of park assets. The Office of Parks is primarily responsible for maintaining all parks and related amenities. The department classifies parks by size and general use and development (see Exhibit 1).

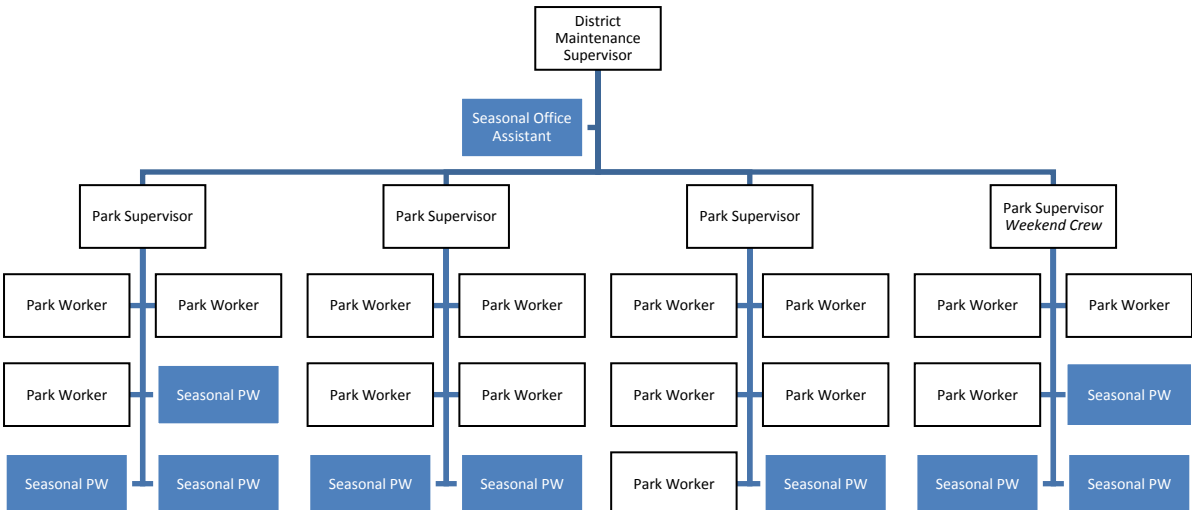
**Exhibit 1: Classification Distinguishes Parks by Use and Development**

| <b>Beauty Spot</b>      | <b>Landscaped site</b>   | <b>163 parks</b> |
|-------------------------|--|------------------|
| <b>Neighborhood</b>     | Serve local recreational needs, within a 0.5 mile walkable network   | 71 parks         |
| <b>Community</b>        | Support organized programming with staff, typically contain facilities   | 44 parks         |
| <b>Block</b>            | Small site containing limited amenities, such as a playground  | 37 parks         |
| <b>Nature Preserve</b>  | Primarily natural areas with amenities facilitating interpretation   | 16 parks         |
| <b>Conservation</b>     | Managed for environmental protection, but open to public access  | 16 parks         |
| <b>Regional</b>         | Major revenue generating sites that draw significant portion of users and tourists   | 11 parks         |
| <b>Special Facility</b> | A structure or tract of land that is managed by parks that serves no current recreational purpose but may be used for recreation in the future | 6 parks          |
| <b>Community Center</b> | Stand-alone facility leased to a community service group that provides social services   | 2 parks          |

**Source:** Office of Park Design

**Parks maintenance staffing is seasonal.** The Office of Parks uses full-time regular employees throughout the year and hires seasonal employees from April through October to assist with the increased maintenance needs and patronage of city parks. The Office of Parks separates the city into four geographic park districts (NE, NW, SE, and SW) with a maintenance team for each district. The full-time team has one district maintenance supervisor, three to five park supervisors and various park workers. Typically, each district receives ten seasonal employees, which are spread among the crews and include one seasonal office assistant (see Exhibit 2). The Office of Parks also includes a skilled services division and a forestry division. The skilled services division comprises five teams: electrical, maintenance mechanics, HVAC, plumbing, and general skilled services. Each team has a supervisor and three to five mechanics. The forestry division comprises five teams, each with a supervisor and two to three tree trimmers.

**Exhibit 2: About 30% of Maintenance Crews are Seasonal Employees**



**Source 1:** Sample Organizational Chart created from Department's 2016 Original

**What is parks maintenance?** The Office of Parks is responsible for providing maintenance and repair services to all parks and properties built by the Office of Parks Design. The department categorizes maintenance activities as routine services or skilled services. Most of the Office of Parks’ work is routine services, which include mulching, mowing, pruning, weeding, removing litter, and picking up garbage. Skilled services include removing graffiti, painting, plumbing, and repairing fixtures, HVAC, or electrical services for parks and related amenities. Forestry is responsible for tree maintenance and cutting for the department.

Parks maintenance crews conduct routine maintenance following an annual two week mowing schedule. Along with mowing, which occurs seasonally from the beginning of April to the end of October, maintenance crews provide year-round maintenance services for parks and park amenities, such as playgrounds, basketball and tennis courts, and pavilions. The department publishes the two-week mowing schedule for public viewing on its website at the beginning of each mowing season. Depending on estimated park use, maintenance crews may remove trash and litter anywhere from daily to weekly. The department's operations manual recognizes off-season maintenance, starting at the beginning of November and ending in March. Weather conditions during the off-season may prevent parks workers from completing routine maintenance according to schedule, and parks supervisors can discontinue the 10-day cycle, as necessary.

**Supervisors and managers inspect the quality of maintenance work.** The department's operations manual requires parks supervisors to assess the quality of parks maintenance using a routine inspection form within one day of a park being serviced by the maintenance crew. Using a rating system of one to five points, supervisors rate the condition of various categories of the park such as turf, limbs, shrubs and beds, natural areas, graffiti, litter, garbage cans, and sidewalks. Park supervisors inspect park buildings and shelters; drinking fountains; bleachers and benches; and drainage, signage, playgrounds, and electrical and lighting. Additional quality standard categories include fire ant and insect control and lakes, streams, and rivers. According to the manual, parks supervisors should inspect and level safety surfacing on each visit, and complete quarterly inspections of playground areas. District managers are required to select two random parks each month to verify inspection results.

**A park inspector conducts an additional annual quality control review.** As an additional level of quality control, the department requires a park inspector to conduct an annual review of each city park and a quarterly inspection of each playground. The park inspector's annual inspection form uses the same performance standards as the park supervisors' routine inspection form, but the scoring is different. The supervisors' form is condensed by category, while the inspector's form records a score for each applicable criterion within a category.

**Partner agencies help maintain the parks.** The Office of Parks engages in partnerships with organizations such as conservancies, friends of the parks groups, and local neighborhoods that have

agreed to maintain the park for the city. According to the department, the partnerships with conservancies, friends of park groups, Park Pride, and other organizations helps prioritize spending and resources on the highest value areas where focused public resources will have the most significant impact fulfilling the department's mission to "provide safe and exceptional parks through effective leadership, collaboration, and innovative thinking." The purpose of these partnerships is to relieve the strain on department staff to provide exceptional services to park users. A study conducted by the Trust for Public Land defined conservancies as "private, nonprofit park-benefit organizations that raise money independent of the city and spend it under a plan of action mutually agreed upon by the government." The city retains ownership of the land and ultimate authority over everything that happens in and to the park.

The department also maintains a partnership with Park Pride, a non-profit organization that works with communities throughout the metropolitan Atlanta area to improve the conditions of parks. The Office of Parks shares office space with Park Pride, provides equipment for Friends of the Park initiatives, and manages volunteer clean-up and maintenance activities. Park Pride uses volunteer programs and service hours initiatives to enhance the city's parks.

**Parks is nationally recognized as a best-in-class agency.** The Department of Parks and Recreation has been accredited since 2009 for its compliance with CAPRA (Commission for Accreditation of Park and Recreation Agencies) standards. Accreditation requires completion of a five-year application process that includes self-assessments and external evaluations by the commission to review evidence that the agency successfully meets national standards of best practices. These standards are statements of desirable practice established by experienced professionals to measure an agency's ability to provide a quality operation. To be accredited, an agency must meet all of CAPRA's 37 fundamental standards and at least 90% of 114 non-fundamental standards. Exhibit 3 lists the topic areas covered by the fundamental standards.

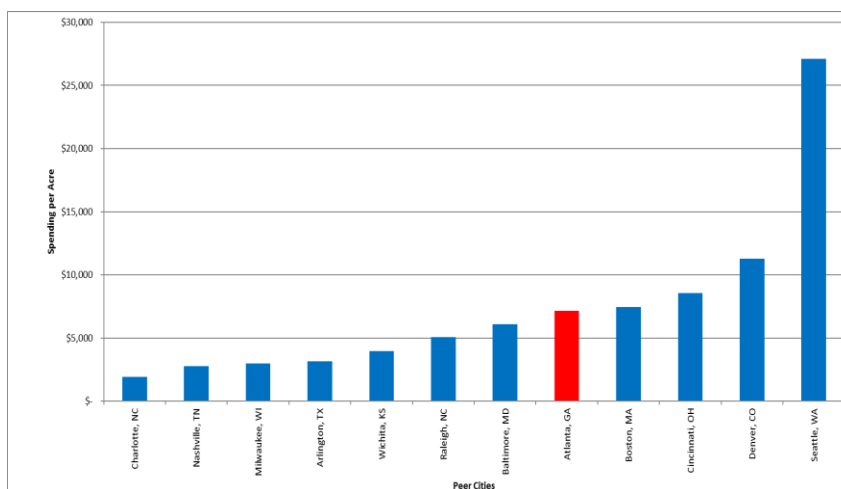
### Exhibit 3: City Must Meet All Fundamental Standards for Certification

|  |   |
|--|---|
| 1.1 Source of Authority                                    | 4.2 Staff Qualifications                                  |
| 1.4 Mission  | 4.3 Job Analyses for Job Descriptions                     |
| 1.4.1 Agency Goals and Objectives                          | 4.4 Chief Administrator                                   |
| 1.5 Vision   | 5.1 Fiscal Policy   |
| 1.6.1 Administrative Policies and Procedures               | 5.1.1 Comprehensive Revenue Policy                        |
| 1.7 Agency Relationships                                   | 5.2 Fiscal Management Procedures                          |
| 2.2 Involvement in Local Planning                          | 5.2.2 Purchasing Procedures                               |
| 2.4 Park and Recreation System Master Plan                 | 5.3 Accounting System                                     |
| 2.5 Strategic Plan   | 5.3.4 Independent Audit                                   |
| 2.9 Community Involvement                                  | 5.4 Annual or Biennial Budget                             |
| 3.1 Organizational Structure                               | 6.1 Recreation Programming Plan                           |
| 3.3 Internal Communication                                 | 6.2 Program Objectives                                    |
| 3.4 Public Information Policy and Procedure                | 6.3.1 Outreach to Diverse Underserved Populations         |
| 3.5.1 Management Information Systems                       | 7.5 Maintenance and Operations Management Standards       |
| 4.1 Personnel Policies and Procedures Manual               | 8.1 Codes, Laws, and Ordinance                            |
| 4.1.1 Code of Ethics                                       | 8.2 Authority to Enforce Laws by Law Enforcement Officers |
| 4.1.3 Equal Opportunity Employment and Workforce Diversity | 8.5 General Security Plan                                 |
| 4.1.5 Background Investigation                             | 9.1.1 Risk Management Plan and Procedures                 |
|  | 10.1 Systematic Evaluation Processes                      |

**Source 2:** CAPRA National Accreditation Standards, pgs. 1-2

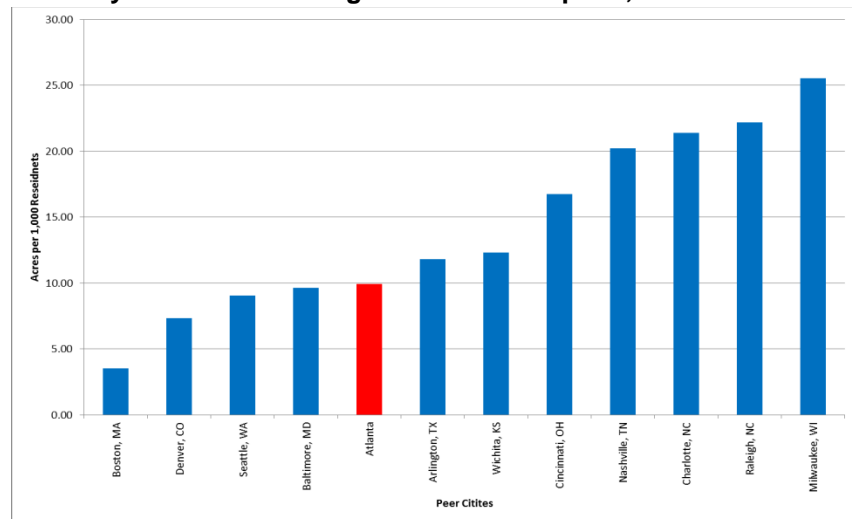
Compared to 11 peer cities, Atlanta's spending per acre was fifth highest in 2015. Total parks department spending in Atlanta in 2015 averaged \$7,143 per acre of parkland, putting it in the middle of the cities the department provided as peers due to similar size, southeastern location, or best-in-class (see Exhibit 4). The cities with higher spending per acre had relatively fewer acres of parkland. Atlanta ranked eighth among the peer cities in acres of parkland per 1,000 residents (see Exhibit 5).

### Exhibit 4: City Spending Per Acre Fifth Highest Among Peer Group



**Source:** Budget data and acreage statistics from 2015 budget report for each represented city used to calculate spending per acre.

**Exhibit 5: City Ranked 8<sup>th</sup> among Peers in Acres per 1,000 Residents**



**Source:** Budget data and acreage statistics from 2015 budget report for each represented city used to calculate spending per acre.

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## Audit Objectives

This report addresses the following objectives:

- Does the Department of Parks and Recreation maintain city parks and playgrounds to performance standards?
- Are problem and safety conditions promptly reported and resolved?
- Is the Department of Parks and Recreation using overtime efficiently?

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## Scope and Methodology

We conducted this audit in accordance with generally accepted government auditing standards. We reviewed records from January 1, 2015, through December 31, 2016, unless otherwise stated.

Our audit methods included:

- interviewing subject matter experts who manage, conduct, or inspect parks and playground maintenance
- interviewing park users and city council staff to identify stakeholder concerns
- inspecting a random sample of 40 parks



- reviewing CAPRA standards and accreditation handbook for certification requirements and industry best practices
- reviewing city code and standard operating procedures related to parks maintenance
- reviewing federal recommendations for playground maintenance standards
- analyzing work order management software records for service request and work order data related to problem and safety condition reporting
- observing parks supervisors who manage routine maintenance
- analyzing overtime and sick leave hours for parks maintenance employees recorded in Oracle

We randomly selected 44 parks, including one of each of the nine park types and a small, medium, and large park within each of the twelve City Council districts. One park was randomly selected in both the park types and council district samples, which reduced the total number of parks selected from 45 to 44. We could not locate four of the parks selected and assessed 40 parks.

Generally accepted government auditing 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.



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## Findings and Analysis

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### Park Conditions Fell Short of Expected Quality Standards

The average score for the parks we inspected was 73%. Fifteen of the 40 parks we inspected scored below 70%, indicating the park was in poor condition, according to the department's quality assessment form, which establishes high standards. Ten parks scored between 70% and 80%, indicating the park needed improvement, and fifteen parks scored 80% or better, indicating the park was in good or excellent condition. We observed cleanliness and tree maintenance problems at most parks we inspected. Most play surfaces were in good to excellent condition.

Small parks—those of one acre or less—in our sample scored higher than larger parks. While the parks' condition varied by six percentage points among maintenance districts, parks in our sample that are maintained by third parties scored an average of 15 percentage points better than the sample parks maintained by city crews.

The department's annual quality inspection scores were generally higher and showed less variation than our inspection scores. Differences in results could relate to the timing of inspections. We didn't assess turf and bed maintenance because we visited parks during the off season. Also, accumulated leaves, which were a problem at nearly all parks we visited, are less likely to be present during mowing season, when the department conducts its annual inspections.

Supervisors attributed poor park conditions to lack of staff. The department increases parks maintenance staffing during mowing season, but staffing during the off-season may not keep up with year-round needs. Most parks in our sample had few inspections documented during the off-seasons in 2015 and 2016. The Office of Parks collected about half as many inspections as would be expected if they were conducted on a ten-day cycle. The Office of Parks should ensure that supervisors and district managers inspect parks throughout the year to ensure performance standards are met and should monitor results to assess whether staffing levels are adequate. The department added 12 full-time parks maintenance positions in the fiscal year 2017 budget, but it filled the positions in March, after we conducted our inspections.

## **Most Parks We Inspected Showed Need for Improvement**

The average score for the sample of parks that we selected was 73%, with just over one-third of the parks scoring below 70%. According to the department's quality assessment guidelines, ratings below 70% indicate poor condition. The most frequent problems that we observed were catch basins clogged with leaves, the accumulation of fallen leaves and tree limbs, litter and tree branches hanging in pedestrian areas, and faded or dirty park rules signs. Needed repairs carried over from prior annual quality inspections contributed to lower scores.

Fifteen parks in our sample scored 80% or better, indicating the park was in good or excellent condition. Also, most play surfaces we observed were in good to excellent condition.

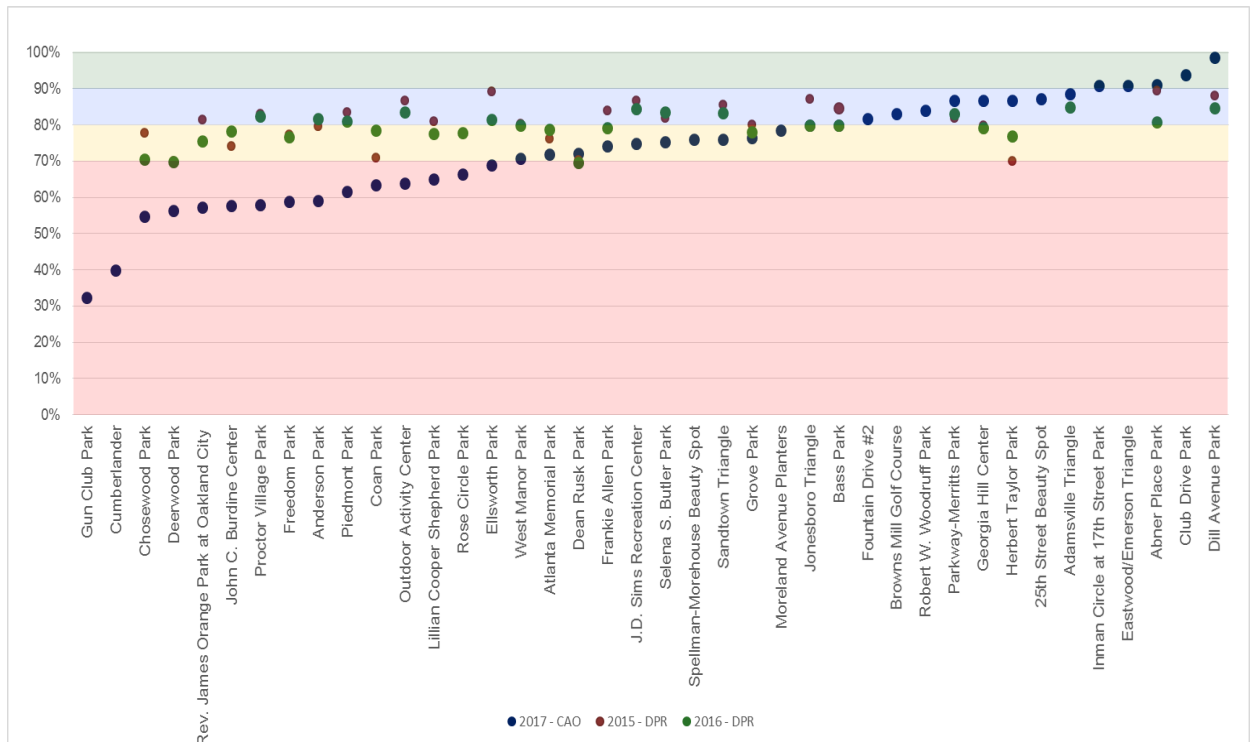
We observed 18 potential safety hazards at eight city parks during our inspections and reported them to the Office of Parks. The office opened a service request or work order to fix 12 of the problems.

**The average score for the parks we inspected was 73%.** Fifteen of the 40 parks we inspected scored below 70%, indicating the park was in poor condition, according to the department's quality assessment form. Ten parks scored between 70% and 80%, indicating the park needed improvement, and fifteen parks scored 80% or better, indicating the park was in good or excellent condition. Exhibit 6 displays these results along with the department's 2015 and 2016 annual inspection scores, when available. Missing data points reflect that the department didn't conduct an annual inspection. According to the Office of Parks, the park inspector is responsible for inspecting only open parks that the city maintains, but our sample included two parks that are currently closed, three parks that the department characterized as undeveloped and, therefore, not maintained, and nine parks that are maintained by a third party.

We randomly sampled 44 parks from the 366 parks on the department's master list: one park from each of the nine park classification types and a small, a medium, and a large park from each of the City Council districts. John C. Burdine Park was selected in both of our samples, which is why our overall sample was 44. We defined a small park as less than one acre, a medium park as one to 10 acres, and a large park as greater than 10 acres. We were unable to inspect four parks in our sample—Chattahoochee Trail, Greenbriar, Loridans, and Morningside Recreation Center—because we couldn't locate them. According to the department,

Chattahoochee Trail, Greenbriar, and Loridans are undeveloped and the Morningside Recreation Center is closed.

### Exhibit 6: Condition of Most Sampled Parks Was Poor or Needs Improvement



Source: Auditor's Park Quality Assessments of Sampled Parks collected from January through March 2017

The lowest scoring park in our sample, Gun Club Park, was included on the comprehensive list provided by the Office of Parks Design without any indication that it was closed. No signage at the park indicates that it is closed, but it was evident that the park had been abandoned due to the observed overgrowth.

**We observed cleanliness problems at most parks we inspected.** Two-thirds of the parks we inspected warranted ratings of three or below for leaf and debris removal, a criterion of cleanliness on the inspection form. A rating of three indicates minor leaf and debris problems, relatively new issues, or sloppy clean-up of executed maintenance services. A rating of two indicates visible signs of leaves, limbs, and debris left for a week or more. According to the department's operations manual, ratings of three or below on a park inspection are unacceptable. We observed large piles of leaves throughout many park walkways and covering drainage pipes; 19 of the 24 parks we inspected with storm drains scored three or lower

for drainage system, primarily due to leaves clogging the catch basins. Other cleanliness problems that we frequently observed included litter (55%), dirt on hard surfaces (48%), graffiti (41%), weeds growing in the cracks of hard surfaces (39%), and full garbage cans with trash around the cans or cans without liners (39%).

**Tree maintenance was also a problem at many parks.** We observed fallen tree limbs at 49% of the parks we inspected. Maintenance of rules signs was a problem at 54% of the parks we inspected. We also observed problems with natural area maintenance including invasive species (40%) and lack of clear perimeters between natural and formal maintenance areas (48%).

Exhibit 7 lists the most frequent problems we observed. We didn't rate every park in our sample on each criterion because not every item was applicable to each park. We didn't rate the parks on lawn maintenance, such as mowing and trimming, because lawns were dormant. While we observed ant beds in most of the parks in our sample, the department stopped assessing pest management in the parks in 2011. Office of Parks staff suggested that the pest management assessment should be reinstated.

**Exhibit 7: Cleanliness, Tree and Natural Area Maintenance Top List of Problems Observed**

| Problem Conditions          | Number of Parks that Received a Rating of: |    |    |    |    | # of Sample Parks Evaluated | % of Sample Parks Affected |
|-----------------------------|--|----|----|----|----|-----------------------------|----------------------------|
|                             | 5  | 4  | 3  | 2  | 1  |                             |                            |
| Drainage Systems            | 3  | 2  | 13 | 5  | 1  | 24                          | 79%                        |
| Leaf and Debris Removal     | 7  | 6  | 6  | 16 | 5  | 40                          | 68%                        |
| Litter                      | 8  | 10 | 12 | 8  | 2  | 40                          | 55%                        |
| Tree Pruning                | 12   | 6  | 11 | 7  | 3  | 39                          | 54%                        |
| Park Rules Sign Maintenance | 7  | 6  | 11 | 1  | 3  | 28                          | 54%                        |
| Tree Inspections            | 12   | 8  | 7  | 11 | 1  | 39                          | 49%                        |
| Hard Surface Cleanliness    | 12   | 5  | 11 | 4  | 1  | 33                          | 48%                        |
| Park Identification Signs   | 13   | 8  | 4  | 2  | 13 | 40                          | 48%                        |
| Graffiti                    | 21   | 2  | 8  | 7  | 1  | 39                          | 41%                        |
| Invasive Species            | 19   | 5  | 9  | 6  | 1  | 40                          | 40%                        |

**Source:** Auditor's Park Quality Assessments of Sampled Parks collected from January 2017 through March 2017

The pictures below illustrate the top 10 problem conditions we observed in the sampled parks. We included the name of the park and the date of the park inspection in Appendix B in the order the pictures are presented.

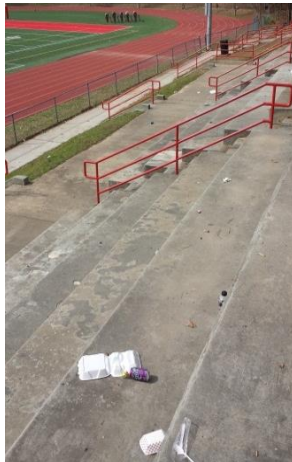
### Drainage Systems



### Leaf and Debris Removal

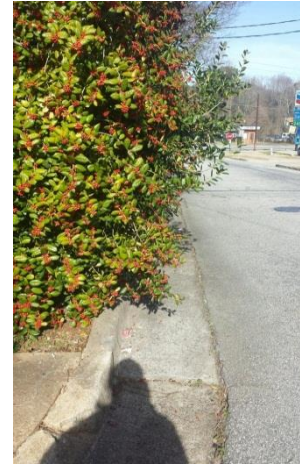
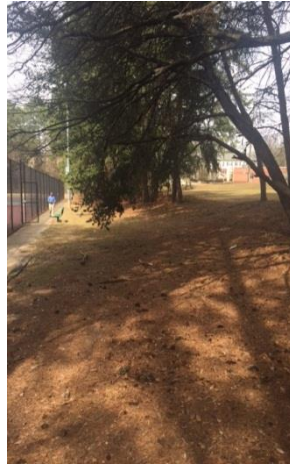


### Litter

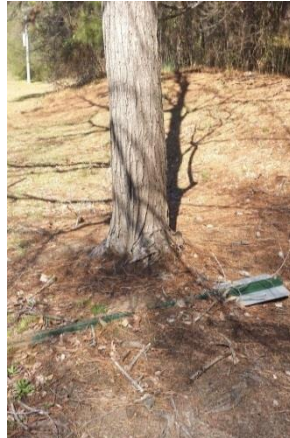




### Tree Pruning



### Park Rules Signs



### Tree Inspections

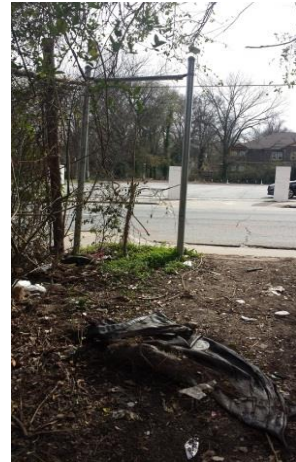




### Hard surface cleanliness



### Park Identification Sign



### Graffiti



## Invasive Species



**Most play surfaces were in good to excellent condition.** The playing surfaces of most ball fields we observed were in good or excellent condition. Most courts were well fenced and playgrounds had stable borders and well cushioned surfaces. Most parking lots were also in good condition.

**We identified vandalism and potential safety hazards in eight parks in our sample.** We observed vandalism, such as offensive graffiti, and 18 safety-related problem conditions at eight city parks during our inspections and reported them to the Office of Parks (see Exhibit 8). As of April 2017, the department had resolved 12 of the problems, but 5 hadn't been entered into the work order management software for a service request or work order.

According to the operations manual, parks supervisors are responsible for barricading or using caution tape to safeguard areas with safety hazards and for noting the safety problem on their inspection forms. The district manager reviews the inspection forms and checks to ensure that all data is correct and that items and problems are entered into the system and addressed. Maintenance crews may fix a safety hazard if skilled services staff is unable to attend to it immediately. The operations manual requires parks supervisors to also note the incomplete service request or work order during each routine inspection until it is resolved. Surveys indicated that the supervisors followed up on reported maintenance issues until the work order was resolved.

**Exhibit 8: Department Resolved 12 of 18 Vandalism and Potential Safety Hazards**

| Park                      | Safety Conditions               | Service Request | Work Order | Status    |
|---------------------------|---------------------------------|-----------------|------------|-----------|
| Bass Rec Ctr              | Broken gutter                   | Yes             | Yes        | No Status |
|                           | Exposed wiring                  | Yes             | No         | Resolved  |
| John C. Burdine Ctr       | Power line on tree branch       | No              | No         | No Status |
|                           | Hanging branches                | No              | No         | No Status |
|                           | Leaning tree                    | No              | No         | No Status |
| Grove Park                | Sharp edges nails               | Yes             | Yes        | Resolved  |
|                           | Sharp edges tree stump          | No              | No         | No Status |
|                           | Unsafe bleacher                 | Yes             | Yes        | Resolved  |
|                           | Unrepaired fence                | Yes             | Yes        | Resolved  |
| Pkwy-Merritts Park        | Hanging branches                | Yes             | Yes        | Resolved  |
|                           | Rusted hand rail                | Yes             | No         | Resolved  |
| Piedmont Park             | Sharp edges nail                | Yes             | No         | Resolved  |
|                           | Pothole                         | Yes             | No         | No Status |
|                           | Exposed wiring                  | Yes             | Yes        | Resolved  |
|                           | Exposed wiring on entrance gate | Yes             | Yes        | Resolved  |
| Outdoor Activity Ctr      | Sharp edges nail                | Yes             | No         | Resolved  |
| Chosewood Park            | Vandalism (graffiti)            | Yes             | No         | Resolved  |
| Lillian C. Shepherd Park  | Wooden plank blocking playscape | No              | No         | Resolved  |
| <b>Total Yes/Resolved</b> |                                 | <b>13</b>       | <b>7</b>   | <b>12</b> |

Source: Hansen Records, April 2017

We recommend that the department ensure that employees are following procedures to review safety conditions and promptly initiate repairs.

**Maintenance backlog contributed to lower park ratings.** We noted needed repairs in seven of our inspections of city parks that the department's inspector had previously identified in an annual review. Six of the seven parks scored below 70% (see Exhibit 9). Carryovers are unacceptable conditions that should be documented



during the inspection and scheduled for review during the following inspection to assess if the condition was resolved.

**Exhibit 9: Carried Over Problems Contributed to Poor Conditions**

| Park Name (District)       | DPR 2015 Inspection | DPR 2016 Inspection | CAO 2017 Inspection | Conditions Identified in at least Two Inspections                             |
|----------------------------|---------------------|---------------------|---------------------|---|
| Grove Park (D9)            | 80%                 | 78%                 | 77%                 | Mulch piles, tennis court fencing   |
| John C. Burdine Ctr. (D12) | 74%                 | 78%                 | 58%                 | Invasive species on tree, hanging tree limbs, tree limbs down, dumped timbers |
| Chosewood Park (D1)        | 78%                 | 71%                 | 55%                 | Bent rules signs, graffiti on tennis court wall                               |
| Freedom Park (D2)          | 77%                 | 77%                 | 59%                 | Dirty park rules sign, hanging tree limbs, broken lights                      |
| Rose Circle Park (D4)      | 78%                 | 78%                 | 66%                 | Low hanging trees need pruning  |
| Coan Park (D5)             | 71%                 | 79%                 | 63%                 | Worn playground cushioning/border, graffiti in pavilion, Damaged benches      |
| Deerwood Park (D11)        | 70%                 | 70%                 | 56%                 | Damaged benches, graffiti on park rules sign                                  |

Blue Good (80-89%)  
Yellow Needs Improvement (70-79%)  
Red Poor (Below 70%)

**Source:** Auditor's Park Quality Assessments of Sampled Parks collected from January 2017 through March 2017 and Annual Park Inspections Completed by Park Inspector during 2015 and 2016

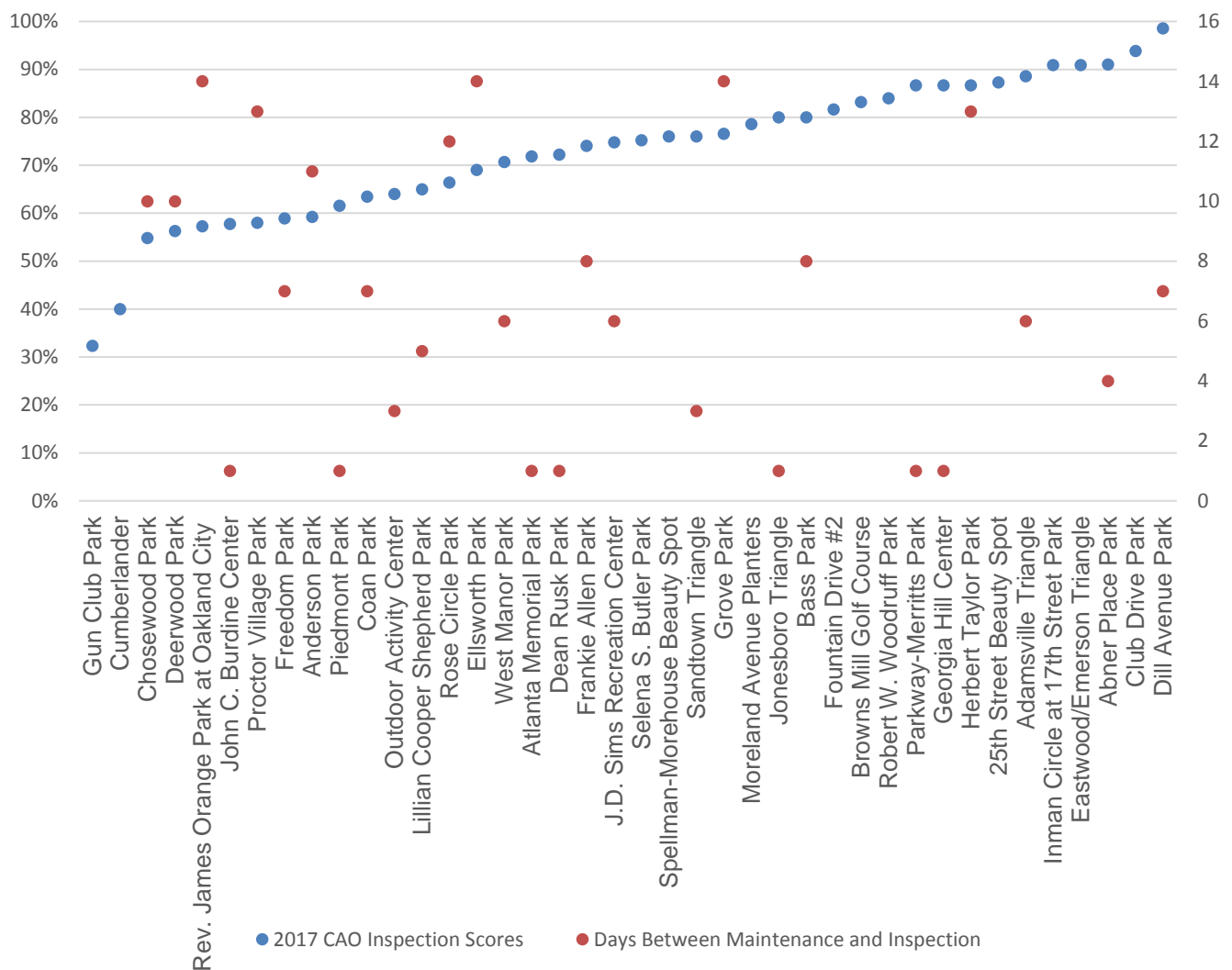
The operations manual requires park supervisors to submit a justification and associated work order for scores of three or less on their routine inspections, but the 2015 and 2016 park inspector forms we reviewed had no justifications or work orders associated with unacceptable scores recorded. Instead, the inspector reported the findings to the park supervisor for service request reporting and follow-up.

We recommend the park inspector compare annual inspections from previous years and develop a report for department management reflecting the status of carryover issues. The department should escalate these issues for immediate resolution.

The department's annual inspection scores were generally higher and showed less variation than our inspection scores. While our inspection scores varied by 67 percentage points from lowest to highest, the department's inspection scores ranged 20 percentage points from lowest to highest and none of the parks scored below 70. Even after removing the two lowest scoring parks from our sample, which the department doesn't inspect, our scores varied by more than 40 percentage points. We used the same inspection form

and maintenance performance standards that the department's park inspector uses to assess the quality of city parks (see Appendices D and E). Using this tool, we evaluated tree maintenance, natural area maintenance, pavilions and grills, basketball and tennis courts, and other park amenities such as benches, bleachers, pavilions, and picnic tables. Differences in results could relate to the timing of inspections. We didn't assess turf and bed maintenance because we visited parks during the off-season. Also, accumulated leaves, which were a problem at most parks we visited, are less likely to be present during the mowing season when the department conducts its annual inspections.

**Exhibit 10: Days between Maintenance and Inspection Not A Factor in Our Park Ratings**



**Source:** Auditor's Park Quality Assessments of Sampled Parks collected from January 2017 through March 2017

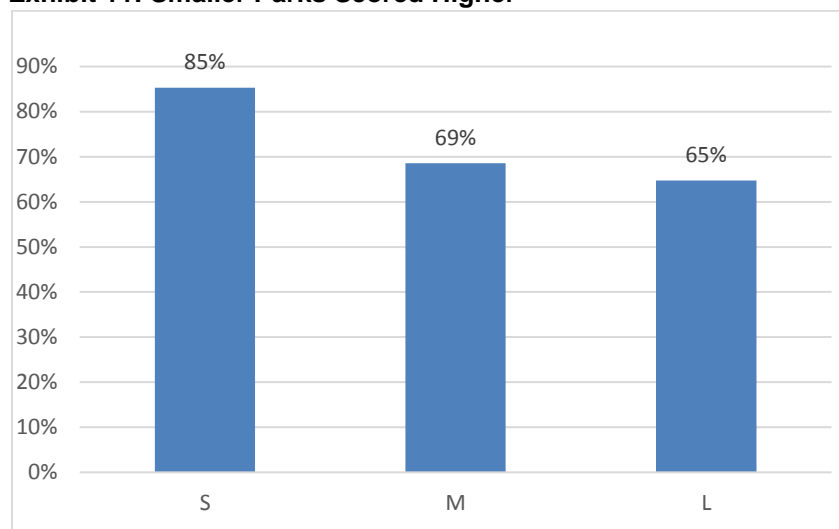
We also performed inspections at the sampled parks regardless of when the park was due for routine maintenance; the department's inspector conducts annual inspections within two days of maintenance. CAPRA, however, states that an agency should monitor and evaluate its parks from a user perspective and users don't time their visits with the maintenance schedule. The timing of routine maintenance, however, had no effect on inspection scoring (see Exhibit 10). On average, we inspected parks seven days after district crews were scheduled to have completed maintenance. Nine of the parks are maintained through partnerships and two of the parks are not assigned to a park district for the routine maintenance. As a result, we cannot calculate the days between auditor inspections and the most recent park maintenance for these parks.

### **Variation in Park Conditions Appears to be related to Size**

Smaller parks in our sample scored higher than larger parks. While the parks' condition varied little by maintenance district, parks in our sample that were maintained by third parties scored an average of 15% better than the sample parks maintained by city crews. Seven of the nine sampled parks maintained by third parties are less than one acre in size. We observed some differences in the condition of parks by City Council District.

**Park size was a factor in how well a park was maintained.** Small parks scored higher than medium and large parks, and medium-sized parks scored slightly better than large parks (see Exhibit 11). The 14 small parks in our sample had an average score of 85% compared to 69% for the 11 medium parks and 65% for the 15 large parks. Park size plays a role in maintenance because larger parks usually offer more amenities, such as ball fields, tennis courts, playgrounds, and trails. Those additional amenities require increased resources to maintain the parks to the department's standards.

**Exhibit 11: Smaller Parks Scored Higher**



**Source:** Auditor's Park Quality Assessments of Sampled Parks collected from January 2017 through March 2017

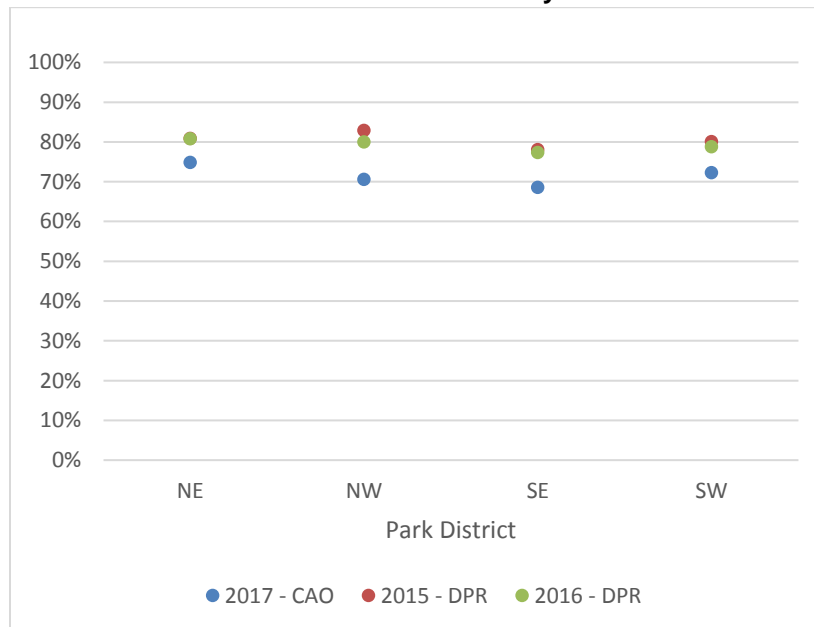
As part of its accreditation standards, CAPRA requires the agency to establish maintenance and operations standards for management of all park and recreation areas and facilities. The standards should be appropriate to the intended use and development of the area, ranging from heavily used and highly developed to lightly used and less developed. While parks are generally maintained on the same two-week mowing schedule regardless of classification, conditions in the parks may require more frequent litter and trash pickups by maintenance crews. Employees must apply the standards on a case-by-case basis, rather than using the general park classifications to guide maintenance and inspection. Maintaining a regional park requires more resources and time than a designated beauty spot—a landscaped space of less than a quarter of an acre. Not every park has the same type of amenities or features, and standards and inspections should reflect those differences.

We recommend that the department develop maintenance standards to accompany its classification system that outline how each park type will be maintained according to size and amenities.

**Condition of parks in our sample showed little variance by park district.** We found a six-percentage point difference in average scores among park districts (see Exhibit 12). Staff told us that some park districts had additional assistance, such as separate litter crews, which could have an impact on how well parks are maintained within a district. To determine the effect of assigned maintenance crews on park inspection scores, we analyzed the park district with which they were associated. The Office of Parks divides

routine maintenance into four park districts: Northeast, Northwest, Southeast, and Southwest. It also assigns some parks into individualized sections due to their size and complexity, such as the Beltline and Historic Oakland Cemetery, which were not part of our sample. The red and green dots reflect the park inspector's annual inspection scores of the parks in our sample for 2015 and 2016, respectively. The sample included seven parks from the Northeast district, eight parks from the Northwest district, five parks from the Southeast district, and nine parks from the Southwest district. Nine parks in our sample are excluded from this analysis because they are maintained through partnerships instead of city crews. The two lowest scoring parks in our sample are excluded because they are not assigned to a park district; Gun Club Park was excluded because it is closed and Cumberlander Park because it is undeveloped, according to the department.

**Exhibit 12: Park Conditions Varied Little by Maintenance District**



**Source:** Auditor's Park Quality Assessments of Sampled Parks collected from January 2017 through March 2017

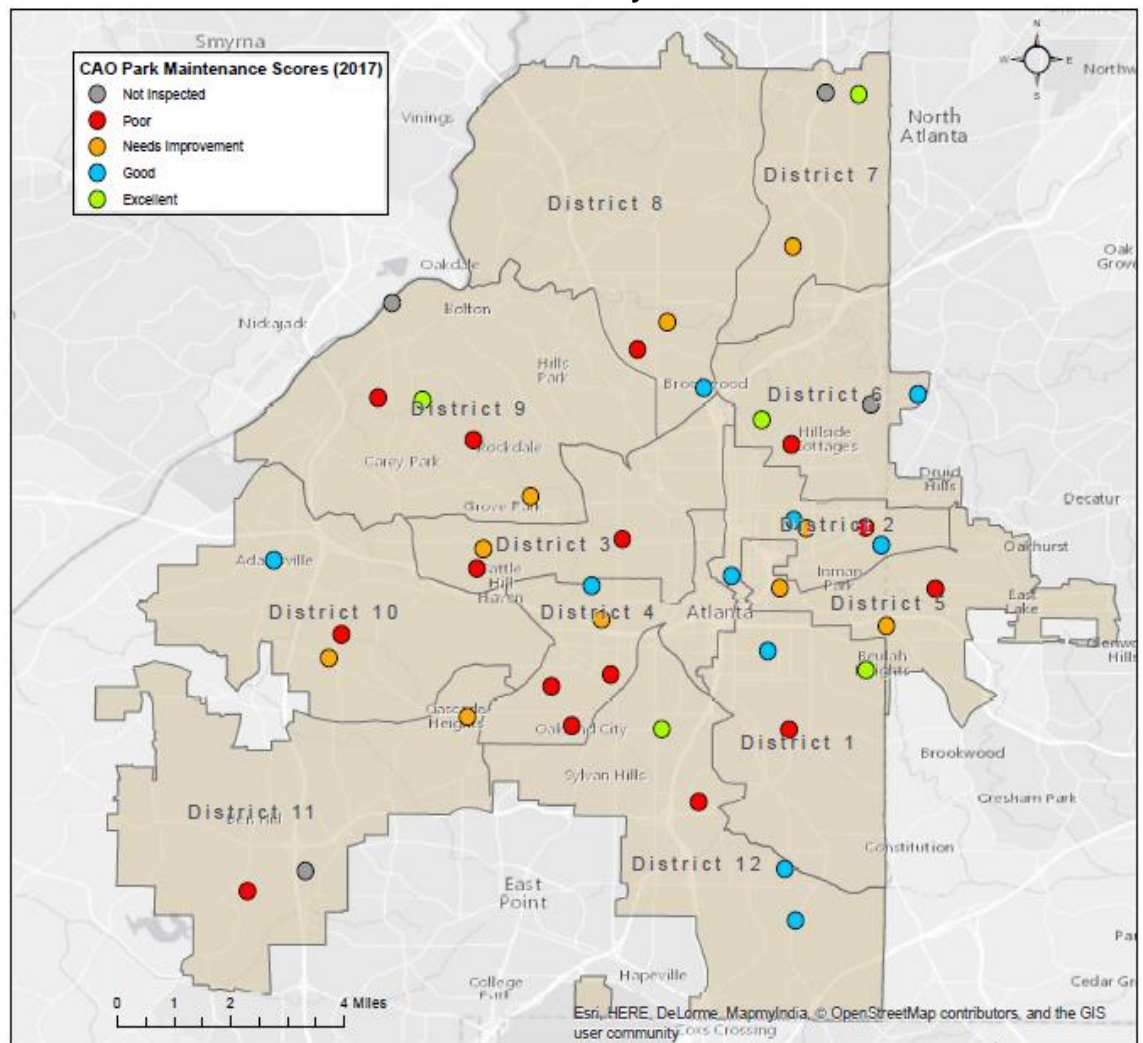
We recommend that the department assign all parks maintained by city crews to a park district to ensure routine maintenance is performed consistently and to the department's standards. We also recommend that the department clearly identify all decommissioned parks.

Condition of parks in our sample showed little variation among City Council Districts. Our interviews with stakeholders suggested some had concerns about maintenance standards not being the same among council districts. While our samples were too small to



generalize our results across all parks in the districts, we observed some differences in the condition of parks by City Council District. For example, two of three parks we inspected in Council District 3 scored below 60% and the third was 76%, while three parks we inspected in Council District 12 scored 80% or higher and the fourth scored 66% (see Exhibit 13).

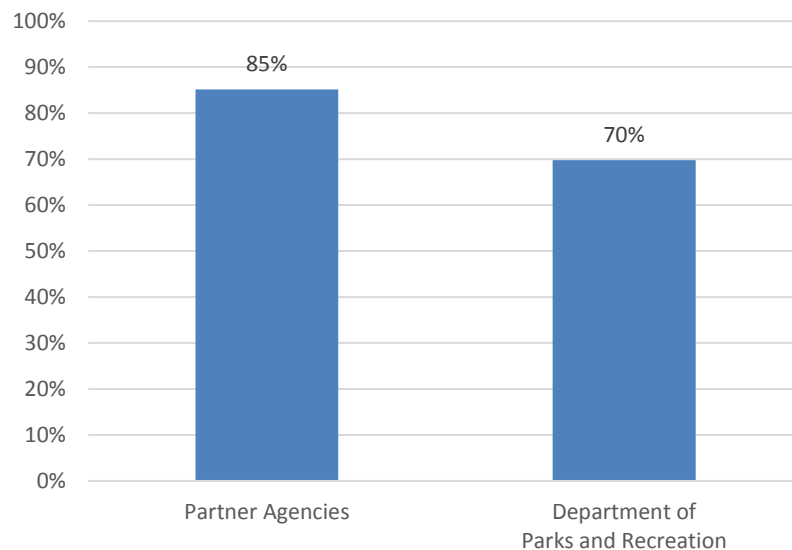
**Exhibit 13: Park Conditions Varied Little by Council District**



**Source:** Auditor's Park Quality Assessments of Sampled Parks collected from January 2017 through March 2017

**One-third of city parks are maintained by partner agencies.** According to the department, partner agencies provide routine maintenance services for 126 city parks. City parks in our sample that are maintained by outside entities scored an average of 15 percentage points higher than parks maintained by the city (see Exhibit 14). The average score of the nine parks in our sample that are maintained by partnerships was 85%, while parks maintained by the department scored an average of 70%. Seven of the nine parks maintained through partnerships were under an acre in size. Currently, the parks inspector doesn't annually inspect the parks maintained by partner agencies. The Office of Parks stated there is no formal inspection process for parks maintained by a memorandum of understanding, but there are many opportunities for parks operations and the partner to work collaboratively.

**Exhibit 14: Partner Agencies Scored Higher Than Department**



**Source:** Auditor's Park Quality Assessments of Sampled Parks collected from January 2017 through March 2017

The city has established memoranda of understanding that delineate responsibilities with seven conservancies: for Piedmont Park, Chastain Park, Historic Oakland Cemetery, Grant Park, Freedom Park, Historic Fourth Ward Park, and Olmsted Linear Park. In addition to conservancies, parks that are under a quarter acre of land are available to be adopted for maintenance by the local neighborhood. Adopted parks are excluded from the department's mowing schedule, but the department doesn't have signed agreements with all of the neighborhoods responsible for maintaining the parks. Without clear guidance regarding roles and responsibilities, the department may find it difficult to optimize the benefit of these partnerships.

We recommend that the department annually inspect parks that are maintained by partnerships to ensure they meet performance standards. We also recommend that the department formally document present and future agreements between all entities and persons who maintain city parks and update the list annually.

### **Reliance on Seasonal Model Could Limit the Department's Ability to Meet Performance Standards**

The department increases parks maintenance staffing during mowing season, but staffing during the off-season may be inadequate to keep up with year-round maintenance needs. Park inspections occur mostly during mowing season, although maintenance is needed year round. While we agree that lawn maintenance requires additional resources, it may be unrealistic, given Atlanta's temperate climate, to consider five months of the year as off-season. The Office of Parks should ensure that supervisors and district managers inspect parks throughout the year to ensure that crews meet performance standards and monitor results to assess whether staffing levels are adequate.

**Supervisors attributed poor park conditions to lack of staff.** The supervisors we interviewed suggested maintenance crews are not adequately staffed and factors such as weather conditions, equipment breakdowns, and special events, affect their ability to complete the mowing schedule on time. The department has permanent staffing of three to five employees on each maintenance crew year round. Each park district has four to five crews responsible for parks within the district. During the mowing season, the Office of Parks assigns an additional ten seasonal employees to each park district. Staff told us they are expected to catch up on backlogged maintenance during the off-season, but don't have time. The department received 12 additional permanent park maintenance employees during the fiscal year 2017 budget and hiring was completed in March 2017, after we conducted our inspections.

**Park inspections occur mostly during mowing season although maintenance is conducted year round.** Parks supervisors are responsible for conducting a routine inspection for each park after maintenance is complete. While routine maintenance is expected year round, weather permitting, most parks in our sample had few inspections documented during the off-seasons in 2015 and 2016. The Office of Parks collected about half as many inspections as would be expected if they were conducted on a two-week mowing

cycle. According to the operations manual, park supervisors are responsible for conducting park inspections within 24 hours after crews have completed maintenance services during the 10-day mowing schedule. The manual doesn't specify whether inspections should be conducted during mowing season only or throughout the year, but the 10-day schedule is used throughout the year. Current practice doesn't indicate that supervisors formally inspect or submit inspections outside the mowing season.

Thirteen of the 19 parks supervisors we surveyed said that they conduct their inspections on the same day the work is completed. During the mowing season, the department collected 81% of required inspection forms in 2015 and 92% of required inspection forms in 2016. Department management attributed the increased inspection reporting to assigning one individual the responsibility of collecting reports and to changing the process in order to allow supervisors and the department more real-time oversight.

We recommend that the department clarify the operations manual to require park supervisors to conduct and report year-round routine inspections to better meet city parks performance standards.

**Reliance on seasonal staffing could contribute to lower park ratings.** The Office of Parks agreed that the seasonal model could be improved, and stated that determining whether a position would be seasonal or regular is both a budgetary and operational decision. Traditionally, seasonal employees are brought in to assist with the mowing season. Consideration of full-time positions is generally based on the acquisition of new properties or an increased scope of service responsibilities. Recent budgetary guidelines stated that no additional employees should be added to departments, leaving the department to rely on the seasonal model. We recommend that the Office of Parks monitor inspection results throughout the year to assess whether staffing levels are adequate to meet performance standards.

**Lack of time or clear expectations could result in cutting corners.** One supervisor told us that picking up litter in natural areas is not considered routine maintenance work; the crews only maintain the paths in nature preserve parks and don't maintain the natural areas unless they identify a safety hazard. The supervisor stated that, if crews have additional time, they will pick up the litter in the natural area. The department's quality standards don't specifically address litter collection in the "natural area maintenance" section. The standard for cleanliness allows for a park with "minor litter problems in out-of-sight areas" to be rated as a 4.

Best practices for parks maintenance suggest that maintenance staff be educated on the activities required to achieve quality standards. We recommend that the Office of Parks clarify expectations regarding the cleanliness of natural areas. We also recommend that the office include pest management expectations on the inspection form, as well as the actual standards used by park staff to evaluate conditions during the routine inspections.

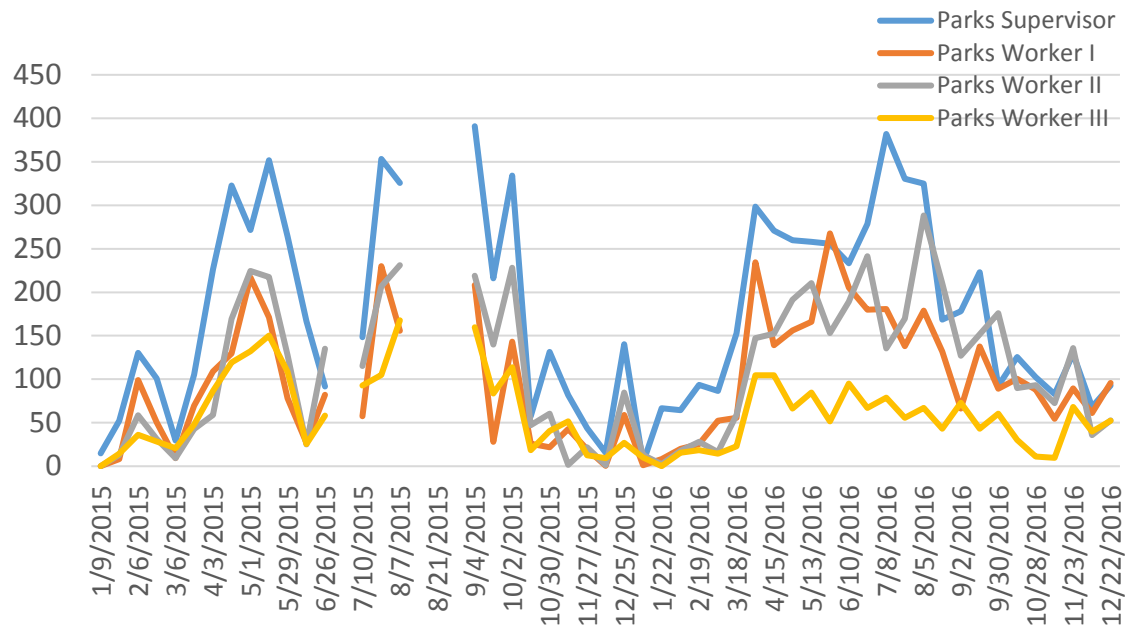
## **Increasing Staffing and Reducing Overtime Could Better Allocate Maintenance Resources**

With the overtime paid to parks maintenance employees in 2015 and 2016, the department could have hired a full-time crew of five or six staff. The Department of Parks and Recreation paid parks maintenance employees over \$540,000 in overtime in 2015 and 2016, with the majority of hours accrued during the mowing season. Park supervisors were paid about half of the overtime. Overtime increases costs and increases risk of fatigue-related accidents and illness, which further increase overtime. The department's park maintenance employees, especially supervisors, had a relatively high incidence of sick leave.

### **Money Spent On Overtime Could Have Hired a Full-Time Crew of Five**

Parks maintenance employees worked over 23,000 hours of overtime in 2015 and 2016, totaling \$543,539. The department paid year-round overtime to parks maintenance employees, but paid more hours around the mowing season (see Exhibit 15). The gaps in the graph reflect pay periods when no overtime was accrued for these positions.

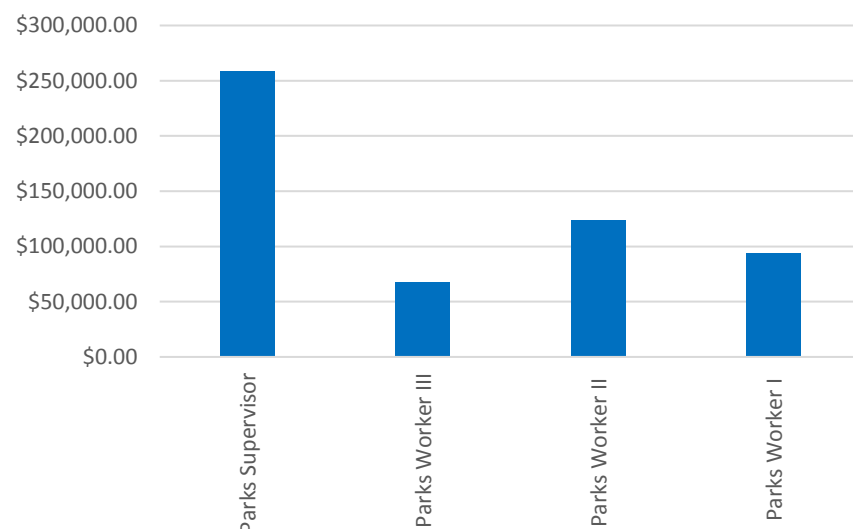
**Exhibit 15: Park Maintenance Employees Receive Year-round Overtime**



**Source:** Oracle Reports from January 1, 2015, through December 31, 2016

All parks maintenance crew members are eligible to receive overtime compensation. They include a park supervisor and park workers I, II, and III. Parks supervisors received \$258,796, half of the total overtime paid out over the two years (see Exhibit 16).

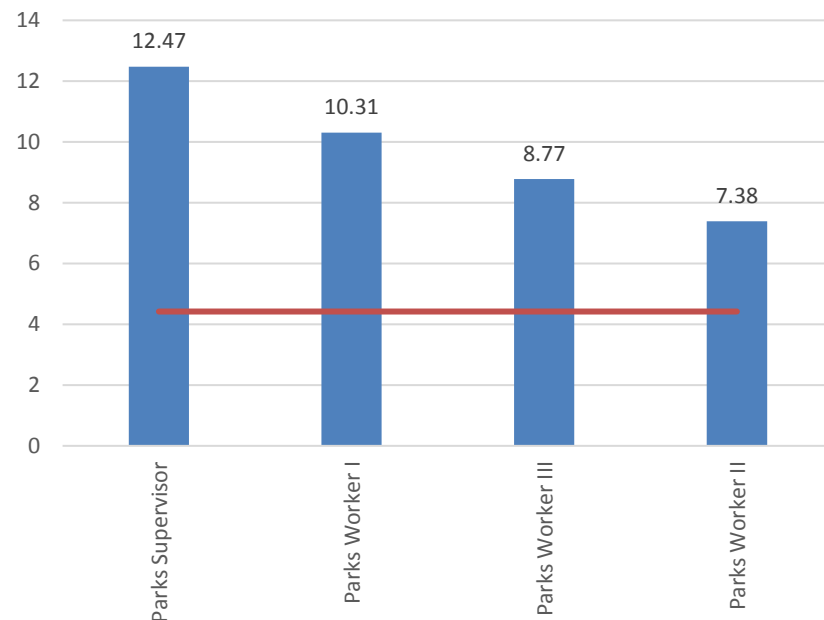
**Exhibit 16: Parks Supervisors Earned Significant Overtime Pay**



**Source:** Oracle Reports from January 1, 2015, through December 31, 2016

Workforce Magazine suggests that overtime increases risk of fatigue-related accidents and production errors, and generates a counterproductive cycle in which workers feel tired or prone to sickness. Consequently, rates of absenteeism rise, leading to additional overtime, which further reduces productivity and increases the risk of accidents. The department's park maintenance employees used more sick days in 2016 than the national average of 4.4 days for local government employees (see Exhibit 17). We would expect higher use of sick days among maintenance workers compared to the general population of local government employees, as extreme temperatures, long hours, and strenuous manual labor put additional stress on the maintenance employees. The department's staffing plan should account for expected absences to avoid this counterproductive cycle.

**Exhibit 17: Higher than Average Sick Leave Could Increase Overtime**



**Source:** Oracle Reports from January 1, 2016, through December 31, 2016

With overtime dollars paid, the department could hire an additional year-round park maintenance crew. Overtime paid to the maintenance crews could have hired a team of five full-time employees with benefits during 2015 and added another park worker I position to the same team in 2016. The team of five would include one park supervisor, one park worker I, two park worker II position and one park worker III position.





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## Recommendations

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In order to ensure city parks are maintained to performance and safety standards, the Commissioner of Parks and Recreation should:

1. Ensure that employees are following procedures to review safety conditions and promptly initiate repairs
2. Compare annual inspections year-to-year and develop a report for department management reflecting the status of carryover issues
3. Develop a maintenance classification system that outlines how each park type will be maintained according to size and amenities
4. Assign all parks maintained by city crews to a park district to ensure routine maintenance is performed consistently and to the department's standards
5. Clearly identify all decommissioned parks
6. Annually inspect parks that are maintained by partnerships
7. Formally document present and future agreements between all entities and persons who maintain city parks and update the list annually
8. Ensure that supervisors and district managers inspect parks throughout the year
9. Clarify the operations manual to require park supervisors to report routine inspections year-round
10. Monitor inspection results throughout the year to assess whether staffing levels are adequate to meet performance standards
11. Clarify expectations regarding cleanliness of natural areas
12. Include pest management expectations on the inspection form and the standards used by park staff to evaluate the condition during the routine inspections



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## Appendices

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## Appendix A: Management Review and Response to Audit Recommendations

| Report # 17.03           |   | Report Title: Parks Maintenance | Date: June 2017 |
|--------------------------|---|---------------------------------|-----------------|
| Recommendation Responses |   |                                 |                 |
| <b>Rec. # 1</b>          | We recommend the Commissioner of Parks ensure that employees are following procedures to review safety conditions and promptly initiate repairs.  |                                 | Agree           |
|                          | <p><b><u>Proposed Action:</u></b> During the Crew Supervisor training during the Spring of 2017, employees received additional training on the Department's work order procedures to be effective in reporting and completing all service requests. Staff will continue to have the ability to contact Parks Customer Service to report service requests either by telephone or email. Our Management Services Office (MSO) will implement an additional review of the Department's performance as it relates to service request completion by tasks and districts.</p> <p><b><u>Implementation Timeframe:</u></b> Staff training on work order processes (on-going / quarterly basis); Additional MSO review implemented by November 1, 2017</p> <p><b><u>Comments:</u></b></p> <p><b><u>Responsible Person:</u></b> Quentin Moore (Parks), Lucas Causey (MSO)</p> |                                 |                 |
| <b>Rec. # 2</b>          | We recommend the Commissioner of Parks compare annual inspections year-to-year and develop a report for department management reflecting the status of carryover issues.  |                                 | Agree           |
|                          | <p><b><u>Proposed Action:</u></b> Once annual inspections are completed, the Management Services Office (MSO) will provide the Department's senior leadership team with a year-to-year comparison report to reflect status of carryover issues.</p> <p><b><u>Implementation Timeframe:</u></b> December 1, 2017</p> <p><b><u>Comments:</u></b></p> <p><b><u>Responsible Person:</u></b> Kevin Wilson (MSO)</p>  |                                 |                 |

|   |  |       |
|---|--|-------|
| <b>Rec. # 3</b>   | We recommend the Commissioner of Parks develop a maintenance classification system that outlines how each park type will be maintained according to size and amenities.                        | Agree |
| <p><b><u>Proposed Action:</u></b> The Department recognizes that our current park inspection tool and maintenance schedule does not account for the varying inventory of our park system (including size and types of amenities) and our typical season (April through October). The Department is currently piloting a revised approach of our ten (10) day maintenance cycle. We will evaluate the success of the pilot to develop a maintenance classification system that outlines park type and considers seasonal nature of our work.</p> <p><b><u>Implementation Timeframe:</u></b> February 1, 2018</p> <p><b><u>Comments:</u></b></p> <p><b><u>Responsible Person:</u></b> Quentin Moore (Parks), Emily Love (MSO)</p> |  |       |
| <b>Rec. # 4</b>   | We recommend the Commissioner of Parks assign all parks maintained by city crews to a park district to ensure routine maintenance is performed consistently and to the department's standards. | Agree |
| <p><b><u>Proposed Action:</u></b> All parks maintained by city crews are currently assigned to a park district. Crews are organized by districts: Northwest Parks, Northeast Parks, Southwest Parks, Southeast Parks, Oakland Cemetery, Greenhouse, BeltLine, and Ballfields. The Office of Park Design will work with Office of Parks to ensure the current list of maintained parks is accurate and reflective of any changes made as a result of implementing recommendation #3.</p> <p><b><u>Implementation Timeframe:</u></b> February 1, 2018</p> <p><b><u>Comments:</u></b></p> <p><b><u>Responsible Person:</u></b> Quentin Moore (Parks), Tom Cullen (Park Design)</p>   |  |       |
| <b>Rec. # 5</b>   | We recommend the Commissioner of Parks clearly identify all decommissioned parks.  | Agree |
| <p><b><u>Proposed Action:</u></b> The Office of Park Design maintains a master list with a full inventory of all city parks. This list includes parks which are not developed yet, decommissioned for active use, maintained through partners and other city agencies, and/or serve as conservation easements and/or forested properties. As we implement changes based on recommendation #3, we will incorporate an appropriate maintenance schedule for these types of properties.</p> <p><b><u>Implementation Timeframe:</u></b> February 1, 2018</p> <p><b><u>Comments:</u></b></p> <p><b><u>Responsible Person:</u></b> Doug Voss (Parks), Dan Calvert (Park Design)</p>   |  |       |

|   |   |       |
|---|---|-------|
| <b>Rec. # 6</b>   | We recommend the Commissioner of Parks annually inspect parks that are maintained by partnerships.  | Agree |
| <p><b><u>Proposed Action:</u></b> The Department works with a variety of partners to help maintain many of the City's parks. Many of those parks are part of our annual inspection program. However, several beauty spots maintained by neighborhoods are too numerous and underutilized to necessitate an annual inspection. The Department will audit a sample size of these properties for an annual inspection.</p> <p><b><u>Implementation Timeframe:</u></b> December 1, 2017</p> <p><b><u>Comments:</u></b></p> <p><b><u>Responsible Person:</u></b> Lisa Parks (Parks), Quentin Moore (Parks)</p> |   |       |
| <b>Rec. # 7</b>   | We recommend the Commissioner of Parks formally document present and future agreements between all entities and persons who maintain city parks and update the list annually. | Agree |
| <p><b><u>Proposed Action:</u></b> The Department has compiled a list of MOUs, partnerships, and lease agreements established between the City and its conservancies, friends of park groups, and organizations. The Management Services Office (MSO) will update the list to include timeline for renewals to ensure compliance with the terms of each contract.</p> <p><b><u>Implementation Timeframe:</u></b> November 1, 2017</p> <p><b><u>Comments:</u></b></p> <p><b><u>Responsible Person:</u></b> Kevin Wilson (MSO)</p>   |   |       |
| <b>Rec. # 8</b>   | We recommend the Commissioner of Parks ensure that supervisors and district managers inspect parks throughout the year.   | Agree |
| <p><b><u>Proposed Action:</u></b> Crew Supervisors currently inspect parks during the Department's typical season. A schedule will be created for off-season inspections that will include a different inspection schedule and park inspection tool (/evaluation).</p> <p><b><u>Implementation Timeframe:</u></b> November 1, 2017</p> <p><b><u>Comments:</u></b></p> <p><b><u>Responsible Person:</u></b> Quentin Moore (Parks)</p>  |   |       |

|   |   |       |
|---|---|-------|
| <b>Rec.#9</b>   | We recommend the Commissioner of Parks clarify the operations manual to require park supervisors to report routine inspections year-round.  | Agree |
| <p><b><u>Proposed Action:</u></b> The Department will update all park policies and procedures to reflect current operations and include the appropriate standard regarding year-round inspections.</p> <p><b><u>Implementation Timeframe:</u></b> February 1, 2018</p> <p><b><u>Comments:</u></b></p> <p><b><u>Responsible Person:</u></b> Lucas Causey (MSO), Quentin Moore (Parks)</p>  |   |       |
| <b>Rec.#10</b>  | We recommend the Commissioner of Parks monitor inspection results throughout the year to assess whether staffing levels are adequate to meet performance standards.                               | Agree |
| <p><b><u>Proposed Action:</u></b> The Department will update its policies and inspection standards and tools to reflect the seasonal nature of our work flow.</p> <p><b><u>Implementation Timeframe:</u></b> February 1, 2018</p> <p><b><u>Comments:</u></b></p> <p><b><u>Responsible Person:</u></b> Quentin Moore (Parks), Emily Love (MSO)</p>   |   |       |
| <b>Rec.#11</b>  | We recommend the Commissioner of Parks clarify expectations regarding cleanliness of natural areas.   | Agree |
| <p><b><u>Proposed Action:</u></b> This recommendation will be assessed in conjunction with recommendation #3.</p> <p><b><u>Implementation Timeframe:</u></b> February 1, 2018</p> <p><b><u>Comments:</u></b></p> <p><b><u>Responsible Person:</u></b> Doug Voss (Parks), Dan Calvert (Park Design)</p>  |   |       |
| <b>Rec.#12</b>  | We recommend the Commissioner of Parks include pest management expectations on the inspection form and the standards used by park staff to evaluate the condition during the routine inspections. | Agree |
| <p><b><u>Proposed Action:</u></b> Pest and herbicide control is currently performed on all ballfields. In addition, pest control management is responded to as service requests received by the Department. Our policies and inspection tool will be updated to include current pest control management practices.</p> <p><b><u>Implementation Timeframe:</u></b> March 1, 2018</p> <p><b><u>Comments:</u></b></p> <p><b><u>Responsible Person:</u></b> Quentin Moore (Parks), Lisa Parks (Parks), and Lucas Causey (MSO)</p> |   |       |



## **Appendix B: Top 9 Problems Observed**

### **Leaf and Debris Removal**

Photo 1 - Chosewood 2/20/17

Photo 2 - Anderson 2/20/17

Photo 3 - Deerwood 3/2/17

### **Park Rules Signs**

Photo 1 - Freedom 2/28/17

Photo 2 - West Manor 3/2/17

Photo 3 - Herbert Taylor 2/28/17

### **Litter**

Photo 1 - Dean Rusk 1/24/17

Photo 2 - Anderson 2/20/17

Photo 3 - Freedom 3/1/17

### **Pruning**

Photo 1 - John Burdine 1/31/17

Photo 2 - Frankie Allen 2/28/17

Photo 3 - Jonesboro Triangle 2/10/17

### **Drainage Systems**

Photo 1 - Freedom 3/1/17

Photo 2 - John Burdine 1/31/17

Photo 3 - Piedmont 2/1/17

Photo 4 - John Burdine 1/31/17

Photo 5 - John Burdine 1/31/17

Photo 6 - Selena Butler 2/22/17

### **Inspections**

Photo 1 - Atlanta Memorial 2/16/17

Photo 2 - Chosewood 2/20/17

Photo 3 - Ellsworth 2/16/17

### **Perimeter of Property**

Photo 1 - Chosewood 2/20/17

Photo 2 - Ellsworth 2/16/17

Photo 3 - Gun Club 3/1/17

**Graffiti**

Photo 1 - Ellsworth 2/20/17

Photo 2 - Coan 2/22/17

Photo 3 - Dean Rusk 1/24/17

**Hard surface cleanliness**

Photo 1 - Chosewood 2/20/17

Photo 2 - Anderson 2/20/17

Photo 3 - Frankie Allen 2/28

**Invasive Species**

Photo 1 - Selena Butler 2/22/17

Photo 2 - Freedom 2/28/17

Photo 3 - Burdine 1/31/17

## Appendix C: Management Response Memo



**KASIM REED**  
MAYOR


**CITY OF ATLANTA**  
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**AMY PHUONG**  
COMMISSIONER  
DEPARTMENT OF PARKS AND RECREATION

### MEMORANDUM

June 26, 2017

**TO:** City Auditor's Office, Audit Committee

**FROM:** Amy Phuong, Commissioner   
Department of Parks and Recreation (DPR)

**CC:** Emily Love, Deputy Commissioner  
Doug Voss, Director, Office of Parks

**RE:** Department of Parks and Recreation (DPR)'s Response to Parks Maintenance Audit

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The Department of Parks and Recreation (DPR) appreciates the willingness and time the Audit Team took to work with the Department to conduct the Parks Maintenance Audit and to share its findings. As discussed in our exit interview on May 25, 2017, the Department is largely supportive of the audit recommendations and will implement our proposed action items as stated in the Management Review Form. However, the Department fundamentally disagrees with the overall approach – to conduct the Audit between January and March 2017. This period is our parks off-season, and as such, the Audit presented skewed findings due to limited staffing and maintenance activities being conducted.

The narrative section of the Audit Report does not accurately reflect an understanding of our park operations and the seasonal nature of the work conducted by our Parks Maintenance staff. As is standard in parks systems across the country, Atlanta's Parks and Recreation Department is a heavily seasonal operation. Our core maintenance operations fall within a typical season of April through the end of October. During our non-peak season, the Department is completing many administrative and planning activities in preparation for the following season, and it is an optimal time for employees to take vacation. Historically, the City has not funded a year-round staffing model for park maintenance. Data indicates a year-round staffing model would be ineffective in costs and inefficient in productivity; only potentially gaining minimal results due to nature and unnecessary need for routine tasks. For example, colder temperatures reduce the ability and need to mow grass as well as reduce the number of park goers. We

also winterize many of our park assets (e.g. water fountains, etc.) during this time but have not reflected these types of activities within our park inspection report and tool. The Audit Report highlighted this issue and as such, the Department will follow the recommendation to revise our park inspection tool to better assist us in evaluating our performance against our actual, non-peak seasonal maintenance activities for the months of November through March.

There are also several inconsistencies in terms of which parks were included and excluded in the evaluation and the methodologies used to evaluate specific parks. Not all parks were acquired or developed to be “manicured” parks. Many within our parks system were acquired for conservation purposes or to be developed in phases as capital is available and the community is engaged for input and future uses. Also, as the Department has strived to climb the Trust for Public Land (TPL)’s national *ParkScore*, decisions were made to expand park access but not necessarily develop these parcels as traditional parks. The Department remains unclear as to how the Audit Team calculated our average dollar spent per park acres. More than 65% of the Department’s current fiscal year budget is in staffing and therefore, we consider this metric outdated as we strive to maintain our service levels.

Since no city agency has unlimited resources, the Department takes a fiscally prudent approach and balances our priorities and responsibilities against current allocations. The Department attempts to find productivity savings or attribute increased resources to clear, expected outcomes as we aim to meet higher service levels. For example, in recent years, the Department was funded to convert twelve (12) seasonal CDL drivers to full-time employees to smooth transitions and improve our ability to attract talent. The Department will continue to monitor changing climate for planning of future staffing and/or resources needed.

While we are responding with these concerns to the Audit Report, we would also like to highlight that there were several helpful aspects of the Audit, including: the recommendation that we adjust our maintenance inspection report to develop a classification system for different categories of Parks, and other recommendations to further adjust our operational manual and policies to reflect the nuanced maintenance needs of a variety of parks. One of the biggest take-aways of the overall Audit Report is that the Department should accurately reflect to the public the seasonal nature of our work – that we do not have a ten (10) day maintenance schedule during the months of November through March. This recommendation will help the public and our leadership teams better hold our Parks Maintenance teams accountable for expected service levels.

In the upcoming FY18, the Department will continue to increase its investments in parks by adding staffing and resources to our BeltLine district, assigning a new Assistant Director position to oversee operational performance, and piloting a five (5) day maintenance level for the City’s anchor parks. We will continue to complete life-cycle maintenance and repairs that the Department has previously deferred for decades while making new capital investments that fundamentally transform our parks system. Lastly, we look forward to completing our proposed action items to continue to meet our park maintenance service levels based on recommendations from the Audit Report.

## Appendix D: Park Quality Assessment Form

**PARK QUALITY ASSESSMENT**

DISTRICT: \_\_\_\_\_ Date: \_\_\_\_\_

PARK: \_\_\_\_\_ Evaluated by: Lisa J. Parks

| Turf Maintenance               |                                |                              |            |
|--------------------------------|--------------------------------|------------------------------|------------|
| Actual                         | Possible                       | Comments                     | Work Order |
| <input type="checkbox"/>       | <input type="checkbox"/>       | Mowing / Trimming:           |            |
| <input type="checkbox"/>       | <input type="checkbox"/>       | Edging:                      |            |
| <input type="text" value="0"/> | <input type="text" value="0"/> | Weed Control: N/A in 2011    |            |
| <input type="text" value="0"/> | <input type="text" value="0"/> | Fertility: N/A in 2011       |            |
| <input type="text" value="0"/> | <input type="text" value="0"/> | Pest Management: N/A in 2011 |            |

| Shrub & Bed Maintenance        |                                |                              |            |
|--------------------------------|--------------------------------|------------------------------|------------|
| Actual                         | Possible                       | Comments                     | Work Order |
| <input type="checkbox"/>       | <input type="checkbox"/>       | Shaping Hedges:              |            |
| <input type="checkbox"/>       | <input type="checkbox"/>       | Pruning:                     |            |
| <input type="text" value="0"/> | <input type="text" value="0"/> | Fertility: N/A in 2011       |            |
| <input type="text" value="0"/> | <input type="text" value="0"/> | Pest Management: N/A in 2011 |            |
| <input type="checkbox"/>       | <input type="checkbox"/>       | Bed Edging:                  |            |
| <input type="checkbox"/>       | <input type="checkbox"/>       | Weed Control:                |            |
| <input type="checkbox"/>       | <input type="checkbox"/>       | Mulch Depth:                 |            |

| Tree Maintenance         |                          |              |            |
|--------------------------|--------------------------|--------------|------------|
| Actual                   | Possible                 | Comments     | Work Order |
| <input type="checkbox"/> | <input type="checkbox"/> | Pruning:     |            |
| <input type="checkbox"/> | <input type="checkbox"/> | Inspections: |            |

| Natural Area Maintenance |                          |                        |            |
|--------------------------|--------------------------|------------------------|------------|
| Actual                   | Possible                 | Comments               | Work Order |
| <input type="checkbox"/> | <input type="checkbox"/> | Tree Groves:           |            |
| <input type="checkbox"/> | <input type="checkbox"/> | Invasives:             |            |
| <input type="checkbox"/> | <input type="checkbox"/> | Mulch piles:           |            |
| <input type="checkbox"/> | <input type="checkbox"/> | Perimeter of Property: |            |

Page 1 of 3

| Cleanliness              |                          |  |            |
|--------------------------|--------------------------|--|------------|
| Actual                   | Possible                 | Comments                                 | Work Order |
| <input type="checkbox"/> | <input type="checkbox"/> | Litter:                                  |            |
| <input type="checkbox"/> | <input type="checkbox"/> | Leaf and Debris Removal:                 |            |
| <input type="checkbox"/> | <input type="checkbox"/> | Hard Surface Cleanliness:                |            |
| <input type="checkbox"/> | <input type="checkbox"/> | Hard Surface Weed Control-"crack weeds": |            |
| <input type="checkbox"/> | <input type="checkbox"/> | Graffiti:                                |            |
| <input type="checkbox"/> | <input type="checkbox"/> | Urban Campers:                           |            |
| <input type="checkbox"/> | <input type="checkbox"/> | Dumping:                                 |            |
| <input type="checkbox"/> | <input type="checkbox"/> | Garbage Cans:                            |            |

| Pavilions/Grills         |                          |            |            |
|--------------------------|--------------------------|------------|------------|
| Actual                   | Possible                 | Comments   | Work Order |
| <input type="checkbox"/> | <input type="checkbox"/> | Pavilions: |            |
| <input type="checkbox"/> | <input type="checkbox"/> | Grills:    |            |

| Park Amenities           |                          |                      |            |
|--------------------------|--------------------------|----------------------|------------|
| Actual                   | Possible                 | Comments             | Work Order |
| <input type="checkbox"/> | <input type="checkbox"/> | Drinking Fountains:  |            |
| <input type="checkbox"/> | <input type="checkbox"/> | Benches & Bleachers: |            |
| <input type="checkbox"/> | <input type="checkbox"/> | Picnic Tables:       |            |
| <input type="checkbox"/> | <input type="checkbox"/> | Lighting:            |            |

| Playgrounds              |                          |                     |             |
|--------------------------|--------------------------|---------------------|-------------|
| Actual                   | Possible                 | Comments            | Work Orders |
| <input type="checkbox"/> | <input type="checkbox"/> | Cushioning/Borders: |             |
| <input type="checkbox"/> | <input type="checkbox"/> | Play Equipment:     |             |

| Courts                   |                          |                                |            |
|--------------------------|--------------------------|--------------------------------|------------|
| Actual                   | Possible                 | Comments                       | Work Order |
| <input type="checkbox"/> | <input type="checkbox"/> | Basketball, Tennis, Multi-Use: |            |
| <input type="checkbox"/> | <input type="checkbox"/> | Fences:                        |            |
| <input type="checkbox"/> | <input type="checkbox"/> | Lighting:                      |            |

| Ball Fields              |                          |                            |            |
|--------------------------|--------------------------|----------------------------|------------|
| Actual                   | Possible                 | Comments                   | Work Order |
| <input type="checkbox"/> | <input type="checkbox"/> | Turf:                      |            |
| <input type="checkbox"/> | <input type="checkbox"/> | Infields & Grading:        |            |
| <input type="checkbox"/> | <input type="checkbox"/> | Weed control:              |            |
| <input type="checkbox"/> | <input type="checkbox"/> | Fences:                    |            |
| <input type="checkbox"/> | <input type="checkbox"/> | Spectator Areas & Bullpen: |            |
| <input type="checkbox"/> | <input type="checkbox"/> | Lighting:                  |            |

| Storm Drainage Systems   |                          |                          |             |
|--------------------------|--------------------------|--------------------------|-------------|
| Actual                   | Possible                 | Comments                 | Work Orders |
| <input type="checkbox"/> | <input type="checkbox"/> | Drainage Systems:        |             |
| <input type="checkbox"/> | <input type="checkbox"/> | Erosion:                 |             |
| <input type="checkbox"/> | <input type="checkbox"/> | Lakes, Streams, & Ponds: |             |

| Park Signage             |                          |                |             |
|--------------------------|--------------------------|----------------|-------------|
| Actual                   | Possible                 | Comments       | Work Orders |
| <input type="checkbox"/> | <input type="checkbox"/> | Rules Signs:   |             |
| <input type="checkbox"/> | <input type="checkbox"/> | Park ID Signs: |             |

| Parking Lots             |                          |               |             |
|--------------------------|--------------------------|---------------|-------------|
| Actual                   | Possible                 | Comments      | Work Orders |
| <input type="checkbox"/> | <input type="checkbox"/> | Parking Lots: |             |

| Carry Over's             |                          |               |  |
|--------------------------|--------------------------|---------------|--|
| Actual                   | Possible                 | Comments      |  |
| <input type="checkbox"/> | <input type="checkbox"/> | Carry Over's: |  |
|                          |                          |               |  |
|                          |                          |               |  |
|                          |                          |               |  |
|                          |                          |               |  |

|                                |                                |             |      |
|--------------------------------|--------------------------------|-------------|------|
| Actual<br>Total                | Possible<br>Total              | Total Score | #### |
| <input type="text" value="0"/> | <input type="text" value="0"/> |             |      |

Comments

---



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100 - 90 Excellent      89 - 80 Good      79 - 70 Needs Improvement      Below 70 Poor



## Appendix E: Quality Assessment Standards





## Turf Maintenance

|  |   |
|--|---|
| <b>Mowing/Trimming</b>   | <p>5 = Excellent condition, mowed with an alternating direction, creating a checkered pattern to turf. Mowed at proper height, no scalped areas and no mower tire marks. The grass blade ends are smooth and green indicating a sharpened mower and proper speed of mowing. All obstacles have been trimmed at the same height as mower cut. No evidence of excessive grass clippings.</p> <p>4 = Mowed at proper height, no scalped areas and no mower tire marks. The grass blade ends are smooth and green indicating a sharpened mower and proper speed of mowing. All obstacles have been trimmed at the same height as mower cut. No evidence of excessive grass clippings.</p> <p>3 = Mowed at proper height, some scalped areas or mower tire marks. Some graying of leaf blade ends with a ragged edge. Grass from a distance has a gray cast instead of green. Trimming has been addressed in all key areas, but needs attention elsewhere. No evidence of excessive grass clippings in high profile areas, with very little evidence of excessive grass clippings in low profile areas.</p> <p>2 = Mowed at proper height, but some scalping or mower marks. Grass blades are ragged and discolored. Trimming needs to be addressed. Evidence of excessive grass clippings throughout property.</p> <p>1 = Unacceptable condition of poor mowing height, scalped lawns and ragged turf edges. Trimming has been neglected. Excessive grass clippings are evident and remain where discharged into and onto structures.</p> |
| <b>Edging</b>  | <p>5 = Excellent condition of crisp, straight, vertical and deep edges on all hard surfaces.</p> <p>4 = Good condition of evidence of crisp, straight, vertical and deep edge having been made in the past, with grass blades not growing over the edge.</p> <p>3 = Evidence of crisp edge made in the past, with some grass growing unevenly over the edges and surfaces.</p> <p>2 = Very little evidence of edging and grass growing unevenly over surfaces.</p> <p>1 = Poor condition of no edges and tall grass growing up and over surfaces.</p>   |
| <b>Weed Control</b>  | <p>5 = Turf free of all controllable broadleaf weeds and annual grasses (crabgrass, foxtail, etc.)</p> <p>4 = Some annual grasses in hot zones near driveways and sidewalks, but free of weeds elsewhere.</p> <p>3 = Annual grass weeds visible in many locations and some broadleaf weeds in turf areas.</p> <p>2 = Several broadleaf weeds per 10 sq ft of turf</p> <p>1 = Poor weed control with prevalent annual and broadleaf weeds throughout turf.</p>   |
| <b>Fertility</b>   | <p>5 = Excellent rich, green color uniformly present throughout turf.</p> <p>3 = Paler, green color</p> <p>1 = Light green color and/or streaks of dark and light color</p>   |
| <b>Pest Management<br/>(Insect<br/>Control/Disease<br/>Identification)</b> | <p>5 = Lawn pests are being addressed before damage is done.</p> <p>4 = Lawn pests have been addressed, with little evidence of damage.</p> <p>3 = Lawn pests have been identified, but have not been treated / or communicated to property management. Corrective action has been scheduled / Proposal is pending.</p> <p>2 = Lawn pests are not being addressed, resulting in slight damage.</p> <p>1 = Lawn pests are not being addressed, resulting in apparent damage.</p>   |

## Shrub & Bed Maintenance

|                       |   |
|-----------------------|---|
| <b>Shaping Hedges</b> | <p>5 = Hedges are sheared often enough to prevent growth to appear untidy. All debris from shearing is collected and hedges have even, level and uniform look. Hedges are allowed to grow together rather than make individual "gum balls" throughout the community.</p> <p>4 = Hedges cut in past but appear uneven.</p> <p>3 = Hedges which are scheduled to be sheared are done often enough to prevent growth to appear untidy. All debris from shearing is collected and hedges have even look. Some "gum ball" shaping occurs.</p> <p>2 = Hedges mainly kept but weeds or grasses are growing through hedges</p> <p>1 = Hedges are allowed to get to wild, debris remains after cutting, and irregular and odd shaped shrubs are the result.</p>  |
| <b>Pruning</b>        | <p>5 = Shrubs shows no signs of death or damage and is appropriate size and shape that is common to the species. Does not impede pathway nor block sight lines and landmarks. Pruning done regularly throughout season to remove dead shrubs, branches, and diseased wood back to live branches. Branches are removed that crowd or rub other branches.</p> <p>4 = 90 % of shrubs shows no sign of death or damage and is appropriate size and shape. Does not impede pathway nor block sight lines and landmarks. Pruning done regularly throughout season to remove dead shrubs, branches, and diseased wood back to live branches. Branches are removed that crowd or rub other branches.</p> <p>3 = Larger shrubs and branches are left uncut and proper shape of species is not developed.</p> <p>2 = Not all the dead wood or dead shrubs are removed, no holes are created in the shrub, and shape and size of species is not maintained. Shrubs are impeding pathway, block sightlines, and or landmarks.</p> <p>1 = Severe pruning is required for rejuvenation to restore shrubs to their shape or vigor.</p> |

|   |   |
|---|---|
| <b>Fertility</b>                                | <p>5 = Excellent rich, green color present throughout plant material.</p> <p>3 = Paler, green color.</p> <p>1 = Stressed plant material.</p>  |
| <b>Pest Management (Insect/Disease Control)</b> | <p>5 = Ornamental pests are being addressed before damage is done.</p> <p>4 = Ornamental pests have been addressed, with little evidence of damage.</p> <p>3 = Ornamental pests have been identified, but have not been treated. Corrective action has been scheduled for this week.</p> <p>2 = Ornamental pests are not being addressed, resulting in slight damage.</p> <p>1 = Ornamental pests are not being addressed, resulting in apparent damage</p>   |
| <b>Bed Edging</b>                               | <p>5 = Excellent condition of crisp, straight, vertical, and deep edges along all bed trenches.</p> <p>4 = Good condition with evidence of straight, and deep edge having been made in the past, with grass blades not growing over the edge.</p> <p>3 = Evidence of edges made in the past, with some grass growing unevenly over the edges</p> <p>2 = Very little evidence of edging, grass growing unevenly over surfaces, and slight evidence of "scalping" along bed trenches.</p> <p>1 = Poor condition with no edges, tall grass growing up and over surfaces, and/or evidence of scalped and / or rounded appearance to bed trench.</p> |

|                     |   |
|---------------------|---|
| <b>Weed Control</b> | <p>5 = All beds are essentially weed-free.</p> <p>4 = In some beds, very few and very small weeds can be found.</p> <p>3 = There are weeds clearly visible in the beds but they are small (under a couple of inches).</p> <p>2 = Weeds are present in all beds, but are still easy to control.</p> <p>1 = Weeds are prevalent and large, reducing the quality of the desired shrubs and ground covers.</p>                      |
| <b>Mulch Depth</b>  | <p>5 = Mulch uniformly spread throughout beds to a 2-3" depth.</p> <p>4 = Mulch spread throughout the bed but there is some inconsistencies in depth.</p> <p>3 = Mulch spread throughout the bed but many inconsistencies in depth.</p> <p>2 = Mulch not spread evenly revealing bare spots or spread too thickly around the base of trees, foundations, and condensation lines.</p> <p>1 = Very little or no mulch in beds</p> |

## Tree Maintenance

|                    |   |
|--------------------|---|
| <b>Pruning</b>     | <p>5 = Up to 12', all dead, diseased, and crossing branches are removed to live and large branch. (No stub remains) There are no branches which are hanging over pedestrian and auto traffic areas, and some thinning is done to irregularly growing trees such as crabapple. All suckers at base and up stem are removed.</p> <p>4 = Up to 12', all dead, diseased, and crossing branches are removed to live and large branch. (No stub remains) There are no branches, which are hanging over pedestrian and auto traffic areas, and some thinning is done to irregularly growing trees such as crabapple. Some suckers remain at the base.</p> <p>3 = Up to 12', all dead, diseased, and crossing branches are removed to live and large branch. (No stub remains) Branches, which are hanging over pedestrian and auto traffic areas, are removed properly, but thinning is not done and some suckers remain at the base of the tree and up the stem.</p> <p>2 = Branches, which are hanging over pedestrian and auto traffic areas, are not properly removed thinning is not done and numerous suckers remain.</p> <p>1 = Obvious dead, diseased wood remains and numerous suckers are present.</p> |
| <b>Inspections</b> | <p>5 = No hazards or tree work needed in high profile areas</p> <p>4 = A few trees in high profile areas may need routine work. Limbs may be obstructing lights or the line of sight.</p> <p>3 = Several trees require routine work</p> <p>2 = Priority work is needed. Trees leaning on other trees or hanging limbs.</p> <p>1 = Emergency</p>   |

## Natural Area Maintenance

|             |   |
|-------------|---|
| Tree Groves | <p>5 = All tree groves where requested are free of limbs, weeds, volunteers, and debris. Natural fallen leaves and pine needles have been allowed to accumulate, but piles of leaves have not been dumped. Trees are elevated as directed; if appropriate; and sucker growth is not visible. A clean, visible, curvilinear line separates high maintenance turf from tree groves.</p> <p>4 = All trees groves where requested are free of limbs, weeds, volunteers, and debris. There is no pile of dumped leaves. A clean, visible, curvilinear line separates high maintenance turf areas. Trees may need to be elevated if appropriate and suckers may be visible</p> <p>3 = Trees groves may have minimum amount of limbs, weeds, volunteers, or debris. There is no pile of dumped leaves. The trees may need to be elevated and suckers are clearly visible. There is not a clean, visible, curvilinear line which separates high maintenance turf areas.</p> <p>2 = There are some limbs, weeds, volunteer and debris in the tree groves. There is no pile of dumped leaves.</p> <p>1 = Unacceptable</p> |
| Invasives   | <p>5 = Poison Ivy, Oak, and Kudzu, is eradicated.</p> <p>4 = Good attention to keeping invasives from encroaching on natural or other park land.</p> <p>3 = Some attention to keeping invasives from encroaching on natural or other park land.</p> <p>2 = Little attention to invasives from encroaching on natural or other park land.</p> <p>1 = Unacceptable</p>  |

|                       |  |
|-----------------------|--|
| Mulch Piles           | <p>5 = Mulch piles are not visible. Mulch is spread in areas that are not mowed to maintain a clean and maintained appearance.</p> <p>4 = Good use of mulch to keep understory invasives maintained. Areas that are mulched are maintained.</p> <p>3 = Areas have been mulched previously but may require additional mulch.</p> <p>2 = Mulch piles are present and are not spread</p> <p>1 = Area that have been mulched in the past are not or there are multiple mulch piles that have been present for more than 2 weeks that are not spread.</p>   |
| Perimeter of Property | <p>5 = Natural areas around the perimeter of property are maintained so they do not encroach into formal maintenance areas. Trees are elevated to allow for a maximum twelve-foot (12') clearance. A clean border between high maintenance turf and "natural" area has been maintained through pruning, string trimmers and chemical controls. Poison Ivy, Oak, and Kudzu, is eradicated.</p> <p>4 = Good attention to "Natural Area – Perimeter" standard. Limbs may need to be elevated to allow for maximum (12 ') clearance.</p> <p>3 = Some attention to "Natural Area- Perimeter" standard. Pruning and chemical control may be needed along with elevating tree limbs to (12') clearance</p> <p>2 = Little attention to "Natural Area – Perimeter" standard. Some natural areas are beginning to encroach into formal maintenance areas</p> <p>1 = Unacceptable</p> |



## Cleanliness

|                                 |  |
|---------------------------------|--|
| <b>Litter</b>                   | <p>5 = Perfect.</p> <p>4 = Entries and key areas excellent, minor problems in out-of-sight areas.</p> <p>3 = Minor litter problems, relatively new issues, sloppy clean up of executed maintenance services.</p> <p>2 = Visible signs of litter and debris left a week or more.</p> <p>1 = Unacceptable , major litter problems</p>  |
| <b>Leaf and Debris Removal</b>  | <p>5 = Perfect.</p> <p>4 = Entries and key areas excellent, minor problems in out-of-sight areas. All leaves removed by March 1<sup>st</sup>.</p> <p>3 = Minor leaf and debris problems, relatively new issues, sloppy clean up of executed maintenance services.</p> <p>2 = Visible signs of leaves, limbs and debris left a week or more.</p> <p>1 = Unacceptable</p>  |
| <b>Hard Surface Cleanliness</b> | <p>5 = Perfect. Hard surfaces are well maintained. Blown regularly and dirt has been not been allowed to accumulate. No graffiti</p> <p>4 = Some hard surfaces need attention but not in key areas. Dirt or debris has not been allowed to accumulate. Graffiti removed but evident</p> <p>3 = Some areas appear not to be regularly blown or maintained and dirt or debris has been allowed to accumulate. Graffiti on surfaces.</p> <p>2 = Many areas are not being maintained on a regular basis and dirt has been allowed to accumulate in several areas.</p> <p>1 = Unacceptable several areas are not being maintained on a regular basis.</p> |

|  |  |
|--|--|
| <b>Hard Surface Weed Control (Crack Weeds)</b> | <p>5 = Perfect. No weeds along curbs, in expansion joints, between pavers, or visible in any hard surface area.</p> <p>4 = Few small weeds but not in key areas.</p> <p>3 = Many small weeds, needs touch-up.</p> <p>2 = Some large weeds, but not in key areas.</p> <p>1 = Unacceptable</p> |
| <b>Graffiti</b>                                | <p>5 = No graffiti on any surfaces.</p> <p>4 = Some graffiti evident, removed but still evident</p> <p>3 = Some minor graffiti</p> <p>2 = Graffiti evident (extreme, large, or profane)</p> <p>1 = Graffiti evident &amp; remains after previous inspection</p>                              |
| <b>Urban Camping</b>                           | <p>5 = No signs</p> <p>4 = Some evidence but no recent examples</p> <p>3 = Some evidence and some recent examples</p> <p>2 = Multiple people and belongs are in the park (clothing, cardboard, etc.)</p> <p>1 = Canopy, tents, or make shift camping sites exist</p>                         |

|                      |  |
|----------------------|--|
| <b>Dumping:</b>      | <p>5 = No signs of dumping</p> <p>4 = Signs are posted but there are no evidence of dumping in the park upon inspection</p> <p>3 = Some evidence of dumping</p> <p>2 = Dumping in several areas of the park</p> <p>1 = Dumping has occurred and has been left on site for a week or more.</p>  |
| <b>Garbage Cans:</b> | <p>5 = All cans are dumped, no trash around cans, cans are in good condition and have liners in them</p> <p>4= Cans may have trash in them but are not full, there is little or no trash on the ground around the cans, cans may have minor damage<br/>Cans have liners in them.</p> <p>3= Cans have significant amount of trash and there may be some trash on ground around the cans, cans may not close, cans with no liners have trash bags in them.</p> <p>2= Most cans have significant amount of trash or a lot of trash is on ground around cans, trash cans without liners have no bags in them.</p> <p>1 = Cans are not dumped and are full or running over, cans have significant amount of damage and need to be replaced.</p> |

## Pavilions/Grills

|                  |   |
|------------------|---|
| <b>Pavilions</b> | <p>5= Pavilion is free of litter and debris such as glass. It has been pressure washed to assure it is clean and inviting. All furnishings are free of defects and damage. Pavilion amenities such as electrical outlets and lights are operable. No hazards should exist such as damaged roofs, tripping hazards, etc.</p> <p>4= Pavilion has a clean and neat appearance but has not been pressure washed. Overall condition of pavilion is good, furnishings are free of defect, amenities are operable and no hazards exist.</p> <p>3= Pavilion has some litter and has some very light stains in one area of pavilion. Pavilion has minor damage but does not pose an immediate hazard.</p> <p>2= Pavilion has little attention and conditions are fair. Amenities may not be operable but no hazards exist.</p> <p>1= Pavilion is not clean, inattention is evident, and hazards exist.</p> |
| <b>Grills</b>    | <p>5 = Grill is operable, stable, free of defects, grates are cleaned and old charcoal are remove. A hot coal can is available for users to dump hot coals into.</p> <p>4 = Grill is operable and free of defects, grates are not clean but old charcoal has been removed. Hot coals can is available.</p> <p>3= Grill is operable with minor defects, grates are not clean and old charcoal has not been removed. Hot coals can is available.</p> <p>2 = Grill is operable but has not been cleaned and charcoals have not been removed, defects exist or there are no hot coals can available.</p> <p>1= Grill is inoperable</p>  |

## Park Amenities

|                                |   |
|--------------------------------|---|
| <b>Drinking Fountains</b>      | <p>5 = Overall conditions and appearance are good to excellent. All components including base, stepping stone, basin, control, bubbler and drain are working properly.</p> <p>4 = Overall conditions and appearance are good. All components including base, stepping stone, basin, control, bubbler and drain are working properly. Fountain may need to be painted.</p> <p>3 = User can get an adequate drink of water but fountain may have minor defects which detracts from the operation (such as over shooting the basin). Water fountain may be leaking.</p> <p>2 = User cannot get an adequate drink of water because of plumbing issues or there may be sanitary issues where the basin is not clean or not draining properly.</p> <p>1 = User is unable to get a drink of water because fountain has plumbing issues and is not working or turned off.</p> |
| <b>Benches &amp; Bleachers</b> | <p>5 = Overall conditions and appearance are good to excellent.</p> <p>4 = Slats or supports on some of the benches may need to be repainted but are overall in good shape. No exposed bolts or screws are present.</p> <p>3 = Benches need to be painted because of graffiti or excessive peeling of paint. Benches have missing slats that need to be replaced.</p> <p>2 = Benches may be leaning and need to be leveled or removed. Need to repair or replace broken boards.</p> <p>1 = Benches, etc. are not safe for use by public.</p>  |

|                      |  |
|----------------------|--|
| <b>Picnic Tables</b> | <p>5 = Overall conditions and appearance are good to excellent.</p> <p>4 = Slats or supports on some of the tables may need to be repainted but are overall in good shape. No exposed bolts or screws are present.</p> <p>3 = Tables may need to be painted because of graffiti or excessive peeling of paint. Missing slats need to be replaced.</p> <p>2 = Need to repair or replace broken boards. Tighten or replace missing bolts.</p> <p>1 = Benches, etc. are not safe for use by public.</p> |
| <b>Lighting</b>      | <p>5 = Overall conditions and appearance are good to excellent.</p> <p>4 = Most lights and poles appear to be maintained</p> <p>3 = Lights appear to work, no broken globes, cut or exposed wires. Lights may be on during the day</p> <p>2 = Several lights appear broken or, poles are in poor condition or poles are missing and not replaced</p> <p>1 = Lighting does not appear to be working</p>   |

## Playgrounds

|                                |  |
|--------------------------------|--|
| <b>Cushioning/<br/>Borders</b> | <p>5 = Excellent condition and proper type of woodchips or sand at 12 inches in depth, no damage to rubberized padding, borders are stable and with no defects, there is proper drainage, free of weeds, debris or foreign objects.</p> <p>4 = Good condition and proper type of woodchips or sand at 12 inches depth in fall zones, may be minor damage to rubberized padding, borders are stable with minor defects, there is proper drainage, free of weeds, debris or foreign objects.</p> <p>3 = Mulch or sand at least 8-10 inches in depth, minor damage to rubberized padding, borders are stable with defects, there is proper drainage, may have some issues with weeds that have been addressed, some litter but free of foreign objects. Sand on rubberized cushioning.</p> <p>2 = Mulch or sand less than 8 inches in depth, litter throughout area damaged borders. Issues with standing water in certain areas. Weeds that are not addressed. Need to rake fall zone areas.</p> <p>1 = Mulch is insufficient, litter and foreign objects, borders have protruding rebar. Ongoing drainage issues with wash off of cushioning or standing water. Weeds are excessive and not addressed</p>   |
| <b>Play Equipment</b>          | <p>5 = Excellent condition. No loose or missing parts, painted, free of graffiti, S-hooks, swing chain and hangers are properly closed and without excessive wear. Seats are properly spaced and not worn or damaged. Proper footing underneath and no tree hazards.</p> <p>4 = Good condition. No loose or missing parts, some graffiti removed but still evident, some equipment with chipped paint, s-hooks, swing chain and hangers are properly closed and without excessive wear. Seats are properly spaced and not worn or damaged. Proper footing underneath and no tree hazards</p> <p>3 = Fair condition. No loose or missing parts, some equipment not painted or may have some fading, small amount of graffiti, s-hooks, swing chain and hangers are properly closed and without excessive wear. Seats are properly spaced and not worn or damaged. Proper footing underneath and no tree hazards.</p> <p>2 = There are loose or missing parts but appropriate action has been taken to secure play equipment. Playground equipment is older and has excessive wear but is not a hazard.</p> <p>1 = There are loose or missing parts but appropriate action has not been taken, rusted and bad paint, s-hooks with gaps and no proper footing. There are tree hazards that have not been addressed.</p> |

## Courts

|   |  |
|---|--|
| <b>Basketball Courts, Tennis Courts, and Multi-Use Courts</b> | <p>5= Nets and backboards on basketball goals are in good condition. Tennis court nets are in good condition. Surface shows limited deterioration. Boundary lines and court markings are clear.</p> <p>4= Nets and backboards on basketball goals are in good condition. Tennis court nets are in good condition. Surface shows limited deterioration. One area, or up to 20% of the surface may be damaged, defective or deteriorated. Boundary lines and court markings are faded but visible.</p> <p>3= Nets on basketball goals and tennis courts may not be in good condition. Surface shows limited deterioration. Conditions do not impair use of park. One area, or up to 20% of the surface may be damaged, defective or deteriorated. Any repairs or patchwork are smooth, level, have a good appearance and correct pavement defects.</p> <p>2= Nets are missing on basketball goals and need to be replaced. Tennis nets are up but may need to be properly installed or replaced. The surface is damaged, defective or deteriorated but no safety hazards.</p> <p>1= Surface is damaged, defective or deteriorated. Safety hazards may exist, such as cracks, buckling, fencing around courts. Repair or patchwork does not properly correct pavement defects. Overall condition and appearance are poor.</p> |
| <b>Fences</b>   | <p>5 = Overall conditions and appearance are good to excellent.</p> <p>4= Fences are stable. Some rust may be apparent. Some bottom edges may need to be secured</p> <p>3 = Fences need to be secured. Rust or loose top or bottom rails are apparent.</p> <p>2=Fences are in poor condition. Gates may not be operable.</p> <p>1 = Fences need immediate repair or replacement.</p>   |
| <b>Lighting</b>   | <p>5 = Overall conditions and appearance are good to excellent.</p> <p>4= Most lights and poles appear to be maintained</p> <p>3 = Lights appear to work, no broken globes, cut or exposed wires. Lights on during the day.</p> <p>2= Several lights appear broken or, poles are in poor condition or poles are missing and not replaced</p> <p>1 = Lighting does not appear to be working</p>   |



## Ball Fields

|                               |   |
|-------------------------------|---|
| <b>Turf</b>                   | <p>5 = Excellent condition, mowed with an alternating direction, creating a checkered pattern to turf. Mowed at proper height, no scalped areas and no mower tire marks. Fence lines are free of overgrowth. All work orders are submitted. No evidence of grass clippings.</p> <p>4 = Turf mowed with an alternating direction, creating a checkered pattern. Mowed at proper height, no scalped areas and no mower tire marks. Fence lines are free of overgrowth. All work orders are submitted. No evidence of grass clippings.</p> <p>3 = Turf mowed at proper height, no scalped areas no tire marks. Grass clipping are visible in low profile areas. All work orders are submitted</p> <p>2 = Turf mowed at proper height, but with some scalping. Grass clippings are visible in park. Fence line has overgrowth on them. Most work orders have been submitted.</p> <p>1 = Unacceptable condition of turf, poor mowing height, scalped turf. Trimming has been neglected. Fence lines have overgrowth. Work orders have not been submitted. Hazardous conditions are apparent.</p> |
| <b>Infields &amp; Grading</b> | <p>5 = Overall conditions and appearance are good to excellent. Infields appear dragged three times each week. No holes apparent. Bases are secure</p> <p>4= Well graded. Minor holes by home plates or bases</p> <p>3 = Infields are maintained but need additional work</p> <p>2= Infields are not smooth, ruts or ponding is apparent.</p> <p>1 = Infields need immediate attention.</p>   |
| <b>Weed Control</b>           | <p>5 = Overall conditions and appearance are good to excellent.</p> <p>4= Some weeds are apparent. Some ant hills are identified</p> <p>3 = Weeds and ant hills are seen.</p> <p>2= Turf has a lot of weeds. Ant hills are frequent</p> <p>1 = Weeds and number of ant hills is unacceptable.</p>   |

|                                      |   |
|--------------------------------------|---|
| <b>Fences</b>                        | <p>5 = Overall conditions and appearance are good to excellent.</p> <p>4= Fences are stable. Some rust may be apparent. Some bottom edges may need to be secured</p> <p>3 = Fences need to be secured. Rust or loose top or bottom rails are apparent.</p> <p>2=Fences are in poor condition. Gates may not be operable</p> <p>1 = Fences need immediate repair or replacement.</p>                   |
| <b>Spectator areas &amp; Bullpen</b> | <p>5 = Overall conditions and appearance are good to excellent.</p> <p>4= Some litter or weeds are apparent</p> <p>3 = Conditions appear maintained, but need improvement</p> <p>2= Many areas need additional attention</p> <p>1 = Conditions do look maintained</p>   |
| <b>Lighting</b>                      | <p>5 = Overall conditions and appearance are good to excellent.</p> <p>4= Most lights and poles appear to be maintained</p> <p>3 = Lights appear to work, no broken globes, cut or exposed wires. Lights may be on during the day.</p> <p>2= Several lights appear broken or, poles are in poor condition or poles are missing and not replaced</p> <p>1 = Lighting does not appear to be working</p> |

## Storm Drainage Systems

|                                  |   |
|----------------------------------|---|
| <b>Drainage Systems</b>          | <p>5 = All catch basins, drop inlets, and gutters are clear of all visible obstructions. There are no broken drains or missing grates.</p> <p>4 = All catch basins and drop inlets are clear of all visible obstructions. No broken drains or missing grates.</p> <p>3 = There is some debris visible in the catch basins or drop inlets.</p> <p>2 = Gutters have small trees growing from them. Drains are completely impacted. Catch basins may be broken or grates missing but the areas are completely marked by safety fencing.</p> <p>1 = Large sink holes near drains, broken drains, or missing grates that are not properly cautioned off.</p> |
| <b>Erosion</b>                   | <p>5 = Overall conditions and appearance are good to excellent.</p> <p>4 = Minor erosion exist in limited to slight soil movement</p> <p>3 = Erosion is visible in specific locations and there is an ongoing problem with soil movement</p> <p>2 = Heavy erosion exist in natural areas of the park but may not be impacting heavily used areas.</p> <p>1 = Heavy erosion is visible in highly used areas of the park and is impacting other park structures</p>   |
| <b>Lake, Streams &amp; ponds</b> | <p>5 = Overall conditions and appearance are good to excellent.</p> <p>4 = Lake has minor debris on edges.</p> <p>3 = Conditions appear maintained, but need improvement</p> <p>2 = Large areas of debris, trash and limb debris in water</p> <p>1 = Conditions do not look maintained</p>  |

## Park Signage

|                      |  |
|----------------------|--|
| <b>Rules Signs</b>   | <p>5 = All appropriate rule signs are visible and in good condition.</p> <p>4 = All appropriate rule signs are visible but may be slightly faded but are still acceptable.</p> <p>3 = All rules signs are installed but may not be clearly visible, slightly faded or bent but are still acceptable.</p> <p>2 = Park rules signs are visible but other appropriate rules signs may not be installed such as court, playground, etc. Signs have wrong telephone numbers.</p> <p>1 = Signs are not apparent or have markings or other problems associated with them.</p> |
| <b>Park ID Signs</b> | <p>5 = Park ID signs are clearly visible at all appropriate entrances into the park and in good condition. The areas around the signs are landscaped and well maintained.</p> <p>4 = Park ID signs visible and are in good condition</p> <p>3 = Park ID signs are visible but might be slightly faded or worn</p> <p>2 = Park ID signs are visible but may have makings or other problems</p> <p>1 = There are no Park ID sign apparent</p>  |

## Parking Lots

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### Parking Lots

- 5 = Overall conditions and appearance are good to excellent.
- 4 = Conditions are good, small cracks but no pot holes and lines may be starting to fade.
- 3 = Lines need to be re-painted, some minor pot holes are apparent. Gravel parking lots may need to be graded and bumper blocks reinstalled. Parking lots need to be sprayed.
- 2 = Parking lots do not have handicap markings or signage. Larger pot holes or related concerns.
- 1 = Lot needs immediate attention

## Carry Over's

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- 5 = All items requiring attention from last inspection have been corrected.
- 4 = Most items requiring attention from last inspection have been corrected.
- 3 = Although some items have been corrected, a few larger items still need attention.
- 2 = Few items requiring attention from last inspection have been corrected.
- 1 = Unacceptable, no effort to correct prior items

## Quality Judging

Criteria for judging the quality of the landscape and associated structures, etc. within the Parks is as follows:

1. Before visiting the site, become familiar with the "Park Landscape Maintenance Standards".
2. Attached is the "Score Card" to be filled out during the walk-thru of the Park.
3. Note that the score card does not include the first category listed in the Standards, Reporting, as we feel this category is a Management issue and not a Quality issue. Further, the person conducting the Judging will probably not be aware of what the District Supervisor has submitted.
4. Note the first column of the scorecard labeled "DIV". This will enable us to identify a Division or Crew that is accountable for the specific function that is being judged. We can now sort the functions according to the crew/division and calculate a "score" for such.
5. Calculating the "Score"
  - a. There will be Parks that do not have all the areas listed on the score card. An example would be the Pavilion.
  - b. Add the "Total Possible" score based on what exists within the Park. If a park has all of the features listed, the total possible score is 180. Otherwise, it will be less.
  - c. Now add the "Actual Total" score that was determined via the walk-thru.
  - d. The "Total Score" is a percentage of the total possible. Therefore you will divide the actual score by the total possible.
  - e. Example:
 

|                  |              |
|------------------|--------------|
| Total Possible = | 180          |
| Actual Total =   | 138          |
| Total Score=     | <u>76.7%</u> |
6. Note on the bottom of the last page of the Score Card we have identified a range that would be "excellent", "good", etc. We need to confirm the acceptable ranges per our quality objectives per Park.
7. A tabulation of all the scores can now be published for comparison. I highly recommend that all scores be published to all Districts, all crews, etc. A report might appear thus:

| <u>Southwest</u> |       | <u>Southeast</u> |       | <u>Northeast</u> |       | <u>Northwest</u> |       |
|------------------|-------|------------------|-------|------------------|-------|------------------|-------|
| Perkerson        | 77.2% | Thomasville      | 68.8% | Lennox           | 68.8% | Anderson         | 94.2% |
| Wilson Mill      | 76.2% | Southside        | 92.0% | Chandler         | 79.8% | Maddox           | 76.9% |
| John White       | 91.0% | East Lake        | 88.8% | Piedmont         | 72.5% | Allatoona        | 85.5% |
| Average          | 81.5% |                  | 83.2% |                  | 73.7% |                  | 85.5% |

We could expand this to include the crews/divisions within the particular Districts. This will assist in ascertaining our weak areas within the System. Further, this can now be used for employee evaluation, training and mentoring and possible incentives.