

# MUNICIPAL AUDITING REPORT CITY OF ROANOKE



## **Parks & Recreation – PLAY Afterschool Program**

**November 25, 2015**

Report Number: 16-006  
Audit Plan Number: 16-007

*Municipal Auditing Department  
Chartered 1974*

[www.roanokeva.gov/auditing](http://www.roanokeva.gov/auditing)

Phone 540.853.5235

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## AUDIT OBJECTIVES & SCOPE

### Audit Objectives:

1. Are adequate controls in place and operating effectively to ensure sufficient medical and emergency contact information are on file for children attending the PLAY afterschool program?

**Yes** – The PLAY afterschool program uses standardized enrollment and emergency contact forms to ensure necessary information about each participant’s dietary restrictions, allergies, and physical limitations are gathered and communicated to instructors. The forms also gather phone and email contact information for at least two emergency contacts. The program coordinator or recreation supervisor reviews all forms to ensure they are completed before a child participates in the program.

2. Are controls in place and operating effectively to ensure children are released to an authorized person?

**Yes with exceptions** – The PLAY afterschool program trains employees that children will only be released to the parent or persons who the parent authorized either on the emergency contact form or by phone call. Doors to the program sites are locked at all times so that employees control access to the site. A *daily sign-in and sign-out sheet* must be signed by the child upon arrival and by the parent or authorized person when the child is picked up. Procedures are in place to contact the parent or other emergency contact when a child is not picked up by the required time. We observed in our testing that three to five parents at one location routinely picked up their children without signing the daily sign-in and sign-out sheet. This was attributed to long lines for the sign-out sheet and in some cases the parents objecting to being required to sign-out their own child.

3. Are adequate controls in place and properly functioning to ensure all children are adequately accounted for upon arrival and throughout the afternoon until released?

**Yes** – The PLAY afterschool program maintains a 1:10 staff-to-child ratio at each site enabling employees to develop a familiarity with all participating children and their families. Parents are asked to call the PLAY program when children will not be attending. Employees contact the parents when a child is expected but did not arrive at the center on the school bus. All doors to the recreation centers are locked during program hours. Employees are very engaged with the children during program hours and diligent about accounting for and monitoring children while involved in outdoor activities.

4. Are controls in place and operating effectively to ensure facilities in which PLAY afterschool programs are hosted are safe?

**Yes with exceptions** – The Parks and Recreation department has robust policies and procedures manuals, as well as a written risk management plan, that help ensure a safe environment is maintained for PLAY program participants. The policies provide for safety training for staff, regular safety drills, and periodic fire and safety inspections of all recreation centers. However, we noted that drills and inspections were not conducted as frequently as specified by policy.

5. Are adequate controls in place and operating effectively to ensure PLAY afterschool program employees have a clear background check, required certifications, and required training?

**Yes with exceptions** – The Parks and Recreation department requires all employees 18 years old and over in the PLAY afterschool program to undergo a criminal history search, as well as a sex offender and crimes against minors registry search. PLAY employees are given a comprehensive staff handbook that communicates important policies and processes necessary to perform their jobs well. Employees attend a four day orientation preceding the summer program that addresses the staff handbook materials and also covers issues such as child development, proper food handling, and dealing with emergencies. The Parks and Recreation department has a *risk management plan* that outlines risk mitigation strategies. The plan requires that PLAY employees complete first aid and CPR training. It also specifies that staff competencies should be monitored to help ensure employees have the necessary training to perform their jobs. We observed that the processes for monitoring staff competencies and required training could be strengthened. We were unable to verify that all current staff had received the required first aid and CPR training.

Audit Scope:

We reviewed the processes in place as of October 1, 2015, related to the audit objectives noted above. We evaluated the controls at all four program sites:

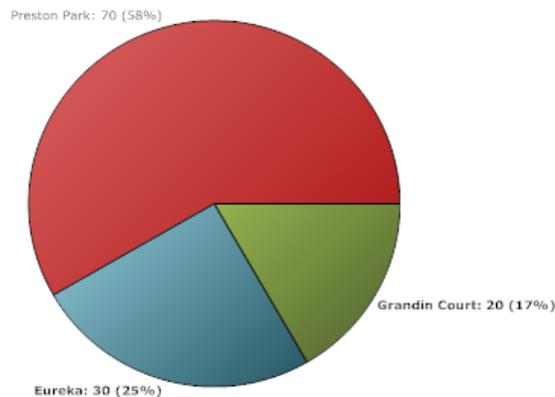
- Preston Park Elementary School Gym
- Preston Park Recreation Center
- Eureka Recreation Center
- Grandin Court Recreation Center

Our controls testing generally looked at employees working in the program and active participants at the time of our field work in October. We reviewed the available records of inspections and drills conducted in calendar year 2014 through the end of our audit fieldwork.

## BACKGROUND

The PLAY (Positive Learning and Adventure for Youth) program is an afterschool recreation program where children receive homework assistance, participate in enrichment activities and structured recreation, and receive general afterschool care. The program is offered at three recreation centers for children enrolled in kindergarten through fifth grade. It has a total enrollment capacity of 120 children:

### PLAY Program Participation



The Preston Park program utilizes both the recreation center and the Preston Park Elementary School gym.

Roanoke City Public Schools provide bus rides to participating children from their elementary schools to the recreation centers, except for Preston Park Elementary students. The Preston Park Recreation Center is across the street from the elementary school campus and a portion of program participants utilize the school gym. The PLAY program operates on school days from approximately 2:30 to 5:30 PM. Parents receive a program handbook when they register their children, which specifies pick up times and states that program staff are required to contact the Youth Bureau of the Roanoke Police Department if a child is not picked up by 6:00 PM.

Families pay a weekly program fee of \$25 per child per week. The Parks and Recreation Department provides small scholarships to help families who struggle to afford the weekly program fee. Families who qualify may receive a \$100 to \$200 grant per participant per year. The afterschool program lasts approximately 40 weeks and would therefore cost about \$1,000 per child per school year. The weekly fee is structured to recover approximately 80% of the direct costs of supplies and personnel.

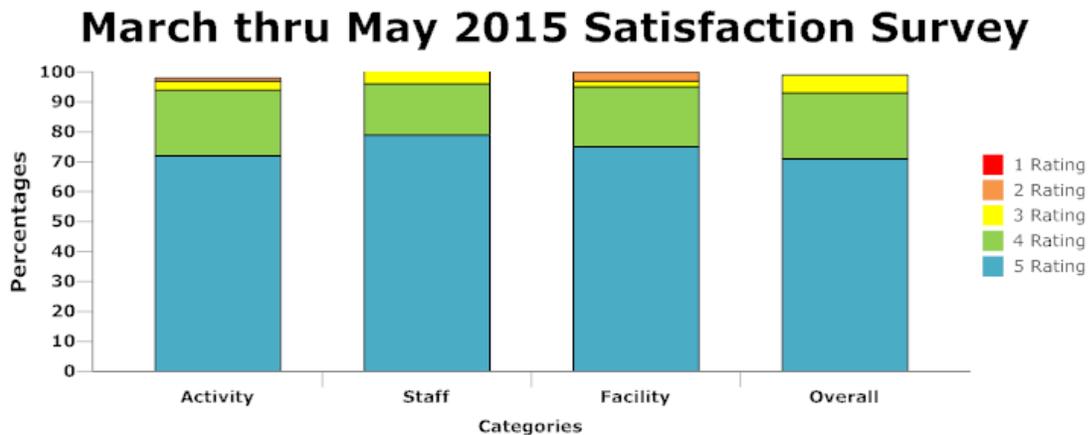
The PLAY program is a recreation program and is not subject to State regulations applicable to

licensed day care centers. However, the City of Roanoke Parks and Recreation department is nationally accredited by the Commission for Accreditation of Park and Recreation Agencies [CAPRA] and has voluntarily adopted many of the same standards required by the Virginia Administrative Code, including standards addressing:

- Pre-authorizations to provide emergency medical care
- Emergency contact information
- Daily attendance records
- Staff qualifications and training
- Building and playground safety

Two full time Parks and Recreation department employees oversee the PLAY program. There are a total of fifteen [15] part-time staff who provide instruction and oversight at the centers. The Parks and Recreation department’s goal is to have one [1] adult for every ten [10] children. When available, the department utilizes previously employed instructors and assistants to fill in during staff absences and turnover so that the 1:10 ratio is maintained.

The Parks and Recreation department evaluates the performance of the PLAY program through quarterly satisfaction surveys sent to participating families. Families are asked to rate their satisfaction quarterly on a scale from 5 [high] to 1 [low]. The survey has three categories and an overall rating, as noted in the following chart for the March thru May 2015 program survey:



The Activity category addresses participant enjoyment of program activities, convenience of program times and office hours, satisfaction with fees and the registration process.

The Staff category looks at how satisfied participants are with the program employees’ friendliness, knowledge, organization, ability to motivate children and encourage participation.

The Facilities category asks about satisfaction with the appearance, cleanliness, and safety of the centers.

See Exhibit 1 at the back of this report for more detailed ratings from the March thru May 2015 quarterly survey.

**End of Background**

## OBJECTIVE 1: MEDICAL AND EMERGENCY CONTACT INFORMATION

### AUDIT OBJECTIVE

Are adequate controls in place and operating effectively to ensure sufficient medical and emergency contact information are on file for children attending the PLAY afterschool program?

Yes

### OVERVIEW

The Parks & Recreation department has a comprehensive policy and procedures manual that includes standardized forms to manage activities. The PLAY program uses the standard recreation *Activity Enrollment Form* to register participants. The enrollment form requests emergency contact information, including the phone numbers for home and mobile phones. The form also asks about any conditions that might limit the child's participation, any known allergies the child has or medications the child is taking. An indemnification and authorization statement on the form asks the parent to acknowledge an understanding that participating in recreational activities may subject a person to mishap and injury. The acknowledgment includes permission for employees to provide emergency medical treatment and to transport an injured child to a physician.

The PLAY program requires a separate *Emergency Contact* form that asks for two emergency contacts, including phone and email addresses. The form documents who is authorized to pick up the child and who is not authorized to pick up the child. This form also asks for information on allergies, dietary restrictions, and medications.

The Parks and Recreation Coordinator or the Recreation Supervisor reviews enrollment forms as they are received to ensure all information is provided and that the parent has signed the form acknowledging the risks and authorizing participation. Each program site maintains a log listing each participant's name, the date the enrollment form was completed, the date the emergency contact form was completed, and any comments regarding the participant. Children are not accepted into the program without having completed these forms.

Both the enrollment and emergency contact forms are kept at the program site where the child participates in the program. The two forms are filed in separate binders organized by child's first name for easy access in case of an emergency. A second copy of the emergency contact form is kept in a binder that is carried when on field trips.

We randomly selected 31 of the 120 children enrolled in the program (25%) at the time of our fieldwork in October. We verified that both the enrollment form and emergency contact form were complete, signed, and on file for all 31 children.

## OBJECTIVE 2: CHILD PICK-UP

### AUDIT OBJECTIVE

Are controls in place and operating effectively to ensure children are released to an authorized person?

Yes with exceptions

### OVERVIEW

Children participating in the PLAY afterschool program are supposed to be picked up by 5:30 PM and must be picked up no later than 6:00 PM. There are circumstances that can arise related to pick up times, such as:

- Parent delayed in traffic or due to accident
- Parent delayed leaving work
- Noncustodial parent attempting to pick up child

The PLAY program enrollment form requires that the parent provide a listing of persons authorized to pick up his or her child, as well as listing the names of persons to whom the child may not be released. Parents are also given a PLAY Parent Handbook that includes a statement that "All children must be picked up inside the site, signed out at the time they are picked up and escorted from the building by the person to whom they are released."

The Parks and Recreation department trains PLAY employees to closely account for all participants from the moment they arrive until they are released to the parent or other authorized person. Employees greet the children as they arrive at the center and have each child sign the *daily sign-in and sign-out sheet*. All doors are kept locked during program hours so that employees can be sure that no unauthorized persons enter the facility.

Parents or someone authorized to pick up a child must ring the doorbell, knock or be noticed by an employee to gain entrance. If the employee does not know the person, he or she will ask for the person's name and will confirm the person is either listed as an authorized person or that the parent had called and stated the person would be picking up the child. The employee may require the person to provide identification if he or she has any reservations about the person being who they say they are. Once the person is confirmed as being authorized to pick up the child, he or she must sign the *daily sign-in and sign-out sheet* by the child's name and note the time.

If a child is not picked up by 5:45, an employee will attempt to contact the parent and then the emergency contacts listed on the child's emergency contact form until they reach someone. If

someone cannot be reached or has not responded by 6:00 PM, the employee must contact the Youth Bureau of the Roanoke Police Department.

We reviewed the *daily sign-in and sign-out sheets* for one week at each program site. We selected 25% of the children on each sheet and confirmed that the person who signed the child out was the parent or other authorized person listed on the child's emergency contact form. We determined that 30 of 31 sign-out entries were the parent or other authorized person. One child was not signed-out on a sheet we reviewed, prompting us to look at other *daily sign-in and sign-out sheets*. We observed that three [3] to five [5] children were routinely picked up by a parent or guardian who refused or neglected to sign the *daily sign-in and sign-out sheet*. Based on information from employees, some parents object to having to sign-out their own child while others sometimes neglect to sign-out when the line for signing the sheet is too long.

**End of Objective 2**

**OBJECTIVE 3: ACCOUNTABILITY FOR CHILDREN DURING PROGRAM HOURS****AUDIT OBJECTIVE**

Are adequate controls in place and properly functioning to ensure all children are adequately accounted for upon arrival and throughout the afternoon until released?

Yes

**OVERVIEW**

The PLAY program employees at each site consistently exhibit dedication and engagement with the children enrolled in the PLAY program. The employees develop a familiarity with each child and the child's family.

Each day, the children are delivered to PLAY program sites by Roanoke City Public School buses where the PLAY employees greet them as they arrive. In most cases, PLAY employees escort the children into the buildings and in all cases an employee watches buses unload and the children walking into the center. Parents may also bring their children to the center themselves. Each child signs the *daily sign-in and sign-out sheet* as they arrive.

Parents are asked to call the PLAY program if their child will not be attending on a given day. If a child was expected and did not arrive, PLAY employees attempt to contact the child's parents. If neither parent can be reached, PLAY employees will contact the child's school to confirm that the child did not attend school that day.

Once all children who were expected have been accounted for, employees engage the children in completing homework and participating in other recreational and development activities. Employees organize indoor and outdoor activities in such way as to maintain a 1:10 staff to child ratio. When taking children outside, employees take a headcount to ensure they maintain the required ratio and so that they can confirm everyone who goes outside returns to the building after outside play is concluded. All doors to the recreation centers remain locked throughout program hours.

In order to confirm staff-to-child ratios were maintained and that due care was taken to account for children during program hours, we visited each site at least one time during field work to observe operations. In all cases, we found that employees were diligent in ensuring children were greeted upon arrival and signed themselves in, that staff-to-child ratios were maintained within the 1:10 target, and that children were consistently accounted for and monitored.

**End of Objective 3**

## OBJECTIVE 4: SAFETY

### AUDIT OBJECTIVE

Are controls in place and operating effectively to ensure facilities in which PLAY afterschool programs are hosted are safe?

Yes with exceptions

### OVERVIEW

The PLAY afterschool programs are hosted at three city recreation centers and one school gym. The Parks and Recreation department has a written *Risk Management Plan* that describes the recreation centers as follows:

**Eureka Center** – This building was constructed in 1965 and has approximately 10,800 square feet of interior space which is largely used as a gymnasium. It also has a kitchen with a refrigerator and stove, a computer lab, and an open activity area. The center is equipped with central air conditioning, a boiler type furnace for heating, and fire and security alarm systems with camera mountings in four areas that can be monitored remotely. The grounds include a softball field, four tennis courts, two basketball courts and a playground.

**Grandin Court Center** – This building was constructed in 1938 and has approximately 2,200 square feet of interior space. It has an activity room, a kitchen with a stove and refrigerator, a billiards room, and a dance studio. The center has central air conditioning and heating, but no security or fire alarm systems. The grounds include a basketball goal and playground.

**Preston Center** – This building was constructed in 1960 and has approximately 3,300 square feet of interior space. It has a large activity room, a kitchen with a stove and refrigerator, a computer lab, and a game room. The center has central air conditioning and heating, and a fire and security alarm system.

The gym at Preston Park Elementary School is utilized for the PLAY program but is not included in the Parks and Recreation department's *risk management plan* as the building is managed by the School Division.

The Parks and Recreation department has a robust policies and procedures manual that addresses the various aspects of safety and facilities management. This includes addressing staff training, first aid kits, evacuation plans and emergency protocols, keeping areas free of hazards such as glass, trash, and bio-hazards; as well as safe storage of potentially hazardous substances. The manual covers building security, key controls, lighting, fire extinguishers, and much more. We evaluated the following areas during our audit:

### Hazardous Substances

The Parks and Recreation department has contracted with a third party to provide custodial services at the recreation centers. The company cleans the centers daily after 6:00 PM, Monday through Friday. The contract requires that the company use environmentally friendly chemicals approved by the Environmental Protection Agency (EPA); that it follows all Occupational Safety and Health Administration (OSHA) requirements when using chemicals; and that material data safety sheets be kept with any chemicals stored in city facilities. In the PLAY program facilities, all cleaning supplies are maintained in locked closets inaccessible to the children.

On the days we visited the recreation centers, we did not observe any hazardous materials in the open and accessible to children. All closets containing hazardous chemicals were locked in accordance with policy.

### First Aid Kits

The Parks and Recreation Administrative Policies and Procedures Manual III, section 307, requires that employees maintain a first aid kit with specified items at each facility. Employees must know where the first aid kit is kept and ensure the kit is well stocked.

We inventoried the supplies in the first aid kit at each PLAY program location. The kits were readily accessible to staff and contained the required supplies.

### Fire and Shelter-in Place Drills

The Parks and Recreation policy manuals do not explicitly address the requirement for periodic fire and shelter-in-place drills. However, the manuals include an *Emergency Drills* form that does specify monthly fire drills and semi-annual shelter-in place drills are to be performed.

We requested the *Emergency Drill* forms documenting fire and Shelter-in-place drills conducted between August 2014 and September 2015, with the following results:

Location	Fire Drill	Shelter-in-Place Drill
Preston Park	none	none
Preston Park Elementary School	8/20/14	8/20/14
Eureka	none	none
Grandin Court	none	none

### Fire Code Inspections

The City of Roanoke Fire Marshal's Office performs annual fire code inspections at each recreation center and issues a written report of any violations. The Fire Marshal's Office re-inspects the centers, if necessary, once corrective actions are completed.

We requested and reviewed the September 2015 inspections for the Preston Park, Eureka and Grandin Court recreation centers. The results of the inspections were mostly positive, with two

of the three centers only violation being for not having a record of fire system inspections and service work on file at the center. One center was cited for having curtains that did not meet flame retardant standards, which were then promptly removed.

#### Recreation Center Safety Inspections

The Parks and Recreation department's *Risk Management Manual* specifies that each recreation center will undergo an annual safety inspection. The Office of Risk Management is the department designated to perform the annual inspection. The inspections are to be based on the health and safety standards set forth by OSHA, with the results communicated in a written report with recommendations and target dates for corrective action.

We requested and reviewed the most recent annual inspections of the PLAY program facilities. The last inspections were performed in March 2014 and listed April 2014 as the target date for corrective actions to be taken. While we did not re-perform the inspections, we observed during our site visits that many, if not all of the issues cited had been corrected. Based on the March 2014 dates of the last inspections, the requirement for an annual inspection of the three PLAY program centers is not being met at this time. Improved communication between the Parks and Recreation department and the Office of Risk Management would help meet the goal of annual inspections. It should also be noted that the Safety Specialist position that is responsible for performing the inspections was vacant for an extended period of time since the last inspection.

#### Asbestos and Lead Paint

Large-scale mining of asbestos, a mineral containing thin fibrous crystals began in the late 19<sup>th</sup> century when manufacturers and builders began using asbestos because of its affordability and desirable physical properties including sound absorption and heat resistance. Wide use of asbestos in electrical and building insulation continued throughout most of the 20<sup>th</sup> century, until the knowledge of carcinogenic effects of asbestos dust became known. [Source: wikipedia.org]

Prior to the ban of lead paint for household use in 1978, lead was added to paint to speed drying, increase durability, maintain a fresh appearance, and resist moisture that causes corrosion. Lead paint can cause nervous system damage, stunted growth, kidney damage, and delayed development. It is dangerous to children because it tastes sweet, therefore encouraging children to put lead chips and toys with lead dust in their mouths. Lead paint is dangerous to adults and can cause reproductive problems in men or women. [Source: wikipedia.org]

The City's Office of Environmental Management utilizes an independent contractor to conduct required asbestos and lead paint surveys of City buildings. We requested the most current asbestos and lead paint surveys of the three recreation centers hosting the PLAY afterschool programs. As we discussed the surveys with the City's Environmental Administrator, he noted that the surveys did not reflect the removal of asbestos and lead paint in recent years. The Environmental Administrator inspected all three recreations centers and confirmed that all three centers are free of asbestos and lead paint.

### Radon

Radon is a radioactive, colorless, odorless and tasteless naturally occurring gas which can accumulate to higher than normal concentrations in buildings, especially in low areas such as basements and crawl spaces. Studies have shown a clear link between breathing high concentrations of radon and the incidence of lung cancer. According to the EPA, radon is the second most frequent cause of lung cancer after cigarette smoking, causing 21,000 lung cancer deaths per year. [Source: wikipedia.org].

Virginia schools have been categorized into three [3] zones depicting potential radon hazards from low to high, with Roanoke City Public Schools included in Zone 1, the category designated as having highest potential for radon gas. Virginia Code 22.1-138B, Minimum standards for public school buildings, requires all public schools to be tested for radon in accordance with standards established by the EPA. [Source: Radon Measurements in Schools – Best Practices Lecture].

There are no federal, state, or local regulations requiring that the City of Roanoke test its buildings for excessive concentrations of radon gas. The City has not measured the concentrations of radon gas in any of its recreation centers or other facilities. We discussed the schools best practices presentation with the City's Environmental Administrator and asked that City management evaluate the true risks radon presents and the need, if any, to test recreation centers and other city facilities.

**End of Objective 4**

## OBJECTIVE 5: STAFF BACKGROUND CHECKS AND TRAINING

### AUDIT OBJECTIVE

Are adequate controls in place and operating effectively to ensure PLAY afterschool program employees have a clear background check, required certifications, and required training?

Yes with exceptions

### OVERVIEW

#### Background Checks

The PLAY Staff Handbook requires a clear background check on all staff 18 years and older. Prior to employment, the Human Resources department requests a “Criminal History Record” and “Sex Offender and Crimes against Children Registry” search through the Virginia State Police Central Criminal Records Exchange. Detailed results are returned to the Human Resources department who then confirms to the Parks and Recreation department that the employee can be hired, or; requests a meeting with management to review the person’s history and discuss the person’s suitability for the position.

We verified that background checks for all 15 current PLAY program employees were clear.

#### New Employee / Annual Training

Each new PLAY employee receives a comprehensive staff handbook that communicates many of the fundamental policies and processes of the City, the Parks and Recreation department and the PLAY program. The following is a sample of the topics covered:

- Department Mission, Vision, and Values
- Emergency Contact List
- Staff Training
- Personal Conduct
- Telephone Etiquette
- Customer Service
- Dress Code
- Staff Duties
- Participant Behavior Guidelines
- Reporting Abuse and Neglect
- Playground Safety Plan
- Natural Disasters

The staff handbook is a great tool to communicate expectations to part-time staff and for promoting consistency in how each site provides services. The handbook includes instructions

on what to do in case of exposure to blood-borne pathogens or body fluids. It addresses actions to take when injured and other processes to address OSHA standards.

The Parks and Recreation department conducts a four day annual orientation for all PLAY employees prior to the start of the Summer PLAY program. The orientation covers much of the information in the staff handbook. Presenters at the orientation include representatives from Risk Management, Human Resources, Social Services, Emergency Management, the Department of Health, and Blue Ridge Behavioral Health. The orientation includes safe food handling, child development, conflict resolution, and various other relevant topics. Because the majority of the summer program employees transition to working in the afterschool program in the fall, management does not conduct a fall orientation. PLAY employees who are hired during the fall and winter receive the handbook and are provided orientation on the job.

We confirmed that 12 of 15 current employees in the PLAY afterschool program attended the June 2015 orientation.

#### Administering CPR, First Aid and Emergency Medications

The Parks and Recreation *Risk Management Plan* specifies that part-time staff in the afterschool program will be trained in first aid and CPR, and will receive an *Emergency Handbook* as part of their orientation. The *risk management plan* states that required training will be monitored and tracked using a training and development matrix.

The PLAY staff handbook specifies that employees may not dispense medications or even apply sunscreen. However, employees may administer emergency medications such as an epi pen or asthma inhaler if they have received the necessary training.

We requested records showing that all 15 current employees in the afterschool program have completed the required first aid and CPR training. The training matrix had not been properly maintained and we were unable to confirm that some employees had completed the appropriate training in CPR, first aid and administering emergency medications.

None of the 120 current participants in the program have provided an epi pen to be used for emergencies. Two (2) participants have provided asthma inhalers for emergency use.

### **End of Objective 5**

### SUMMARY OF MANAGEMENT ACTION PLANS

#### Management Action Plan – Child Pick-up Procedures

Staff on site will continue to remind parents to sign their child out and will attempt to post themselves where they make sure this is being done; depending upon activities and staffing levels. In the event a parent does not sign out, at the end of the day staff will make note of this on the sign out form, initial that the child was picked up, and re-educate the parent the next time they come for pick up. Target date below reflects when staff will be re-trained on this issue.

Assigned To	Target Date
Vickie Briggs, Recreation Program Supervisor	12/07/15

#### Management Action Plan – Fire and Shelter-in-Place Drills

Drills were held at each location but were not properly documented by staff. A calendar of scheduled dates will be developed and distributed to site supervisors. Recreation Program Supervisor will confirm drills are held and verify documentation is completed on the day of the drill. Drills have been held in October and November 2015 at all locations and documents completed. Target date reflects completion date of drill calendar.

Assigned To	Target Date
Vickie Briggs, Program Supervisor	12/18/15

#### Management Action Plan – Annual Recreation Center Safety Inspections

This audit revealed some confusion as to which department is responsible for scheduling and tracking the annual safety inspections. Based upon discussions between Melida McKee, Recreation Coordinator and Jackie Clewis, Risk Manager, it has been determined that the Office of Risk Management will be responsible for performing the safety inspections in coordination with the Recreation Coordinator. The Recreation Coordinator will be responsible for scheduling these annual inspections with Risk Management. Inspections at the three locations used for the After School programs were conducted by Gene Pritts, Safety Specialist, on December 5, 2015; no results available at this time. Target date below reflects when any necessary repairs will be scheduled/corrections will be made for any issues found during inspections.

Assigned To	Target Date
Melida McKee, Recreation Coordinator	1/08/16

### Management Action Plan – Radon Testing

The Assistant City Manager for Community Development, Assistant City Manager for City Operations, Director of Parks & Recreation, and Environmental Administrator will evaluate the applicability of indoor air quality best management practices for recreation centers and determine if radon or other gases, particulates, or microbial contaminants should be monitored.

Assigned To	Target Date
Christopher Blakeman, Environmental Administrator	3/01/16

### Management Action Plan – New Staff Training

New employee orientation check list will be developed to insure that new staff receives the correct training; target date below reflects when checklist will be developed and approved. The new staff will be permitted to begin work learning some parts of the job “hands on” under the supervision of full time staff or Recreation Instructor (part time). Packets of information presented by outside agencies at the summer orientation week will be given to the new employee to review and will be discussed with full time staff to insure materials have been reviewed. As hiring happens throughout the year, new staff training will be ongoing with the target to complete checklist within three weeks of start date.

Assigned To	Target Date
Melida McKee, Recreation Coordinator	12/18/15

### Management Action Plan – CPR/First Aid/ Emergency Medication Administering Training

Staff records will be updated to include a copy of their certification card and certification dates will be entered in the Employee Training database by the Recreation Division Safety Coordinator. A separate file will be maintained in the office of the Recreation Coordinator at Preston. Staff that are currently certified but have no card on file will be asked to produce card so that a copy can be made-this includes six staff who were certified by Risk Management instructor in June 2014. New employee who came to employment already certified had a copy of her certification placed in her personnel file as of Dec. 1. Four staff attended and passed class held on Nov. 9 and 12, 2015; cards received and copied on Nov. 30, 2015.

Jackie Clewis, Risk Manager, reports that the current Employee Training database is scheduled to be changed during the HR/Payroll System upgrade. The City will be adding a new Training Module that will replace the Employee Training Database. She reports that each Department’s Safety Coordinator is to update training information in the Employment Training database, but that the Recreation Division has not had a Safety Coordinator since Michael Clark left; a staff member will be appointed to this duty by Steve Buschor, Director, this person will be

responsible for updating the database as training occurs. The Office of Risk Management will be purchasing equipment to conduct CPR/First Aid/Emergency Medication Administering training by Spring 2016. The Recreation Coordinator will be responsible for contacting Risk Management to schedule training for After School/summer staff. Target date reflects when documentation will be received from staff who were certified in June 2014 for two years.

<b>Assigned To</b>	<b>Target Date</b>
Melida McKee, Recreation Coordinator	12/18/15

**ACKNOWLEDGEMENTS**

We would like to thank all of the employees working in the PLAY program, especially Melida McKee, Parks and Recreation Coordinator, and Vickie Briggs, Recreation Program Supervisor, for their assistance and cooperation throughout this audit. We also appreciated the assistance and cooperation we received from Captain Ronnie Campbell, Fire Marshal's Office, Terry Angle, Contract Coordinator, Facilities Management, Jackie Clewis, Risk Manager and Gene Pritts, Safety Specialist, in the Office of Risk Management, as well as Christopher Blakeman, Environmental Administrator in the Office of Environmental Management.

 CPA

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Ann Clark, CPA  
Senior Auditor



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Drew Harmon, CPA, CIA  
Municipal Auditor

Exhibit 1: Quarterly Satisfaction Survey for the PLAY Afterschool Program  
Responses for March thru May 2015

Satisfaction Ratings were on a scale from high to low [5 to 1]  
Percentages may exceed 100 due to rounding

Rating	Number of Responses						Percentage of Responses					
	5	4	3	2	1	N/A	5	4	3	2	1	N/A
<b>Activity</b>												
Enjoyable	45	17	3	1	0	0	68%	26%	5%	2%	0	0
Location was convenient	52	11	2	0	1	0	79%	17%	3%	0	2%	0
Times were convenient	49	14	3	1	0	0	73%	21%	4%	1%	0	0
Registration fees	45	15	4	1	1	0	68%	23%	6%	2%	2%	0
Office hours were convenient	44	13	5	2	0	0	69%	20%	8%	3%	0	0
Registration process was efficient	45	11	5	1	0	0	73%	18%	8%	2%	0	0
Overall	49	15	2	1	0	0	73%	22%	3%	1%	0	0
Totals	329	96	24	7	2	0	72%	21%	5%	2%	0	0
<b>Staff</b>												
Friendly and Helpful	51	15	3	0	0	0	74%	22%	4%	0	0	0
Knowledgeable	51	12	3	0	0	0	77%	18%	5%	0	0	0
Motivating	51	11	3	1	0	0	77%	17%	5%	2%	0	0
Organized and prompt	49	14	3	0	0	0	74%	21%	5%	0	0	0
Encouraged participation	49	16	3	0	0	0	72%	24%	4%	0	0	0
Overall	52	11	3	0	0	0	79%	17%	5%	0	0	0
<b>Facilities</b>												
Safety	47	14	2	0	1	1	72%	22%	3%	0	2%	2%
Cleanliness & Appearance	46	14	3	1	0	0	72%	22%	5%	2%	0	0
Location	50	12	1	0	1	0	78%	19%	2%	0	2%	0
Overall	49	13	1	2	0	0	75%	20%	2%	3%	0	
<b>Overall Rating</b>												
Program Overall	45	14	4	0	0	0	71%	22%	6%	0	0	0
Compare to similar programs	45	13	4	0	0	1	71%	21%	6%	0	0	2%
Compare to all other programs	44	14	3	0	0	1	71%	23%	5%	0	0	2%