

**Report on Audit
Parks and Recreation Department
May 2010**

Internal Audit has completed an audit of the Parks and Recreation Department. The scope of the audit is considered full, as all aspects of the department were subject to inspection and review. Thanks to Finance Director, Pamela Hodge, for the loan of a Financial Analyst, Steven Elmore, for assistance with the audit. This audit took approximately eight months to complete, due the size of the Parks and Recreation Department and the numerous operations and programs contained therein, and the limited staff available to perform the audit.

The Parks and Recreation Department, headed by Director, Tony Adams, and Assistant Director, Cammy Currie, consists of Park Services, Recreation, Athletics, Aquatics, Tennis Center, Marina, Cultural Arts, Senior Citizen, and Therapeutic Recreation. It includes developmental and recreational league sports teams and Innovative Sports Programs with travel teams. The Department provides oversight of several dozen parks and sporting complexes, recreation centers, linear parks, walking trails, a skate park, meeting facilities and the A.J. McClung Memorial Stadium and Golden Park. A natatorium is also forthcoming to accommodate swim competitions and recreational swimming. During the peak summer season, the department employs more than 300 employees, including part-time and seasonal workers. The department has an operating budget of over \$10 million per year.

Park Services

Park Services is responsible for the maintenance of all buildings and grounds operated by the Parks and Recreation Department and for housing its equipment, supplies and chemicals used to perform its duties. Specialized building and equipment maintenance is supported by Public Services. Public Services also maintain the Chattahoochee River Walk for the Department. Park Maintenance, mowing, and trash removal is accomplished by maintenance teams dedicated to specific parks such as South Commons, Lakebottom Park, Cooper Creek Park, Flatrock Park and the Woodruff Farm Soccer Complex. Park Services also assists with City and Sports Council-sponsored athletic tournaments.

A review of the parks found them to be well maintained and mowed. Several downed trees at Cooper Creek Park were awaiting removal after the floodwaters from recent heavy rain subsided. Heavier than normal rains during 2009 and early 2010 have provided numerous challenges to the Department for park maintenance and the operation of outdoor facilities and programs. Chemicals and supplies were found to be properly stored and an inventory of Parks and Recreation Equipment was found to be accurate. Several items that had been salvaged remained on the equipment listings and are in process of being removed. Mr. Groce and his staff were very helpful in locating the

equipment and arranging the delivery of rolling stock to a centralized point at the equipment yard.

Aquatics

The Aquatics Program, supervised by Carson Revell, operates four swimming pools/water parks with concessions, and a small pool at the Gallops Senior Center. The others are Rigdon Park, located in Southwest Columbus; Shirley Winston, located in Southeast Columbus; Psalmound Road, located in Northeast Columbus; and Double Churches, located in Northwest Columbus. Mr. Revell is responsible for staffing the facilities, ensuring that lifeguards and other personnel are properly trained and certified and that the pool equipment and chemicals are properly maintained and administered, and the concession operations are adequately stocked and food preparation areas are kept clean. He is also responsible to ensure that funds collected from swim fees, swim lessons and concession sales are accounted for and deposited into City accounts. Finally, log books that record hourly chemical readings are maintained by the staff at each pool and are subject to inspection and monitoring by the Public Health Department.

The audit included a visual inspection of pool operations during a payroll audit in the summer of 2009, a review of the pool chemical maintenance logs, an analytical review of attendance, fees earned, and pool concessions.

All lifeguards were found to hold current certifications as required. Concession profitability and gross margins were also reviewed and analyzed. During the summer payroll audits, it rained at two of the pools just prior to and during the audits. The staff was huddled in the concession stand at the Shirley Winston pool and several employees were rapidly consuming food items, including hot dogs and candy. Upon realization that an auditor and a member of management were present, attempts were made to trash a partially consumed hot dog in the trash can, behind the can liner and to return several packages of unopened candy to the candy rack. In all likelihood, the staff was consuming food concessions for which they had not paid. The lights in the concession stand were also off, which was unusual due to the darkness caused by the overcast skies. A subsequent analytical review revealed that the concession stand operated at a loss for the season, contributing to a collective loss for all pools on concessions. A similar review at the Rigdon Park pool found the food preparation area to be unclean and the trash cans reeked of the smell of stale food items, indicating that it had not recently been emptied. A cursory review of the pool chemical log (lying on the food preparation table) indicated that several pool chemical samples had been missed for that day, and the pages were loose on the table. The management at both of these pools was much more lax and yielded poorer results when compared to the management and operation of the Psalmound Road and Double Churches Pools, which were much better organized and supervised. A subsequent review of pool logs, during the audit revealed missing pages, possibly reconstructed records, and the logbook for the Rigdon Park pool was missing completely. Mr. Revell opined that the maintenance crew might have disposed of it when doing their final clean-up following the pool season. At any rate, there was not a successful handoff by all pool managers to Mr. Revell at the end of the season.

A review of cash handling/deposit procedures revealed that a significant change had been made from the 2007 season, when cash controls were exceptionally strong. Pool managers no longer made their own deposits and logged their daily collections for admission revenue, swim lesson fees and concession revenues into a spreadsheet on the a shared drive, which was used to compare reported totals from daily balancing, with actual deposits by the Revenue Division of the Finance Department, when the deposit slips were returned to them by the bank, at which time any discrepancies were noted and promptly investigated. Now, the pools bag their cash, less start-up funds, along with the z-tape (daily cash register total) and the bag is collected by a Park Services driver, who delivers the cash for each of the pools and the Cooper Creek Tennis Center to the Parks and Recreation Finance Manager, located at the Lake Oliver Marina. She then counts the money and prepares a bank deposit and delivers the deposit to the bank, after consolidating the funds from the various locations. Several large variances existed during the summer of 2009 at the pools, but there was no evidence that any of them were investigated nor resolved. This methodology for handling cash eliminates virtually all cash controls, displaces proper separation of duties, and disables the ability of the Revenue Division to monitor results and alert management of discrepancies. Controls are deemed very weak to non-existent. The Finance Manager initiated this change with the alleged approval of the Department Director as a means to simplify the work of the staff. When asked, the Director stated that he did not intend for the pools to send their cash, uncounted and unbalanced. Although no theft was detected, such a system enables the Finance Manager the opportunity for skimming (theft of funds before they are recorded in the Accounting Records of the City) and the opportunity perform both the cash handling/deposit preparation and to perform the recording function, or preparation of the documents that are subsequently recorded in Accounting. To disarm proper cash controls, is not a decision that a competent, trained financial manager would recommend or implement.

Cultural Arts

Program Supervisor, Lisa Castile, leads the Cultural Arts program. The program is based at the Cultural Arts Facility located at Britt David Park, in North Columbus. The facility houses a studio for pottery, photography and other types of artwork. Some of the artwork produced is available for sale. Satellite pottery programs exist at the Northside Super Center and at the Psalmond Road Super Center. Pottery programs have not proved as successful at south side locations. Pottery participation remains strong and growing, whereas photography/film development has waned with the advent of the digital camera.

A review of the operations, budgetary and financial records revealed a program that is proactively managed by a skilled person with a passion for quality and accuracy. Ms. Castile not only provided accurate records of participation, but maintained financial records that easily enabled the tracking of daily receipts and timely deposits. Daily totals readily linked to the financial records maintained at the center.

Therapeutic Recreation

The Therapeutic Recreation program offers a variety of programs and activities to persons that are mentally and/or physically challenged. Pamela Lee assumed the supervisory role following the retirement of Annette Gibney. The program was recently relocated to the Northside Supercenter during the renovation of their former location at the Pop Austin Recreation Center. The program has a consistent base of participants, many of which have participated for many years. The program participations have suffered slightly during the time it has been relocated to Northside due to the lack of public transportation service. To compensate, Parks and Recreation shuttles participants from their Comer Gym location to Northside for those participants needing transportation. In the afternoon, the TR van transports the participants to their homes or the transport station. This consumes approximately 2 hours each afternoon. The van used by the program is very old and needs replacement. Program staff provides a monthly newsletter and calendar of events to its participants. The newsletter is also posted on the City's website. The program has a relatively small staff that is augmented by family members of some of the participants.

Long-term, the program needs to be relocated to a more central location, with public transportation available, and a newer van for their activities and trips.

Senior Citizens

Senior Citizen Programs are offered at four primary locations, the Marianna Gallops Center in Central Columbus, the South Columbus Center, located at the Frank Chester Supercenter in South Columbus, the Edgewood Senior Center, located in East Columbus, and the Fox Senior Center, located in Northwest Columbus. Each location has Parks and Recreation staff and provides some common activities, and most of the locations have a club with elected officers and active volunteers. Programming varies based on the desires of the group at each location. Participation is strong in the mornings and through lunch, with some decline in the afternoons. Many of the participants have been active with their group for much of their senior adult life.

Activities at the centers include bingo, board games, meals, crafts, pottery - making, billiards and dancing. Seniors also enjoy physical activity to include chair aerobics, indoor and outdoor games, swimming and travel trips. Surprisingly, no shuffleboard courts were noted at any of the center. This is a favorite of seniors in a number of communities.

The facilities and participation varies by location, but each seems to utilize their available space. The facilities, equipment and furnishings are showing their age and will need to be replaced or refurbished in the coming years. With many of the baby boomers nearing retirement age, centers will probably need to be expanded or additional ones created to accommodate the needs of a growing aged population.

Lake Oliver Marina

The Lake Oliver Marina was demolished in 2008 and replaced with a larger, modern structure, better designed to accommodate the needs of patrons. Space for food preparation and service was increased and a meeting room (available for rental) was constructed.

The facility is managed by Becky Glisson, Administrative Operations/Finance Manager, and is staffed by one full-time, 3 part-time and 2 seasonal employees. The Marina serves food and beverage items, operates a restaurant and a bait and tackle shop, sells fuel to boaters and rents the meeting room to the public. Staff is also responsible for cleaning and maintaining the facility. Operating hours for the marina are adjusted seasonally. Staffing should be evaluated and adjusted according based on daily volume of business. At some point, the supervision of the marina should be vested in the one full-time employee and the Administrative Operations/Finance Manager relocated to the Administrative Division Headquarters for Parks and Recreation.

The volume of customer traffic varies considerably according to season and the weather. The volume increases in the spring, peaks in summer and declines slightly during the early Fall. Winter is the slowest time of the year for marina volume due to the colder temperatures and reduced hours of daylight.

A review of the gross profit margin on items sold at the marina yielded a small profit of approximately 5%. This is very low for margin on prepared foods and convenience items. It is recommended that the pricing structure for all items sold at the marina be reviewed and compared to other such vendors and adjust pricing accordingly. Fuel margins are typically low at competitive stations, but such is not usually true at limited supply points, such as marinas. It is not uncommon for fuel to be marked up considerably more at such locations. Fuel margins were difficult to determine, as month-end inventories were not being garnered and recorded by marina personnel. (We were told that Public Services check the fuel inventory periodically and at month end.) The reading is needed to accurately account for fuel margins and to evaluate shrinkage. Fuel is prone to a small amount of shrinkage due to evaporation. If periodic evaluations are not performed, it could result in a sizable and unexplained shrinkage at the end of the fiscal year.

All cash registers should be balanced daily, any shortages or overages identified and explained, and deposits of funds made to the bank on a daily basis. Further, the spreadsheet on the shared drive should reflect the daily revenues and deposits, which can then be verified by the Revenue Division of Finance when the deposit slips are received from the bank. Revenue should be annotated for any changes to deposited amounts to the

spreadsheet and marina personnel account for the differences. For proper internal controls to exist, personnel handling monies and preparing deposits should be separate from those recording or entering the amounts into the city's books of accounts and records. The introduction of Point of Sale terminals will aid this process, provided the transactions are reported directly to the City's Finance Department.

Cooper Creek Tennis Center

The Cooper Creek Tennis Center was audited and reviewed in the summer of 2009. Numerous recommendations were made at that time and are now being implemented by the staff under the supervision of the Assistant Director of Parks and Recreation, Cammy Currie. The Assistant Director and the Tennis Center Supervisor have initiated regular meetings with CORTA to improve relations and understanding of facility operations. The auditors encourage the implementation of the previous recommendations and the continued dialog with CORTA. The earlier report is inserted below to be included as a part of this audit report, since implementation of the audit recommendations is on-going.

Cooper Creek Tennis Center Special Study August 2009

Executive Summary

The Columbus Regional Tennis Association (CORTA) recently proposed to assume management of the Cooper Creek Tennis Facility. Some of the reasons given for doing so include a need to improve the maintenance of courts, lengthen hours of operation and utilize its large membership to provide volunteers to assist with the operation and maintenance. Subsequently, preparation of an acceptable management agreement between CORTA and the City are underway, with most of the concerns addressed. Thus far, a detailed operating plan for the facility has not been provided by CORTA to the City. In its current form, the City would be required to make an \$80,000 annual subsidy toward its operating cost, pay for all utilities and garbage collection and carry the salaries of any displaced tennis employees until they could be slotted in other City positions.

Following a request by two Council members and approval by the mayor, the Internal Auditor has performed a study of the Cooper Creek Tennis Facility and its operation to provide Council with additional information about the center's operation and what can be done to remedy the issues.

The 30 clay courts at the Cooper Creek Tennis Center are heavily played on a daily basis. The heavy play coupled with the inherent high-maintenance nature of clay (Rubico) courts requires extensive and continuing maintenance on a daily basis. Such requires a commitment to supplies, equipment and labor to perform the tasks. As a part of general government, the tennis facility competes with numerous other departments for limited capital funds, which results in many projects and purchases having to be deferred until funding becomes available. A strong case can be made for considering the tennis center as an enterprise whereby it generates its own funding through user fees and membership dues. Currently, the revenue side falls short, due to the current fee levels. Fees and dues have not been increased for nearly two decades. The current fees and membership dues are half to two-thirds of what other comparable Georgia and Alabama cities charge. Many of those cities charge more for very low maintenance hard surface courts than CCG charges for the high-maintenance clay courts. Adjusting the fees to a market level and treating the tennis center as an enterprise could remedy most of the concerns of CORTA and the public. The City would continue to offer free tennis court availability on each of its hard court facilities located in south, central and north Columbus. A modestly priced software package designed for tennis court management could also enhance the timely renewal of memberships and collection of those fees. This could also minimize administrative workloads and allow staff to expend more time on maintenance.

Access control to court is another issue that needs to be addressed. Currently, the concessions/check-in stand is on the second floor of a building near one end of the center. Numerous gates are left open and unlocked permitted players to enter and play without registering their attendance and paying their fees. The original check-in location in the older, one-story building (now occupied by CORTA) provided much better control over unpaid court entry, as entry required passing through the building. Closing the other gates and requiring entry through a single point is the best method to control access. This could be accomplished by swapping the second floor space in the new building for the one-story building currently occupied by CORTA. Also, that building is much more centrally located between the large bank of courts and the small complex on the other side of the park entry road.

CORTA is a strategic partner with the City and certainly contributes to the demand for court and the success of the Cooper Creek Tennis Center. It promotes tennis through leagues and tournaments and conducts tennis clinics to educate and attract new tennis players. League practice and play heavily occupy the courts most weekday evenings and tournaments usually occur on weekends. At many time slots, all of the 30 courts were occupied for these purposes. Considering it is a public facility, provision needs to be made to set aside some courts for non-league play by the general public.

Due to the heavy play, courts need to be laser graded and resurfaced periodically. Considering the level of play and Cooper Creek, this should likely occur every 5 to 7 years. Approximately \$15,000 per year needs to be accrued to cover the magnitude of the expense when it occurs.

As an enterprise, it would be helpful to have a Tennis Center Advisory Board created, with members appointed by Council to ensure that attention is paid to the current and future needs of the center, including potential expansion of the number of courts and heavy maintenance issues, such as court resurfacing. A fairly equal representation of CORTA, the general public (non-league tennis participants) and City management, representing its City ownership could provide a balance of power and diversity needed to focus energies, talents and resources of all stakeholders to achieve the best tennis facilities and opportunities for the community.

It is believed that addressing the aforementioned issues and trying it for at least a twelve to eighteen month period is appropriate. If a subsequent review at that time continued to reflect inadequate maintenance and a budgetary shortfall, then it might be appropriate to contract out the management or leasing the facility to another party.

Summary of Recommendations Cooper Creek Tennis Facility

1. Increase fees to provide adequate revenues to fund appropriate daily and periodic maintenance of courts.
2. Staff the facility to provide heavy maintenance (early morning) and mid-day maintenance.
3. Exchange space with CORTA and relocate check-in/concessions facility to restrict entrance to courts to one location through the check-in facility.
4. Obtain Tennis Management software to facilitate notification and membership billing of tennis members.
5. Change the Cooper Creek Tennis Center into an Enterprise Fund and allow its revenues to support its operational and minor capital needs. Issue bonds or secure other financing for major expansion and re-build projects.
6. Create a Tennis Center advisory Board to monitor the on-going and long-term needs of the facility. A balance of CORTA, non-CORTA tennis players and City representatives provide strategic guidance to Council for the facility.
7. Defer any change in management control until the aforementioned items have been implemented and evaluated (12 to 18 months)

Detailed Report

Recently, CORTA (Columbus Regional Tennis Association) appeared before City Council proposing to assume the management responsibility for the Cooper Creek Tennis Facility operated by the Parks and Recreation Department of the City. Subsequently, a proposed management agreement was developed and is still being negotiated and fine-tuned. Some of the concerns expressed by CORTA officials include issues with court maintenance, operating hours, court availability, and the operating deficit/funding availability of the facility.

Public forums were conducted in July 2009 to hear citizen input and concerns regarding the proposed agreement. Councilors Allen and Baker attended those meetings and requested additional study of the proposal by the Internal Auditor. Mayor Wetherington authorized the requested study to be performed.

The study began with the auditor conducting interviews with involved members of the Parks and Recreation management team, Cooper Creek Tennis staff and management, with CORTA's Executive Director, current and past tennis players, including some that are/were CORTA members and others that were not. Visits to the tennis center at various times and days of the week also provided some insight as to court conditions, general cleanliness of the surroundings and the demand for courts in relation to availability.

CORTA, founded in 1952, has a membership of over 3,100 and regards its mission as "to promote the development of tennis as a means of healthy recreation and lifelong physical fitness." To this end, it organizes tennis leagues and tournaments and conducts tennis clinics to acquaint and teach tennis to new participants. These are valuable services and certainly help to enlarge the local tennis community and create demand for the Cooper Creek Tennis Center and other area tennis facilities. Cooper Creek is currently the largest municipally owned and operated clay court tennis facility in the United States, with its 30 courts. CORTA is a strategic partner with the Cooper Creek Tennis Center and each is mutually beneficial to the other. However, Cooper Creek is a public facility and it is important that the public have access to clay courts with reasonable regularity.

After requests for longer operating hours were expressed at the public forums, CCTC management responded by lengthening the hours by opening at 8am rather than 9am on weekdays and Saturdays.

Through the interview process and subsequent analysis, the auditor confirmed that court maintenance is a valid concern as is the operating deficit of approximately \$80,000 per year. The very high utilization of the courts at the facility support the need for additional courts in the near to distant future, while the City struggles financially to provide funding for the existing maintenance of the facility, including periodic laser grading and resurfacing.

The auditor considered the high level of play at the Cooper Creek Tennis Facility and the continuing financial deficit. A quick phone/internet survey of hourly rates and membership fees readily identified the cause of the deficit. Fees at the facility have not increased in more than 10 years, while the age criteria for senior citizen rates was lowered from 65 to 55 during that time, further reducing fee income. The center currently charges \$2.50/hr for daytime play and \$3.00/hr for night play. Clay courts are high maintenance as compared to hard surface courts. Fees at other mayor cities in Georgia and Alabama were consistently higher than those of Columbus, with some communities charging more for hard surface courts (requiring minimal maintenance) than Columbus charges for the higher-maintenance clay courts. Other cities ranged from \$2.50/hr. to \$6.75/hr for clay courts and from free to \$6.00/hr for hard courts. The most common clay court rates were in the range of \$3.00/hr to \$4.50/hr for day play and about \$.50/hour more for night play. Hard courts averaged about \$3.00/hr. with a \$0.50/hr additional for night play. Membership fees in Columbus are even less in proportion to the other cities. Clay court memberships in other cities were 150% to 200% of Columbus rates and several cities charged more for hard court memberships than Columbus does for clay courts. Remember, hard court play is free in Columbus, with 8 courts available at the Frank Chester Center on Benning Drive, 4 courts at Lakebottom Park and 3 courts at Double Churches Park. The deficit could easily be overcome by raising our user fees to market rates. This could also provide funding for improved daily maintenance and periodic resurfacing. It is recommended that fees for hard surface tennis courts in the city remain free, that hourly rates for the clay courts at Cooper Creek be increased to \$3.50/hr. during the day and to \$4.00/hr. at night. (The price differential is to cover the cost of lighting the courts at night.) It is also recommended that annual membership fees be increased. It is recommended that annual memberships for junior members (less than age 18) be increased to \$180, senior members (Age 55 and over) be increased to \$180, Individual Adult members (age 18 to 55) be increased to \$300 and family memberships be increased to \$450. The rate for a senior family member (both over age 55) would also increase to \$300. It is further recommended that hourly fees and membership fees be reviewed by management each year as budgets are prepared. Any recommended fees changed should then be considered and adopted by Council if deemed appropriate and consistent with those of other area facilities.

Another issue than contributes to the financial shortfall is the physical location of the court rental office/concessions and unrestricted access to the courts through numerous open gates. Many participants enter through the numerous open gates and slip onto courts and play or practice without paying. Then most logical solution to this control issue is to close the gates and permit entry through only one entrance, that requires passing the cash register attendant. While this could be accomplished by moving the "check-in" window and concessions to the first floor of the two-story building, it would make more sense to relocate this function to its original location in the one story building located between the two sets of courts where CORTA is now located. Perhaps a space swap with CORTA of the upstairs space for the one story building would be feasible. Also, to ensure that all players pay or present their membership card, the cashier could issue a payment receipt to each patron that would be displayed on a clipboard outside the entrance to the court. Tennis attendants could quickly traverse the corridor and check

receipts with the number of players occupying the court. These changes could minimize the opportunity for players to play without paying.

Recognizing that the Cooper Creek Tennis Facility is a publicly owned facility, it is essential that ample public access be available for court play during the facility's hours of operation. To this end, it is recommended that 20% of the courts be held open for non-league play at all times, except during tournament play. This would equate to 6 courts being held open for public play, based on the current 30 total courts at the facility. As future expansion occurs, additional court would be available for league play and non-league, public play.

Management needs to invest in a PC-based tennis court management software package. The tennis supervisor indicated that he had researched some good ones for about \$1,000. Such is needed to track membership dues, notify members when memberships are expiring, render dues statements and other information to members. Some of the software packages also enable the tracking of court maintenance and costs. Such would be a vast improvement over the Access database that is currently used. It is recommended that appropriate software be researched, purchased and implemented to improve member communications and the timely collection of membership dues, and to reduce the amount of staff time spent performing such tasks.

Maintenance could be improved by having the maintenance staff begin heavy court maintenance in the early morning, several hours before the courts open. The crew could also ensure that the facility is cleaned and that all trash is containerized and that trash receptacles are emptied into a dumpster. Likewise, restrooms and other public areas could be checked and tidied as needed until Park Services handles their duties at the park. Mid-day, light court maintenance could be performed between noon and 3 PM. Ten courts could be dragged and swept each hour during the slackest period of the day. Twenty courts would remain in service during those hours. As courts were finished, they could be returned to service.

The auditor was told that CORTA recently obtained a quotation for re-surface the courts. Although the auditor has not reviewed the quotation, it was reported that the price was about \$70,000. If so, this would be a bargain and should be pursued during these slow economic times when prices are lower. Based on the level of play at Cooper Creek, such a resurfacing should probably occur every 5 to 7 years. To this end, approximately \$15,000 should be accrued and reserved each year for this purpose. Implementation of the aforementioned recommendation should resolve the current financial issues, court fee collection, and address needed current and deferred maintenance requirements.

Finally, it is recommended the Cooper Creek Tennis Facility be structured as an enterprise fund and its finances segregated from that of general government. It should meet the qualifications as it is or should be funded from user fees and membership dues paid by the tennis users. It would not then be a burden to the taxpayers of the community, but would be self-sustaining. It is also recommended that a Tennis Facility Advisory Board be established to access ongoing and future needs of the facility. Such

would include an assessment of the mid to long-range plans for the facility to meet the tennis needs of the community. It is suggested that Council appoint members with equal representation of 1/3 CORTA members; 1/3 public, non-CORTA members; and 1/3 City staff, to afford fair representation to all users and owners of the facility. This committee should also develop plans and recommendations for achieving and funding its projected future needs and how to make the public/private partnership between the City and CORTA work best for the community. An 18-month trial of this structure should be used before any agreement is executed with CORTA or any other organization interested in managing the facility.

Exhibit A

Tennis Hourly Fees Of Georgia and Alabama Cities

	Columbus	Macon	Atlanta	Savannah	Augusta
Clay court, day rate/hour.	\$2.50	N/A	\$6.00	\$2.50	N/A
Clay court, night rate/hour.	\$3.00	N/A	\$6.50	\$3.00	N/A
Hard court, day rate/hour.	Free	\$3.50	\$3.00	Free	\$2.50
Hard court, night rate/hour.	Free	\$4.50	\$5.00	Free	\$3.00

	Montgomery	Mobile	Birmingham
Clay court, day rate/hour.	N/A	N/A	\$4.50
Clay court, night rate/hour.	N/A	N/A	\$4.50
Hard court, day rate/hour.	\$3.00	\$3.00	\$3.00
Hard court, night rate/hour.	\$3.00	\$4.00	\$4.50

Exhibit B

Tennis Membership Fees
Of Georgia and Alabama Cities

	Columbus	Macon	Atlanta	Savannah	Augusta
Clay Court Memberships					
Junior Member	\$130	N/A	\$350	N/A	N/A
Senior Member	\$130	N/A	\$200	N/A	N/A
Adult	\$200	N/A	\$350	N/A	N/A
Family	\$350	N/A	N/A	N/A	N/A
Senior Family	\$200	N/A	N/A	N/A	N/A
	Montgomery	Mobile	Birmingham		
Clay Court Memberships					
Junior Member	N/A	N/A	\$250		
Senior Member	N/A	N/A	\$250		
Adult	N/A	N/A	\$300		
Family	N/A	N/A	\$450		
Senior Family	N/A	N/A	N/A		
	Columbus	Macon	Atlanta	Savannah	Augusta
Hard Court Memberships					
Junior Member	Free	\$125	\$120	Free	\$300
Senior Member	Free	\$125	\$ 50	Free	\$300
Adult	Free	\$255	\$120	Free	\$300
Family	Free	\$455	N/A	Free	N/A
Senior Family	Free	N/A	N/A	Free	N/A

Hard Court Memberships	Montgomery	Mobile	Birmingham
Junior Member	\$150	\$240	\$250
Senior Member	\$100	\$336	\$250
Adult	\$150	\$420	\$300
Family	\$225	\$540	\$450
Senior Family	N/A	N/A	N/A

Community Schools

The Community Schools Division offers before and after school programs for children and youth up to age 12, in 26 of the 35 elementary schools in the City. Currently, there are no programs offered in the middle schools. The program is fee-based, with fees based on household income and the number of children enrolled. With a maximum fee per child of \$51 per week, it offers an economically competitive alternative to most commercial operations, while providing a safe environment that gives parents peace of mind about the safety of their children and knowledge of their whereabouts outside of their school hours. The program consistently generates about \$1.5 million per year. The program operates during the 9-month school year and offers summer camps at some locations during the summer months.

The program provides a variety of activities including arts and crafts, dancing, games and playground physical activities and sports. Snacks are provided during the pre-school and after-school programs. Pre-school programs start at approximately 6:30am and continue until school begins. After-school programs start at 3pm and end at 6pm, Monday through Friday.

The division currently is working with the ASPYN grant to provide care for military dependent children. Currently, this program is offered in three schools, with plans to expand to others to accommodate the increasing military population due to the BRAC expansion of Ft. Benning. The military pays \$2,000 for the first year and \$1,000 per child for each year thereafter. Centers that are more than 50% military dependents can obtain additional funding for the center. ASPYN Program requirements are more stringent and require additional training for the staff and some additional program materials and a more structured program.

The audit of collections and payment status at a sample of school programs found almost every child's account to be current or paid ahead, with a few minor exceptions. One item that has been a problem in the past is the number of bad checks the division has received. Ms. Muniz and the administrative staff have strengthened their procedures and the Department Finance Manager is assisting them with collection of returned checks.

Overall, customer relations and school relations are viewed as positive. They do encounter an occasional problem, which the administrative staff attempts to resolve when it extends beyond the scope and authority of the site manager.

The program has been successful and in high demand for almost two decades. Ideally, it would be better if the program could be offered in all elementary and middle schools, for program consistency and to aid in crime prevention. Middle school is a pivotal time in the life of a child as they move to adolescence, and a time when peer pressure can cause a move down the wrong path. A few more years of after school supervision could be instrumental in bridging a child to maturity.

Recreation

Parks and Recreation operates a number of recreation centers throughout the City. During the 1990's, a strategic decision was made to move away from the small, neighborhood recreation facilities, to a larger super-center facility. Conceptually, these centers could offer a broader range of programming, with a gymnasium to house indoor sports, interior space for games, computer labs, and a fitness center. Outdoor sports could be played on adjacent fields and courts. The Recreation Division, headed by Margaret Brown, operates four super-centers; Shirley Winston, located in Southeast Columbus, Psalmound Road, located in Northeast Columbus, Frank Chester, in Southwest Columbus, and Northside, located in North Columbus. Additionally, several other larger centers exist: 29th Street, Carver Park and Pop Austin. The Fluellen Center is a bit smaller, but serves a crucial part of the City. Additionally, the Haygood Gym is a specialty facility for boxing and weight training. Currently, the Haygood Gym, Pop Austin Recreation Center and Carver Park Recreation Center are undergoing extensive remodeling and renovation.

The auditors visited each of these locations that were open, and two of those being remodeled. Interviews with the Center Directors revealed both similarities and differences among the centers. The gymnasiums were constantly in use at all facilities, mostly with basketball, but with other sports such as volleyball. Weight training/exercise facilities were also heavily utilized at all locations. Older teens and adults, due to age restrictions, used the exercise rooms. Adults were usually present in the morning and early afternoon hours. After school, children and teens primarily occupied the facilities. All centers offered games, game systems, table games such as billiards and table tennis. Some offered art and crafts, dancing lessons, pottery making, and instructional programs to help participants learn life and social skills. Some centers had activity schedules, while others were more flexible and open to the choice of the participants. Most of the super-centers were located adjacent to or near one of the City's swimming pools. Some also had fields for baseball, softball and/or football. The Frank Chester Center also has 8 hard-surface tennis courts, which were seldom used, other than for high school tennis team practices. CORTA has provided some instruction and training at that facility in the past.

The super-centers also conducted developmental and intra-City sports teams to teach children and youth how to play various sports and to provide a local league for intra-City competition. Registration fees are charged for these programs to defray most of the cost of providing them.

The Northside Super-center is one of the newest facilities of the recreation division. It has become a magnet for the extreme northern part of the City and is heavily utilized after school. Also, being adjacent to Northside High School, it attracts a large group of high school students each afternoon.

The 29th Street facility is heavily utilized by nearby residents. A super-center could be warranted at that site in the future. It would also be an excellent location for a

swimming pool as there are none available in that part of the City, since the old neighborhood pools were demolished.

Finance Administration

The Financial Administration of the Parks and Recreation Department consists of a Finance Manager and a Fiscal Technician. The Finance Manager appears to be focused on recording daily revenues of the Aquatic Centers, the Cooper Creek Tennis Center and the Lake Oliver Marina and receiving, counting and depositing the receipts from those locations, purchasing and performing budgetary preparation and control for the Department. The Finance Manager also oversees the operation of the Ma Rainey House and the Lake Oliver Marina. The Fiscal Technician processes invoices for payment and enters the documents into the Advantage Financial Reporting System of the City. She also performs other duties as assigned by the Finance Manager, and performs the duties of the Finance Manager, in her absence.

In a department as widespread as is the Parks and Recreation Department, the primary responsibility of the Finance Manager should be to ensure that a strong system of internal control exists and that operational staff are utilizing a system that records and reports their transactional volume such that it prevents tampering by that staff or management, and that duties are segregated so that no individual can compromise the system, without collusion with another employee. Daily balancing of cash drawers should be the responsibility of the cashier/concessionaire and approved by the site manager, and the daily deposits should be prepared by the cashier/concessionaire, and deposited daily into the City's bank account by the site manager. A chain of custody of all funds handled and deposited should be created, counted and signed off at each change of custody. Cash drawers that are out of balance should be recounted and resolved before the deposit is made at the bank. Employees should be held accountable for shortages and terminated or reassigned if shortages persist. Internal controls and financial reporting systems should not be dismantled or bypassed for the convenience of employees nor customers. Deposits should be readily traceable to the daily transactions recorded for an activity. Systems can be efficient as well as effective in providing necessary controls in the absence of management. The Finance Manager should ensure that Financial Procedures are well documented and conveyed to all employees that touch financial matters.

Secondly, the Finance Manager should be responsible for printing and promptly distributing financial reports to each division manager and site supervisor, for his/her area of responsibility. Each manager should then be cognizant of how he/she is performing against the budget and make corrective action as necessary.

Thirdly, the Finance Manager should provide departmental and divisional financial reports and operational statistics to the Director on a monthly basis. The financial reports should be accompanied by a variance analysis performed by the Finance

Manager. The causes of variances should be investigated with the manager or supervisor responsible for that operational area.

Fourthly, the Finance Manager should provide oversight of the activities performed by the Fiscal Technician and the Personnel Coordinator.

Budget preparation and control are the responsibility of operating management. The Finance Manager can provide technical assistance with budgets and analysis, but the ultimate responsibility rests with the operating management.

During a review of Purchasing Card purchases, the auditors noted that Gift Cards were being purchased with the purchasing cards. Questioning revealed that this was the method that departmental purchasers used to buy supplies and inventory items from Sam's Club, as that company doesn't accept VISA cards (the type of purchasing card the City issues to employees). This practice is wrought with concerns. First, the purchasing card will likely be coded as one type of expense, not necessarily reflecting what is being purchased, which undermines the accuracy and integrity of the financial statements and future budgets. Of greater concern, is the likelihood of misappropriation or theft of funds. Once the gift card is purchased and coded for accounting purposes, there is no follow-up to ensure that the entire amount is used for City expenditures. A portion of the card could be used properly and the remainder used for personal purchases, without detection. In order to track gift card purchases, it would be necessary to track each card and require the receipts for the items purchased and maintain an additional set of accounting records. **This practice needs to be prohibited on all City purchasing cards.** A better solution would be to for the City's Finance Department to obtain purchasing cards from MasterCard or Discover that can be used at Sam's Club.

The low profit margins, noted at the aquatic centers and the marina are partially due to the current pricing structure. As a guideline, it is suggested that food items prepared on site, such as hot dogs, hamburgers, chicken strips, French fries, popcorn, fountain drinks and breakfast items, be marked up at 100% of cost, or 50% of the selling price. These are labor-intensive items and there will be some waste of items prepared incorrectly and some portion being left unsold at the end of the day. Packaged items such as candy, canned sodas and chips could be marked up 50% of cost, or 33% of selling price. These should be reasonably competitive for convenience items.

Personnel Coordination

During the audit of payroll and the general audit of the Departmental activities, it was noted that at least two employees were rehired and assigned to positions of greater responsibility that had previously been terminated by the Department for cause, and were not eligible for rehire as confirmed by Tom Barron, Human Resource Director of the City. Due to the large influx of seasonal hiring for summer programs, it is imperative

that the Personnel Coordinator and the Finance Manager ensure that persons are not rehired that are not eligible for rehire. It is recommended that all new-hires be compared to the no re-hire list before an offer of employment is made.

All employees that are hired to interact with at-risk populations, such as children, youth, and the mentally or physically challenged should be background tested to ensure that they do not have any convictions of pending charges for sexual offenses or actions prohibited by the Child Protection Act. Failure to do so exposes the City to potential legal liability for negligence.

All employees that handle cash, inventory or items readily convertible to cash should have a credit check. If their credit is poor they probably don't need to be handling or managing the City's funds as they present a higher than normal risk to the City's assets. **The aforementioned recommendations should be City policy and applied to all hiring of personnel for similar type positions.**

A review of payroll sick and vacation records was conducted to ensure that employees handling cash or approving transactions are taking regular vacations. The review revealed that several employees had taken little or no vacation in a number of years. When questioned, they stated they used compensatory time due to the large amount of overtime worked. Human Resource Director, Tom Barron stated that and time worked to be accrued as compensatory time requires that such be submitted through the time reporting system of the City and properly tracked. Departmental systems for tracking it are not permitted. Salaried exempt employees are not eligible to receive and use compensatory time.

Risk Management

A review of Parental Permission, Waiver of Liability forms and Registration Forms used by the Parks and Recreation Department revealed some concerns as to the effectiveness of the forms in protecting the City from undue risk and unnecessary liability that might exist if a participant were injured or killed when participating in programs or traveling as part of a recreational team or group. Director, Tony Adams stated that he believed the forms were created or approved by the City Attorney's Office many years ago. The auditors took samples of the forms to the City Attorney, who reviewed and stated that he had not previously reviewed them and they could be improved. The auditor requested that Director Adams send such forms to the City Attorney for updating and correcting as necessary. The forms were sent to the auditor, who is coordinating this process with the City Attorney's Office. While this should correct this particular matter with forms, **it is recommended that any future forms that are developed by sent to the City Attorney for review by a qualified legal professional.**

Innovative Sport Program

For a number of years, the Parks and Recreation Department has operated a program to help athletes develop their skills to a high level, necessary for garnering collegiate scholarships and in some cases, professional contracts. The program also stresses the importance of education over athletics. To aid in the accomplishment of these goals, some of the youth and young adults are tutored and coached, academically as well as athletically. Conceptually, it is a good program. Programs exist for several sports, including basketball, track and field and boxing. Other sports may be included, as well. Coaching is accomplished with volunteers and departmental staff, as needed.

Younger, entry-level participants enroll in a skills development program, of short duration. The parents pay fees for the child, based on family income, to defray the costs of instruction and the uniform shorts and shirt. Some of the participants whose families are below the poverty level receive scholarships to enable their participation.

Participation consists of local children and youth, residing in the Columbus area. The cost of providing this level of instruction is minimal, as fees cover most of the cost.

Progressing to the next level, teams are formed for recreation league play within the City. Again, fees paid by the parents of the participants cover most of the cost of the uniforms and league costs. League play and tournaments are played at the City's recreation centers, on a rotating basis, enabling local children and youth to further develop and hone their skills in their sport. This provides an opportunity to play sports for some that may not be skilled enough or academically qualified to participate in school sports programs.

Ultimately, some advance to the higher level and participate on teams in AAU sanctioned tournaments, in the Southeast and around the country. This level of play provides an opportunity to showcase athletes to college coaches and professional scouts. Participation on these teams is through a try-out process and only the better athletes make the grade. According to Recreation Division Manager, Margaret Brown, the participants, or their families pay their own expenses as they travel to the various tournaments. While some of these athletes are county residents, most of them were from other Georgia counties and surrounding states, such as Florida, South Carolina and Alabama, based on rosters obtained from the website and Ms. Brown. Ms. Brown stated that team rosters are not maintained after the season ends, so accurate complete information was not available for audit review.

A review of expenses revealed that the City incurs considerable expense for transportation; lodging, meals, snacks and other expenses associated with the travel teams. Identifiable cash outlays over the past several years have been between \$100K and \$150K. Additionally, some Parks and Recreation employees spend a considerable portion of their work hours related to the Georgia Blazers and others that are Recreation Center Directors and the Recreation Division Manager, and the Employment Coordinator routinely travel with the teams, taking the primary leadership of the larger centers for

periods of a few days to a week at the time. Personnel costs associated with the program could easily exceed the cost of the direct cash outlays of the program. For its first several years, a separate budget existed for the Innovative Sports Programs, but with the severe budget cuts in the mid-2000's, it was consolidated with the Recreation Division, burying the cost in one of the larger divisions of Parks and Recreation. Initially, some of the program costs were funded by contributions, but there was no identifiable evidence of any such contributions being deposited to City accounts during the past three years.

Interestingly, an initial review of the Georgia Blazers (Innovation Sport Team Name) website implied the teams were based on Albany, Georgia, although several of the principals were listed with a columbus.ga e-mail address. Also, the website denotes the accomplishment of several of the athletes, but the auditors could not recall any of them receiving proclamations or being presented to City Council for recognition.

While the program has some positive attributes, it is the opinion of the auditor that such expenditure of funds to support the oversight and coordination of travel teams consisting on mostly non-county residents is not likely to favorably viewed by the taxpayers of this county. **It is recommended that management and Council discontinue funding for the travels teams of this program and let them be funded or sponsored by a non-governmental source.**

Summary

The Parks and Recreation Department provides parks, facilities and programs to the City's citizens that enhance the quality of life in the community. It offers many programs that are exceptionally good. The parks and facilities are adequately maintained, with few exceptions, and the majority of the employees are dedicated to their duties and work hard to provide quality programming.

It is important that the department's leadership balance the focus over all areas of programming, while addressing new projects and areas needing improvement. Due to the numerous facilities that are widespread throughout the community, it is imperative that management augment staff meetings, training sessions and electronic communications with regular visits to the program sites. Such visits will be beneficial to site managers and bolster their morale with a bit of one-on-one attention and benefit department leadership with a visual inspection of sites and programs and how things are actually going rather than relying on verbal and written reports provided by site staff.

The Internal control weaknesses in areas such as cash handling and deposit procedures, separation of duties, improper use of purchasing cards and the implementation of adequate pricing must be promptly addressed with corrective actions.

The deficiencies noted in the Aquatics water testing logs and unsanitary food preparation areas at two of the pools are potentially dangerous to the health and safety of the patrons using those facilities. Program management must exercise care to ensure that employees are properly training in these matters and follow-up to see that conditions are much improved over last season.

Management and elected officials must review the voluminous expenditures of the travel teams in the Innovative Sports Programs and determine whether they and the public deem these expenditures appropriate, particularly at a time when the City is adopting an austere budget that leaves many justifiable expenses unfunded and is dipping into the City's reserve fund to balance the budget.

Recreation has been identified by the Crime Prevention Commission as one of five key areas that can be instrumental in reducing crime in the City. It behooves senior management and elected officials to ensure that internal controls are adequate in the Parks and Recreation Department to prevent, or substantially diminish the likelihood of any misappropriation or theft of funds before approving Crime Prevention Grants for expanded recreation programming or extended hours.

Executive Summary
Report on Audit
Parks and Recreation Department
May 2010

The Parks and Recreation Department provides parks, facilities and programs to the City's Citizens and visitors that enhance the quality of life in the community. It offers many programs and services that are excellent and beneficial to many in the community. The parks and facilities are well maintained, considering the number of users and the time the parks, tennis courts and ball fields are used. Most of the employees work diligently and are dedicated to their duties and serving the citizens with quality programs and services.

It is important that the department's leadership balance the focus over all areas of the department's programming and services, while addressing new projects and facilities and areas that need improvement and strengthening. Due to the breadth of operations and the large number of widespread facilities, it is imperative that management augment staff meetings, training sessions and electronic communications with regular visits to the program sites. Such visits will be beneficial to site managers and bolster their morale with some individual attention and benefit department leadership with a visual inspection of how things are actually working versus the periodic written and verbal reports they receive from the site managers.

The detail report addresses several areas of significant concern. During the past two plus years, the internal control systems over cash handling, balancing, deposits and the recording of income transactions for the aquatic locations, the Cooper Creek Tennis Center and the Lake Oliver Marina were substantially diminished, due to procedural changes instituted by the Parks and Recreation Finance Manager, with the tacit approval of the Director. The changes were proposed to ease the burden on employees and save time as well as to expedite customer service transactions. The changes reduced cashier and site manager accountability, slowed the timeliness of deposits into the bank, and failed to provide a chain of custody of cash from the point of collection until deposited into the City's bank accounts. It also diminished the separation of duties between the responsibility for recording the transactions from the cash handling and deposit process. Essentially, each cashier or concessionaire was instructed to print a "Z-tape" and send it along with the cash, less the daily starting cash, to the finance manager via a park services courier, for recording and deposit preparation and delivery to the bank. Without separation of these duties, the detection of cash shortages or overages was delayed, and in some cases, never investigated. The process also facilitated the possibility of skimming (theft of cash before the transactions were recorded in the City's accounting system. While no theft was detected, the controls necessary to preclude such occurrence were virtually non-existent. During the audit, the auditors were told a new point-of-sale system is to be installed at the aforementioned locations. Such a system would improve the control, provided the daily transactions are transmitted directly to the City's Finance Department, without intervention by other departmental personnel. Balancing of cash

drawers should be made at the end of shift and deposits prepared and delivered to the bank the same day to safeguard cash and ensure the timely deposit of City funds.

It was also noted during the audit, that City purchasing cards were sometimes used to purchase gift cards, allegedly to enable the staff to purchase supplies, inventory items and such from Sam's Club, which does not accept Visa cards. Purchasing cards are used as an alternative to writing checks for small items, and as a substitute for using Petty Cash Funds. Unfortunately, using a purchasing card to buy a gift card opens the door to a lack of accountability for the items actually purchased with the gift card. Other audits have shown that legitimate purchases may only account for a small portion of the value of the gift card, while the employee may retain the gift card and use it for personal purchases. Rather than circumventing controls, a better solution would be to use one of the Sam's Club cards assigned to the department. Receipts would then be submitted to Finance for reconciling the account statement at month-end.

A review of profit margins for concession sales at the aquatic centers and the marina detected unfavorable results. Margins were approximately 5% at the marina, versus an expected margin of 30 to 33%. Margins for the pools in aggregate was negative for the 2009 season, precipitated by substantial negative margins at the Shirley Winston Park Pool and the Rigdon Park Pool. While improper pricing accounted for a portion of the margin deficiency, employees at those two pools were observed during a payroll audit last summer, to be huddled in the concession stand while it was raining and several were consuming large quantities of hot dogs and candy. When they realized that an auditor and a member of their management was present, they attempt to hide the remainder of the hotdogs in the trash can and return several bars of unopened candy to the rack on the counter. Apparently, this was not the only occasion when items were pilfered by staff or others.

A review of hiring procedures indicated that at least two employees were rehired that has previously been terminated and were not eligible for rehire, per Tom Barron, the City's Human Resource Director. Also, complete background checks were not made for employees interfacing with at risk populations. Credit/financial background checks were not made on employees handling cash or inventories. These practices are needed to protect the City from liability for negligence in hiring and to minimize the risk of hiring persons experiencing financial difficulties and placing them in positions where they would have access to cash or cash equivalents.

A check of sick and vacation records was performed to determine if employees handling cash or approving transactions were taking regular vacations. A review of several employees, including management did not disclose vacation or sick time being taken. When questioned, several noted they used compensatory time as they worked a lot of overtime. According to City Human Resource Director, Tom Barron, compensatory time must be reported through the City's time reporting system, which had not been done in the case of Parks and Recreation. It should be noted that Salaried Exempt employees are not eligible for compensatory time.

Several deficiencies were noted with the Water Testing Logs of the same two pools. During the audit, the auditor requested the logbooks. Pages and entries for some periods were missing and some pages appeared to have been reconstructed. Additionally, the logbook for one pool was not available. The Aquatics Supervisor opined that the cleaning crew must have disposed of the logbook during their end of season cleaning of that facility. It is incumbent upon the Supervisor and the Site Managers that a "clean handshake" be made at the end of the season, including an inspection of the site by the Aquatics Supervisor and to ensure that all records are completed, funds deposits, inventory returned and log books and other operational information turned over to the Supervisor before the Pool Manager leaves for the season. Based on the results at these two pools, it might be appropriate to appoint different managers for the upcoming season. It is also important that the pools be the top priority of the Aquatics Supervisor during the swimming season. He is sometimes pulled to assist with Athletic Tournaments and other duties.

The Comer Gym houses about half of the Administrative team of the Parks and Recreation Department. Others are housed at the old Fox Elementary School, except for the Finance Manager, who is located at the Lake Oliver Marina. Locating all of them at one place should be a high priority for improved efficiency and communication between divisions. The Comer Gym is a very expensive place to maintain and utility costs are high due to the high ceilings and the age of the facility. Officially, it is not a programming site. A better more central location would improve their access to sites throughout the City and the sites access to them.

A significant amount of money is being expended each year to fund the supervision of the Innovative Sports Program travel teams. Financial Analyst and Audit Assistant, Steven Elmore identified amounts ranging from \$100,000 to \$150,000 per year during the past two year expended for supplies, equipment, travel, meals, chartered buses, lodging, snacks and incidentals associated with the supervision and chaperoning of the teams to location around the United States. According to Recreation Division Manager, Margaret Brown, the athletes or their families pay for their own expenses, which would imply that the City paid expenses are for staff, coach and chaperones that accompany the teams. While the developmental programs and recreation league teams are primarily local youths, these teams are primarily comprised of athletes from all over Georgia and several surrounding states that earned a spot on the teams through tryouts. Additionally, several staff members are heavily involved with these teams, either through coaching, arranging facilities and transportation, maintaining websites, etc. and other that are recreation center manager also travel with these teams. Considering the cost of personnel salaries and benefits, the cost of the programs more than doubles. Management and elected officials must review the voluminous expenditures and determine whether they and the public deem these expenditures appropriate, particularly in a time when the City is adopting an austere budget that leaves justifiable expenses unfunded and is dipping into the City's reserve fund to balance the budget.

Recreation has been identified by the Crime Prevention Commission as one of five key areas that can be instrumental in reducing crime in the City. It behooves senior

management and elected officials to ensure that internal controls are adequate in the Parks and Recreation Department to prevent, or substantially diminish the likelihood of any misappropriation or theft of funds before approving Crime Prevention Grants for expanded recreation programming or extended hours.