

**REPLY AND IMPLEMENTATION SUMMARY**  
**FOLLOW-UP REVIEW OF AUDIT OF PUBLIC WORKS DEPARTMENT PROJECT MANAGEMENT AUDIT**

#	RECOMMENDATION	RESPONSE	CURRENT STATUS	IMPLEMENTATION DATE	AUDITEE COMMENTS
1	The Public Works Director should ensure that the Project Managers are accountable for project fiscal control by requiring their signature on each construction progress payment.	Concur	Implemented	April 2005	
2	The Public Works Director should institute greater control over the selection and use of Continuing Service Contractors and the reporting of compliance with contract terms.	Concur	Planned for Implementation	May 2006	
3	The Division Manager should institute controls to ensure that project invoices are approved by all required parties in a manner that allows the payments to be processed within the time required by the Florida Prompt Payment Act.	Concur	Implemented	May 2005	
4	The Public Works Director should direct staff to study historical data to identify acceptable ranges of internal service charges and this information should be used to both budget for internal service charges and act as performance measures for the Project Managers.	Concur	Partially Implemented	Estimated Completion April 2006	We are gathering data from previous projects to establish a reasonable percentage.
5	Project Managers should complete a form that shows the calculations used to determine the amounts budgeted for internal services and this form should be used as an attachment to the electronic Budget Revision Request when adjustments to the budget are made.	Concur	Planned for Implementation	May 2006	Have not had time or personnel to address yet.

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6	The Public Works Director should require supervisors and managers to review online time reporting information each week to monitor the amount of time charged to administrative duties.	Concur	Implemented	December 2005	
7	The Division Manager should summarize administrative time worked by each employee group and report this information to the Public Works Director to ensure employees limit their administrative time to an acceptable level.	Concur	Planned for Implementation	May 2006	A spreadsheet will be generated to track administrative time.
8	The Public Works Fiscal Manager should lead discussions with key City staff to improve the project accounting system to eliminate the need for manual record keeping and the annual budget close out process.	Concur	Implemented	August 2005	Discussions held, but changes are not practical in the foreseeable future.
9	The Division Manager should institute effective internal controls and other tools to prevent the number of group budget deficits that occur.	Concur	Partially Implemented	Estimated Completion May 2006	A mechanism has been created to better identify group budget deficits. Once this new mechanism has had time to take effect, the number of group budget deficits is expected to decrease.
10	The Public Works Director should hold Project Managers accountable for group budget deficits and discipline individuals when patterns of large dollar amount deficit conditions occur.	Concur	Partially Implemented	Estimated Completion May 2006	Project Managers have been made aware of recent procedural changes concerning group budget deficits. Once a reasonable amount of time has passed, PM's will be held accountable for group budget deficits.

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11	The Public Works Fiscal Management, when it becomes aware of any deficit condition in a project, should notify the affected Project Manager that action is needed to rectify the budget deficit.	Concur	Implemented	December 2005	
12	The Division Manager should write guidelines for the tasks that need to be completed within an acceptable number of months after substantial completion, including a requirement that any remaining project funds be returned to their source.	Concur	Partially Implemented	Estimated Completion April 2006	Guidelines have been orally communicated to Project Managers and will be written by April.
13	Project Managers should increase the frequency of their progress reports after the substantial completion date is reached so that management is informed regarding what actions are being taken to bring the project to final completion.	Concur	Partially Implemented	Estimated Completion April 2006	This has been orally communicated to Project Managers and will be written in memo form and included in performance reviews by April.
14	The Division Manager should organize a "summit" of the parties interested in the proper management and administration of Local Agency Program projects and this group should convene to identify all necessary steps in the administration of this grant program.	Concur	Partially Implemented	Estimated Completion April 2006	We have met but not memorialized the necessary steps.

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15	The Division Manager should, in coordination with the Transportation Engineering Division Manager, name an individual with primary responsibility for managing the department's Local Agency Program process and ensuring that all procedural steps are assigned to specific individuals with appropriate deadlines.	Concur	Implemented	October 2005	
16	The Division Manager should devise a logical, considered system that indicates what types of construction projects should be studied to determine whether the City would benefit from using the in-house design team versus a contracted design firm.	Concur	Implemented	April 2005	
17	Project Managers should utilize the in-house design section as "value engineers" on selected projects to ensure that City is being economical in its project designs.	Concur	Implemented	July 2005	
18	The Division Manager should develop guidelines for use by the Project Managers to determine the most effective construction delivery methods for a project and document the factors considered in this decision.	Concur	Partially Implemented	Estimated Completion June 2006	We are in the process of reviewing previous projects in order to determine the most appropriate guidelines.
19	Project Managers should meet to determine a uniform method of filing their project records and documentation, including updating their current "Project File Index" to refine it to meet their project management needs.	Concur	Planned for Implementation	May 2006	Have not had time to review with staff.

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20	Project Managers should create a Progress Status Report form that can be efficiently completed on a regular basis to document the progress of each construction project.	Concur	Implemented	April 2005	Project progress is now monitored and documented through improved use of the website detailed project information in combination with the Project Managers' approval of each progress payment by signature (see also recommendation #1).
21	The Division Manager, with assistance from the City's Web Development Coordinator, should revise the website that shows information on current projects by simplifying the information, making it more succinct, presentable and useful to the general public.	Concur	Planned for Implementation	May 2006	The City's Web Development Coordinator will be requested to revise the website project summary information to a more succinct, presentable and useful manner. The detail project information will remain intact for use by Project Managers to track progress (see recommendation #20).
22	The Division Manager should hold the Project Managers accountable for: 1) the accuracy of the information presented on the website for each project and 2) the timeliness of the information presented.	Concur	Implemented	July 2005	