

**RECOMMENDATIONS NOT FULLY IMPLEMENTED
SUMMARY OF STATUS AS OF APRIL 30, 2005**

<u>Recommendation</u>	<u>Current Status</u>	<u>Comments</u>	<u>Follow-up Report</u>
<u>ECONOMIC DEVELOPMENT DEPARTMENT:</u>			
Permitting Services should contact Public Works to establish and enforce suitable warranty provisions (such as the length of and security for the warranties), for street cut restorations and damage to underground facilities and other property.	Planned for Implementation	Permitting Services will begin discussions with the Public Works Department, to establish this provision prior to the end of 3rd quarter of 2005.	04-20
Permitting Services should formally establish a requirement for all contractors to schedule inspections and to close permits, and include in this requirement all necessary enforcement measures.	Partially Implemented	Our current business rules require that all contractors schedule inspections and final projects. We will implement a procedure to prevent new permits from being pulled until others are finalized. This procedure needs to have some public input through our board of appeals.	04-20
The Permitting Services Division Manager should schedule a reasonable number of inspections per day for each inspector, communicate (whether through software enhancements or otherwise) to the customers when inspections will be performed, and honor these inspection commitments.	Not Implemented	It is not reasonable for the Division Manager to schedule a reasonable number of inspections per day; this number is always changing. Inspections are scheduled through the IVR system and distributed to the inspectors through an automated system. The cut-off time for inspections has been moved from 7 a.m. to 5 a.m., reducing the same day workload to a small degree. If the inspection cannot be performed the inspector will call the customer in advance and schedule the inspection for the next day.	05-06
The Permitting Services Division Manager should monitor customer service through a customer complaint tracking, analysis and reporting process, and through customer surveys.	Planned for Implementation	Permitting Services plans to create a system to track and analyze inspection complaints.	05-06
The Permitting Services Division Manager should communicate through the IVR system instructions on how to clear any holds on permits and other helpful information.	Planned for Implementation	The Division Manager will work with the Office of Communications to prepare a message for the IVR.	05-06
The Permitting Services Division Manager should develop with the Office of Legal Affairs a rejection notice to present to contractors about their responsibilities to have the work properly readied for inspection, rather than having inspectors provide partial or complete inspection reports if there are numerous deficiencies and customers may improperly rely on these reports.	Planned for Implementation	The Division Manager shall contact Legal Affairs within a month to begin the process of establishing a leave-behind for projects where the inspection requested is not fully performed.	05-06

**RECOMMENDATIONS NOT FULLY IMPLEMENTED
SUMMARY OF STATUS AS OF APRIL 30, 2005**

<u>Recommendation</u>	<u>Current Status</u>	<u>Comments</u>	<u>Follow-up Report</u>
The Permitting Services Division Manager should establish a policy and methodology to identify and follow up on expired permits, and to report the status of expired permits periodically.	Partially Implemented	The TIDEMARK system currently provides this data, and it has been discussed with the Building and Fire Policy Board of Appeals. Permitting Services has started by contacting the most serious repeat offenders and beginning to deny permits to offenders.	05-06
The Permitting Services Division Manager should establish written policies and procedures for guidance about if and under what circumstances it is acceptable to perform inspections on a sample basis, the types of samples that are acceptable, and what documentation is required.	Planned for Implementation	Performing inspections on a sample basis often results in just the item identified being fixed. Means and methods of construction need to remain the responsibility of the contractor. Currently our policies and procedures are to never do sample inspections, and we will place this in writing.	05-06
The Permitting Services Division Manager should establish a regulation for businesses to have an inspection to ensure before occupancy that new business premises are suitable for the intended uses.	Not Implemented	This regulation is open for discussion, however it requires staffing with "business use inspectors" to comply. A meeting has been scheduled with the Building and Fire Policy Board of Appeals to discuss other issues requiring such use inspectors.	05-06
The Permitting Services Division Manager should request to be consulted regarding any rehabilitation efforts that the City considers supporting, and establish a process to bring all necessary information to senior management meetings.	Planned for Implementation	The Division Manager will initiate this discussion with the Public Works Director and Facilities Management Group, immediately.	05-06
<u>FAMILIES, PARKS AND RECREATION DEPARTMENT:</u>			
The Aquatics Program Manager should determine and formalize guidelines for the lifeguard staffing of the various programs offered.	Planned for Implementation	The guidelines will be in the updated Aquatics Section handbook. The updated handbook will be completed by May 2005.	05-03
The Aquatics Program Manager and Pool Supervisors should use the formalized staffing guidelines and patron usage information when scheduling Seasonal employees.	Planned for Implementation	The guidelines will be in the updated Aquatics Section handbook. The updated handbook will be completed by May 2005.	05-03
The Families, Parks and Recreation Director should initiate an effort to formally study patron demand of recreation facilities, including aquatics facilities.	Planned for Implementation	Several reports from CLASS will assist in the study of patron demand at the Aquatic Facilities. The CLASS report will be completed September 2005. A survey will also be conducted at all of the Aquatics sites. The survey will be conducted for both the winter and summer seasons. The survey will be completed by May 2005 for the winter season and September 2005 for the summer season.	05-03
The Aquatics Program Manager should consider tracking and reporting results of several alternative performance measures noted in this report.	Planned for Implementation	Additional or alternative performance measures will be incorporated as determined necessary by Division Administration and implemented during the new fiscal year cycle (2005-06).	05-03

**RECOMMENDATIONS NOT FULLY IMPLEMENTED
SUMMARY OF STATUS AS OF APRIL 30, 2005**

<u>Recommendation</u>	<u>Current Status</u>	<u>Comments</u>	<u>Follow-up Report</u>
The Aquatics Program Manager should re-write the job description for the Pool Supervisor to include the most relevant examples of work performed and the priorities of the position, including those related to pool maintenance.	Planned for Implementation	The Aquatics Manager has reviewed the current job descriptions and will update them to reflect current responsibilities and have this submitted by the Recreation Division Manager.	05-03
<u>FINANCE DEPARTMENT:</u>			
The CFO and Risk Manager should work with the Risk Management Committee to pursue incentives for managers to focus on loss avoidance, such as making them accountable through annual goals, or charging their programs for payments made for losses.	Not Implemented	A loss allocation program was not implemented because of general fund impact, time constraints and hurricanes (Charley, Frances, Jean). Goals can be developed through Risk Management Committee based upon loss history.	04-25
<u>GENERAL ADMINISTRATION DEPARTMENT:</u>			
Purchasing and Materials Management should work with Accounting and Control to change City Policies and Procedures 412.3 to reflect actual practices with regard to the limits on the number of Procard transactions per day.	Not Implemented	Although Purchasing did send a memorandum on this subject to the previous Management, Budget and Accounting Director, no action has yet been taken to update this policy and procedure.	04-13
<u>MANAGEMENT, BUDGET AND ACCOUNTING DEPARTMENT:</u>			
The Budget Director should propose revised City Policies & Procedures to: (1) require departments to submit initial budget requests allocating project costs among appropriate budgetary accounts; and (2) establish dollar limits for the Budget Director, other officials, and the BRC to approve transfers between accounts.	Partially Implemented	Management, Budget and Accounting (MBA) is in the process of updating its' policies and procedures. Given significant staff turnover, other departmental responsibilities, and regulatory deadlines, this task has not been completed. Since the Director, Deputy Director, and the senior budget analyst are new to the Budget Division and/or the City, we have made a strategic decision to complete one full budget cycle before changing policies. However, in general, we concur with this recommendation and it will be incorporated into revised policies. The following policies have been reviewed or updated: <ul style="list-style-type: none"> • Capital Improvement Program Policy (620.1) has been updated. • Annual Budget Request Policy (615) has been through staff review and update. 	05-12

**RECOMMENDATIONS NOT FULLY IMPLEMENTED
SUMMARY OF STATUS AS OF APRIL 30, 2005**

<u>Recommendation</u>	<u>Current Status</u>	<u>Comments</u>	<u>Follow-up Report</u>
<p>The Budget Director should update the program's internal policies and procedures for all budget activities, and further enhance City Policies & Procedures to include all responsibilities of or interactions with other City departments or offices.</p>	<p>Partially Implemented</p>	<p>The Budget Division has been tasked with reviewing budget development and monitoring processes currently used by the City. With the varied experience possessed by the new budget staff, management expects to draw on these resources to improve all budget practices. Although the City has informal policies for many of these items, written policies and procedures to guide the budget process will be developed. The following items have occurred since the issuance of our response to the audit report:</p> <ul style="list-style-type: none"> • Budget analyst assigned task to review contract signature requirements in other cities/counties • Budget staff drafted proposed policy for encumbrance carry-over. 	<p>05-12</p>
<p>The Budget Director should propose a policy and work with departments responsible for projects to develop a reporting mechanism for periodic project status reports which detail actual costs, estimated costs to complete, and potential cost overruns or savings.</p>	<p>Partially Implemented</p>	<p>The budget position dedicated to capital projects was eliminated in the 2003 downsizing. In order to successfully implement this recommendation, a significant commitment will be required from the Department of Public Works who is assigned this responsibility. While capital project managers are ultimately responsible for managing their projects, we will evaluate this function to determine if the capital project budget analyst position should be reestablished. The MBA Deputy Director met with the Public Works Director to initiate improvements to the capital budget process.</p>	<p>05-12</p>
<p>The Budget Director should enforce City Policies & Procedures to hold departments accountable for their project budgets at the group level, and require departments to submit a budget revision in time to prevent overspending within any group.</p>	<p>Partially Implemented</p>	<p>The new Project Overdraft Report identifies instances where projects have gone over budget and Departments are notified to remedy that situation. Resultantly, there has been a decline in the number of projects reaching this point. We concur that the capital project monitoring process needs significant enhancement and we will research how other governments perform this function. Revised policies and procedures will be developed after we have defined the level of budgetary control that meets the City's needs and after we have evaluated how other governments perform this function.</p> <p>In addition, we will evaluate reinstatement of the capital projects budget analyst position. Concerns raised in this recommendation were discussed with the Department of Public Works in the context of improving the capital budget process.</p>	<p>05-12</p>

**RECOMMENDATIONS NOT FULLY IMPLEMENTED
SUMMARY OF STATUS AS OF APRIL 30, 2005**

<u>Recommendation</u>	<u>Current Status</u>	<u>Comments</u>	<u>Follow-up Report</u>
The Budget Director should establish internal policies and procedures to guide the Budget Analysts and City Policies & Procedures to direct the operating departments in the tasks and timing required in the budget development process.	Partially Implemented	Written budget guidance and a published budget calendar that outline the budget development process were revised last year. Management agrees that further revisions are needed. In conjunction with other recommendations contained in this report, MBA will continue to revise old policies and procedures as well as develop new ones. The Annual Budget Request Policy (615) has been through staff review and update.	05-12
<u>POLICE DEPARTMENT:</u>			
Special Operations management should consider developing written guidelines and publishing the guidelines on the OPD website or in a brochure to facilitate 18A permittee knowledge of the process and costs as well as to foster officer coordinators' adherence with the guidelines.	Planned for Implementation	Once negotiations between the City and the police bargaining unit are finalized, information will be added to OPD website as well as any printed materials.	04-32

EXECUTIVE OFFICES, HOUSING, PUBLIC WORKS AND FIRE DEPARTMENTS: No recommendations to follow-up on at this time.