



THE MARYLAND-NATIONAL CAPITAL PARK AND PLANNING COMMISSION

Office of the Inspector General • 7833 Walker Drive, Suite 425 • Greenbelt, Maryland 20770

June 27, 2019

To: Mike Riley, Director
Montgomery County Department of Parks

From: Renee Kenney, Inspector General *Renee M Kenney*

Subject: Follow-Up Audit - Rock Creek Maintenance Facility (MC-002-2018-B)

We have completed the follow-up review for the Rock Creek Maintenance Facility Audit report dated March 2, 2018. The following is the result of the follow-up review:

<u>Rec. #</u>	<u>Issue/ Recommendation</u>	<u>Issue Risk</u>	<u>Original Expected Completion Date</u>	<u>Revised Expected Completion Date</u>	<u>Status</u>
1	Implement Plan Review Board	High	On-going	N/A	Resolved
2	Strengthen Controls for Receipt of Permits	High	Completed	N/A	Resolved
3	Implement Project Issue Log	High	April 2018	N/A	Resolved
4	Strengthen Controls over Receipt and Completion of Project Schedules	High	Completed	N/A	Resolved
5	Review Governance Structure within the Park Development Division	Medium	September 2018	September 2019	Partially Resolved

Management provided sufficient additional information and clarification for us to conclude four (4) of the five (5) audit recommendations reviewed have been satisfactorily addressed and implemented, one (1) is partially resolved because some degree of progress has been made but is not yet complete.

The following details the status of the partially resolved recommendation.

Recommendation #5: Review Governance Structure within the Park Development Division

Background and Discussion: The Office of Inspector General (OIG) determined that the communication and collaboration between the [REDACTED] and [REDACTED] on the Rock Creek Maintenance Facility (RCMF) project was ineffective and contributed

to the project's delay. Park Development Division's (PDD) current structure was created to segregate the design phase (front end) and construction phase (back end) of CIP projects. OIG determined that the current structure did not lend itself to accountability and teamwork. Montgomery County Department of Parks management disagreed with OIG's conclusion, but did agree to create a new employee position to identify gaps in project coordination and oversight and find ways to strengthen the mechanism for conflict resolution. Under guidance of the Division Chief, the Construction Section Supervisor would work closely with the individual in the new position and other section supervisors to complete an assessment and implement needed changes.

Current Status: Partially Resolved

Management Response: The hiring process has taken longer than anticipated. Management had advertised for the new position on three (3) occasions, however no suitable candidates applied. Management is currently in the process of refining the role and responsibilities of the new position.

A current employee has temporarily assumed the quality assurance technical review role. During the detailed design stage of projects, the employee will perform internal technical reviews of documents at each submission stage and prior to bidding. In addition, management has initiated an internal review of established business processes to update them, better define the roles of the Project Manager and Construction Manager and improve processes for coordination. Finally, monthly meetings to review and update each of their six (6) business processes have been held since February 2019 with an expected completion by September 2019.

Revised Expected Completion Date: September 2019

Revised Follow-Up Date: October 2019

I have attached the original Audit Report No. MC-002-2018-B for your convenience. If we can be of assistance in the future, please do not hesitate to contact our office. Thank you for your assistance in this review.

cc: Executive Committee
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