

Parks Operations - Turf Inventory Audit

Community Services Department
Parks, Forestry & Environment Division
Parks Operations Section

Vandana Waghela CSA, PMP

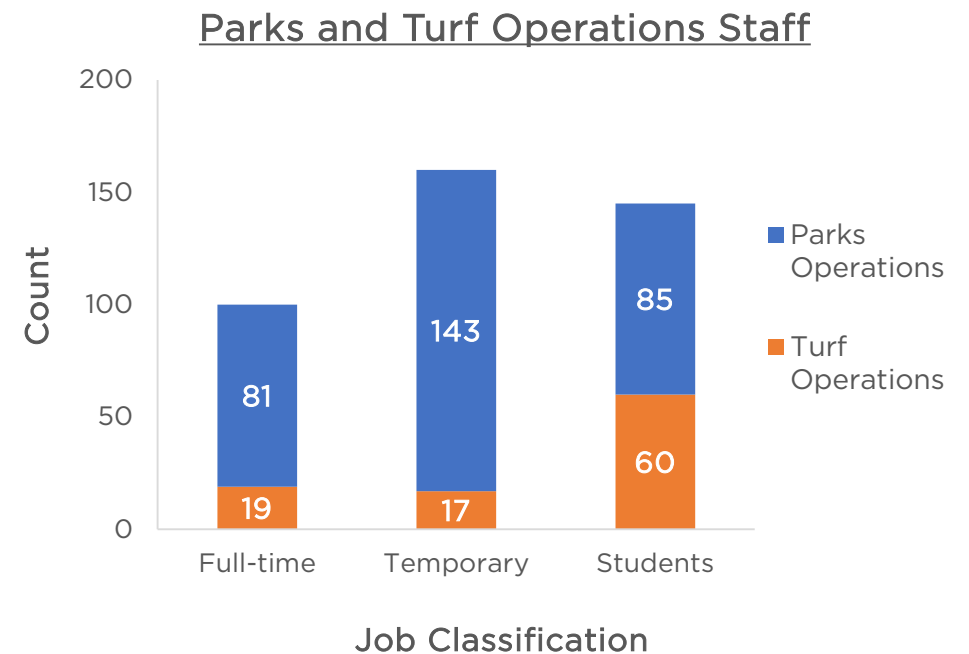
March 18, 2024



CELEBRATE

Background

- Parks Operations Section is responsible for ongoing care and maintenance of over 500 City parks and other areas (e.g. trails, sports fields, playgrounds, etc.)
- A large portion of Parks Operations is Turf Operations, which includes cutting, trimming, debris removal and litter picking
- Parks Operations consists of:
 - Full-time non-union staff
 - Temporary staff (working from April to October)
 - Students (working from May to August)
- City-issued Procurement Card issued to certain positions to purchase small equipment, tools, materials and supplies



Audit Scope and Objectives

In-Scope Objectives

Small equipment (string trimmers, push mowers, etc.) and tools (litter pickers, tool boxes, etc.):

- Acquired in a cost-efficient manner
- Compliant with City's Procurement By-law and applicable Corporate Policies and Procedures
- Staff have access to necessary items to perform duties
- Inventory is accurate and adequately safeguarded
- Disposal aligned with applicable Corporate Policies and Procedures

Out-of-Scope

- Fleet
- Large equipment
- Materials
- Supplies
- Parks-related operations not specific to turf



Summary of Observations

Working well

- Management of small equipment generally effective related to acquisition, expense allocation, maintenance and disposal
- Procedures to manage small equipment inventory conceptually well-documented

Areas for improvement

- Re-establishing inventory management and record-keeping of small equipment
- Training staff on asset management lifecycle
- Analyzing data to identify trends and opportunities to plan for purchases in a cost-effective manner

8

recommendations

Main Observations

Improve management of small equipment specific to record-keeping and labelling



Improve management of small equipment - record-keeping

Observations

- Inaccurate and/or incomplete information captured in system due to inconsistent practices
- Small equipment for various operations stored together and located in various areas across the City; this information is not captured
- Holistic physical counts not conducted
- Affects effectiveness of asset management lifecycle

Recommendation

- Track small equipment information accurately in the enterprise system
- Record additional information not currently captured
- Re-establish process to periodically conduct physical inventory counts

Management Comments

- Small equipment inventory was tracked more comprehensively in the past
- Processes are established, staff need to be retrained
- Information will be updated
- Additional information will be captured on a move-forward basis
- Process will be re-established to conduct physical inventory counts

Improve management of small equipment – label equipment

Observations

- Equipment can be labelled with a unique identifier using marker, etching or stickers
- Some unique identifiers were illegible (e.g. label on equipment was faded or partially erased)
- Instances where small equipment was not labelled/tagged with a unique identifier
- Difficult to complete a proper inventory count without unique identifier affixed to equipment

Recommendation

- Establish a consistent labelling technique for all small equipment to clearly identify City of Mississauga assets

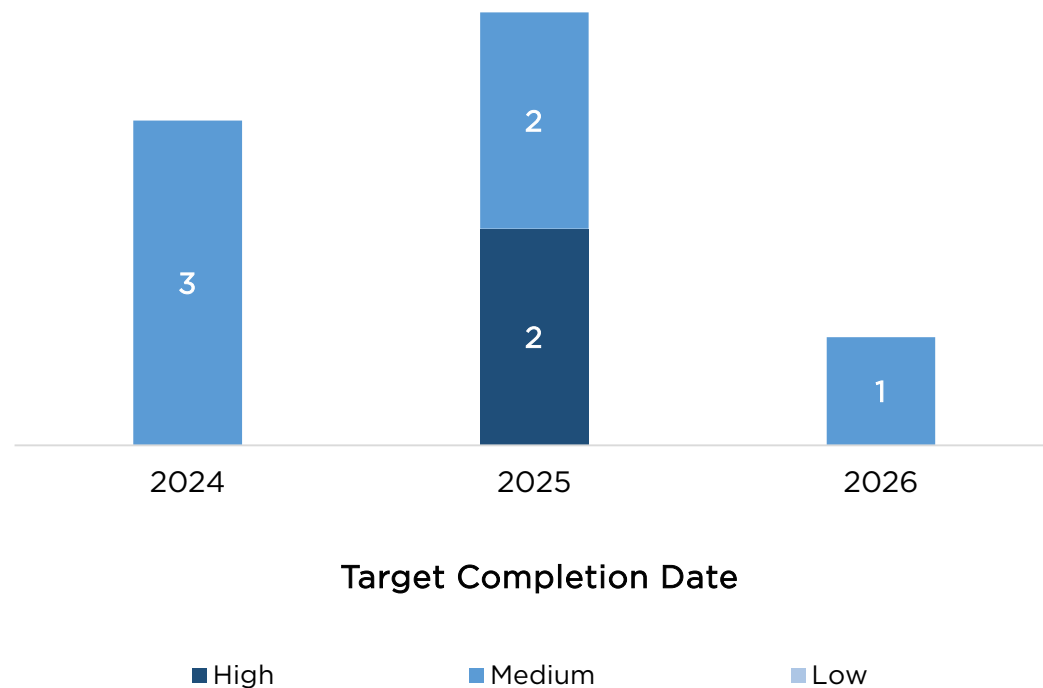
Management Comments

- Labelling convention will be developed
- Feedback from front line staff will be incorporated in an effective format and placement to ensure longevity



Summary of Recommendations & Management Feedback

Recommendations By Priority and Target Completion Date



Management Feedback

- Management is in agreement with the recommendations
- Dates provided to complete the recommendations take into consideration:
 - Parks Operations' busy operational season
 - The need to complete certain recommendations before others can be completed



Thank you

