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To: Sheryl M.M. Long, City Manager

From: Lauren Sundararajan, CFE, Internal Audit Manager *LS*

Copies to: Internal Audit Committee
William Weber, Assistant City Manager
Jason Barron, Park Board Director

Subject: **Urban Forestry Audit**

Attached is the Urban Forestry audit report. The primary objectives of this performance audit were to assess the effectiveness and efficiency of the program's performance, ensure an adequate internal control structure is in place, and determine adherence to applicable regulatory and legislative requirements. This audit was conducted in accordance with the current audit agenda.

We would like to thank the management and staff of the Park Board for their assistance and cooperation during this audit.

If you need any further information, please contact me.

Attachment

Urban Forestry Audit

May 2024



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Executive Summary

Internal Audit (IA) conducted a performance audit of the Park Board's Urban Forestry Program, which is responsible for the upkeep and planting of street trees in the City of Cincinnati (City) as the tree canopy is one of the City's greatest assets. The primary objectives of this audit were to assess the effectiveness and efficiency of the program's performance, ensure an adequate internal control structure is in place, and determine adherence to applicable regulatory and legislative requirements.

The audit revealed several opportunities for strengthening internal controls over the Urban Forestry process. For instance, IA determined that Urban Forestry does not have a centralized standard operating procedure (SOP) manual. To maximize program efficiency and management consistency, this document should be created and frequently updated to reflect current operations.

IA found that Urban Forestry uses a combination of digital and physical documents, including but not limited to permits, investigation requests, and damage reports. Maintaining digital and physical copies of program documents can increase the risk of discrepancies between the two versions, potentially leading to errors being left undetected. Additionally, physical documents may be lost or damaged. As such, it is essential that Urban Forestry finishes digitizing the program's documents entirely.

Furthermore, Urban Forestry's permitting process is incompatible with the City's permitting system (Permit Plus), and the program's website does not include any information on how citizens can apply for permits. Additionally, IA found that permit application files, which are kept in physical format, are not kept in order of date, and do not always include supporting documentation such as invoices or correspondence. Thus, streamlining the permitting process will help management control for errors and develop record-keeping protocols.

IA found that CAGIS (Cincinnati Area Geographic Information System) often goes down for several weeks at a time, with program staff being unsure when it will be usable again. CAGIS is an important tool by which foresters determine the history and maintenance requirements of each street tree, and as such, not being able to access the network impedes foresters' ability to update information about street trees. Thus, it is essential that Urban Forestry develops a backup plan to record information about street trees when CAGIS is down.

Overall, IA found that Urban Forestry is successful in its objectives to protect all public trees through regulation, maintaining an inspection cycle, and planting new trees. However, to strengthen internal controls over Urban Forestry, the following recommendations should be incorporated: centralize and update the program's SOPs, digitize the program's documents, streamline the permitting process, and institute a backup plan to mitigate CAGIS malfunctions. Implementing these recommendations will ensure that proper internal controls have been established to increase efficiency, accountability, and safety in the Urban Forestry Program.

I. Introduction

Background

Urban Forestry operates under the Park Board. The Cincinnati Urban Forestry Program was formed in 1980 to address health and safety concerns from residents. Before the program, tree branches were often cut and tree trunks left behind, which caused many safety hazards. Without arboricultural oversight, Cincinnati was barren due to a lack of tree maintenance, replacement, and leadership¹. The City's tree canopy is one of its greatest assets and plays a vital role in neighborhoods by promoting beneficial water quality, improving citizens' respiratory health, and enhancing property values. Thus, it is vital that the City's treescape is maintained, not only to enhance the aesthetic value of the City, but to ensure that citizens are safe from tree-related hazards.

The City's Urban Forestry Program aims to ensure equitable distribution of tree canopy across the City. As such, the program is responsible for conducting emergency maintenance, preventative maintenance, and planting operations². Property owners across the City frequently submit service requests (CSRs) when they notice damage, pests, or blight affecting City trees, and the urban forester assigned to the relevant district travels to the site and investigates the extent of the damage. Otherwise, preventative maintenance inspections occur on a six-year basis, where foresters drive through every neighborhood and record which trees are damaged or at risk.

Foresters frequently perform emergency maintenance related to weather damage and have a two-week call rotation so that there is an urban forester available first and second shift. To qualify for the role, foresters must have two arborist certifications, the Tree Risk Assessment Qualification (TRAQ) and the International Society of Arborists certificate (ISA). IA determined that all urban foresters' certifications are current.

The program is funded via an assessment fund (Fund 792), which provides funding for forestry equipment and employee salaries, and a compensatory fund (Fund 428), which accounts for permitting costs, planting, and removal of trees in the right-of-way. Additionally, the Parks Foundation generates funds for Urban Forestry's Re-Leaf program, which encourages citizens to pick up trees and plant them on private property. This fund is currently provided by MadTree Brewing, and trees are procured through local nurseries. To receive federal grants, Urban Forestry puts together a budget and work plan pending City Council approval to apply.

Urban Forestry is also responsible for processing planting and removal permit requests. If a homeowner or contractor wants a new tree planted, the forester must determine whether the size and species of the desired tree is appropriate for planting. If a homeowner or contractor wants to prune or remove a tree, they must apply for a permit, and if the tree is in good condition, they are charged for the tree's value as outlined in the Cincinnati Municipal Code³.

¹ [Cincinnati's Urban Forest - Cincinnati Parks \(cincinnati-oh.gov\)](https://www.cincinnati-oh.gov/cincyparks/natural-resources/urban-forestry-street-trees/)

² <https://www.cincinnati-oh.gov/cincyparks/natural-resources/urban-forestry-street-trees/>

³ "No person shall remove any public tree without replacing such tree with a tree of equivalent dollar value in the vicinity of the removed tree. The value of a tree shall be determined by the director in accordance with urban forest regulations considering the species, locations, size, and condition of the tree. If no suitable location exists in the vicinity of the tree removed or if the replacement tree is of lesser value, the person causing the tree to be removed shall make a compensatory payment to the city of Cincinnati equal to the difference in value between the tree removed and any replacement tree." (Cincinnati Municipal Code, Sec 743.17)

Audit Selection

IA conducted this audit in accordance with the Audit Work Plan.

Audit Objectives

The primary objectives of this audit were to assess the effectiveness and efficiency of the program's performance, ensure an adequate internal control structure is in place, and determine adherence to applicable regulatory and legislative requirements.

Audit Scope and Methodology

To accomplish the audit objective, Internal Audit compared current practices to industry standards, reviewed pertinent policies and procedures, sought verification of procedures through documented reports, interviewed appropriate staff, analyzed, and calculated statistics of relevant data. Records reviewed included data generated between fiscal years (FY) 2022-2024.

Statement of Auditing Standards

As required by the Cincinnati Administrative Code Article II §15, this audit was conducted in accordance with the Generally Accepted Government Auditing Standards (GAGAS), except for standard 5.60 pertaining to external peer review requirements. This exception did not have a material effect on the audit.

IA continues to conduct internal quality reviews to assure conformance with applicable GAGAS. IA performed the fieldwork between February and April of 2024.

Commendations

IA commends the staff of the Park Board for their cooperation throughout the audit.

II. Audit Findings and Recommendations

Urban Forestry's policies and procedures need to be updated and centralized.

IA requested standard operating procedures (SOPs) from Urban Forestry and were provided with multiple documents delineating policies and procedures. However, documents containing pruning instructions, pest management protocols, and tree removal instructions for foresters in the field were not included. These SOPs are crucial in providing process consistency, compliance with relevant laws, efficiency, and transparency.

For a program to run efficiently and effectively, a centralized SOP manual must exist and be updated regularly. While the information provided to IA contained documentation such as contracts and call out SOPs, there was no centralized manual that incorporated all of these documents.

Having a centralized reference point for this program is significant because working with trees is a safety risk for employees. Tree limbs can fall and injure an employee, and working near utility lines can create hazardous situations. A centralized reference point helps avoid confusion that multiple documents might cause. Furthermore, having centralized SOPs can be important for clarity and efficiency to ensure the program's ability to manage and maintain urban tree populations.

Recommendation 1: Update SOPs to reflect protocol for common urban forestry tasks such as, but not limited to, pruning, pest management, and tree removal, ensuring that each SOP includes step-by-step instructions, safety protocols and quality standards; and create a centralized SOP manual.

Department Response: Agree. Our goal is to have this objective completed within the next year. The specific items called out (pruning, removal, and pest management protocols) are industry standards that all full-time staff are well versed and certified in through the International Society of Arboriculture (Certified Arborist, Municipal Specialist, and Tree Risk Assessment Qualification) and the Ohio Department of Agriculture (certified pesticide applicators in multiple categories). To attain these certifications, staff must have the required years of experience to test and must pass the certification exams.

That said, we recognize the need to capture these industry standards in an SOP manual to use for setting clear expectations and to codify communications with constituents. In addition to these, there are many standard operating procedures that staff know intimately and employ but are not captured in an official document. Example processes and protocols include: the urban forestry assessment, tree appraisals, tree risk assessments, standardized forms to be filled out when conducting an investigation, record keeping, permitting, purchasing, and delineation of duties (such as each forester managing a certain contractual or administrative arm of our operation and clear expectations each staff member must adhere to, that align with departmental and city goals).

We recognize this will be a time-consuming and detail-oriented process that may require contractual services to develop the formal manual. We have begun this process by hiring a Senior Administrative Specialist in the Division of Natural Resources who is working directly with the Urban Forestry Supervisor, and Administrative Technician, as we are preparing for their retirement in August and September. Our goal was to capture all their duties and annual timelines in a handbook with the intention to create onboarding documents for their replacements. However, after beginning this process, and in light of these audit findings, we realize the information being captured are standard operating procedures specific to those roles and the program overall. This is a great step toward development of the SOP manual but is only

the beginning of the process.

Urban Forestry uses both digital and physical documents.

The street tree inventory is tracked and managed through CAGIS, which all inspectors can access on their City-issued cell phones. However, while management aims to completely digitize the program, paper copies of work orders, investigation requests, and damage reports are still used in tandem with digital copies. Similarly, some tree work permits are kept in physical as well as digital format.

Additionally, when IA observed the stump grinding inspection process, it was determined that stump grinding checks are not digitally recorded in the field. Rather, the results are recorded on paper, then transferred to the database once the inspector returns to the office. When inspections are not digitally recorded, the program may be negatively affected by increased paperwork, higher likelihood of errors in data transcription, greater risk of data loss or misplacement, and a reduced ability to analyze and act on data trends promptly. Thus, it is essential that Urban Forestry work towards completely digitizing the program.

Recommendation 2: Complete the transition to digital documentation as soon as possible and standardize processes for managing that format effectively.

Department Response: Agree. The Parks Department has been working toward the development and implementation of a work order system all staff and contractors will use daily. This goal is to digitize our operations and improve field work efficiency and accountability of our program, staff, and contractors. The Urban Forestry Program began this process in 2020, by working closely with CAGIS to outline all the workflows of our operation and have been delayed by CAGIS retirements and ETS approvals.

UF researched multiple outside data tracking platforms and identified Tree Plotter by AppGeo as the preferred platform for all Urban Forestry and tree care operations. UF submitted this platform to ETS in early 2023 and ETS denied the request, stating that the department must use the ETS multiple award contract to solicit services for the development of the CAGIS Edge program. This has delayed the implementation of this system.

To overcome this challenge, the Board of Park Commissioners approved the funding for a new Computer Systems Analyst position who has been hired and will start in May. Their first task is to issue this RFP and work with the contractor to develop the work order system beginning with the Urban Forestry Program. We anticipate program development to be complete by FY 26, and fully implemented by FY 27.

The maintenance of Urban Forestry's physical permit files could be improved.

The Cincinnati Parks Risk Management Plan recommended keeping proper, accessible, and transparent records and data.⁴ Urban Forestry stores tree work permits in both digital and physical files, and as such, it is likely that information excluded from physical files is located in the digital files. During IA's review of Urban Forestry's permit files, IA found several issues with permit storage. Payment invoices were not always attached to completed permits; expiration dates, forester signatures, and applicant signatures were occasionally written in the wrong place or excluded altogether; correspondence and supporting documentation were rarely attached to

⁴ Cincinnati Parks Tree Management Plan, April 2018.

the permits; and permits were not kept in order of date. Based on this review, it was challenging for a third party to ensure that the work from permit applications has been completed, especially when documentation and correspondence is not included in the physical file.

Recommendation 3: Continue working towards digitizing the permit process completely and ensure that every permit application has supporting documentation and correspondence attached.

Department Response: Agree. Currently, the records retention policy requires paper format, but as of April 2024, a revision to the policy was submitted to Law to change this to digital format. Urban Forestry will determine whether the permitting process moving forward will be incorporated into the City's Permit Plus system and/or the CAGIS Edge work order system. In the meantime, staff will develop and implement an SOP for the permitting process to ensure all permits are filled out correctly, contain supporting documentation, and are stored based upon the Departments records retention policy.

Urban Forestry's permitting process is not described on their website and is not compatible with the City's Permit Plus system or CAGIS.

Currently, the program's permitting process is almost entirely paper-based and does not use an online permit portal for citizens to submit permit requests. Citizens must submit permit requests via phone call, as there is no information about permitting on the Urban Forestry website. As such, citizens may not be aware that they must seek a permit before doing tree work, which may lead to potential damage of City trees if citizens attempt to remove them without a permit. Additionally, the format of the current permits is not compatible with the City's Permit Plus system or CAGIS. This may cause Urban Forestry projects to be halted, as tree work cannot proceed if permits are not approved in a timely manner or filed incorrectly.

Recommendation 4: Update the Urban Forestry website to include information on how to acquire a permit and determine if Urban Forestry's permitting process can be made compatible with the Permit Plus system.

Department Response: Agree. The Department will determine whether the permitting process will be incorporated into the City's Permit Plus system and/or the CAGIS Edge work order system. Simultaneously, Urban Forestry staff will work to ensure that the current permitting process is outlined on the Park Board website.

Management review and oversight of the permit process needs improvement.

Best practices typically advise against urban foresters signing off on their own permits due to potential conflicts of interest and lack of impartiality.⁵ Each forester is responsible for overseeing the permitting process in their own district. Management occasionally signs off on permits when a forester is out of the office; otherwise, foresters sign off on their own permits. Additionally, there are no spot-checks of the inspectors' permits. In combination, this lack of oversight may lead to mistakes being made during the permitting process, and thus it is essential that management oversees the handling of permits.

⁵ Statement comes from a general understanding within the relevant field or industry based on research.

Recommendation 5: Ensure that management reviews and signs off on all foresters' permits, and that there is a separation between the individuals responsible for preparing the permits and those responsible for approving them.

Department Response: Agree. This recommendation will be incorporated into the permitting SOP, and a line will be added to the permit form for the Urban Forestry Supervisor's signature, upon their review.

Urban Forestry is not in compliance with the Cincinnati Municipal Code (CMC).

CMC 743.11, states, "where the estimated cost of the work is not more than \$500: no fee. Where the estimated cost is more than \$500, \$1.00 for each \$100 over \$500, or fraction thereof". However, because the permit fee is so nominal, Urban Forestry does not charge for permit issuance. By giving citizens free permits, Urban Forestry diverges from the CMC's directive. IA found that Urban Forestry is working with the Law Department to amend the CMC to reflect current operational practices; updating CMC is essential to ensure that Urban Forestry is in compliance with regulatory standards.

Recommendation 6: Continue to work with the Law Department to determine whether amending the CMC to reflect Urban Forestry's current operational practices is appropriate.

Department Response: Agree. Management will continue working with Law to determine the best course of action and incorporate the determination into the permitting SOP as they are developed.

Urban Forestry's tracking database for contractors and foresters is out of date.

When IA interviewed program staff, it was determined that the tracking system, which ensures that contractors and foresters are completing work in a timely manner, is out of date. To address this issue, Urban Forestry has been working to institute a digital work-order system, as management cannot currently determine whether foresters and contractors are completing their work on time.

Recommendation 7: Create a plan for the continued implementation of the work-order system.

Department Response: Agree. This will be executed as detailed in department response to recommendation 2.

Interdepartmental communication with the Purchasing Department (Purchasing) needs to be improved.

Urban Forestry frequently works with Purchasing to fulfill its procurement needs and send planting or removal contracts out to bid. IA found that communication between Urban Forestry and Purchasing could improve; Purchasing expressed that they would prefer Urban Forestry to communicate with them through Parks' Purchasing liaison, and Urban Forestry expressed that Purchasing regulations are often altered without being communicated to Urban Forestry. These communication issues may result in delays in acquiring necessary equipment or services needed for Urban Forestry operations, potentially impacting project timelines and efficiencies.

Recommendation 8: Develop clear protocols and procedures for requesting, approving, and fulfilling procurement requests related to urban forestry activities, ensuring that both departments understand their respective roles and responsibilities. Additionally, work with Purchasing to develop regular interdepartmental training so that when Purchasing procedures change, staff will be promptly informed and sufficiently trained to ensure that Urban Forestry understands new Purchasing regulations.

Department Response: Agree. This recommendation will be incorporated into Urban Forestry SOP manual as detailed in department response to recommendation 1. In addition, the Parks Department has submitted a budget request to fund a new position within the Parks Department to serve as a purchasing liaison for the entire department. This new position would address the issues outlined in this recommendation and improve purchasing throughout the department.

Performance metrics for urban forestry staff are not readily available or analyzed to identify trends.

Performance metrics are essential to the efficient operation of a program, as they ensure that employees are meeting program goals to the best of their abilities. For urban forestry staff, this includes the number of trees planted or maintained within a specified period, numbers of stumps inspected, or timeliness and accuracy of permit processing.

IA shadowed and observed the program's stump grinding inspection process and determined that no quotas or performance metrics exist to assess the inspector's quality of work.

Additionally, Urban Forestry does not record evaluations of employees' work separately from their yearly performance reviews, which may lead to foresters not being held accountable for their internal control responsibilities.

Without performance metrics, it is difficult for management or a third-party reviewer to gauge the efficiency of the inspection process, such as the number of stumps inspected per day, or the time taken per forestry inspection. Thus, evaluations of foresters' work should be quantified, recorded, and tracked separately from the annual employee performance reviews.

Recommendation 9: Institute performance metrics for forestry staff separate from performance reviews.

Department Response: Agree. This recommendation will be incorporated into Urban Forestry SOP manual as detailed in department response to recommendation 1 and will be tracked through the work order system as detailed in department response to recommendation 2.

There is no succession planning for the department's CAGIS position.

Succession planning is important for several reasons, such as continuity of operations, retention of institutional knowledge, leadership development, and mitigation of risks. This is especially important when using CAGIS, which plays a critical role in urban forestry by providing spatial data analysis, mapping, and decision making. Having a succession plan in place ensures that there are individuals with the necessary expertise to maintain and further develop CAGIS for the program.

The former CAGIS specialist for Urban Forestry recently left their role to take a planning position in Parks, but still plays a large role in managing Urban Forestry's tree inventory on CAGIS, as

Urban Forestry has not yet hired a new CAGIS technician. However, if they were to leave the planning position, no one else has been trained to understand or perform their duties. This lack of succession planning may lead to further process inefficiencies when the need eventually arises to train a new technician.

Recommendation 10: Establish a succession plan for training a future CAGIS technician.

Department Response: Agree. The current Computer Systems Analyst is based at the Planning and Design Division headquarters, and supports the entire Department, including Urban Forestry. As detailed in department response to recommendation 2, a second Computer Systems Analyst has been hired for the Department to expand capacity and minimize the risk of investing all institutional knowledge in a single employee. This person will directly support the Urban Forestry Program as this team is the leading agency in Parks using GIS in daily operations and for managing the Urban Forestry Assessment. These GIS based operations will also be captured in the Urban Forestry SOP Manual.

Urban Forestry does not have a backup plan to maintain data when CAGIS is offline.

CAGIS is a crucial data management and assessment tool for an urban forestry program, as urban foresters rely on CAGIS to find the addresses they will be servicing during their workday. However, IA found that CAGIS occasionally goes down for weeks at a time, and program staff is unsure when it will be back online. As such, foresters must keep track of physical work orders so that when CAGIS goes back online, the backlog of information can be entered into the system. This disruption may lead to several adverse outcomes such as data errors; tree information that was collected while CAGIS was offline may not be entered into the system correctly when it comes back online. Overall, CAGIS is essential for optimizing the management and stewardship of urban forests by providing the tools and insights needed to make informed management decisions. Prolonged downtime could impact the program significantly.

Recommendation 11: Institute a backup plan to record information about street trees when CAGIS is offline.

Department Response: Agree. A backup plan will be developed, and the procedure will be captured in the Urban Forestry SOP Manual.

III. Conclusion

Urban Forestry is responsible for a variety of maintenance and planting services to ensure the continued safety and beautification of City treescapes. The audit revealed several opportunities for improvement of the forestry process.

To strengthen the internal controls over Urban Forestry, the following recommendations should be incorporated: centralize and update the program's SOPs, digitize the program's documents, streamline the permitting process, improve interdepartmental communication, institute performance metrics, establish a succession plan for training a future CAGIS technician, and institute a backup plan to mitigate CAGIS malfunctions. Implementing these recommendations will ensure that proper internal controls have been established to increase efficiency in the Urban Forestry Program.

IV. Park Board Response

This audit offered a unique opportunity to analyze and reiterate the needs of our program. We are grateful for this important service provided by the City to guide our continued program improvement. The Department extends a special thanks to the auditors who took time to get to know our operations and meet with all the Urban Forestry staff.

Recommendation 1: Update SOPs to reflect protocol for common urban forestry tasks such as, but not limited to, pruning, pest management, and tree removal, ensuring that each SOP includes step-by-step instructions, safety protocols and quality standards; and create a centralized SOP manual.

Department Response: Agree. Our goal is to have this objective completed within the next year. The specific items called out (pruning, removal, and pest management protocols) are industry standards that all full-time staff are well versed and certified in through the International Society of Arboriculture (Certified Arborist, Municipal Specialist, and Tree Risk Assessment Qualification) and the Ohio Department of Agriculture (certified pesticide applicators in multiple categories). To attain these certifications, staff must have the required years of experience to test and must pass the certification exams.

Recommendation 2: Complete the transition to digital documentation as soon as possible and standardize processes for managing that format effectively.

Department Response: Agree. The Parks Department has been working toward the development and implementation of a work order system all staff and contractors will use daily. This goal is to digitize our operations and improve field work efficiency and accountability of our program, staff, and contractors. The Urban Forestry Program began this process in 2020, by working closely with CAGIS to outline all the workflows of our operation and have been delayed by CAGIS retirements and ETS approvals.

UF researched multiple outside data tracking platforms and identified Tree Plotter by AppGeo as the preferred platform for all Urban Forestry and tree care operations. UF submitted this platform to ETS in early 2023 and ETS denied the request, stating that the department must use the ETS multiple award contract to solicit services for the development of the CAGIS Edge program. This has delayed the implementation of this system.

To overcome this challenge, the Board of Park Commissioners approved the funding for a new Computer Systems Analyst position who has been hired and will start in May. Their first task is to issue this RFP and work with the contractor to develop the work order system beginning with the Urban Forestry Program. We anticipate program development to be complete by FY 26, and fully implemented by FY 27.

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Recommendation 5: Ensure that management reviews and signs off on all foresters' permits, and that there is a separation between the individuals responsible for preparing the permits and those responsible for approving them.

Department Response: Agreed. This recommendation will be incorporated into the permitting SOP, and a line will be added to the permit form for the Urban Forestry Supervisor's signature, upon their review.

Recommendation 6: Continue to work with the Law Department to determine whether amending the CMC to reflect Urban Forestry's current operational practices is appropriate.

Department Response: Agreed. Management will continue working with Law to determine the best course of action and incorporate the determination into the permitting SOP as they are developed.

Recommendation 7: Create a plan for the continued implementation of the work-order system.

Department Response: Agree. This will be executed as detailed in department response to recommendation 2.

Recommendation 8: Develop clear protocols and procedures for requesting, approving, and fulfilling procurement requests related to urban forestry activities, ensuring that both departments understand their respective roles and responsibilities. Additionally, work with Purchasing to develop regular interdepartmental training so that when Purchasing procedures change, staff will be promptly informed and sufficiently trained to ensure that Urban Forestry understands new Purchasing regulations.

Department Response: Agree. This recommendation will be incorporated into Urban Forestry SOP manual as detailed in department response to recommendation 1. In addition, the Parks Department has submitted a budget request to fund a new position within the Parks Department to serve as a purchasing liaison for the entire department. This new position would address the issues outlined in this recommendation and improve purchasing throughout the department.

Recommendation 9: Institute performance metrics for forestry staff separate from performance reviews.

Department Response: Agree. This recommendation will be incorporated into Urban Forestry SOP manual as detailed in department response to recommendation 1 and will be tracked through the work order system as detailed in department response to recommendation 2.

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Department Response: Agree. A backup plan will be developed, and the procedure will be captured in the Urban Forestry SOP Manual.