

CITY OF HOUSTON

Annise D. Parker
City Controller

Steve Schoonover
City Auditor



CONVENTION & ENTERTAINMENT FACILITIES DEPARTMENT UNDERGROUND PARKING FACILITIES PERFORMANCE AUDIT

Report No. 2010-05





OFFICE OF THE CITY CONTROLLER
CITY OF HOUSTON
TEXAS

ANNISE D. PARKER

November 5, 2009

The Honorable Bill White, Mayor
City of Houston, Texas

SUBJECT: Convention and Entertainment Facilities Department – Underground Parking Facilities
Performance Audit - Report No. 2010-05

Dear Mayor White:

In accordance with the City's contract with MFR, P.C. (MFR), MFR has completed a Performance Audit of the Convention and Entertainment Facilities Department's (CEFD) Underground Parking Facilities. CEFD oversees the operation of the Theater District underground parking garage that covers a six square block area and consists of three areas which are commonly known as the Civic Center Garage, Large Tranquility Garage, and the Small Tranquility Garage. The Theater District Garage contains 3,369 parking spaces and approximately 3,200 contract parkers.

The audit objectives included determining whether the mission statement and/or goals were being met; assessing management's operational practices, resources, and processes; providing recommendations for improving the efficiency and effectiveness of underground parking facilities to improve the quality of the processes; and assessing contractor and management performance by conducting a customer satisfaction survey.

The report, attached for your review, concluded that in general, CEFD was meeting its mission and goals. Also, the facility was clean and well maintained. MFR noted several management issues related to certain contractors providing services to the facility; however, it does not appear that these issues caused a degradation of service to the patrons. The report also includes the results of a customer satisfaction survey conducted during the engagement (Exhibit A).

During the audit, MFR noted various observations associated with public safety and security. In accordance with Generally Accepted Government Auditing Standards (GAGAS), MFR did not disclose these observations in this report. Concerns were included in a separate confidential Limited Use Report in accordance with GAGAS that was communicated to the appropriate City officials responsible for underground parking facilities security.

The observations and recommendations identified during the performance audit are included in the body of the report. Draft copies of the matters contained in the report were provided to Department officials. The Views of Responsible Officials as to actions being taken are appended to the report as Exhibit B.

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We commend Department management for their timely efforts to take action to remedy the deficiencies identified by MFR. We also appreciate the cooperation extended to the MFR engagement team by Department personnel during the course of the audit.

Respectfully submitted,

A handwritten signature in cursive script that reads "Annise D. Parker".

Annise D. Parker
City Controller

xc: City Council Members
Anthony Hall, Chief Administrative Officer
Michael Moore, Chief of Staff, Mayor's Office
Dawn Ullrich, Director, Convention and Entertainment Facilities Department
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October 23, 2009

Controller Annise D. Parker
Office of the City Controller
City of Houston
901 Bagby, 8th Floor
Houston, TX 77002

Re: Convention & Entertainment Facilities Department – Underground Parking Facilities
Performance Audit

Dear Controller Parker:

MFR, P.C. (MFR) has completed the performance audit of the City of Houston's (the City) Convention & Entertainment Facilities Department (CEFD) Underground Parking Facilities as outlined in our engagement letter dated February 1, 2008 under Contract No. 56546, approved by City Council Ordinance No. 04-1296.

The purpose of our audit engagement was to:

- Determine whether the mission statement and/or goals were being met,
- Examine and assess management's operational practices (e.g. security, safety, parking rules, maintenance, etc.), resources (e.g. qualifications, training, etc.), technology tools, management controls, and processes as they relate to the administration of underground parking facilities – Theater District Underground Parking Garage,
- Determine the extent that the related contractors were complying with the City's contract terms,
- Provide recommendations for improving the efficiency and effectiveness of underground parking facilities to improve the quality of the processes, and
- Assess contractor and management performance by conducting customer satisfaction surveys.

The scope for our detailed testing of our CEFD Underground Parking Facilities Performance Audit covered the period January 1, 2004 through late 2008. However, MFR continued to analyze and verify certain observations in collaboration with CEFD through September 2009.

MFR prepared an additional security related report in accordance with Generally Accepted Government Auditing Standards (GAGAS). GAGAS requires that the auditor not disclose to the public certain circumstances that are associated with public safety and security concerns. The confidential report with our observations and recommendations has been communicated to the appropriate City Officials responsible for Underground Parking Facility security.

The observations and recommendations included in this report are the only matters that came to our attention based on the procedures performed. Since the draft report was finalized in July 2009, CEFD has provided MFR additional information related to Observation #2: Flood Gate Maintenance in their management response which is included in Exhibit B.

According to CEFD, MFR observed one of a series of training exercises when in fact MFR (based on emails from CEFD) understood the training exercises to be actual tests of the Flood Gate system. The training information related to the flood gate maintenance was not made available to MFR during the audit and does not impact our recommendation. It is clear from CEFD's management response that they concur with the recommendation concept; however, CEFD does not agree with all of the details of the observation.

Because of inherent limitations in controls, errors or fraud may occur and not be detected. Furthermore, the projection of any conclusions, based on our findings, to future periods is subject to the risk that the validity of such conclusions may be altered because of changes made to the system or controls, the failure to make needed changes to the system or controls, or deterioration in the degree of effectiveness of the controls.

This report is intended solely for the information and use of the CEFD Management (who are responsible for the oversight of the CEFD underground parking facilities) as well as the Office of the City Controller. This report is not intended to be used for any other purpose.

MFR is pleased to have been given the opportunity to work on this engagement and we appreciate the cooperation received from your office and the CEFD Management.

Very truly yours,

MFR, P.C.



J. David Ahola
Principal, Internal Audit


JDA/ea



**CONVENTION & ENTERTAINMENT FACILITIES DEPARTMENT
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EXECUTIVE SUMMARY

Background

The City of Houston (the City) Convention & Entertainment Facilities Department (CEFD) oversaw the operation of the Theater District Underground Parking Garage (the Theater District Garage). The Theater District Garage consisted of three areas which were connected by various access ramps, and the three areas were commonly known as the Civic Center Garage, Large Tranquility Garage, and Small Tranquility Garage. The Theater District Garage contained 3,369 parking spaces, and there were approximately 3,200 contract parkers. Approximately 250 individuals were on the waiting list and were requesting contract parking privileges.

Objectives and Scope

The objectives of the CEFD underground parking facilities performance audit were as follows:

- Determine whether the mission statement and/or goals were being met,
- Examine and assess management's operational practices (e.g. security, safety, parking rules, maintenance, etc.), resources (e.g. qualifications, training, etc.), technology tools, management controls, and processes as they related to the administration of underground parking facilities,
- Determine the extent that the related contractors were complying with the City's contract terms,
- Provide recommendations for improving the efficiency and effectiveness of underground parking facilities to improve the quality of the processes, and
- Assess contractor and management performance by conducting customer satisfaction surveys.

The scope of the CEFD underground parking facilities performance audit was for the period January 1, 2004 through June 19, 2008.

Overall Conclusion

The Theater District Garage provided a significant amount of parking to the citizens of the City from a convenient location. In general, CEFD was meeting its mission, goals, and objectives. The facility was clean and well maintained. Patrons utilizing the Theater District Garage have generally been pleased with their experience. There were some management issues related to certain contractors providing services to the facility; however, it did not appear that these issues caused a degradation of service to the patrons.



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Assessment

MFR noted the significant issues of an operational nature that were brought to the attention of CEFD Management. The issues were as follows:

- MFR observed testing of various flood gates and doors in the underground parking facilities and noted that:
 - Large flood gates exposed to natural elements were not properly maintained,
 - One large flood gate contained a support beam which was not working properly,
 - Several flood gate gaskets mounted around flood doors for the purpose of limiting flood waters were not working properly, and
 - Several flood gates had maintenance issues that could hinder a timely deployment of the gates.
- Republic Parking Systems, Inc. (Republic) customer service workshops required by contract for personnel assigned to the Theater District Garage were not properly documented to make certain that all employees were in attendance. MFR was provided with the topics for the sampled quarterly customer service workshops; however, there was no evidence that the training took place.
- Based on the test work completed on the performance of T.D. Industries, Inc., (TDI) there was inadequate documentation to determine whether routine maintenance and repair requests were responded to within one hour of receipt of the request as required by the contract. Procedures related to ensure prompt response to work requests were not properly communicated in the time frame required by the contract. Daily logs of parts and materials used were not consistently provided as required by contract.
- The daily maintenance logs required of Access Data Support Services (ADSS) by contract to document various maintenance procedures performed were not completed in their entirety.



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Customer Satisfaction Survey Excerpt for Theater District Garage

Decision Information Resources, Inc. (DIR), an MFR subcontractor, conducted one customer satisfaction survey that included the underground parking facilities for both the Theater District and City Hall Annex.

The results of the customer satisfaction survey that related to the **Theater District** underground parking facility included the following:

- Sixty-eight percent of respondents were either *very satisfied* or *satisfied* with the cost of their parking contract. Approximately 18% of the respondents said that their satisfaction with the cost of their parking contract was *not applicable* - because most of their employers paid for the parking.
- Seventy percent of respondents indicated that they were *very satisfied* or *satisfied* with the ease of renewing their parking contract. Again, because employers paid for the employees' contract, 28% stated that this was *not applicable* to them.
- Fifty-five percent of respondents reported that they did not have trouble entering or exiting the garage with their electronic access card. However, it is important to note that 45% of surveyed respondents said that they had experienced problems using the access card.
- Ninety-seven percent of the respondents were either *very satisfied* or *satisfied* with the location of the garage, the parking garage overall (86%), the condition of the garage (84%), the ease of finding parking upon arrival (82%), and their feelings of personal safety in and around the parking garage (77%).
- Respondents were *very satisfied* or *satisfied* at lower rates for helpfulness of customer service (57%), the helpfulness of security guards (51%), and the availability of emergency telephones in and around the garage (48%).
- Fifty-three percent of the respondents were either *very satisfied* or *satisfied* with the method used to communicate the parking rules. Twenty-five percent of respondents felt that the method used to communicate the parking rules was *not applicable* to them.
- Fifty-one percent of the respondents were either *very satisfied* or *satisfied* with the enforcement of the parking rules. Seventeen percent were either *dissatisfied* or *very dissatisfied*. Thirty-three percent of respondents felt that the enforcement of the parking rules was *not applicable* to them.



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- Comments made by the respondents regarding the parking rules included the following:
 - Rules should be enforced fairly.
 - Not fair to hold contract spaces for City Hall meetings.
 - Security personnel riding on carts should abide by same rules.
 - Visitors get preferential treatment over contract parkers.
 - Unauthorized vehicles park in handicap spaces.
 - Vehicles parked in non-parking spaces.

- Comments made by those respondents reporting interactions or encounters with maintenance personnel in the parking garage were mostly positive. The comments regarding the maintenance personnel included the following:
 - Friendly
 - Polite
 - Positive
 - Helpful
 - Responsive
 - Garage always clean
 - Maintenance always observed to be working
 - Customer driven



OBSERVATIONS AND RECOMMENDATIONS





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OBSERVATIONS AND RECOMMENDATIONS

Detailed Background

Theater District Garage

The Theater District Garage is a 6 square block, 3 level deep complex consisting of 3,369 parking spaces owned by the City. There were approximately 3,200 contract parkers who utilized the facility, with approximately 80% utilization daily. In addition, approximately 600 daily parkers utilized the facility, and the daily parkers paid an hourly rate to a cashier as they exited the Theater District Garage.

Benefiting from an ideal location in the heart of downtown Houston, the Theater District Garage is convenient for daytime office workers as well as those attending various evening events. There are 7 entrances, 17 stairwells, and 3 elevators providing access to and from street level.

Incorporated into this complex are approximately 2,100 linear feet of pedestrian tunnels, including one from the Jones Hall courtyard that branches off with one route leading to a lobby area adjacent to a pedestrian drop off and garage, and the other branch leading to the Bank of America Center tunnel. The Alley Theater tunnel leads from the Bank of America Center tunnel, then along the east wall of the Civic Center Garage area, and ends under the south side of Texas Avenue. A tunnel from the Large Tranquility Garage to the Annex Garage is known as the T-tunnel. The City Hall basement tunnel from the Large Tranquility Garage leads to the basement area of City Hall.

The Theater District Garage revenues were approximately \$7.8 MM and 8.0 MM for the Fiscal Years 2007 and 2008 respectively.

The Theater District Garage had one manager, an assistant manager, and two administrative assistants. All of these individuals were CEFD employees.

The City had entered into a contract agreement with Republic for parking operations and management services for the Theater District Garage. The scope of work listed in the contract agreement included, but was not limited to, the following services to be performed by Republic:

- Provide and perform services related to revenue collections, recording, deposit, and reporting of parking fees,
- Provide sufficient staff for efficient entry and egress, and for traffic control,
- Keep all revenue and traffic control equipment in good repair and operating condition,
- Purchase and provide parking supplies, including parking tickets, hang tags, validation stamps, bank deposit slips, and other forms,
- Perform high quality housekeeping on the garage premises,
- Clean and paint all parking equipment and booths as needed,
- Post and maintain professionally prepared parking rate signs at each entrance and exit,



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- Furnish forms, uniforms, tools, office equipment, telephones, furniture, and other office materials and supplies needed for an efficient operation,
- Repair any damages caused by its employees, contractors, or agents,
- Promptly and courteously respond to complaints or problems of patrons,
- Meet specific maintenance requirements,
- Furnish traffic control devices,
- Furnish car stops where needed and replace when broken,
- Provide emergency services such as jump starting, inflate low/flat tires, and/or install replacement spare tires, and car search/location assistance,
- From time to time the Contractor will coordinate security services with the Department's security contractor,
- Provide special event services for events taking place during nights and/or weekends,
- Provide customer service programs such as auto detailing and car wash service, books on tape for commuters, and
- Provide customer service workshops for its employees.

The contract agreement also requires that janitorial services were to be performed in the Theater District Garage, Republic's on-site office, the security contractor's on-site office, and the CEFD on-site office. A contract agreement for these janitorial services existed between Republic and ADSS. The scope of work listed in the contract agreement included, but was not limited to, the following services to be performed by ADSS:

- Employ a well-trained staff, including individuals who have had special training with various types of floor surfaces, including concrete, granite, tile, and terrazzo,
- Develop a detailed maintenance checklist which outlines each duty to be performed in the on-going maintenance process, including how often each duty is to be performed, and
- Submit a daily completed checklist to Republic, who will then verify that all scheduled tasks have been completed.

During Tropical Storm Allison, the Theater District suffered a significant amount of damage. Accordingly, the City determined that rising flood waters may be controlled with the installation of flood gates and doors throughout the facility. These 22 flood gates and doors would not stop all rain waters from entering the facility; however, they would provide better flood control and limit a significant amount of access. The flood gates and doors were tested during May of each year at the beginning of hurricane season.

The Theater District Garage utilizes a software management system known as ScanNet to control parking entrances and exits. ScanNet enabled Republic to allow contract parkers to enter and exit with an access card. This access card uniquely identifies the contract parker, and controls have been established requiring use of the access card upon both entry and exit. ScanNet controls tasks such as raising the gate arms and filing real time information and statistics.



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The Theater District Garage would soon be installing several “pay-in-line” devices at several exits which would enable the daily parkers to pay without using an exit staffed by a cashier. These devices provide flexible payment options, including coins, paper currency, debit cards, and credit cards.

Audit Methodology

MFR performed both the planning and fieldwork phases of the CEFD Underground Parking Facilities Performance Audit in conjunction with the General Services Department (GSD) Underground Parking Facilities portion of the engagement. As part of the planning phase, MFR performed a risk assessment. The results of the assessment indicated that most of our audit resources should be assigned to the CEFD underground parking facilities which are four times larger than the GSD underground parking facilities based on the number of parking spaces.

To accomplish the scope and objectives of this performance audit, MFR requested, received, and reviewed the following:

- CEFD Mission Statement and Goals,
- Latest organizational chart,
- Budget information,
- CEFD policies and procedures related to underground parking,
- Contract agreement between CEFD and Republic for management of the facility,
- Contract agreement between ADSS and Republic for janitorial services,
- Contract agreement between CEFD and AlliedBarton Security Services for security services,
- Contract agreement between CEFD and TDI for maintenance services,
- Report issued by Walker Parking Consultants,
- Republic policies and procedures,
- Information on various technology tools used within the facility, and
- Listings of individuals with a contract for parking at the underground parking facility.

MFR also:

- Interviewed key personnel related to the underground parking facility,
- Observed operations within the underground parking facility,
- Performed walk-throughs and observed testing of various flood gates and doors within the underground parking facility,
- Assessed CEFD management practices related to security, safety, parking rules, and maintenance plan,
- Prepared and provided CEFD various Internal Audit Memorandums (IAMs) along with supporting detailed audit workpapers as issues were identified,
- Performed certain procedures at the parking contractor’s offices,
- Performed detailed testing of various operational and contractual users, and
- Contracted with a sub-contractor to conduct a Customer Satisfaction Survey.



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MFR reviewed the October 29, 2007 operations audit report of the Theater District parking facility performed by Walker Parking Consultants (Walker). The scope of this performance audit did not duplicate the work performed in the Walker operations audit. MFR excluded the following areas from the scope of this performance audit:

- Reconciliation of parking tickets to cashier reports,
- Cashier reports to fee computer tapes and daily recaps,
- Daily recaps to monthly statements,
- Paid and authorized free monthly parkers to the number of active key cards,
- Validation sales to monthly statements,
- Employee time cards to payroll registers,
- Payroll tax,
- Workers' compensation charges and group health and life insurance charges to monthly statements,
- Other invoices to monthly statements,
- Staffing levels and employee time cards,
- Analysis of special parking needs (e.g. the disabled), and
- Architectural and engineering review of the facilities.



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OBSERVATIONS AND RECOMMENDATIONS

1. CUSTOMER SERVICE WORKSHOPS FOR REPUBLIC'S PARKING PERSONNEL

Observation

According to the contract, Republic should conduct quarterly customer service workshops for all on-site personnel. The workshops should be performed over a two-day period in two shifts to allow all employees to attend one session.

Customer service was essential to the overall performance of the Theater District Garage. Customer service workshops were conducted to ensure that all on-site employees were trained to keep customer service a priority and strive to improve services to the parking customers.

MFR noted that sign-in sheets were not used to keep track of the attendees of the customer service workshops and there was no documentary evidence that the training took place and all employees attended.

CEFD is at risk of Republic not being in compliance with its contract pursuant to the quarterly customer service workshops.

Recommendation

MFR recommends CEFD ensure Republic takes the necessary steps to document the customer service workshops in accordance with their contract. The documentation should include a listing of attendees, when the workshop was conducted and if it was successfully completed.



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2. FLOOD GATE MAINTENANCE

Observation

During MFR's observation related to the testing of flood gate operations on May 8, 2008, MFR noted that many of the outside gates were affected by natural elements which could cause difficulties in deploying the flood gates in a timely manner. Several of the mechanisms essential to the operation of the flood gates were not maintained. MFR noted the following issues:

- The Wortham Center loading dock flood gate had several rubber stoppers missing which caused build-up in pin-holes. Pin-holes were critical because they were used to secure the gate.
- Wortham Center Northeast corner flood gates contained obstacles such as tables and chairs that would hinder the timely deployment of the gates.
- Rust was noted on the screws of the Wortham Center outdoor flood gates. There was also standing water at one of the gates.
- The flood gate at the entrance to the City Hall Annex underground parking facility had grime build-up on the tracks and rust on the gate. The beam at the top of the gate was not secure during the closing procedure. The rotors were not lubricated, causing difficulties during the opening and closing procedures.
- The flood gate at parking entrance number eight did not contain a second nitrogen tank which was used to inflate gaskets. Having a second nitrogen tank helps minimize the time to deploy the flood gate. It also serves as a good back up in case one of the tanks malfunctions or is running low on nitrogen.
- The flood gates located at the top of several stairwells leading to the street level had standing water underneath the stainless steel panels. Several screws that were used to secure the stainless steel panels were missing. Loose panels can create hazardous conditions to the public.
- The flood gate at parking entrance number seven was missing the support beam and there was grime build-up on the tracks.
- When MFR observed the Alley Tunnel submarine flood gate being deployed, the gaskets did not inflate as expected. The gaskets are used to minimize water flow in case of flooding. MFR also noted that the bolts at the Jones Hall submarine gate were lacking lubrication making it hard to deploy in a timely manner.

During June 2008 CEFD was conducting a series of tests on the operations of the 22 floodgates. On June 19, 2008 MFR observed the fourth series of tests pertaining to the flood gate operations. MFR noted that the results of the tests were successful and that the tests were completed ahead of schedule.

Recommendation

Preventive maintenance procedures for flood gates should be established and implemented by CEFD Management. More specifically, preventive maintenance should be scheduled and performed on a regular basis as well as documented.



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3. OPERATIONAL REPORTING FROM MAINTENANCE CONTRACTOR - TDI

Observation

TDI is required by their contract, to provide monthly, quarterly, and year-to-date operational reporting services which highlight operational issues and summarize the preventive maintenance, remedial work requests, capital planning, and infrastructure project management workload results as the fiscal period progresses.

Required reporting shall be by functional trade discipline, and include number of work orders received, completed, deferred number of person hours projected, expended, number and percent of work orders received and completed.

MFR obtained and reviewed the monthly operational reports and noted it did not include the number of person hours expended and projected.

By excluding the summary of person hours expended and projected in the operational reports, there was inadequate information to determine whether proper staffing needs were being met.

Recommendation

MFR recommends CEFD ensure that the TDI management team provides monthly, quarterly, and annual operational reports to the Project Management as per the contract. All operational reports should include the number of hours projected and expended by TDI personnel.



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4. ROUTINE MAINTENANCE AND REMEDIAL WORK ORDERS

Observation

TDI's contract required the development and implementation of procedures to define and ensure the prompt handling of remedial work requests, including the proper communication channels, service level response goals, and a service workload tracking mechanism. According to TDI's contract:

“Routine maintenance and repair shall mean those services performed as requested by the Director, Facility Manager, or their designated representative(s) and not otherwise classified as Preventive Maintenance, Emergency Response, or Equipment Maintenance. Contractor shall respond to correct the reported condition within one (1) hour of receipt of the request of service.”

MFR obtained and reviewed remedial work orders and noted instances where the service level response times exceeded the maximum time allowed per the contract.

TDI does not retain copies of call logs to show call-in and response times. Thus, MFR had inadequate information to determine whether routine maintenance and repair requests were responded to within one hour of receipt of request as required by contract.

It is important to retain copies of call logs with call-in and response times to ensure that calls are responded to in a timely manner. Remedial work orders that extended beyond the contract limits could affect the overall condition of the parking garage, as well as, put the safety of patrons at risk.

Recommendation

MFR recommends CEFD ensure TDI Management retains copies of call logs to show call-in and response times. CEFD should closely monitor the time it takes TDI to respond to and complete the remedial work orders to ensure that they are in compliance with their contract.



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**5. 24-HOUR EMERGENCY RESPONSE PROCEDURES OF MAINTENANCE
CONTRACTOR - TDI**

Observation

MFR compared the TDI 24-hour emergency response procedures to the ones itemized in their contract. The TDI 24-hour emergency response procedures were not in compliance with the contract. The contract procedures require that the off-hour response to alarm condition procedures include on-site response by certified personnel within one hour to supplement the on-site coverage staff.

The 24-hour emergency response procedures were essential to ensure immediate TDI response to the condition and provide resolution. The TDI emergency response procedure does not ensure certified personnel respond in one hour and supplement the on-site coverage staff. CEFD is at risk should there be a shortage of TDI on-site staff and a potential delayed response time to address certain emergency situations.

Recommendation

MFR recommends CEFD ensure TDI management team modifies their emergency response procedures to comply with the contract. The modifications to off-hour response to alarm condition procedures should include on-site response by certified personnel within one hour to supplement the on-site coverage staff.



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6. DAILY INVENTORY LOGS FOR PARTS AND MATERIALS

Observation

According to the contract, TDI should keep a daily log of parts and materials used, which will be subject to periodic review by the CEFD Facility Managers.

MFR obtained and reviewed inventory logs that were submitted monthly. However, daily logs were not maintained for parts and materials used.

Inventory logs were essential to document the use of spare parts, materials, and supplies. Without maintaining daily inventory logs, it would be difficult to determine inventory on hand at any given time. CEFD may be at risk of incurring a longer wait time for ordering spare parts, materials, and supplies when they are needed.

Recommendation

MFR recommends CEFD ensure TDI management team begins maintaining daily inventory logs of parts and materials used.



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7. DAILY MAINTENANCE LOGS

Observation

MFR reviewed a sample of ADSS Daily Maintenance Logs for the scope period. There was no evidence on these logs to track when employees completed the tasks, nor was there a completed checklist reviewed by ADSS management to ensure that these duties were actually performed.

CEFD is at risk of not having an updated Daily Maintenance Log ready for inspection that would ensure ADSS is completing all preventive and regular maintenance tasks in accordance with the contract.

Recommendation

MFR recommends CEFD require Republic to take steps to ensure that all duties/tasks are tracked as completed, in order to maintain the parking garage and its equipment in good, reliable, and operating condition.



EXHIBIT A
CUSTOMER SATISFACTION SURVEY REPORT





Decision Information Resources, Inc.

Results from the Customer Satisfaction Survey for the City of Houston Annex and Theater Underground Parking

July 2008

Submitted to:

Dave Ecklund
Director, Internal Assurance
Mir, Fox, & Rodriguez, P.C.
One Riverway, Suite 1900
Houston, TX 77056

Submitted by:

Pam Wells
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Introduction

This section describes the background of the survey and the methods used.

Background

Decision Information Resources, Inc. (DIR) was subcontracted by Mir, Fox & Rodriguez, P.C. (MFR) to conduct a customer-satisfaction survey for the City of Houston Underground Parking facilities. Specifically, DIR was asked to assess the satisfaction of garage customers with the Theater Underground and City Hall Annex facilities.

This report presents a brief narrative of findings and conclusions from a Web survey of contract parkers assigned to either the City Hall Annex or Theater Underground parking garages. It also presents tables for interpretation of data about the following topics:

- Method of payment
- Rating of the contract renewal process
- Perceptions of the overall experience with entering and exiting the garage
- Rating of the overall satisfaction with parking logistics, cleanliness, and security
- Perceptions of how to improve garage security
- Rating of the overall satisfaction with the rules for parking
- Perceptions of the fairness of the enforcement of the parking rules
- Perceptions of the customers' interactions with garage personnel
- Client demographics

Methods

DIR developed a Web survey in consultation with MFR. DIR hosted the Web survey and agreed to conduct follow-up phone calls to increase the survey responses, if necessary. DIR collected data in two cohorts from June 3, 2008, to July 17, 2008.

MFR provided a sample for the City Hall Annex parking garage customers on June 2, 2008. Data for the City Hall Annex cohort was collected by Web survey from June 3–June 25, 2008.

Due to corporate restrictions, DIR and MFR agreed to provide an email invitation to the Theater Underground cohort, allowing each corporation to distribute the invitation through their internal email system. MFR provided each corporation with a list of sample members selected to receive the email invitation. Data collection for the Theater Underground Parking garage customer survey began on July 15, 2008. Due to the overwhelming response to the survey, our goal was achieved within two days. Data collection ended on July 17, 2008.

DIR completed a total of 159 surveys for the Theater Underground Parking and 50 surveys for the City of Houston Annex. Because of a survey question asking for confirmation of which parking garage respondents use, 141 surveys for the Theater Underground and 50 surveys for the City of Houston Annex were analyzed for this report. To review a copy of the survey instrument, see the appendix.

This report presents findings from both reports conducted by DIR. The first section presents findings from the respondents who park in the Theatre Underground parking, and the next section presents findings from the survey of respondents who park in the City of Houston Annex parking.

Each section presents findings about

- Characteristics of the respondents to the Parking Customer Satisfaction Survey
- Respondents' experiences in paying for their downtown parking
- Respondents' experiences in using their electronic access cards
- Respondents' perceptions of the parking logistics, cleanliness, and security
- Respondents' knowledge of the parking rules for the parking garage where they park
- Respondents' experiences with the parking garage maintenance personnel

I. Survey Findings from Respondents Using the Theater Underground Parking

The following section presents findings from respondents using the Theater Underground Parking.

Characteristics of the Respondents Using the Theater Underground Parking

Data were collected from survey respondents on respondents' primary job position and gender. The respondents' characteristics are presented in Table 1.

Table 1. Characteristics of Survey Respondents

Primary Job or Position	Number	%
President or CEO	7	5
Managerial	109	77
Technical/support staff	12	9
Administrative staff	11	8
Other	2	2
Gender		
Male	72	51
Female	69	49

We derived the following conclusions about respondent characteristics:

- The majority of respondents hold managerial positions.
- Fifty-one percent of survey respondents were male.

Respondents’ Experiences in Paying for Their Parking

Respondents were asked a series of questions regarding their experience in paying for their parking assignments. These questions included how they pay for their parking, whether they would consider other methods of payment, and how satisfied they are with aspects of the parking garage. The findings from these questions are illustrated in the following tables and figures.

Payment

The majority of respondents selected “other” when asked how they paid for their parking. The majority of those who indicated “other” specified that their employer pays for their parking. And although the majority indicated that their parking is paid by their employer, when asked if they would consider either freestanding pay stations or online or Web-based payments, 40 percent of the respondents said that they would use free standing pay stations, and 53 percent of the respondents would use online or Web-based payments (see Table 2).

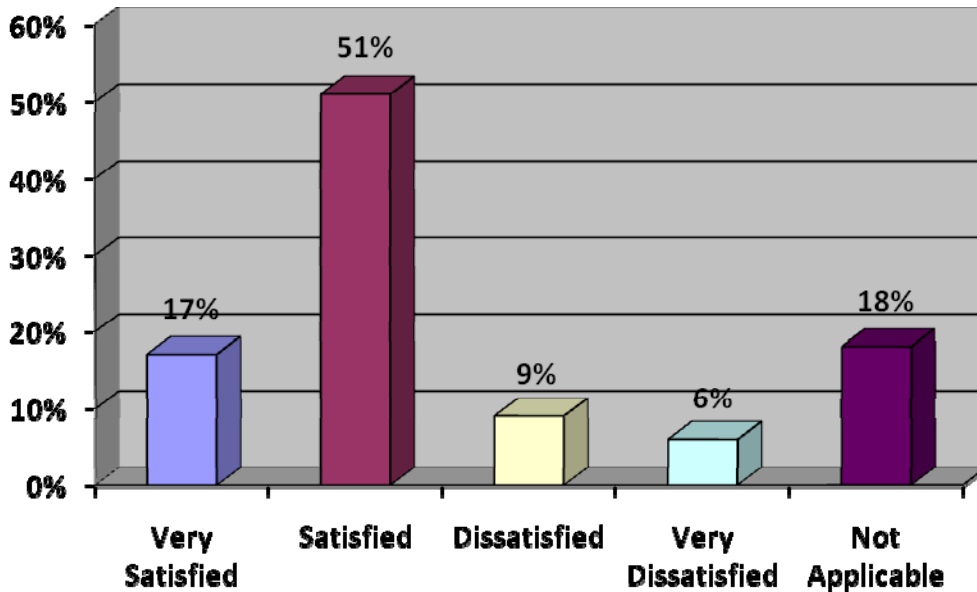
Table 2. Consider Using One or More of the Following Methods to Pay for Parking

Payment Method	Yes (%)	No (%)
Free standing pay stations	42	58
Online or web-based payments	55	45

Satisfaction with Cost of Parking Contract

The majority of respondents (68 percent) were either *very satisfied* or *satisfied* with the cost of their parking contract. At least 18 percent of the respondents said that their satisfaction with the cost of their parking contract was *not applicable*—possibly because employers paid for the parking of most respondents (see Figure 1).

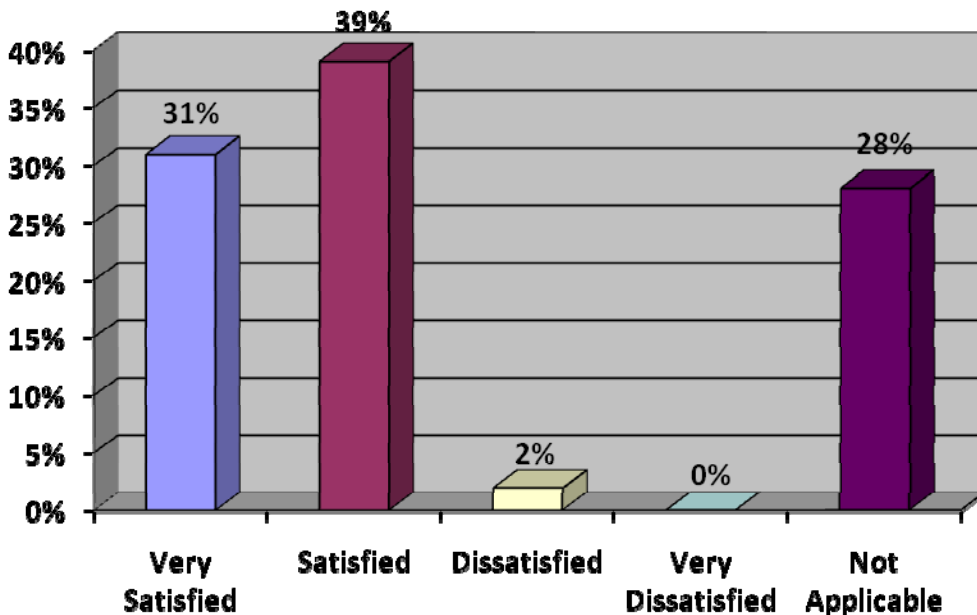
Figure 1. Satisfaction with Cost of Parking Contract



Satisfaction with Ease of Renewing Parking Contract

Seventy percent of respondents indicated that they were *very satisfied* or *satisfied* with the ease of renewing their parking contract. Again, because employers paid for the employees' contract, 28 percent stated that this was *not applicable* to them (see Figure 2).

Figure 2. Satisfaction with Ease of Renewing Parking Contract



Respondents' Experiences with Electronic Access Card

The majority of respondents (55 percent) reported that they did not have trouble entering or exiting the garage with their electronic access card. However, it is important to note that 45 percent of surveyed respondents said that they had experienced problems using the access card (see Table 3). Table 4 lists the problems incurred.

Table 3. Trouble Entering or Exiting the Garage with Electronic Access Card

	Number	%
Yes	64	45
No	77	55

Table 4 lists the main problems that respondents had upon entering and exiting the parking garage. The largest number reported that the card would not read (15 percent), followed by gate slow to open (9 percent), and gate would not open (8 percent).

Table 4. Problems Entering and Exiting the Garage with Electronic Access Card

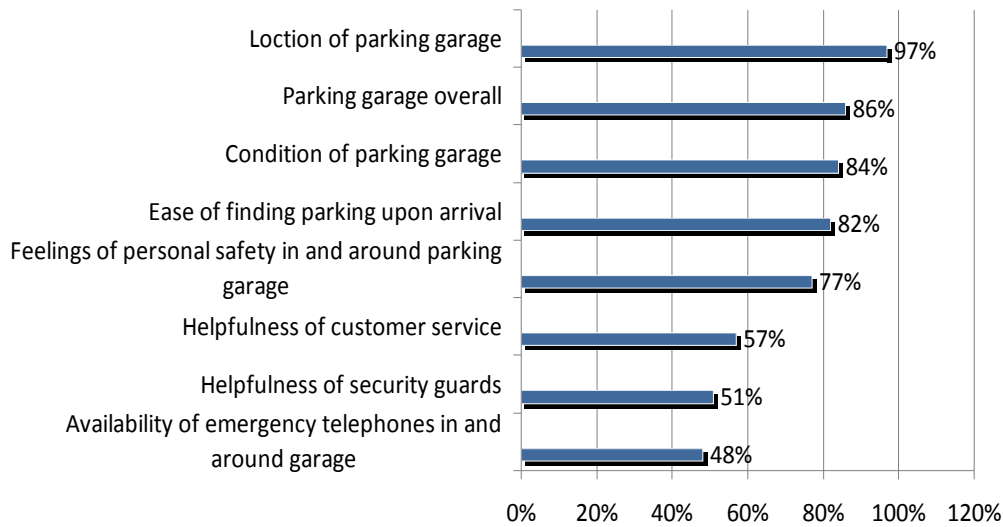
	Number	%
Card would not read	23	15
Gate slow to respond	15	9
Gate would not open	12	8
Required multiple swipes	10	6
Card slow to read	4	3
Card cancelled in error	4	3

Respondents' Perceptions of Parking Logistics, Cleanliness, and Security

Respondents were asked a series of questions to determine their perception of the parking logistics, cleanliness, and security within the garage. Figure 3 shows the combined results for those respondents stating *very satisfied* or *satisfied* for each category.

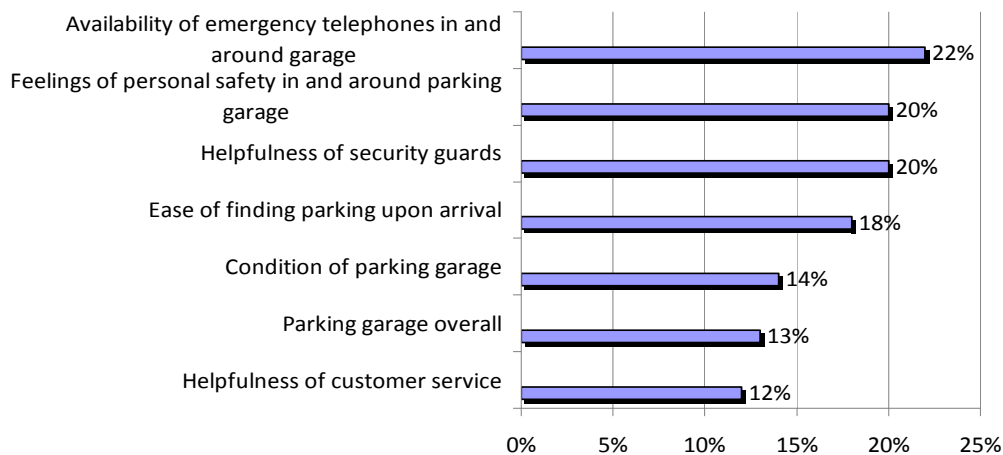
As shown in Figure 3, respondents were most satisfied (either *very satisfied* or *satisfied*) with the location of the garage (97 percent), the parking garage overall (86 percent), the condition of the garage (84 percent), the ease of finding parking upon arrival (82 percent), and their feelings of personal safety in and around the parking garage (77 percent). Respondents were *very satisfied* or *satisfied* at lower rates for helpfulness of customer service (57 percent), the helpfulness of security guards (51 percent), and the availability of emergency telephones in and around the garage (48 percent).

Figure 3. Respondents Reporting to Be *Very Satisfied* or *Satisfied* with Parking Logistics, Cleanliness, and Security in the Parking Garage



Respondents found some degree of dissatisfaction with certain aspects of their parking experiences. Respondents were either *dissatisfied* or *very dissatisfied* with the availability of emergency telephones in and around the parking garage (22 percent), the helpfulness of security guards (20 percent), feelings of personal safety in and around the parking garage (20 percent), ease of finding parking upon arrival (18 percent), the condition of the parking garage (14 percent), the parking garage overall (13 percent), and the helpfulness of customer service (12 percent). See Figure 4.

Figure 4. Respondents Reporting *Dissatisfied* or *Very Dissatisfied* with Parking Logistics, Cleanliness, and Security in the Parking Garage



Respondents gave the following recommendations for improving parking garage security:

- Prioritize repairing “emergency phones” in garage.
- Increase visibility of security
 - At stairwells to address panhandlers
 - After hours, increase patrol
- Secure stairwells to prevent panhandlers.
- Create badge access to street-level doors.
- Repair garage elevator; it shuts down when it rains.
- Require customer-service training for security.
- Create a “card access only” garage access lane.
- Improve lighting.
- Address water drainage issues—causes slippery footing “accidents.”
- Stop smoking in garage and stairwells.
- Improve traffic management during events to minimize burden on contract parkers.
- Provide space for motorcycle parking.

Respondents’ Knowledge of the Parking Rules

As indicated in Table 5, most respondents (61 percent) are knowledgeable about the parking garage rules.

Table 5. Knowledge of Parking Rules

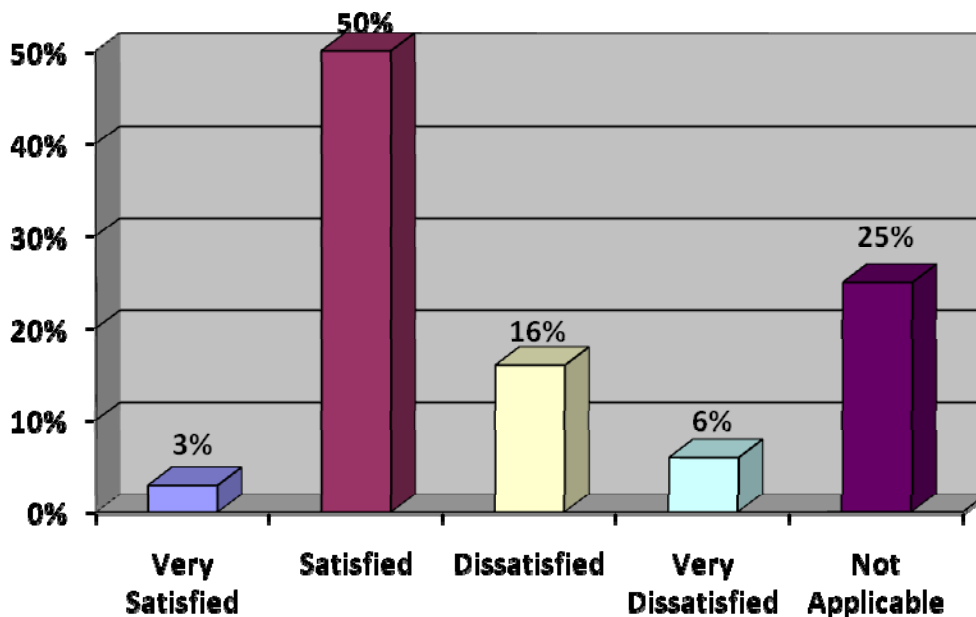
	Number	%
Yes	86	61
No	55	39

Respondents made the following comments when they were asked if the parking rules are enforced in a fair manner:

- Enforced fairly
- Not fair to hold contract spaces for mayor or city hall meetings
- Security on carts should abide by same rules
- Visitors get preferential treatment over contract parkers
- Signs that change from handicap to parking
- Unauthorized vehicles park in handicap parking spaces
- Vehicles parked in nonparking spaces
- Violations posted on windshield without prior knowledge of rules
- Only rule aware of “don’t park in the mayor’s space.”
- Rules should be updated and parkers informed

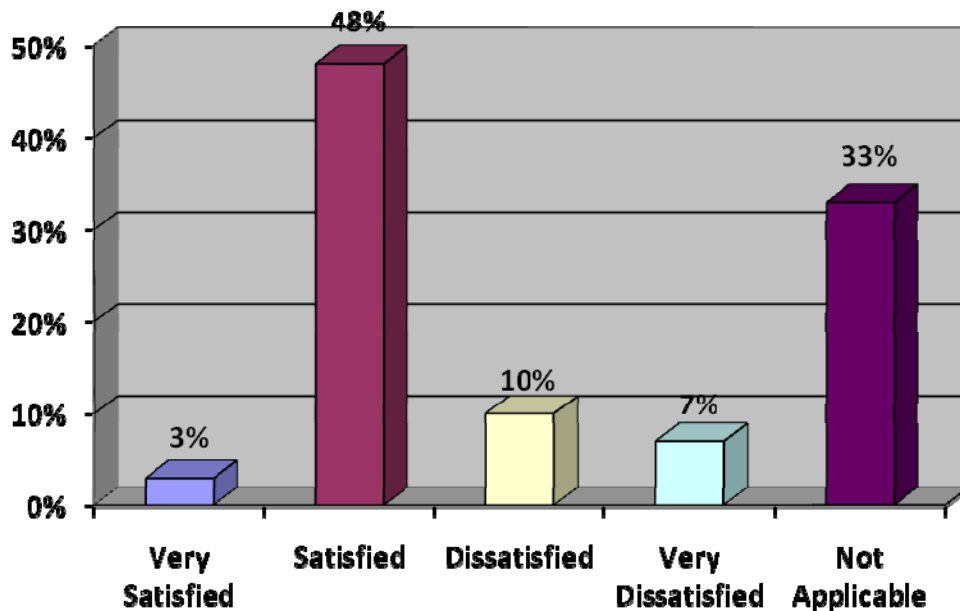
More than half of the respondents were either *very satisfied* or *satisfied* with the method used to communicate the parking rules. Twenty-two percent of respondents were either *dissatisfied* or *very dissatisfied* with the method used to communicate parking rules. One-fourth of respondents felt the method used to communicate the parking rules was *not applicable* to them. See Figure 5.

Figure 5. Satisfaction with the Method Used to Communicate Parking Rules



Fifty-one percent of the respondents were either *very satisfied* or *satisfied* with the enforcement of parking rules. Seventeen percent of respondents were either *dissatisfied* or *very dissatisfied* with the enforcement of parking rules. Surprisingly, one-third of respondents felt that the enforcement of parking rules was *not applicable* to them. See Figure 6.

Figure 6. Satisfaction with the Enforcement of Parking Rules



Respondents' Experiences with Parking Garage Maintenance Personnel

Most respondents (69 percent) reported no interactions or encounters with maintenance personnel in the parking garage (see Table 6).

Table 6. Interaction or Encounter with Maintenance Personnel in Parking Garage

	Number	%
Yes	44	31
No	96	69

Comments made by those respondents reporting interactions or encounters with maintenance personnel in the parking garage were mostly positive. Respondents described the maintenance personnel as:

- Friendly
- Polite
- Positive
- Helpful
- Responsive

The following list gives a few respondent quotations and other comments about their interactions or encounters with maintenance personnel in the parking garage:

- “They make every effort to keep garage clean.”
- “Helpful, I had a battery that was dead and he helped me get it started.”
- Provide rides to parkers
- Give direction to office locations
- Cleaning lady is very personable and friendly

Respondents who did not feel that their interactions or encounters with the maintenance personnel were positive cited the following reasons:

- “Issue with mopping the floors during busy hours of the day. It’s dangerous and I’ve seen people slip on wet spots.”
- “My new car was hit by a security golf car. I was never reimbursed by the security company or the parking facility.”
- Indifferent not very friendly
- No signage when working on garage—inconvenient to parker

II. Survey Findings from Respondents Using the City of Houston Annex Parking

This section presents findings from respondents using the City of Houston annex parking.

Characteristics of the Respondents Using the City of Houston Annex Parking

Data were collected from survey respondents on respondents' primary job position and gender. The respondents' characteristics are presented in Table 7.

Table 7. Characteristics of Survey Respondents Using City of Houston Annex Parking

	Number	%
Primary Job or Position		
President or CEO	10	20
Managerial	25	50
Technical/support staff	2	4
Administrative staff	9	18
Other	3	6
Missing	1	2
Gender		
Male	23	46
Female	26	52
Missing	1	2

We derived the following conclusions about respondent characteristics:

- The majority of respondents hold managerial positions.
- Fifty two percent of survey respondents were female.

Respondents' Experiences in Paying for their Parking

Respondents were asked a series of questions regarding their experience in paying for their parking assignments. These questions included how they pay for their parking, whether they would consider other methods of payment, and how satisfied they are with aspects of the parking garage. The findings from these questions are illustrated in the following tables and figures.

Payment

The majority of respondents selected "other" when asked how they paid for their parking. The majority of those who indicated "other" specified that their employer pays their parking. And although the majority indicated that their parking is paid by their employer, when asked if they would consider either freestanding pay stations or online or Web-based payments, 30 percent

indicated that they would use free standing pay stations, and 36 percent would use online or Web-based payments.

Table 8. Consider Using One or More of the Following Methods to Pay for Parking

Method	Yes (%)	No (%)
Free standing pay stations*	30	36
Online or Web-based payments**	36	36
Total	66*	72**

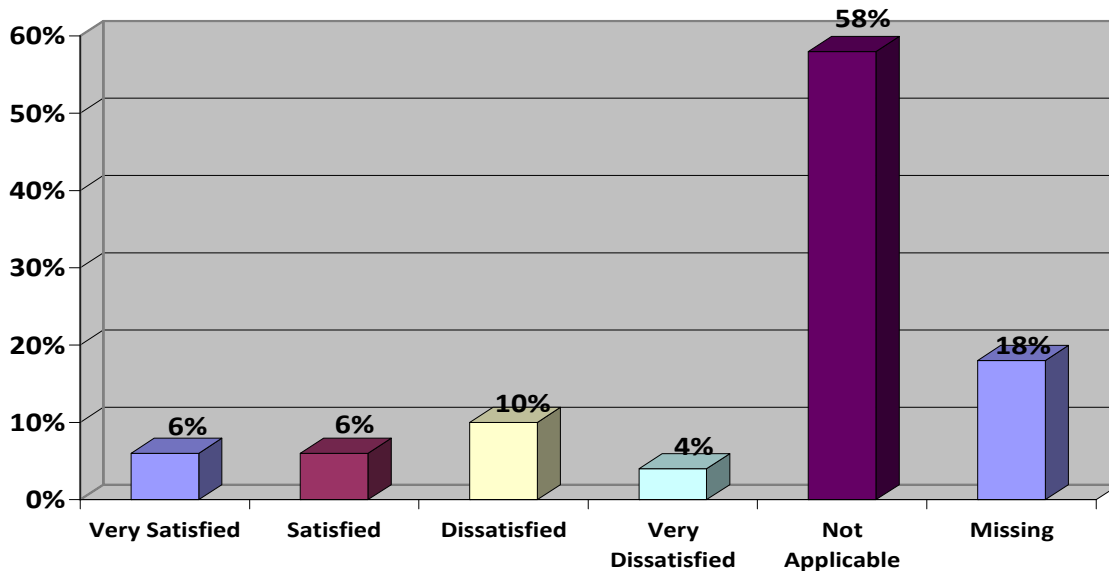
*34 percent of respondents reported missing

**28 percent of respondents reported missing

Satisfaction with Cost of Parking Contract

Nearly one-fourth of respondents were either *very satisfied* or *satisfied* with the cost of their parking contract. The majority of respondents (58 percent) said that their satisfaction with the cost of their parking contract was *not applicable*—probably because employers pay for the parking of most respondents. Another 18 percent did not answer this question most likely for the same reason (see Figure 7).

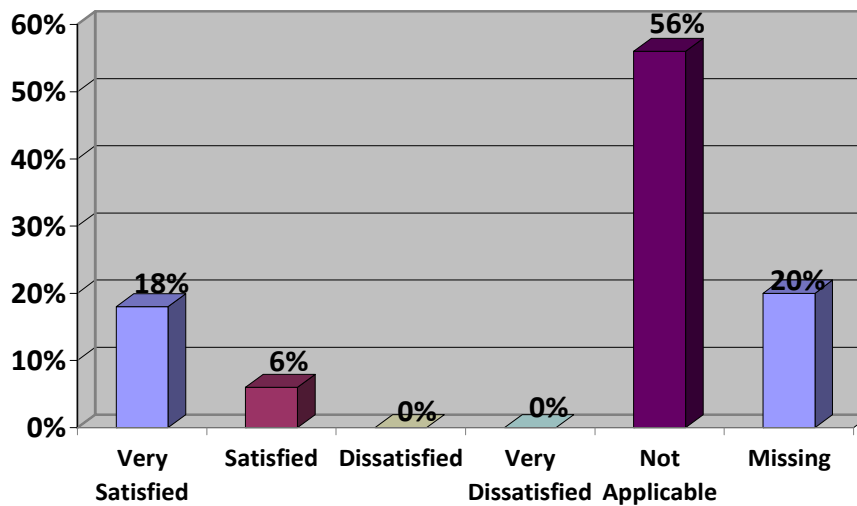
Figure 7. Satisfaction with Cost of Parking Contract



Satisfaction with Ease of Renewing Parking Contract

Twenty-four percent of respondents indicated that they were *very satisfied* or *satisfied* with the ease of renewing their parking contract. Again, because the employer pays for the employees' contract, 56 percent stated that ease of renewing was *not applicable* to them, and another 20 percent did not answer the question (see Figure 8).

Figure 8. Satisfaction with Ease of Renewing Parking Contract



Respondents' Experiences Using the Electronic Access Card

The majority of respondents (86 percent) reported that they did not have trouble entering or exiting the garage with their electronic access card. However, it is important to note that 12 percent of surveyed respondents said that they had problems using the access card (see Table 9). Of that 12 percent, respondents reported only two types of problems—the card was not reading, or the gate would not open.

Table 9. Trouble Entering or Exiting the Garage with Electronic Access Card

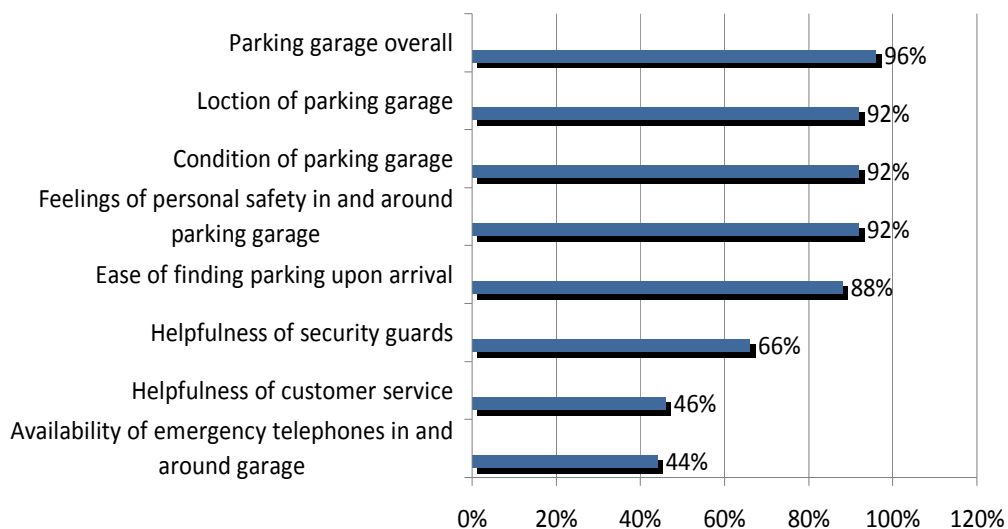
	Number	%
Yes	6	12
No	43	86
Missing	1	2

Respondents' Perceptions of Parking Logistics, Cleanliness, and Security

Respondents were asked a series of questions to determine their perception of the parking logistics, cleanliness, and security within the garage. Figure 9 shows the combined results for those respondents stating *very satisfied* or *satisfied* for each category.

Respondents were most satisfied (either *very satisfied* or *satisfied*) with the parking garage overall (96 percent), the location of the garage (92 percent), the condition of the garage (92 percent), their feelings of personal safety in and around the parking garage (92 percent), the ease of finding a parking space upon arrival (88 percent), and the helpfulness of security guards (66 percent). Respondents were *very satisfied* or *satisfied* at lower rates for the helpfulness of security guards (66 percent), helpfulness of customer service (46 percent), and the availability of emergency telephones in and around the garage (44 percent). For some of these attributes, a significant amount of respondents reported *not applicable*: the helpfulness of customer service (46 percent), the availability of emergency telephones in and around the parking garage (28 percent), and the helpfulness of security guards (14 percent).

Figure 9. Respondents Reporting to Be *Satisfied* or *Very Satisfied* with Parking Logistics, Cleanliness, and Security



Respondents gave the following recommendations for improving parking garage security:

- Increase visibility of security.
- Hire experienced security guards.
- Provide customer-service training to security guards.
- Increase security after 6 p.m.
- Add more emergency call boxes.
- Improve the lighting.
- Install monitors for cameras in garage.

Parking Rules

As indicated in Table 10, most respondents (78 percent) are knowledgeable about the parking garage rules.

Table 10. Knowledge of Parking Rules

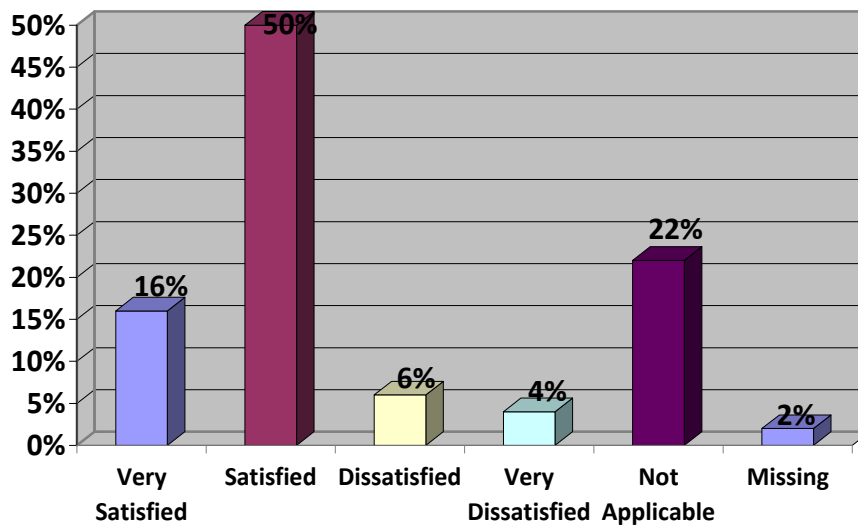
	Number	%
Yes	39	78
No	10	20
Missing	1	2

Respondents made the following recommendations regarding the enforcement of the parking rules:

- Should post rules in garage.
- Violators should receive warning notices.
- Enforced fairly.
- Not fair to hold contract spaces for mayor or city hall meetings.
- Security on carts should abide by same rules.
- Visitors get preferential treatment over contract parkers.
- Cars should park head in (violation without notice or warning).
- Cars are parked on ends where no space is available on City Council days.
- Unauthorized parkers in garage on City Council session days.

Sixty-six percent of the respondents were either *very satisfied* or *satisfied* with the method used to communicate the parking rules. Twenty-two percent of respondents felt that the method used to communicate the parking rules was *not applicable* to them. See Figure 10.

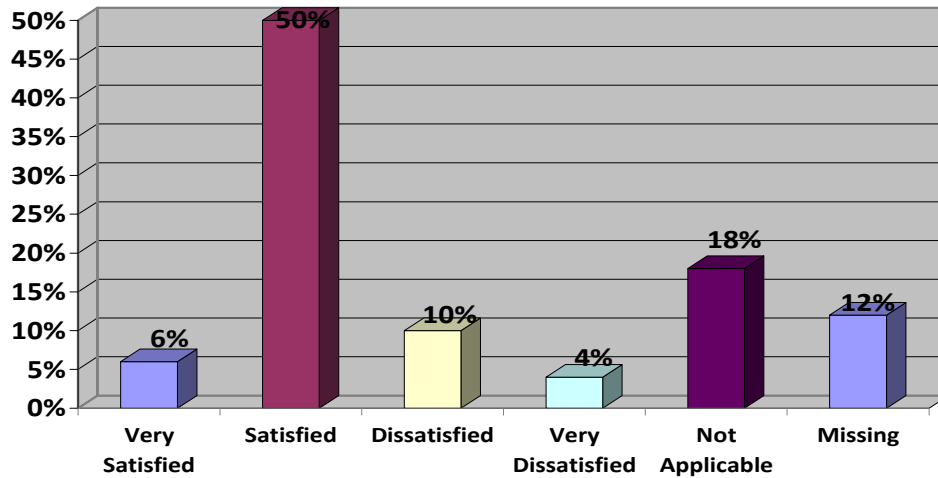
Figure 10. Satisfaction with the Method Used to Communicate Parking Rules



Fifty-six percent of the respondents were either *very satisfied* or *satisfied* with the enforcement of the parking rules. Fourteen percent were either *dissatisfied* or *very dissatisfied*. Surprisingly,

18 percent of respondents felt that the enforcement of the parking rules was *not applicable* to them. See Figure 11.

Figure 11. Satisfaction with the Enforcement of Parking Rules



Respondents’ Experiences with Parking Garage Maintenance Personnel

Table 11 shows that most respondents (56 percent) reported some type of interaction or encounter with maintenance personnel in the parking garage. However, (44 percent) reported no interactions or encounters with maintenance personnel in the parking garage.

Table 11. Have Interacted with or Encountered Maintenance Personnel in Parking Garage

	Number	%
Yes	28	56
No	22	44

Comments made by those respondents reporting interactions or encounters with maintenance personnel in the parking garage were mostly positive. The following list gives comments regarding the maintenance personnel:

- Friendly
- Polite
- Positive
- Helpful
- Responsive
- Garage always clean
- Maintenance always observed to be working
- Customer driven

Conclusion

The majority of survey respondents reported that they were satisfied with the cost of their parking contract and the ease of renewing the contract. Although most respondents did not have any problems with their electronic access cards, a significant number had minor problems using the electronic access card. We found that respondents were mostly satisfied with the parking logistics, cleanliness, and security in the parking garage. However, it is important to note that respondents indicated a need for the parking garage to be more secure and for the security guards and customer service to be more helpful.

Most respondents reported that they were knowledgeable about the parking rules and were satisfied with how the rules are communicated and enforced. Some respondents want to ensure that city officials and event visitors do not receive preferential treatment and that rules are updated and parking garage users are kept informed of all rules.

Appendix. Customer Satisfaction Survey for the City of Houston Underground Parking

Thank you for taking the time to share your perceptions about the City of Houston Parking facilities. By completing this short survey you can let us know if your parking needs and expectations are being met. Your responses are important and will help direct future improvements for contract parking. Your opinions are valuable to us.

Payment

First, we would like to learn more about the different parking payment methods you use and your satisfaction with your parking contract.

1. What method do you use to pay for parking?

- | | |
|----------------------|-------------------------------|
| a. Payroll deduction | d. Pay by phone |
| b. Pay by mail | e. Direct debit from my bank |
| c. Pay in-person | f. Other—please specify _____ |

2. Would you consider using one or more of the following methods to pay for parking?

- | | | |
|--|-----|----|
| a. Free standing pay stations (cash/credit or debit) | Yes | No |
| b. Online or web-based payments (credit or debit) | Yes | No |

3. During the past 6 months, how satisfied were you with the . . .

	Very Satisfied	Satisfied	Dissatisfied	Very Dissatisfied	Not Applicable
a. Cost of parking contract	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. Ease of renewing parking contract	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Electronic Access Card

The following set of questions will assess your experience with using your electronic access parking card.

4. Have you had trouble entering or exiting the garage with your electronic access card?

Yes

No

5. **IF YES** – What type of trouble did you have entering or exiting the garage with your electronic access card?

Parking Logistics, Cleanliness, and Security

These next questions are about parking logistics, cleanliness, and security.

6. During the past 6 months, how satisfied were you with the . . .

	Very Satisfied	Satisfied	Dissatisfied	Very Dissatisfied	Not Applicable
a. Ease of finding parking upon arrival	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. Location of parking garage (e.g., how convenient for your destination)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. Parking garage—overall	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d. Helpfulness of customer service	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e. Condition (e.g., cleanliness) of parking garage	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
f. Availability of emergency telephones in and around parking garage	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
g. Helpfulness of security guards	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
h. (Your) Feelings of personal safety in and around parking garage	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

7. What recommendations do you have for improving parking garage security?

Parking Rules

Now we would like to get your opinion regarding the parking rules for your garage.

8. Do you know the parking rules for your parking garage?

Yes No

9. During the past 6 months, how satisfied were you with the . . .

	Very Satisfied	Satisfied	Dissatisfied	Very Dissatisfied	Not Applicable
a Method used by the city to communicate parking rules to you	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b Enforcement of parking rules	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Do you think the parking rules are enforced in a fair manner? Please explain your answer.

Maintenance Personnel

These next questions ask about your experience(s) or interactions with parking garage maintenance personnel.

10. During the past 6 months, have you interacted with or encountered maintenance personnel in your parking garage?

Yes

No

11. **If YES** – Was the interaction with maintenance personnel positive or negative? Please tell us why.

Location, Gender, and Vocation

These final questions are for classification purposes.

12. Where is you assigned parking garage?

a. Theater Underground Parking

b. City of Houston Annex

13. What is your gender?

a. Male

b. Female

14. Which of the following categories best describes your primary job or position?

- a. Executive
- b. Professional/Managerial
- c. IT/Technical Support
- d. Administrative Support
- e. Other—please specify _____

Thank you for your participation!



EXHIBIT B
VIEWS OF RESPONSIBLE OFFICIALS





CITY OF HOUSTON

Convention & Entertainment
Facilities Department

Interoffice

Correspondence

To: ✓ Annise D. Parker
City Controller

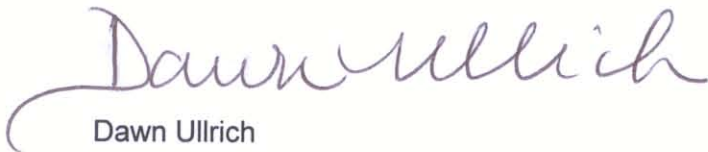
From: Dawn Ullrich
Director

Date: September 23, 2009

Subject: CEFD Response – Underground Parking
Facilities Performance Audit Report

I have attached CEFD's written management responses to the recommendations included in the referenced performance audit report ("the report"). CEFD has been proactive in addressing these recommendations as explained in these written responses. As part of this audit process, CEFD's management team has reviewed the valuable information contained in the report and made necessary changes to garage operations in order to effect the optimum results.

Thank you for the opportunity to participate in the audit process and please feel free to contact me if you have any questions regarding these written management responses.



Dawn Ullrich

cc: Brenda Bazan, Deputy Director
Mario Ariza, Deputy Director
Steve Lewis, Deputy Director
Luther Villagomez, Deputy Director
Annette Goldberg, Division Manager
Steve Schoonover, City Auditor

CONTROLLER'S

2009 SEP 24 PM 12:41

**Department Response To
Underground Parking Facilities Performance Audit Report
Convention & Entertainment Facilities Department**

Observation #1: Customer Service Workshops for Republic's Parking Personnel

Recommendation:

MFR recommends Convention & Entertainment Facilities Department ("CEFD") ensure Republic takes the necessary steps to document the customer service workshops in accordance with their contract. The documentation should include a listing of attendees, when the workshop was conducted and if it was successfully completed.

Department Response:

Concur with recommendation. Republic should maintain sufficient supporting documentation of personnel attendance to customer service workshops. Republic held the customer service workshops included in the test sample and also provided workshop materials for auditor review. There is not a specific documentation requirement of personnel attendance to these workshops in the contract. However, Republic has implemented the use of the attached forms (See Exhibit 1) to document the attendance of their personnel to these workshops.

**Department Response To
Underground Parking Facilities Performance Audit Report
Convention & Entertainment Facilities Department**

Observation #2: Flood Gate Maintenance

Recommendation:

Preventive maintenance procedures for flood gates should be established and implemented by CEFD Management. More specifically, preventive maintenance should be scheduled and performed on a regular basis as well as documented.

Department Response:

Concur with the concept behind this recommendation; however, the Department does not agree with all the details in the auditor's observation regarding the specifics about what items did not allegedly function properly or have adequate preventive maintenance during the training instruction. During this training session, all doors and barriers were functional. The auditor's reference to the testing of flood gate operations on May 8, 2008, is not accurate as it was a training exercise, rather than a timed test, for new personnel to educate them about the flood gate deployment process before the start of hurricane season. Moreover, the closing sequence of the flood doors used in this training drill was not the sequence that would be used in the case of a real emergency. The Department's flood door deployment strategy is detailed in the Theater District Flood Barrier Manual. Further, the auditor's inference that outside flood gates affected by natural elements could cause difficulties in deploying the flood gates is only speculation as one of their auditors observed a successful deployment of the flood gate system on June 19, 2008. The other reference in the observation to the fourth series of tests is not accurate as it was a one-time emergency simulation exercise that was performed as a timed deployment test. In fact, this exercise was witnessed by an auditor on June 19, 2008, who concluded that the exercise was successful and completed ahead of schedule without deployment issues.

The Department has a multi-prong approach to preventive maintenance for the flood gate system in the Theater District. Preventive maintenance, including inspection and cleaning, of the flood door system is performed on a regular basis by the Department Facility Manager, Lannie Leshner, and TDIIndustries ("TDI") personnel. TDI participates in the exercises related to flood gate operations and inspects the flood gates on a quarterly basis. TDI recently included the flood gates in its monthly report to show last and next required inspection dates. In addition, TDI has implemented a monthly visual preventive maintenance inspection in its work order system, Maximo, as well as a quarterly preventive maintenance service which includes greasing, cleaning and testing flood door system components.

Lastly, the Department added the subcontractor, ADSS, to the preventive maintenance program in August of 2008, as their employees participate in the cleaning of flood door system components. The ADSS employees utilize the flood door preventive maintenance form (See Exhibit 2) to document their monthly cleaning duties which is verified by the ADSS Project Manager and Republic Parking System General Manager.

It is important to note that the flood gate system was installed in the Theater District in phases from 2002 through 2008. In Phase I, the installation of three submarine doors at the Alley, Jones Hall and T-Tunnels began in June 2002 and was completed in September 2003. The construction in Phases II and III of this project began in March 2005. While most of the gates and barriers were installed and functioning by November 2007, the City Hall Annex rolling flood barrier was not officially completed until August 2008. The auditor's observation about "one large flood gate contained a support beam which was not working properly" is a reference to the City Hall Annex flood gate that was not finished until after the May 8, 2008, training session witnessed by these auditors. The Rapidams at the Fish Plaza and Prairie Avenue entrances to the Wortham Theater Center were the last items to be completed on the project, and the City accepted them in April 2009.

**Department Response To
Underground Parking Facilities Performance Audit Report
Convention & Entertainment Facilities Department**

Observation #3: Operational Reporting From Maintenance Contractor - TDI

Recommendation:

MFR recommends CEFD ensure that the TDI management team provides monthly, quarterly and annual operational reports to the project management as per the contract. All operational reports should include the number of hours projected and expended by TDI personnel.

Department Response:

Concur with recommendation. During 2008, TDI began including the projected and actual labor hours in their operational reporting to project management.

**Department Response To
Underground Parking Facilities Performance Audit Report
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Observation #4: Routine Maintenance and Remedial Work Orders

Recommendation:

MFR recommends CEFD ensure TDI management retains copies of call logs to show call-in and response times. CEFD should closely monitor the time it takes TDI to respond to and complete the remedial work orders to ensure that they are in compliance with their contract.

Department Response:

Concur with the concept behind the recommendation; however, TDI does not use call logs but rather work order lists that are generated by its work order computer system known as Maximo. TDI and CEFD management closely monitor the time it takes to complete work orders to operate within contract time limits. Please note that TDI receives work order requests in a variety of ways from emails to verbal "in-person" requests made to TDI personnel from Facility Managers. Department management and TDI place emphasis on requiring all service requests to be routed through the TDI Customer Service Representative. Requests for service are input into the Maximo work order system by the type of call as well as a specific target start and completion date depending on the priority of the specific service call. Please see the "Work Order List" report attached as Exhibit 3.

TDI is aware of all contract response deadlines for the different priority level of service calls and its high ratings on the performance report cards indicate such a conscientious operating practice in responding to service calls. Even though TDI does not have a document with the title "call log", it does run a weekly progress report (See Exhibit 4) on open work orders to monitor status. In addition, TDI provided a new daily work order log form (See Exhibit 5) in 2008 for use in the field by its technicians so that they can note the open time for the specific work order as well as the start time and completion time of the job. TDI has also clarified which specific types of service calls under the contract belong in which priority level of call and provided additional training to convey this information to their technicians. TDI has also created a new report in its Maximo system for specifically tracking priority one level work orders to ensure compliance with the contract timeline for initiating TDI's response to this type of service call.

**Department Response To
Underground Parking Facilities Performance Audit Report
Convention & Entertainment Facilities Department**

Observation #5: 24-Hour Emergency Response Procedures of Maintenance Contractor - TDI

Recommendation:

MFR recommends CEFD ensure TDI management team modifies their emergency response procedures to comply with the contract. The modifications to off-hour response to alarm condition procedures should include on-site response by certified personnel within one hour to supplement the on-site coverage staff.

Department Response:

Concur with recommendation. TDI modified their procedures (See Exhibit 6) in compliance with this recommendation. TDI has always responded to any and all emergencies in less than one hour. The TDI Project Manager and Operations Managers carry cell phones at all times and are on constant call.

**Department Response To
Underground Parking Facilities Performance Audit Report
Convention & Entertainment Facilities Department**

Observation #6: Daily Inventory Logs for Parts and Materials

Recommendation:

MFR recommends CEFD ensure TDI management team begins maintaining daily inventory logs of parts and materials used.

Department Response:

Concur with recommendation. In 2008, TDI began using the daily work order log form (See Exhibit 5) to document parts used and materials referenced to a specific work order, which constitutes the daily inventory log. Such information will be maintained in accordance with the contract and available for review by the Facility Managers.

**Department Response To
Underground Parking Facilities Performance Audit Report
Convention & Entertainment Facilities Department**

Observation #7: Daily Maintenance Logs

Recommendation:

MFR recommends CEFD require Republic to take steps to ensure that all duties/tasks are tracked as completed, in order to maintain the parking garage and its equipment in good, reliable and operating condition.

Department Response:

Concur with recommendation. Effective August 1, 2008, the General Manager for Republic Parking System in charge at the Theater District Garage ensures the subcontractor, ADSS, completes the Daily Facility Inspection Report (See Exhibit 7) and the weekly Tunnel Maintenance Schedule (See Exhibit 8). Also beginning August 1, 2008, Republic utilizes the Preventive Maintenance Log - Parking Equipment (See Exhibit 9) with accompanying service log (See Exhibit 10) to document equipment maintenance. The maintenance work noted on these forms is verified by the General Manager in accordance with applicable contracts.

**Department Response To
Underground Parking Facilities Performance Audit Report
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EXHIBIT 1



Training Program Title: **Extraordinary Customer Service**

Date: March 31 – April 1, 2009

Location: Houston, TX

Instructor: Jan Veal

Objectives:

1) Objectives

- a) Overall objective: To be customer service professionals, we must be proficient in customer service communications and techniques to establish and maintain positive relationships
- b) The program specifically addresses:
 - i) Basic customer service tips that work
 - ii) Emphasis on people skills
 - iii) Significance of genuinely caring about customers
 - iv) Consequences of not putting your heart into your work

2) Format of Training Session


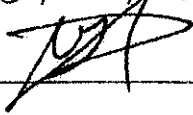


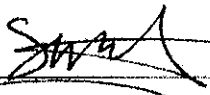
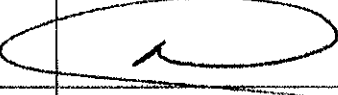
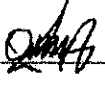


- a) Review objectives
- b) Review Basic Customer Service Tips
- c) Introduce Video and relate to in-class activity
- d) Review key points presented in video
- e) In-class activity – Customer Service Role Plays
- f) Wrap-up – Genuinely caring about your customers

Customized Samara
training
"Jan 2nd"
3/31/09

Participants Signatures

Print Name

Signature

Latrice House	Latrice House
Leilani Perkins	
Marku MULETA	
Mesfin Eyako	mesfin
Abeba Tiruneh	
MESCREA BARUDA	
Saron Ariaya	
Chris Hannock	
Ethel Washington	Ethel Washington
OKUBA WOLDU	
Tajurice Montgomery	Tajurice Montgomery
Christy Walker	Christy Walker
Melisa Wilson	Melisa Wilson
Sherita George	Sherita George
Hudy Cwenca	
Ameenah Abdullah	

Worsham Theater.

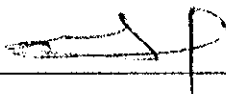
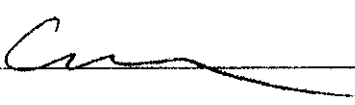
4-1-2009

Customized Source Training
Jan Vel.

Participants Signatures

Print Name

Signature

Print Name	Signature
Rhameel Smith	Rhameel Smith
Timmy Ramsey	Timmy Ramsey
Shelia Canada	Shelia Canada
Omara D.L.	Omara D.L.
Larnest Butler	Larnest Butler
Minitik	
Famena Huber	Famena Huber
Tseday Tesema	Tseday Tesema
Pat Wight	
Shona Godfrey	Shona Godfrey
TIGIST GIDA	TIGIST GIDA

**Department Response To
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EXHIBIT 2

ACCESS DATA SUPPORT SERVICES - Theater District GARAGE
 FLOOD DOOR PREVENTIVE MAINTENANCE

August 2008

MONTHLY TASK	DATE / TIME COMPLETED	EMPLOYEE SIGNATURE & COMMENTS	DATE / TIME MANAGER VERIFICATION	SUPERVISOR SIGNATURE & COMMENTS
NEW CAPITOL ENTRANCE #5 CLEAN DOOR PLUGS	8-29-08 4:00AM	Robert 1 PLUG MISSING	8/29/08 M. Flores 9:30am	
TEXAS @ BAGBY ENTRANCE #6 CLEAN DOOR PLUGS	8/29/08 4:30AM	ROBERT	8/29/08 M. Flores	
TEXAS @ SMITH ENTRANCE #7 REMOVE MUD, LEAVES AND DIRT	8/29/08	V. Garza Track was full of water put clogup. T.D.T will UN clog.	M. Flores	
PRAIRIE @ BAGBY ENTRANCE #8 SWEEP DEBRIS	8/29/08 4:20AM	Robert	M. Flores	

2 PLUGS MISSING Level going FROM GREEN TO BLUE

* PRIOR TO CLEANING OF ENTRANCES, COH PARKING MANAGER SHALL BE NOTIFIED.

REVIEWED BY:

BY:

Maria Flores
 MARIA FLORES
 PROJECT MANAGER
 ADSS

BY:

Curt Jones
 CURT JONES
 GENERAL MANAGER
 REPUBLIC PARKING SYSTEM

**Department Response To
Underground Parking Facilities Performance Audit Report
Convention & Entertainment Facilities Department**

EXHIBIT 3

Work Order List

Work Order	Description	Work Type	Status	Priority Hours	Lead Craft	Location / Equipment	Job Plan	Target Start / Complete
173263	PM-1005: Preventive maintenance Cooling tower #1	PM	COMP	5	HVAC	HOU-WORTH-R00 4023-WOR-RF-CLT2-01	JP-XXX-CLT3-11-S	4/18/2008 5/18/2008
173279	PM-1006: Preventive maintenance Cooling tower #2	PM	COMP	5	HVAC	HOU-WORTH-R00 4023-WOR-RF-CLT2-02	JP-XXX-CLT3-11-S	4/18/2008 5/18/2008
173295	PM-1007: Preventive maintenance Cooling tower #3	PM	COMP	5	HVAC	HOU-WORTH-R00 4023-WOR-RF-CLT2-03	JP-XXX-CLT3-11-S	4/18/2008 5/18/2008
173311	PM-1010: Monthly Test for jockey Pump 01-GRBCC	PM	COMP	5	MECH	HOU-GERBCC-LCP-CNTRLP 4023-GRB-02-FRP1-01	JP-XXX-FRP2-09-M	5/1/2008 5/31/2008
173567	PM-1049: PM For maintenance on Generator #1 ON BRN LVL	PM	COMP	5	ELEC	HOU-GARSTQ-BRN 4023-CPK-BR-EMG2-01	JP-XXX-EMG1-08-M	5/1/2008 5/31/2008
173911	PM-1231: Monthly inspection for GRBCC light	PM	COMP	5	ELEC	HOU-GERBCC	JP-LIGHT-INSP	4/29/2008 5/29/2008
173944	PM-1232: Weekly Door inspection for GRBCC	PM	COMP	2	MECH	HOU-GERBCC	JP-XXX-DOV2-00-S	4/27/2008 5/4/2008
174249	PM-1287: Weekly inspection for Jones Hall lights	PM	COMP	5	ELEC	HOU-JONESH	JP-LIGHT-INSP	4/27/2008 5/4/2008
174255	PM-1290: PERFORM ASSEMBLY HALL SEATING INSPECTION JONES	PM	INPRG	5	GMT	HOU-JONESH	JP-SEAT-INSP	4/21/2008 5/21/2008
174262	PM-1291: Sump Pump preventive maintenance in garage CS01	PM	COMP	5	HVAC	HOU-PRKGAR-LTG 4023-TPG-PK-PMP4-1A	JP-XXX-PMP7-00-S	5/1/2008 5/31/2008
174270	PM-1292: Sump Pump preventive maintenance in garage CS10	PM	COMP	2	HVAC	HOU-GARCIV-VLT 4023-CPK-VT-PMP4-4A	JP-XXX-PMP7-00-S	5/1/2008 5/31/2008
174278	PM-1293: Sump Pump preventive maintenance in garage CS02	PM	COMP	5	HVAC	HOU-PRKGAR-STG 4023-TPG-BR-PMP4-2A	JP-XXX-PMP7-00-S	5/1/2008 5/31/2008
174286	PM-1294: Sump Pump preventive maintenance in garage CS03	PM	COMP	2	HVAC	HOU-PRKGAR-STG 4023-TPG-BR-PMP4-4A	JP-XXX-PMP7-00-S	5/1/2008 5/31/2008
174294	PM-1295: Sump Pump preventive maintenance in garage CS04	PM	COMP	5	HVAC	HOU-PRKGAR-LTG 4023-TPG-PK-PMP4-4A	JP-XXX-PMP7-00-S	5/1/2008 5/31/2008
174302	PM-1296: Sump Pump preventive maintenance in garage CS05	PM	COMP	2	HVAC	HOU-PRKGAR-LTG 4023-TPG-PK-PMP4-2A	JP-XXX-PMP7-00-S	5/1/2008 5/31/2008
174310	PM-1297: Sump Pump preventive maintenance in garage CS06	PM	COMP	5	HVAC	HOU-PRKGAR-LTG 4023-TPG-PK-PMP4-3A	JP-XXX-PMP7-00-S	5/1/2008 5/31/2008
174318	PM-1298: Sump Pump preventive maintenance in garage CS07	PM	COMP	5	HVAC	HOU-GARCIV-VLT 4023-CPK-VT-PMP4-1A	JP-XXX-PMP7-00-S	5/1/2008 5/31/2008

Work Order List

Work Order	Description	Work Type	Status	Priority Hours	Lead Craft	Location / Equipmen	Job Plan	Target Start / Complete
125362	Handrails and Guards: Deteriorated and ...	CM	INPRG	3	MIKE_VAN	HOU-GARCIV		4/10/2007 1:00:00 AM 4/11/2007 1:00:00 AM
182225	PLACE SLEEVES & INSPECTION LOG AT ALL SUPPLY & EXHAUST FAN RMS. (PARKING GARAGE)	CR	INPRG	5	MIKE_VAN	HOU-PRKRGAR		5/15/2008 10:18:04 AM 6/14/2008 10:18:04 AM
191473	PM-1306: Weekly light inspection for Small Tranquility Garage	PM	INPRG	5	ELEC	HOU-PRKRGAR	JP-LIGHT-INSP	7/6/2008
191479	PM-1306: Weekly light inspection for Small Tranquility Garage	PM	INPRG	5	ELEC	HOU-PRKRGAR	JP-LIGHT-INSP	7/13/2008
191485	PM-1306: Weekly light inspection for Small Tranquility Garage	PM	INPRG	5	ELEC	HOU-PRKRGAR	JP-LIGHT-INSP	7/20/2008
191491	PM-1306: Weekly light inspection for Small Tranquility Garage	PM	INPRG	5	ELEC	HOU-PRKRGAR	JP-LIGHT-INSP	7/27/2008
191497	PM-1306: Weekly light inspection for Large Tranquility Garage	PM	INPRG	5	ELEC	HOU-PRKRGAR	JP-LIGHT-INSP	7/27/2008
191503	PM-1306: Weekly light inspection for Large Tranquility Garage	PM	INPRG	5	ELEC	HOU-PRKRGAR	JP-LIGHT-INSP	8/3/2008
191509	PM-1306: Weekly light inspection for Large Tranquility Garage	PM	INPRG	5	ELEC	HOU-PRKRGAR	JP-LIGHT-INSP	7/6/2008
191515	PM-1306: Weekly light inspection for Large Tranquility Garage	PM	INPRG	5	ELEC	HOU-PRKRGAR	JP-LIGHT-INSP	7/13/2008
192917	"EXIT" BOX IS DANGLING DOWN AT FACE LEVEL IN THE ORANGE TUNNEL, STAIRWELL J	CR	INPRG	1	MIKE_VAN	HOU-PRKRGAR	JP-LIGHT-INSP	7/13/2008 7/20/2008
96519	Egress Stairs: Deteriorated, Aged	CM	INPRG	3	MIKE_VAN	HOU-PRKRGAR	JP-LIGHT-INSP	7/20/2008 7/27/2008
96521	New Elevator Lobby SSA	CM	INPRG	3	MIKE_VAN	HOU-GARLTQ		8/3/2008
127141	PM-1295: Sump Pump preventive maintenance in garage CS04	PM	INPRG	5	HVAC	HOU-PRKRGAR-LTG	JP-XXX-PMP7-00-S	8/24/2008 1:00:00 AM 8/25/2008 1:00:00 AM
173356	PM-1015: PM FOR CHILLED WATER PUMP ORANGE LVL	PM	INPRG	5	HVAC	HOU-PRKRGAR-LTG 4023-TPG-PK-PMP4-4A	JP-XXX-PMP7-00-S	8/17/2008 1:00:00 AM 8/18/2008 1:00:00 AM
181819	2 DOORS NEED TO BE REKEYED TO MASTER KEY:BEHIND STAIRWELL NEXT TO SECURITY, SEE JUDY OR REGINAL	CR	INPRG	4	MIKE_VAN	HOU-PRKRGAR 4023-CPK-OR-CWPI-01	JP-XXX-PMP1-00-S	5/1/2007 5/3/2007
								4/1/2008 5/1/2008
								5/7/2008 3:53:00 PM 5/12/2008 3:53:00 PM

Work Order List

Work Order	Description	Work Type	Status	Priority Hours	Lead Craft	Location / Equipment	Job Plan	Target Start / Complete
188837	PM-1301: Change air filters on parking cashier booths	PM	INPRG	5	HVAC	HOU-PRKGR	JP-FILT-INSP	7/1/2008
188840	PM-1306: Weekly light inspection for Civic Center Garage	PM	INPRG	5	ELEC	HOU-PRKGR	JP-LIGHT-INSP	7/6/2008
188846	PM-1306: Weekly light inspection for Civic Center Garage	PM	INPRG	5	ELEC	HOU-PRKGR	JP-LIGHT-INSP	7/13/2008
182597	CIVIC CENTER STAIRWAY (M) DOOR KNOB MADE A HOLE ON SHEET ROCK & ALSO PUT A DOOR STOP	CR	INPRG	4	MIKE_VAN	HOU-PRKGR		7/20/2008
188852	PM-1306: Weekly light inspection for Civic Center Garage	PM	INPRG	5	ELEC	HOU-PRKGR	JP-LIGHT-INSP	7/27/2008
188858	PM-1306: Weekly light inspection for Civic Center Garage	PM	INPRG	5	ELEC	HOU-PRKGR	JP-LIGHT-INSP	8/3/2008
191324	PM EXHAUST FAN #08	PM	INPRG	5	HVAC	HOU-GARLTQ-PNK 4023-CPK-PK-FAN2-08	JP-XXX-FAN2-27-S	7/1/2008
191332	PM EXHAUST FAN #09	PM	INPRG	5	HVAC	HOU-GARLTQ-PNK 4023-CPK-PK-FAN2-09	JP-XXX-FAN2-27-S	7/31/2008
191340	PM SUPPLY FAN #01	PM	INPRG	5		HOU-GARSTQ-BRN 4023-CPK-BR-FAN5-01	JP-XXX-FAN5-27-Q	7/1/2008
191347	PM SUPPLY FAN #02	PM	INPRG	5		HOU-GARSTQ-BRN 4023-CPK-BR-FAN5-02	JP-XXX-FAN5-27-Q	7/31/2008
191354	PM SUPPLY FAN #3	PM	INPRG	5		HOU-GARSTQ-BRN 4023-CPK-BR-FAN5-03	JP-XXX-FAN5-27-Q	7/1/2008
191361	PM SUPPLY FAN #04	PM	INPRG	5		HOU-GARLTQ-PNK 4023-CPK-PK-FAN5-04	JP-XXX-FAN5-27-Q	7/31/2008
191368	PM SUPPLY FAN #05	PM	INPRG	5		HOU-GARLTQ-PNK 4023-CPK-PK-FAN5-05	JP-XXX-FAN5-27-Q	7/1/2008
191375	PM SUPPLY FAN #06	PM	INPRG	5		HOU-GARLTQ-PNK 4023-CPK-PK-FAN5-06	JP-XXX-FAN5-27-Q	7/31/2008
191382	PM SUPPLY FAN #07	PM	INPRG	5		HOU-GARLTQ-PNK 4023-CPK-PK-FAN5-07	JP-XXX-FAN5-27-Q	7/1/2008
191389	PM SUPPLY FAN #08	PM	INPRG	5		HOU-GARLTQ-PNK 4023-CPK-PK-FAN5-08	JP-XXX-FAN5-27-Q	7/31/2008
191396	PM SUPPLY FAN #09	PM	INPRG	5		HOU-GARLTQ-PNK 4023-CPK-PK-FAN5-09	JP-XXX-FAN5-27-Q	7/1/2008

Work Order List

Work Order	Description	Work Type	Status	Priority Hours	Lead Craft	Location / Equipmen	Job Plan	Target Start / Complete
192527	DISPENSER/TRASH CANS TO BE PLACED IN BATHROOMS AND ITEMS FOR REPAIR; PAPER TOWELS(DISPENSERS)	CR	INPRG	3 0	MIKE_VAN	HOU-PRKGAR		7/10/2008 10:38:44 AM 7/11/2008 10:38:44 AM
192528	DISPENSERS/TRASH CANS TO BE PLACED IN BATHROOMS AND ITEMS FOR REPAIR; TOILET SEAT COVERS(DISPENSERS)	CR	INPRG	3 0	MIKE_VAN	HOU-PRKGAR		7/10/2008 10:43:43 AM 7/11/2008 10:43:43 AM
192529	DISPENSERS/TRASH CANS TO BE PLACED IN BATHROOMS AND ITEMS FOR REPAIR; SANITARY NAPKINS(TRASH CANS)	CR	INPRG	3 0	MIKE_VAN	HOU-PRKGAR		7/10/2008 10:47:45 AM 7/11/2008 10:47:45 AM
192530	DISPENSERS/TRASH CANS TO BE PLACED IN BATHROOMS AND ITEMS FOR REPAIR; LATCH ON GAS CABINET	CR	INPRG	3 0	MIKE_VAN	HOU-PRKGAR		7/10/2008 10:51:22 AM 7/11/2008 10:51:22 AM
192531	REPAIR RESTROOM DOOR ON YELLOW LVL NEAR TDI OFFICE. DOOR DOES NOT CLOSE COMPLETELY-HITS STRIKE PLATE AND BECOMES STUCK	CR	INPRG	3 0	MIKE_VAN	HOU-PRKGAR		7/10/2008 10:53:48 AM 7/11/2008 10:53:48 AM
174342	PM-1301: Change air filters on parking cashier booths	PM	INPRG	5 0	HVAC	HOU-PRKGAR	JP-FILT-INSP	4/1/2008 5/1/2008
188227	PM-1015: PM FOR CHILLED WATER PUMP ORANGE LVL	PM	INPRG	5 0	HVAC	HOU-GARCIV-ORNG 4023-CPK-OR-CWP1-01	JP-XXX-PMP1-00-S	7/1/2008 7/31/2008
188239	PM-1016: Air Compressor PM Green Level	PM	INPRG	5 0	HVAC	HOU-GARCIV-GRN 4023-CPK-GR-AIR3-01	JP-XXX-AIR4-27-Q	7/1/2008 7/31/2008
188251	PM-1017: PM FOR CHILLER ON ORANGE LEVEL	PM	INPRG	5 0	HVAC	HOU-GARCIV-ORNG 4023-CPK-OR-CHL3-01	JP-XXX-CHL4-13-Q	7/3/2008 8/2/2008
188260	PM-1047: PM AIR DRYER GREEN LEVEL CC GARAGE	PM	INPRG	5 0	HVAC	HOU-GARCIV-GRN 4023-CPK-GR-DRY1-01	JP-XXX-DRY1-01-Q	7/1/2008 7/31/2008
188268	PM-1048: PM For maintenance on Generator #1 ON GREEN LVL	PM	INPRG	5 0	ELEC	HOU-GARCIV-GRN 4023-CPK-GR-EMG2-01	JP-XXX-EMG1-08-M	8/1/2008 8/31/2008
188278	PM-1049: PM For maintenance on Generator #1 ON BRN LVL	PM	INPRG	5 0	ELEC	HOU-GARSTQ-BRN 4023-CPK-BR-EMG2-01	JP-XXX-EMG1-08-M	8/1/2008 8/31/2008
188288	PM-1058: Lift station Pump #3, On sidewalk at Capitol Street	PM	INPRG	5 0	HVAC	HOU-PRKGAR-STG 4023-TPG-00-PMP7-03	JP-XXX-PMP7-24-S	7/1/2008 7/31/2008
188297	PM-1059: Lift station Pump #4, On sidewalk at Capitol Street	PM	INPRG	5 0	HVAC	HOU-PRKGAR-STG 4023-TPG-00-PMP7-04	JP-XXX-PMP7-24-S	7/1/2008 7/31/2008

Work Order List

Work Order	Description	Work Type	Status	Priority Hours	Lead Craft	Location / Equipment	Job Plan	Target Start / Complete
188306	PM-1063: PM FOR EXHAUST FAN #1	PM	INPRG	5	HVAC	HOU-GARSTQ-BRN 4023-CPK-BR-FAN2-01	JP-XXX-FAN2-27-S	7/1/2008 7/31/2008
191231	PM 1824 PM SUPPLY FAN #04	PM	INPRG	5		HOU-GARCIV 4023-CPK-OR-FAN5-04	JP-XXX-FAN5-27-Q	7/1/2008 7/31/2008
191276	PM EXHAUST FAN #02	PM	INPRG	5	HVAC	HOU-GARSTQ-BRN 4023-CPK-BR-FAN2-02	JP-XXX-FAN2-27-S	7/1/2008 7/31/2008
191284	PM EXHAUST FAN #03	PM	INPRG	5	HVAC	HOU-GARSTQ-BRN 4023-CPK-BR-FAN2-03	JP-XXX-FAN2-27-S	7/1/2008 7/31/2008
191292	PM EXHAUST FAN #04	PM	INPRG	5	HVAC	HOU-GARLTQ-PNK 4023-CPK-PK-FAN2-04	JP-XXX-FAN2-27-S	7/1/2008 7/31/2008
191300	PM EXHAUST FAN #05	PM	INPRG	5	HVAC	HOU-GARLTQ-PNK 4023-CPK-PK-FAN2-05	JP-XXX-FAN2-27-S	7/1/2008 7/31/2008
191308	PM EXHAUST FAN #06	PM	INPRG	5	HVAC	HOU-GARLTQ-PNK 4023-CPK-PK-FAN2-06	JP-XXX-FAN2-27-S	7/1/2008 7/31/2008
191316	PM EXHAUST FAN #07	PM	INPRG	5	HVAC	HOU-GARLTQ-PNK 4023-CPK-PK-FAN2-07	JP-XXX-FAN2-27-S	7/1/2008 7/31/2008
73473	Egress Stairs: Deteriorated, Aged	CM	INPRG	3	MIKE_VAN	HOU-GARCIV		8/23/2008 1 00 00 AM 8/24/2008 1 00 00 AM

Work Orders Selected: 56

**Department Response To
Underground Parking Facilities Performance Audit Report
Convention & Entertainment Facilities Department**

EXHIBIT 4

Work Order Tracking Summary

Houston C&E Complex

From: 06/01/2008 To: 07/01/2008

Report Date	Responded	WO #	Location	Request	Status	Reported By	Start Date	Due Date	Comp Date
Work Type: CR									
06/01/08 11:00		192733	HOU-GERBCC	TOILET CLOGGED @ 310	COMP	HOUSE KEEPING	06/01/08 11:00	06/01/08 12:00	06/01/08 11:30
06/02/08 16:00		192300	HOU-WORTH	CLEAN UP STOPPED TOILET IN WRR 3	COMP	DANNY_F	06/02/08 16:00	06/02/08 17:00	06/02/08 17:00
06/02/08 21:45		192740	HOU-GERBCC	PULL FUSES IN HALL D (SHOW)	COMP	JOSEPH_GRANAD	06/02/08 21:45	06/02/08 22:45	06/02/08 22:45
06/03/08 07:00		188103	HOU-GERBCC	WORKED ON SPECIAL LIGHTING B,C	COMP	VERONICA_M	06/03/08 07:00	06/03/08 08:00	06/03/08 08:00
06/03/08 08:00		188104	HOU-GERBCC	A HALL LIGHTING	COMP	JOSEPH_GRANAD	06/03/08 08:00	06/03/08 09:00	06/03/08 08:30
06/04/08 18:00		192736	HOU-GERBCC	ROLL-DOOR NOT OPENING IN HALL C	COMP	JOSEPH_GRANAD	06/04/08 18:00	06/04/08 19:00	06/04/08 18:30
06/10/08 10:00		188125	HOU-GERBCC	REPAIRED UNIT 4NE35 (LEAK)	COMP	MIGUEL_MACIAS	06/10/08 10:00	06/10/08 11:00	06/10/08 11:30
06/13/08 21:00		192287	HOU-GERBCC	DOOR CALL B5	COMP	SS3	06/13/08 21:00	06/13/08 22:00	06/13/08 22:00
06/16/08 08:00		188116	HOU-GERBCC	CHECKED ELECTRICAL AT HPD (LIGHT	COMP	SECURITY	06/16/08 08:00	06/16/08 09:00	06/16/08 09:00
06/18/08 11:55		187945	HOU-GERBCC	GOT CALL FROM ADT; FIRE ALARM	COMP	ADT	06/18/08 13:00	06/18/08 12:55	06/18/08 13:00
06/18/08 15:47		187947	HOU-GERBCC	TOILET IN WRR BEHIND D HALL IS	INPRG	MIGUEL_MACIAS	06/18/08 15:48	06/18/08 16:47	
06/18/08 16:09		187949	HOU-GERBCC	TOILET IN WRR BY 382 DOES NOT	COMP	MIGUEL_MACIAS	06/18/08 16:11	06/18/08 17:09	06/18/08 17:00
06/18/08 19:30		192752	HOU-GERBCC	TURNED ALL #22,23,25 RELIEF FANS	COMP	MARCI_MONTOY	06/18/08 19:30	06/18/08 20:30	06/18/08 20:00
06/18/08 20:30		192751	HOU-GERBCC	DOOR NOT SECURED RM 362 (F)	COMP	SS2	06/18/08 20:30	06/18/08 21:30	06/18/08 21:00
06/20/08 10:05		187952	HOU-GERBCC	BREAKER OUT AGAIN FOR C	COMP	MIGUEL_MACIAS	06/20/08 10:12	06/20/08 11:05	06/20/08 11:30
06/23/08 11:33		187954	HOU-GERBCC	WRR BACK OF D HALL; TOILET	INPRG	MIGUEL_MACIAS	06/23/08 11:34	06/23/08 12:33	
06/23/08 16:00		187957	HOU-GERBCC	BOOTH 2118 IS TOO HOT	INPRG	MICHELLE_PROT	06/23/08 16:01	06/23/08 17:00	
06/23/08 16:24		187960	HOU-GERBCC	SW ADMIN DOOR STICKING	COMP	LOUIS_ELLIOT	06/23/08 16:27	06/23/08 17:24	06/30/08 17:09
06/23/08 11:26		187983	HOU-GERBCC	TOO HOT IN 351E	COMP	NIDIA	06/24/08 11:27	06/24/08 12:26	06/30/08 16:59
06/26/08 09:44		188035	HOU-GERBCC	213 ROOM THERE IS A LEAK ABOVE	COMP	GABRIELA_RICO	06/26/08 09:46	06/26/08 10:44	06/26/08 12:00
06/26/08 10:48		188041	HOU-GERBCC	320 LIGHTS WENT OFF;	COMP	HALEY_ROSS	06/26/08 10:49	06/26/08 11:48	06/26/08 11:30
06/26/08 13:27		188073	HOU-PRKGR	TOO HOT IN REPUBLIC OFFICE @	COMP	BETTY_ELLIOT	06/26/08 13:28	06/26/08 14:27	06/30/08 17:43
06/26/08 14:15		188077	HOU-GERBCC	2 TOILETS OVERFLOWING IN 351	INPRG	MICHELLE_PROT	06/26/08 14:16	06/26/08 15:15	
06/27/08 13:30		192406	HOU-WORTH	COVER PHONE CABINET PATCH @	COMP	DANNY_F	06/27/08 13:30	06/27/08 14:30	06/27/08 14:30
06/30/08 07:00	06/30/08 07:00	192409	HOU-GERBCC	REPAIR EXIT DEVICE HALL A	COMP	SECURITY	06/30/08 07:00	06/30/08 08:00	06/30/08 09:00
06/30/08 11:04		192202	HOU-GERBCC	HOT WATER FAUCET NOT SHUTTING	COMP	CHARMAINE_PI	06/30/08 11:05	06/30/08 12:04	06/30/08 11:30
06/30/08 14:03		192203	HOU-GERBCC	SINK LEAK @ BANNERS CAFE	COMP	MANNY_O	06/30/08 14:06	06/30/08 15:03	06/30/08 15:00
06/30/08 14:07		192204	HOU-GERBCC	CLOG DRAIN @ BANNERS CAFE	COMP	GABRIELA_RICO	06/30/08 14:07	06/30/08 15:07	06/30/08 16:00
06/30/08 14:43		192205	HOU-GERBCC	342 E REPAIR EXIT DEVICE	COMP	JAMES_T	06/30/08 14:44	06/30/08 15:43	06/30/08 15:00

CR - Customer Request
 CS - Corrective Maintenance
 EM - Emergency Maintenance
 MO - Maintenance Work Request
 PM - Preventive Maintenance
 PJ - Projects
 RM - TDI Requested
 SO - Cust Request (Maintenance)
 ST - Standing Work Orders

Work Order Tracking Summary

Houston C&E Complex

From: 06/01/2008 To: 07/01/2008

Report Date	Responded	WO #	Location	Request	Status	Reported By	Start Date	Due Date	Comp Date
06/30/08 14:45		192206	HOU-GERBCC	332 A & B REPAIR EXIT DEVICE	COMP	JAMES	06/30/08 14:46	06/30/08 15:45	06/30/08 15:00
06/30/08 14:46		192207	HOU-GERBCC	342B CONF RM- AIR WALL REPAIR	COMP	JAMES	06/30/08 14:47	06/30/08 15:46	06/30/08 15:00
06/30/08 15:11		192208	HOU-GERBCC	CONSESSION STAND DOOR BACK OF A	INPRG	MARK	06/30/08 15:12	06/30/08 16:11	
06/30/08 16:29		192211	HOU-GERBCC	TURN OFF POWER @ THEATRE	INPRG	JUDY_DAIGLE	06/30/08 16:30	06/30/08 17:29	

CM - Corrective Maintenance
 CR - Customer Request
 CS - Cust. Request (Non-Maint)
 EM - Emergency Maintenance
 EV - Event Report
 MO - Maintenance Work Request
 PM - Preventive Maintenance
 PJ - Projects
 RM - TDI Requested
 SO - Cust Request (Maintenance)
 ST - Standing Work Orders

**Department Response To
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EXHIBIT 5

**Department Response To
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Convention & Entertainment Facilities Department**

EXHIBIT 6



TDIndustries

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Emergency Response Procedures: Contract Specific for the Convention & Entertainment Facilities in the City of Houston.

The Project Manager, Operations Managers, Plant Operation Supervisor and Maintenance Supervisor are all on 7/24/365 call. Each of these individuals carry a cell phone and respond to any after- hours calls. The TDIndustries mechanical / plumbing service branch office provides 7/24/365 emergency service. All City customer contacts have access to the TDIndustries emergency phone list as well as all TDIndustries maintenance staff which include home telephone numbers. TDIndustries ensures off-hour response to alarm and emergency conditions to include on-site response by qualified and certified personnel within one hour to supplement the on-site coverage staff.

Emergency Preparedness:

- The Tdindustries Project Manager, Operations Managers and Supervisors are all on 7/24 call out status 365 days per year to support any and all emergency conditions.
 - In addition to the contracts assigned technical staff, TDIndustries has our construction / service branch available on a 7/24/365 call out status to support any and all emergency situations.
 - Emergency contact phone numbers are posted at each major C & E facility and are accessible to all TDIndustries staff.
 - The emergency contact phone number list is updated as changes occur and the lists are provided to all C & E City Facility Managers.
 - Material suppliers and subcontractor contact lists are also posted in the event service or parts are needed.
 - The TDIndustries Project Manager has a purchasing credit card to be used as needed for any emergency situation.
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TDIndustries

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Convention, Entertainment & Facilities Department



- The TDIndustries managers and Supervisors have access to an emergency purchase order number list to be used in any emergency situation.
- All TDIndustries technicians, managers and Supervisors are required to participate in bi-monthly safety training meetings which include a review of the C & E Emergency Procedures which include procedures to deal with fire alarms and evacuation, bomb threats, dangerous weather conditions and power outages.
- All TDIndustries staff are aware of the location and storage of emergency equipment and materials which include hand tools, power tools portable emergency generators, wet vacuums, man lifts, as well as personal protection equipment.

Emergency Response Procedures:

- In the event of any alarm condition or emergency situation, the TDIndustries first responders will evaluate the situation and immediately react accordingly.
 - The TDIndustries first responders will contact the TDIndustries Project Manager and provide details and await further instructions as needed.
 - The TDIndustries first responders will contact the appropriate C & E facility Managers and update them on the situations and actions taken.
 - The TDIndustries first responders will complete a written report outlining all pertinent information to be provided to the C & E City Facility Managers.
 - Regarding elevator entrapment situations, the TDIndustries first responders will try to make communications with the entrapped persons, calm them if needed and contact the elevator service contractor to release the entrapped persons. Additionally, the TDIndustries first responders will call / contact anyone that the entrapped person may need to have contacted.
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- Regarding bomb threats, TDIndustries will follow the procedures provided by the City C & E Facilities Staff.

**Department Response To
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EXHIBIT 7

ACCESS DATA SUPPORT SERVICES - ^{Theater} District GARAGE
DAILY FACILITY INSPECTION REPORT

DAILY TASK	DATE COMPLETED	EMPLOYEE SIGNATURE / COMMENTS	ADSS SUPERVISOR SIGNATURE / COMMENTS
<p>CONTRACT OBJECTIVE</p> <p>(1)</p> <p>ALL PAVED ENTRANCES AND EXITS ARE SWEEP</p>	Aug 1, 2008	Robert Green	M. Flores
<p>CONTRACT OBJECTIVE</p> <p>(2)</p> <p>ALL MAJOR PEDESTRIAN FLOW AREAS ARE CHECKED AND CLEANED</p>	Aug 1, 2008	Robert Green	M. Flores
<p>CONTRACT OBJECTIVE</p> <p>(3)</p> <p>PREVENTIVE MAINTENANCE AND OTHER TASKS ARE PERFORMED</p>	Aug 1, 2008	Abelardo Lopez	M. Flores
<p>CONTRACT OBJECTIVE</p> <p>(4)</p> <p>ALL TUNNELS AND STAIRWELLS ARE SWEEP, DUSTED AND MOPPED</p>	Aug 1, 2008	Elda Bayal	M. Flores
<p>CONTRACT OBJECTIVE</p> <p>(5)</p> <p>TRASH AND LITTER THROUGHOUT THE GARAGE ARE PICKED UP</p>	Aug 1, 2008	Felma Jones	M. Flores
<p>CONTRACT OBJECTIVE</p> <p>(6)</p> <p>OFFICES, BOOTHS AND RESTROOMS ARE SWEEP, CLEANED, TRASH IS COLLECTED, AREA DUSTED</p>	Aug 1, 2008	Elda Bayal	M. Flores will only pickup trash from TPI offices if tech. are not there.
<p>CONTRACT OBJECTIVE</p> <p>(7)</p> <p>ALL ELEVATORS ARE CLEANED AND SWEEP, INCLUDING DOOR TRACKS (REMOVE GRAFFITI AS NEEDED)</p>	Aug 1, 2008	Elda Bayal	M. Flores

REVIEWED BY:

BY:


CURT JONES
GENERAL MANAGER
REPUBLIC PARKING SYSTEM

**Department Response To
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EXHIBIT 8

Weekly

Theater District Tunnel Maintenance Schedule

All technicians will be held responsible for completion of duties as assigned.

Cleaning Objective	Frequency / Technician Comments	Date Last Completed						
Dust Mopping	Daily	M	T	W	T	F	S	S
Y-Tunnel (Orange)	Raul Mendoza	8.4	8.5	8.6	8.7	8.8		
611 Walker Tunnel	E. Gonzalez	"	"	"	"	"		
T-Tunnel (Hobby)	R. Mendoza	"	"	"	"	"		
Alley Tunnel	R. Mendoza	"	"	"	"	"		
Walk Behind Machine	Mopping 13 Times Per Week	M	T	W	T	F		
Y-Tunnel (Orange)	Raul Mendoza	8.4	8.5	8.6	8.7	8.8		
611 Walker Tunnel	Raul Mendoza	8.4	8.5	8.6	8.7	8.8		
T-Tunnel (Hobby)	Raul Mendoza	8.4	8.5	8.6	8.7	8.8		
Alley Tunnel	Raul Mendoza	8.4	8.5	8.6	8.7	8.8		
Buffing	Every 21 Days	M	T	W	T	F		
Y-Tunnel (Orange)	Maxin Hernandez	8.4	8.5	8.6	8.7	8.8		
611 Walker Tunnel	Maxin Hernandez	8.4	8.5	8.6	8.7	8.8		
T-Tunnel (Hobby)	Maxin Hernandez	8.4	8.5	8.6	8.7	8.8		
Alley Tunnel	Maxin Hernandez	8.4	8.5	8.6	8.7	8.8		
Waxing	As Needed							
Y-Tunnel (Orange)	As Needed							
611 Walker Tunnel	As Needed							
T-Tunnel (Hobby)	As Needed							
Alley Tunnel	As Needed							
Stripping	As Needed							
Y-Tunnel (Orange)	As Needed							
611 Walker Tunnel	As Needed							
T-Tunnel (Hobby)	As Needed							
Alley Tunnel	As Needed							

REVIEWED BY: *Maria Flores*
 MARIA FLORES
 PROJECT MANAGER
 ADSS

BY: *Curt Jones*
 CURT JONES
 GENERAL MANAGER
 REPUBLIC PARKING SYSTEM

**Department Response To
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EXHIBIT 9



PREVENTIVE MAINTENANCE LOG- PARKING EQUIPMENT

DAILY TASK	DATE COMPLETED	EMPLOYEE SIGNATURE / COMMENTS	SERVICE CALL TRACKING / DATE OF SERVICE
CONTRACT OBJECTIVE (A) PARKING GATES FUNCTIONING PROPERLY CONTRACT OBJECTIVE	8-01-08	ALL GATES WORK FINE <i>X. Bayan</i>	
(B) TICKET DISPENSERS FUNCTIONING PROPERLY CONTRACT OBJECTIVE	8-1-08	CHECKED. WORK FINE <i>X. Bayan</i>	
(C) CARD READERS FUNCTIONING PROPERLY CONTRACT OBJECTIVE	8-1-08	CHECKED. WORK FINE <i>X. Bayan</i>	
(D) LOOP DETECTORS FUNCTIONING PROPERLY CONTRACT OBJECTIVE	8-1-08	CHECKED ALL WORK FINE EXCEPT OC, SOME TIMES GET LOCKED <i>X. Bayan</i>	
(E) FEE COMPUTERS FUNCTIONING PROPERLY CONTRACT OBJECTIVE	8-1-08	ALL COMPUTER FEES ARE WORKING FINE <i>James</i>	
(F) INTERCOM SYSTEMS FUNCTIONING PROPERLY CONTRACT OBJECTIVE	8-1-08	ALL WORKS GOOD <i>X. Bayan</i>	
(G) CAR OR LOOP COUNTERS FUNCTIONING PROPERLY	8-1-08	1. WEIGH CARD READER Do not work <i>X. Bayan</i>	
REVIEWED BY: BY <i>Girma Hailu</i>		BY <i>James</i> CURRY COSTS GENERAL MANAGER REPUBLIC PARKING SYSTEM	

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EXHIBIT 10

