

HOUSTON PARKS AND RECREATION DEPARTMENT FOLLOW-UP AUDIT



OFFICE OF THE CITY CONTROLLER

**CHRIS HOLLINS
CITY CONTROLLER**

**FY2026
Report #2026-12
June 16, 2026**



CHRIS HOLLINS
City Controller

The Honorable John Whitmire, Mayor
City of Houston, Texas

**SUBJECT: HOUSTON PARKS AND RECREATION DEPARTMENT FOLLOW-UP
AUDIT REPORT**

We have completed follow-up procedures on remediation efforts carried out by the Houston Parks and Recreation Department management relating to the following audit report:

REPORT NUMBER	REPORT TITLE	TOTAL FINDINGS
2009-02	Parks and Recreation Department Vehicle Allowance Program Audit	1

Based on the follow-up procedures outlined in this report, and in accordance with professional auditing standards, we obtained sufficient and appropriate evidence to support the conclusions presented in Appendix 1.

FINDINGS	FINDING REMEDIATION STATUS	DESCRIPTION
1	Fully Implemented	Successful implementation of processes to address the audit finding.

This assessment reinforces our commitment to conducting thorough and objective audits, ensuring that identified issues have been properly addressed and corrective actions have been effectively implemented.

We would like to thank the management and staff of the Houston Parks and Recreation Department for their cooperation during the follow-up audit process.

Respectfully submitted,

A handwritten signature in blue ink, appearing to read "CHH".

Chris Hollins
City Controller
City of Houston, Texas

xc: City Council Members
Dr. Cynthia Wilson, Chief of Staff, Mayor's Office
Steven David, Chief Administrative Officer, Mayor's Office
Kenneth Allen, Director, Houston Parks and Recreation Department
Aubrey Hooper, Chief Administrative Officer, Office of the City Controller
Jennifer Pierce, Deputy Director, Audit Division Office of the City Controller

TABLE OF CONTENTS

Follow-Up Audit	5
Summary	5
Audit Objectives	5
Scope	5
Conclusions	5
Objective 1: Status of Open Findings	5
Objective 2: Remediation Assessment.....	5
Acknowledgment	6
Audit Team	6
Appendix 1: Detailed Remediation Assessment	7
Appendix 2: Follow-Up Audit Plan	8
Audit Objectives	8
Procedures Performed	8
Audit Approach	8
Management Status Updates	8
Audit Testing / Verification.....	8
Auditing Standards.....	9
Government Auditing Standards (Yellow Book).....	9
Global Internal Audit Standards (Red Book)	9

FOLLOW-UP AUDIT

SUMMARY

The Audit Division is tasked with providing independent and objective assurance services to enhance organizational performance, ensure compliance, and safeguard assets. As part of this mandate, follow-up audits are conducted to verify that corrective actions have been implemented for issues identified in prior audits.

This follow-up audit evaluates the remediation efforts carried out by Houston Parks and Recreation Department's management in response to the findings from the Audit Report:

- Houston Parks and Recreation Department Vehicle Allowance Program Audit (2009-02)

The audit was conducted in accordance with Generally Accepted Government Auditing Standards (GAGAS) issued by the Government Accountability Office (GAO) and the Global Internal Audit Standards as established by the Institute of Internal Auditors (IIA).

AUDIT OBJECTIVES

The follow-up audit was conducted to:

- Determine the status of the one (1) open finding from Audit Report #2009-02.
- Evaluate the adequacy of management's remediation processes to address the finding.

SCOPE

The scope of the audit included:

- Audit Report #2009-02 had one (1) finding.

CONCLUSIONS

OBJECTIVE 1: STATUS OF OPEN FINDINGS

Management provided status updates related to one (1) open audit finding.

OBJECTIVE 2: REMEDIATION ASSESSMENT

Management's remediation efforts were adequate in that the one audit finding was fully implemented. See Appendix 1: Detailed Remediation Assessment for details.

FINDINGS	FINDING REMEDIAION STATUS	DESCRIPTION
1	Fully Implemented	Successful implementation of processes to address the audit finding.

ACKNOWLEDGMENT

We extend our appreciation to the management of the Houston Parks and Recreation Department for its cooperation and commitment to addressing the audit finding. Their efforts facilitated a thorough and effective follow-up audit process.

AUDIT TEAM

Deputy Director: Jennifer Pierce

Audit Manager: Theresa Watson, CIA, CGAP

Lead Auditor: Michelle Paul

Quality Assurance: Mohammad Haroon, CPA, CIA

APPENDIX 1: DETAILED REMEDIATION ASSESSMENT

#	FINDING NAME	RECOMMENDATION AND MANAGEMENT RESPONSE(S)	CONCLUSION	REMEDIAATION STATUS
1	Compliance with Defensive Driving Course Requirements	<p>Recommendation Upon completion of the DDC, the Department should attach the certificate to Form D, Request for Vehicle Allowance, and submit the documentation to Central Payroll. In the future, management should require that the DDC be completed and the related certificate submitted with the original Form D, prior to driving on City business, and that the course be repeated every 36 months.</p> <p>Management Response: May 2026 Per AP 2-2, all employees receiving vehicle allowances are currently in compliance with the Defensive Driving Course (DDC) requirement. As of the end of October 2025, a standardized process was implemented to ensure ongoing compliance. This includes issuing reminder notifications to employees at least 60 days prior to their DDC renewal date and conducting quarterly monitoring to verify compliance. Additionally, the process has been enhanced to include calendar reminders sent to employees with take-home vehicles two days prior to their DDC expiration date. These measures help ensure continued compliance and strengthen internal controls.</p>	<p>Audit reviewed AP 2-2 and obtained a current list of HPARD employees authorized to drive on City business that were eligible to receive vehicle allowances. Audit also obtained a list of DDC certificate completion dates and selected a judgmental sample of 30 employees to test compliance. Audit verified that all 30 selected employees had a current Defensive Driving Course (DDC) certificate during the audit period of November 1, 2025, through May 1, 2026, in which they operated a vehicle on City business.</p> <p>The management action plan is adequate to address the audit finding and considered "fully implemented". This finding is Closed.</p>	Fully Implemented

APPENDIX 2: FOLLOW-UP AUDIT PLAN

AUDIT OBJECTIVES

The objectives of the follow-up audit were to:

1. Determine the status of each open item.
2. Evaluate the adequacy of the department's remediation process to resolve open findings.

PROCEDURES PERFORMED

Audit procedures performed to meet the audit objectives and provide a basis for our conclusions were as follows:

- Obtained, reviewed and assessed management's status updates to open findings.
- Determined the findings for which management's status updates indicated remediation.
- Determined and requested the documentation necessary to support the status of each finding reported by management.
- Reviewed supporting documentation and other evidence provided for sufficiency and appropriateness.

AUDIT APPROACH

Our follow-up audit process utilizes a risk-based approach, which contains the two primary components:

- Management Status Updates
- Audit Testing/Verification

MANAGEMENT STATUS UPDATES

Our follow-up audit process includes sending requests for status updates related to management's progress toward the remediation of open findings. Management provides status updates through an online portal. This information is then assessed by the follow-up auditor, who considers responsiveness to the original issue and remediation of the issue.

AUDIT TESTING / VERIFICATION

A management status update indicating that a finding has been remediated is then tested/verified by the follow-up auditor prior to being closed.

The information received through management status updates form the basis for follow-up testing. If needed, additional supporting information is gathered by the follow-up auditor to provide sufficient and appropriate evidence to achieve our objectives. Once the testing and verification of a department's remediation processes have been completed, Audit then assess each finding based on one of the following four categories:

- **Fully Implemented:** Successful implementation of processes to address the audit finding.

- **Partially Implemented:** Significant efforts and implementation of processes to address the audit findings.
- **Incomplete/Ongoing:** Ongoing development of a process or efforts towards a policy to address the audit finding.
- **Not Implemented:** No effort to implement processes to address the audit finding.

AUDITING STANDARDS

The Audit Division conducted follow-up audit procedures in accordance with the Generally Accepted Government Auditing Standards (GAGAS) issued by the Government Accountability Office (GAO) and the Global Internal Audit Standards as established by the Institute of Internal Auditors (IIA).

These standards require that we plan and perform the audit to obtain sufficient and appropriate evidence to provide a reasonable basis for the findings and conclusions drawn in alignment with audit objectives.

GOVERNMENT AUDITING STANDARDS (YELLOW BOOK)

GAGAS 8.30

“Auditors should evaluate whether the audited entity has taken appropriate corrective action to address findings and recommendations from previous engagements that are significant within the context of the audit objectives. When planning the audit, auditors should ask management of the audited entity to identify previous engagements or other studies that directly relate to the objectives of the audit, including whether related recommendations have been implemented. Auditors should use this information in assessing risk and determining the nature, timing, and extent of current audit work, including determining the extent to which testing the implementation of the corrective actions is applicable to the current audit objectives.”

GLOBAL INTERNAL AUDIT STANDARDS (RED BOOK)

IIA Standard 15.2

“Internal auditors must confirm that management has implemented internal auditors’ recommendations or management’s action plans following an established methodology, which includes:

- Inquiring about progress on the implementation.
- Performing follow-up assessments using a risk-based approach.
- Updating the status of management’s actions in a tracking system.

The extent of these procedures must consider the significance of the finding.”