

#	Recommendation	Management Response	Status as of May 30, 2014	Fully Implemented
1	<p>1.1 For the sake of both clarity and transparency, in-kind services exchanged between Kid Zone and the School Districts for discounted rates to their employees should be formally memorialized in a written agreement.</p>	<p><i>Kid Zone will take the recommendation into consideration and explore the feasibility of entering into a written agreement with the School Districts.</i></p>	<p><i>Kid Zone will formally document in-kind services exchanged between KZ and the School Districts on an annual basis to ensure continued balance, partnership and collaboration.</i></p>	<p>Yes</p>
2	<p>2.1 Kid Zone management should consistently reconcile revenue and expenditures on a monthly basis to ensure grant funds due to the City are received in a timely manner.</p>	<p><i>Kid Zone will reconcile revenue and expenditures on a monthly basis and is currently following this policy.</i></p>	<p><i>KidZone is reconciling revenue and expenditures on a monthly basis and is currently following this policy.</i></p>	<p>Yes</p>
3	<p>3.1 The Fire and emergency Plan document should be updated each time staff is added or changes are made.</p>	<p><i>Kid Zone has a policy in place and trains staff that the Fire and Emergency Plan document should be updated each time staff is added or changes are made. The document at Fuller Kid Zone has been updated.</i></p>	<p><i>Kid Zone has a policy in place and trains staff that the Fire and Emergency Plan document is updated each time staff is added or changes are made.</i></p>	<p>Yes</p>
4	<p>4.1 ASRS contributions for both the City and employees should stop when employment intent changes and the ASRS 20/20 Rule will not be met. A memo should be placed in the employees' personnel file that supports such a change in the work schedule for the year. Kid Zone and Human Resources should work together to</p>	<p><i>Kid Zone Management Response-Kid Zone will continue to work closely with and follow the City of Tempe Human Resources Department directive on ASRS contributions.</i></p> <p><i>Human Resources Management Response – Human Resources is reviewing the process for enrollment of temporary employees in ASRS. Specifically, with</i></p>	<p><i>Kid Zone Status: Kid Zone continues to work closely with and follow the City of Tempe Human Resources directive on ASRS contributions. Reports are received monthly on staff that should begin ASRS contributions and they are signed up. Additionally, staff schedules are reviewed prior to the start of the new fiscal year to see if their status will change for the new</i></p>	<p>Yes</p>

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	<p>identify eligible credits for both employer and employee contributions made for these employees where eligibility for ASRS membership will not be met in the current year. Going forward, credits should be submitted to ASRS for overpayments as circumstances change throughout the year. The City should also reimburse all the employees who have contributed, but were not eligible as ASRS members. Error corrections are also accepted by ASRS for prior fiscal years and should be pursued.</p>	<p><i>clarification from ASRS on when a member employee should be dis-enrolled due to a change in schedule, Human Resources will work with the impacted department and with payroll to ensure the dis-enrollment occurs in a timely fashion, credits are requested from ASRS and reimbursements made to employees.</i></p>	<p><i>FY and dis-enrolled if needed.</i></p> <p><i>HR Status: ASRS completed an audit of the City's contributions last year that included the Kid Zone issue mentioned in the report. However, through that audit it was made clear by ASRS that it is NOT allowable to end contributions for someone that is not meeting 20/20 criteria, until the end of the fiscal year. This was specifically noted in your report as being something that could be done. To address this and other ASRS contribution issues, we have established an annual enrollment for ALL temporary employees at the end of each fiscal year where both the employee and supervisor have to base enrollment in ASRS on the intent at that time for whether 20/20 criteria will be met. This process allows us also to better educate supervisors regarding the ASRS requirements and the somewhat complex mechanisms regarding membership. We have just begun our second "enrollment" and believe that continuing this process annually will either significantly reduce or end enrollment (and payment by the employee and City of contributions) of employees who should not be enrolled in the system.</i></p>	

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5	<p>5.1 Promotional opportunities should be posted Kid-Zone wide for a set number of days to provide equal employment opportunities for all interested parties.</p> <p>In addition, policies and procedures should be documented in the Employee Handbook to ensure consistent application.</p>	<p><i>Kid Zone will send e-mails to all sites when promotional positions become available. The deadline and contact information for response will be consistent. Through our Personnel tracking systems, we know if a staff will meet minimum DHS requirements. Additionally, promotional guidelines will be added to our Employee Handbook.</i></p>	<p><i>Kid Zone currently sends e-mails to the sites on all promotional positions as they become available. The deadline and contact information is consistent. The verbiage is also being added to the new Employee Handbook, which should be completed by August, 2014.</i></p>	<p>Partial</p>
6	<p>6.1 We encourage Kid Zone to continuously monitor opportunities for efficiencies where staffing levels exceed established standards (and any special needs for sites). School-age program adopted standards should also be reviewed for cost savings opportunities.</p>	<p><i>Kid Zone continually monitors staffing for efficiency, safety, quality programming, savings opportunities and accreditation guidelines and will explore additional opportunities for savings through staff placement/ratios and increasing enrollments. Kid Zone did not exceed its wage budget for FY12 and will not exceed its wage budget for the current fiscal year.</i></p>	<p><i>For FY 14, Kid Zone has increased enrollment. As an example, the week of 4/15/13 had 1,755 children enrolled and the week of 4/14/14 has 1,893 children enrolled – an increase of 138 enrollments. As of March 31, 2014, year-to-date revenue exceeds the previous FY by \$111,295. In addition, wage expenditures for FY14 are YTD \$27,475 less than the same time period for FY 13 with similar staffing. Kid Zone continually monitors staffing for efficiency, safety, quality programming, savings opportunities and accreditation guidelines and will continue to explore additional opportunities for savings through staff placement/ratios and increasing enrollments. Kid Zone will not exceed its wage budget for FY 13 and had a balance of \$69,500 in wages. Kid Zone will not exceed wages in the current fiscal year.</i></p>	<p>Yes</p>

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7	<p>7.1 Kid Zone should include in their Employee Handbook what the consequences or penalties are for non-compliance with DHS standards including implications of recurring violations. A periodic check of participant files should be completed ensuring the required information and documentation is on file.</p>	<p><i>Kid Zone has established policy – staff are instructed to review DHS documentation on a monthly basis. Supervisors also perform monthly reviews of site compliance. This information will be added to the Employee Handbook.</i></p>	<p><i>These policies are still followed and implemented and the information will be added to the new Employee Handbook which should be completed by August, 2014.</i></p>	<p>Partial</p>
8	<p>7.2 Management should consider reducing the number of hard-copy participant files prepared and in circulation. Transitioning to electronic files and sharing emergency and immunization records with the School Districts (with parental consent) should be explored as well as digitization of enrollment forms and sign in/out sheets. This can prevent hard-copy documentation missing from the files in the process of transferring documents and serve as a materials and labor cost-saving measure.</p>	<p><i>Kid Zone will consider all Internal Audit’s suggestions for the reduction of participants’ files and will pursue implementation.</i></p>	<p><i>This suggestion is still under consideration.</i></p>	<p>No</p>
9	<p>7.3 Kid Zone should prohibit the use of white out on all attendance records and should require individuals to initial corrections. These policies and procedures should be incorporated into the Kid Zone policies and effectively communicated to all staff. Staff</p>	<p><i>Kid Zone has a policy in place for staff not to use whiteout on sign in/out records. Management staff are trained on this policy when they go through Paperwork Management Training. Kid Zone will add a policy to the Kid Zone Employee Handbook. An e-mail has been sent to all site staff in November, 2012 to remind</i></p>	<p><i>Kid Zone continues to follow the policy of not using white out on sign in/out records. Kid Zone will add the policy to the new Kid Zone Employee handbook, which should be completed by August, 2014.</i></p>	<p>Partial</p>

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	should also review the sign in/out records daily to ensure the required information is being captured.	<i>them of the policy.</i>		
10	7.4 Kid Zone management should add procedures to address parents' refusal to sign Behavior Contracts and include what the implications are for not signing.	<i>Kid Zone has added procedures on a parent's refusal to sign Behavior Contracts on the form and listed implications.</i>	<i>Kid Zone added this procedure and it is indicated on the form.</i>	Yes
11	8.1 Staff should routinely conduct periodic mock inspections ensuring that any noted violations are identified and corrected.	<i>Staff currently and will continue to conduct periodic mock inspections.</i>	<i>Kid Zone staff continue to conduct periodic mock inspections.</i>	Yes
12	8.2 Kid Zone Management should work with school facilities representatives to address the cleanliness and condition of the bathroom facilities during Kid Zone operating hours, especially after school.	<i>Kid Zone management currently does and will continue to work with school district facilities representatives.</i>	<i>Kid Zone will implement another mid-day check for bathroom cleanliness. We will also check with the DO and DHS to see if posters can be hung in stalls or on doors.</i> <i>Internal Audit Note: We performed unannounced bathroom inspections at 10 sites in April 2014. We found cleanliness issues remained at 5 schools.</i>	Partial
13	8.3 Kid Zone should establish policies and procedures to address cleaning and sanitization of toys and equipment to ensure minimum standards are followed across all site locations and regular schedules are maintained	<i>Kid Zone is in the process of creating a more formal, consistent cleaning policy and schedule that will be utilized by all sites. Bleach to water ratios, length of time to soak and air dry as well as frequency will be included in the policy. The revised policy will also incorporate related</i>	<i>Kid Zone has implemented a cleaning policy that is implemented by all sites. DHS requirements were used for the policy but some sites choose to clean more often.</i> <i>Internal Audit Note: During</i>	Partial

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	to fit individual site needs. Cleaning and sanitization should take place more often during the cold and flu season.	<i>existing policies and procedures.</i>	<i>unannounced inspections performed in April 2014 at 13 sites, we found inconsistent sanitization procedures still exist.</i>	
14	9.1 The same Monthly Record of Fire Drill and Smoke Detector Battery Check log should be consistently used for all Kid Zone locations. The standard form should include an area to confirm that smoke detectors have been tested as well. Management should reiterate to staff the importance of conducting fire drills and completing related forms on a monthly basis to comply with DHS.	<i>Management has conveyed the importance of conducting fire drills and completing the related forms properly and will continue to reiterate. Kid Zone will ensure that all sites are using the same form for the upcoming school year and that the form is dated.</i>	<i>Kid Zone staff are aware and trained about the importance of conducting fire drills monthly and about documenting the drills on paper and in the computer system. All sites are using the same form.</i> <i>Internal Audit Note: Monthly Fire Drill records for 6 sites were reviewed during unannounced inspections performed in April 2014. One site did not have morning fire drill records posted as required.</i>	Partial
15	9.2 Kid Zone Management should ensure that all Kid Zone locations have operative smoke detectors.	<i>Smoke detectors were installed at Getz Preschool as soon as it was confirmed that they had not been installed by the District. The program was unaware and misinformed about the installation, but the problem was resolved immediately upon Internal Audit's notification of the issue.</i>	<i>The smoke detectors are still installed and operational at Getz preschool. Staff check them monthly.</i>	Yes
16	9.3 Kid Zone staff should conduct periodic mock inspections to ensure that any noted violations are identified and corrected. First aid kits should be periodically inspected to ensure they contain the required contents.	<i>First aid kits are inspected monthly. Supplies that are needed to replenish the kits are ordered through the Kid Zone supply office as needed. Supervisors conduct mock DHS inspections monthly and have written reports that are turned into Administration. Supervisors follow up to make sure corrective action has been taken.</i>	<i>First aid kits are inspected monthly and replenished through the KZ Supply Office. Mock DHS inspections are still performed and reported monthly.</i>	Yes

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17	10.1 Kid Zone and the school districts should be meeting regularly to discuss any concerns on menu preparation and ensure timely delivery to and posting of menus at Kid Zone sites.	<i>Kid Zone does meet with school district nutritional services as needed and communicates with them monthly. The school district provides menus on a monthly basis. Snack menus should be posted for the current month. Staff have again been counseled on the process and what to do if they don't receive a snack menu.</i>	<i>Kid Zone continues to meet with DO nutritional services and communicates with them monthly. In addition to receiving snack menus from the site's kitchen, administration e-mails and hard copies sites as well.</i>	Yes
18	10.2 Menus should identify the type of juice being served per DHS requirements.	<i>Kyrene Nutritional Services has been contacted and the March, 2013 menu will indicate 100% apple juice in the upper left corner of the menu (this is the only type of juice they serve Kid Zone participants).</i>	<i>Menus reflect 100% juice and type of juice each month.</i>	Yes
19	11.1 Kid Zone management should ensure that all action plan items and execution methodologies are monitored and progress is documented to ensure that goals are met and program opportunities for improvement are pursued.	<i>Each Kid Zone site will have surveys, plans of action and execution of action forms completed by the end of the school year.</i>	<i>All sites completed surveys, action plans and have evidence of progress forms completed for the 12/13 school year. We are currently in the middle of our 13/14 process.</i>	Yes
20	11.2 Consideration should be given to opening channels of discussion with the school districts regarding snack content, quantities and pricing to address identified concerns.	<i>Kid Zone meets formally two times per year with District Office Nutritional Services. We will continue this process to improve the variety and type of snack.</i>	<i>Kid Zone continues to meet formally with DO Nutritional Services twice per year and discuss alternatives to improve variety and type of snack and other possible efficiencies.</i>	Yes
21	12.1 Action plans should be current and flexible with reasonable target execution dates. The effectiveness of the application of historic action plans to current issues is dubious.	<i>While action plans could not be located for all survey results under 80%, Kid Zone is in a daily process of making corrections at the site level. Evidence from the most recent survey totals show Kid Zone has improved in all the above referenced areas.</i>	<i>All sites completed surveys, action plans and have evidence of progress forms for the 12/13 school year. We are currently in the process for the 13/14 school year. Any scores below 80% had a corresponding action</i>	Yes

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	Current areas of dissatisfaction should be addressed through current action plans. All action plans should be monitored for progress through Evidence of Execution work sheets.	<i>They are all currently above 80% and 7 of the 8 questions are currently at or above 90% approval. Action plans will be completed for all action items moving forward and collected and stored for future reference.</i>	<i>plan. Child snack and parent orientation questions that typically fell below 80% are being addressed through Administration so that it is addressed on an overall program level.</i>	
22	<p>13.1 Assurance of anonymity should be provided for all survey participants. At a minimum, sealed return boxes or mail-in options should be made available for survey participants. Consideration should also be given to developing and establishing an electronic survey process. Besides being more eco-friendly, there are typically less costs associated with an electronic survey process and it is much easier to offer survey respondents complete anonymity, thereby increasing the chances of getting candid and constructive input from survey respondents.</p>	<i>Staff will be asked to include three options to turn in surveys for anonymity assurance. They will be: Option #1 – provide a drop box at the site; Option #2 – include our email address so that parents may scan documents and email them to the Kid Zone inbox, and Option #3 – provide parents with the Kid Zone Office address to turn in their surveys. Kid Zone will also look into the City of Tempe resources for providing electronically administered surveys.</i>	<i>For the 13/14 survey process, parents were given additional options for anonymity – such as drop boxes at the sites and e-mailing the survey. Kid Zone also used Survey Monkey to send out an on-line version for parents to complete – to date we have received over 344 surveys through this process.</i>	Yes
23	<p>14.1 Each survey statement should seek levels of satisfaction on only one dimension; the food related statement should be broken down into two statements.</p>	<i>Starting our next survey cycle in February 2014, we will separate the two-dimensional question “I like food here and get enough to eat and drink” into two separate questions. Question #1 will read “I like the food at Kid Zone” and Question #2 will read “I get enough to eat and drink at Kid Zone.” Kid Zone will check with the accreditation agency for our after school</i>	<p><i>The questions were separated and now read:</i></p> <ol style="list-style-type: none"> <i>1. I like the food here</i> <i>2. And I get enough to eat and drink.</i> 	Yes

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		<i>sites to see if the questions on the survey can be changed for the accredited sites. Survey questions come directly from NAA and we many need to follow their protocol for accredited sites only, (while they are accredited.)</i>		