Office of Inspector General
City of Jacksonville, Florida

Management Review

Department of Parks, Recreation, and Community Services

Licensing Agreements

Case Number

2026-0002

Date

May 13, 2026

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Inspector General

Executive Summary

In January 2026, the Office of Inspector General (OIG) initiated a review to determine whether the Department of Parks, Recreation, and Community Services (DPRCS) had implemented the recommendations from a prior OIG review related to licensing agreements.

Based on the OIG's review, DPRCS implemented the recommendations from the prior review; however, it was revealed that DPRCS did not consistently adhere to some of the implemented policies.

Background

In January 2021, the OIG conducted a Contract Oversight Review of DPRCS licensing agreements (OIG Correspondence Number 2021-01-0005). The purpose of the review was to assess whether the licensees were meeting their obligations and whether DPRCS was adhering to its internal policies and procedures.

Based on the 2021-01-0005 review, the following was revealed:

- DPRCS lacked internal policies for overseeing licensing agreements.
- Records concerning licensing agreements were inadequate or incomplete, including rental payment receipts.
- DPRCS failed to monitor the requirements outlined in the licensing agreements.

Based on these findings, the OIG recommended the following actions to DPRCS:

- Create a comprehensive policy that includes procedures and processes for reviewing and monitoring all requirements contained within each licensing agreement.
- Review and update insurance coverage for the licensing agreements in use at the community centers.
- Establish a records-keeping system.
- Create a centralized email address for use by licensee administrators for transmission of documents.

DPRCS responded and agreed to create a policy that included a Contract Matrix Form, an updated Contract Checklist Form, and a Tracking Spreadsheet. Each document would be tailored to individual licensing agreements. Also, DPRCS stated that they would provide annual training on the policy for employees who oversee licensing agreements.

In addition, DPRCS stated that they would establish a centralized email address for the submission of reports and documents, as well as a records-keeping system. All pertinent documents/reports were to be kept on the DPRCS SharePoint page.

Lastly, DPRCS stated that they would work with the COJ Risk Management Division to review all insurance coverages for the licensing agreements at the community centers.

Findings

Interview

The OIG interviewed the DPRCS Director (Director), who explained that he had directed the former Contract and Administrative Compliance Manager[1] to implement the recommendations. He mentioned that he would need to "follow up" to ensure they were completed.

The Director subsequently responded to the OIG via email, stating that DPRCS had implemented a comprehensive policy that includes a Contract Matrix Form, a Contract Checklist Form, and a Tracking Spreadsheet specifically tailored for license agreements. In addition, training was conducted with the responsible oversight employees.

According to the Director, all license agreement terms and obligations are reviewed and updated accordingly before the execution of any renewal period. The license agreements give the COJ the ability to audit all financial books, records, and documents upon request. In addition, the license agreements, along with all relevant documents and reports, are stored on the DPRCS SharePoint page. DPRCS also maintains a generic email address: JaxParks@coj.net, which is monitored daily.

Records Review

DPRCS implemented all the recommendations, but based on the records reviewed, DPRCS failed to adhere to one of the implemented policies.

DPRCS had established a policy that included a Contract Matrix Form, an updated Contract Checklist Form, and a Tracking Spreadsheet. According to the policy, the Divisional Contract Manager or a designated representative is responsible for utilizing a Contract Visit Checklist Form during all scheduled and unscheduled visits. These interactions must occur at least quarterly, and the completed checklist forms must be uploaded to the DPRCS SharePoint page. However, the Contract Visit Checklist Forms for the licensing agreements that DPRCS provided to the OIG had not been uploaded as required.

Recommended Corrective Actions

[1] The Contract and Administrative Compliance Manager who was delegated to implement the recommendations retired from COJ on February 21, 2025.

The OIG recommends that DPRCS:

1. Have all Divisional Contract Managers or designated representatives review and adhere to the policy DPRCS has established.

2. Integrate task completion checklists into the tracking system. These checklists should document key activities, such as completing training sessions and conducting random visits. By systematizing this information, the organization can enhance oversight and ensure accountability in task management.

Management's Response

The OIG initially gave DPRCS until April 29, 2026, to respond to the recommendations. DPRCS subsequently reached out to the OIG to request an extension. The OIG granted this request and extended the deadline for DPRCS to submit its response to May 5, 2026. However, DPRCS failed to provide a response by the new deadline and did not contact the OIG to request any further extensions.

Inspector General Standards

This report/review has been conducted in accordance with the ASSOCIATION OF INSPECTORS GENERAL Principles and Quality Standards for Investigations.

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