


**Department of Recreation & Parks  
Executive Director Response**

**Case # 20-0033-I**

<p style="text-align: center;"><b>CITY OF BALTIMORE</b></p> <p style="text-align: center;"><b>BERNARD C. "JACK" YOUNG,</b> <b>MAYOR</b></p>		<p style="text-align: center;"><b>DEPARTMENT OF RECREATION AND PARKS</b></p> <p style="text-align: center;">REGINALD MOORE, <i>Executive Director</i> Dr. Ralph W. E. Jones, Jr. Building 3001 East Drive - Druid Hill Park Baltimore, Maryland 21217 410-396-7900</p>
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Tuesday, April 14, 2020

Attn: Isabel Mercedes Cumming, *Inspector General*  
Office of the Inspector General (OIG)  
100 North Holliday Street, Suite# 635  
Baltimore, MD 21202

RE: OIG Management Alert Case # 20-0033-I (Shake & Bake)

Dear Inspector General Cumming,

The City of Baltimore, Department of Recreation and Parks (BCRP) has received and reviewed the March 9, 2020 memo and related documentation pertaining to the Office of the Inspector General (OIG) Management Alert Case # 20-0033-I. As noted in the management alert, BCRP self-reported this incident once BCRP understood the scope of the investigation included matters best addressed by the OIG. The management alert found poor cash handling procedures and lack of internal controls related to inventory at Shake & Bake ("S&B") that led to the mismanagement and the opportunity for theft of City funds. Additionally, the OIG found that the Facility Director abused his authority and violated City policy.

In response to the alert, management terminated the Facility Director effective Tuesday, March 17, 2020. The BCRP-Fiscal Services team retrained the staff at S&B on proper cash handling procedures. Additionally, management has identified and is working to procure a standardized inventory and point of sale system.<sup>1</sup> Once the procurement is complete the entire building will operate on the SYNC<sup>2</sup> system. As a part of the purchase, the vendor will provide on-site training for S&B staff and on-going customer support.

Current S&B leadership has been counseled on the expectations of adherence to all cash handling procedures and overall management of staff and business operations. Since the incident, immediate changes were made to centralize the venue booking process. Namely, all events held at S&B now require the approval of the Chief of Special Facilities. Also, to ensure more oversight of the staff, the Chief has changed his work schedule to ensure his presence over the weekend, when most events occur.

Additional remediation measures will occur at S&B following the COVID crisis including: (1) review of management and organizational structure of S&B to include executive reporting lines; (2) addition

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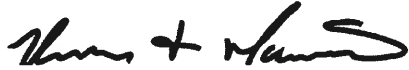
<sup>1</sup> At the time of this incident, the bowling alley and skating rink were operating on two different inventory and accounting systems.

<sup>2</sup> SYNC is the system currently used by the bowling alley and when utilized properly provides robust inventory and reporting capabilities.

of a dedicated fiscal agent to S&B, and; (3) consultation with a business consultant to evaluate the current business operation and strategy for S&B. It is anticipated that these efforts will be completed within 90-days of S&B reopening.<sup>3</sup> BCRP is committed to ensuring that staff are aware of the obligations and restrictions contained in our cash handling procedures and will continue to ensure that regular training occurs.<sup>4</sup>

Thank you for your time and consideration.

Respectfully,

A handwritten signature in black ink, appearing to read "Reginald Moore".

**Reginald Moore, *Executive Director***  
City of Baltimore, Department of Recreation and Parks (BCRP)

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<sup>3</sup> As a result of COVID, S&B has been closed since Monday, March 16, 2020.

<sup>4</sup> Bi-annual fiscal training will occur for all special facilities including S&B.