

# External Performance Assessment/Financial Audit Action Plan

Audit Item #	Recommendation	Management Response	Action Plan	Responsible Party	Target	Priority Level	Cost Estimate (\$)	Funding	Funding Not in Budget (\$)	Critical Needs for Implementation
					Implementation Date			Available In Budget (\$)		
1	Review the recent organizational structure changes (e.g., second deputy director position, reassignment of the principal park planner, senior analyst, and trails coordinator positions) one year after going into effect to determine impacts on staffing, responsibilities and workload.	Agree/In Progress	The executive organizational structure has been reviewed and the Department will underfill the second Deputy Director for a Recreation Superintendent. The Department will convert the position during the budget as a way to provide cost savings.	PRCSD-Admin	Jul-20	Medium	0	0	0	N/A
2	Request that the City's Human Resources Department develop a formal succession plan and career ladders for the PRCS Department.	Completed	The organizational has been changed to offer opportunities for promotion. Employees are sent to Management trainings and Deputy Director School for Parks specialization.	PRCSD - Admin with assistance from Human Resources	Mar-20	Medium	0	0	0	N/A
3	Perform a classification study to determine job duties and responsibilities for existing and necessary staff positions.	Completed	The new Youth Innovation Center (currently under construction) staffing recruitment began in September 2019. A reclass study of Principal Park Planner position has been completed.	PRCSD - Admin Human Resources Finance City Manager & Council Approval needed	Nov-19	High	300,000	0	300,000	Staffing
4	Request that the Human Resources Department conduct a compensation study of benchmark PRCS positions to identify opportunities to provide competitive compensation packages to recruit and retain quality PRCS employees.	Agree/In Progress	Recreation Supervisor compensation (without Special Merit range) is below median compared to traditional market basket. Department will use the Supervisor Special Merit range where appropriate. HR has previously committed to SEIU to do a city-wide class/comp study. The Assistant Recreation Coordinator and Recreation Services Coordinators will have a classification study completed to deal with Compaction issues caused by increase in minimum wage. Department has submitted class study requests to HR	PRCSD - Admin Human Resources Finance	Mar-20	High	0	0	0	Staffing
5	Develop clear standards in consultation with the Human Resources Department for use of merit-based increases for positions of supervisor and above so performance is rewarded for work that is above and beyond expectations.	Completed	Reviewed Salary Plan Administration Policy with HR	Human Resources	Mar-19	Low	0	0	0	
6	Prioritize and complete outstanding work orders by either reallocating staff or by contracting services with third-party maintenance contractors to eliminate the backlog.	Agree	Department is reviewing system to try and streamline the process and minimize open work orders. All calls to 311 generate work orders and sometimes are not closed when completed, giving the appearance of a backlog.	PRCSD-Parks	Jul-20	Medium	0	0	0	
7	Establish realistic maintenance standards that correlate with existing staffing levels to determine those duties that can be accomplished with city staff and those that should continue to be contracted considering rising future employee costs.	Completed/Process already in place	The audit recognizes that the maintenance standards achieved are high and outstanding in comparison to the available staffing and resources. There are more park acres that are contracted out than are maintained by in-house staff. This balance ensures a high standard of maintenance. The only maintenance functions remaining that can be contracted out is for any new facilities or new parks. PRCSD has a plan to assist with deferred maintenance costs, that are vital to the upkeep of Parks and Rec facilities.	PRCSD-Admin PRCSD-Parks	Jul-20	Low	0	0	0	

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8	Initiate comprehensive strategic planning effort for the department and a process to realign service levels with resources.	Completed	During the initial stages of the budget process, the Department reviewed resources and services and proposed reducing special events offered and reducing funds paid to RCC for pool maintenances of the RCC pool. Reductions will be finalized with the adoption of the FY 20-21 budget.	PRCSD-Admin	Jul-20	Medium	0	0	0	Staffing
9	Create a communications strategy to engage key stakeholders who will be impacted by changes in services as a result of the strategic planning and service level/resource alignment process.	Completed	Opportunities are available through presentations at Parks and Recreation Commission, Community Services and Youth Council and City Council	PRCSD-Admin	Jul-20	Medium	0	0	0	Staffing
10	Align service level expectations to budgetary resources using the strategic planning and service level and resource realignment process.	Completed	During the initial stages of the budget process, the Department reviewed resources and services and proposed reducing special events offered and reducing funds paid to RCC for pool maintenances of the RCC pool. Reductions will be finalized with the adoption of the FY 20-21 budget.	PRCSD-Admin with support from CM & CC.	Jul-20	Medium	0	0	0	Staffing
11	Implement a youth scholarship program through the Riverside Community Services Foundation, a 501(c)(3), to help offset department costs for offering programs and activities.	Completed/Process already in place	The Riverside Community Services Foundation - a supporting non-profit already established and supports programming for youth. CDBG funds are also another resource utilized for youth scholarships. CDBG funds should be increased.	PRCSD-Admin	May-19	Medium				
12	Implement the updated fee waiver process for non-profit and partner organizations' use of facilities.	Completed	City Manager's Office is working with departments implemented a city wide policy.	PRCSD-Admin with support from PRCSD-Rec & CS	Mar-19	Low	0	0	0	
13	Add a corresponding line item in the PRCSD budget to reflect revenues that are waived.	Disagree/Completed	Not practical to add a line item for revenue that is "not" realized. Recommendation 14. sufficiently highlights this issue. Instead, need to add line item for revenues that come in beyond \$3 million cap and earmark those revenues for Parks Deferred Maintenance projects. There is an internal tracking method in place to account for revenues waived.	PRCSD-Admin	Jul-20					
14	Prepare quarterly reports of the volume and costs of fee waivers and share those reports with the City Manager's Office and City Council.	Completed	Information is provided to Community and Economic Development on annual basis, who prepares the citywide annual sponsorship	PRCSD-Admin	Mar-19	Low	0	0	0	
15	Conduct a fee study of programs, facilities, and special events fees and charges to determine the cost of providing services compared with cost recovery.	Completed	Completed and taken to Council in November 2019	PRCSD-Admin with support from PRCSD-Rec & CS	Jul-19	Medium	0	0	0	
16	Obtain City Council policy direction concerning cost recovery goals for programs, facilities and special events targeting a cost recovery level of 28% that, if necessary, could be implemented over time.	Completed	Cost recovery of 28% is unreasonable and would require dramatic fee increases. The department has reviewed Fees and Charges and taken requested increases to Council in November 2019	PRCSD-Admin with support from PRCSD-Rec & CS	Jul-19	Medium	0	0	0	
17	Implement changes to fees and charges based on cost recovery goals established by City Council.	Completed	This effort is in progress and recommendations were taken to City Council for approval in November 2019 for market based fees.	PRCSD-Admin with support from PRCSD-Rec & CS	Jul-19	Medium	0	0	0	

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18	Implement annual customer satisfaction surveys on parks, recreation and community services and programs.	Completed/Process already in place	Department already conducts customer satisfaction surveys. Happy or Not kiosks are rotated throughout Parks and Recreation facilities allowing customers to indicate if they were happy with their service. Surveys are handed out after programming and classes for feedback. Surveys are tracked by department staff.	PRCSD-Admin with support from PRCSD-Rec & CS	7/1/2020	Low				
19	Research CMMS applications that would meet the needs to properly budget, plan, track, organize, and document maintenance of PRCs assets and facilities.	Completed	Dude Solutions was reviewed and procured thorough General Services. Parks, Recreation and Community Services has determined it is adequate for the need of the Department.	PRCSD-Parks	Jul-20	High	0	0	0	Equipment & Staffing
20	Investigate opportunities to partner with the Public Works Department on the selection of a CMMS system that might provide a consistent application, economies of scale in selection and acquisition, and data sharing between departments.	Completed	Public Works uses SPL/Oracle which is cumbersome and labor intensive. General Services has piloted use of Facility Dude solutions. PRCSD was part of the pilot program and will pursue the solution along with General Services Department.	PRCSD-Parks	Jul-20	High	0	0	0	Equipment & Staffing
21	Conduct a request for proposal process to select and implement a CMMS application.	Completed	A pilot project has already been done with General Services. PRCSD will implement that solution.	PRCSD-Parks	Jul-20	High	0	0	0	Equipment & Staffing
22	Provide additional training on ActiveNet to staff and managers to fully utilize the features of the application and to enhance report writing skills.	Completed	The Department uses a train the trainer method. It sends 4-6 people annually to the Activenet Conference. Department plans on having a satellite training for administrators.	PRCSD-Rec & CS	Jul-19	Medium				
23	Determine opportunities to integrate ActiveNet into a successor CMMS.	Completed/Process already in place	Opportunities have already been explored. ActiveNet doesn't fully integrate with the City's finance management systems.	PRCSD-Rec & CS	Jul-20	Low				
24	Conduct a business needs assessment for the registration application and determine if ActiveNet is capable of meeting those needs or if another application should be considered.	Completed/Process already in place	An extensive effort was conducted before implementing ActiveNet. A conversion to a new platform is not a high priority at this time since the system is functioning well and there aren't sufficient resources to assign to this effort.	PRCSD-Rec & CS	Jul-20	Low				
25	Prepare for integration of ArcGIS for the department by assessing the functions and features of the new system.	Agree	City is currently undertaking a comprehensive GIS upgrade/transition from our old CADME system to ArcGIS interface. PRCSD is a part of the Planning & Implementation Committee (PIC) for the GIS Technology Upgrade Project and is currently working with IT Department lead to assess the features and functions of the new system.	PRCSD-Admin/Planning	Jul-20	Medium				
26	Identify GIS layers that should be developed in the new ArcGIS system.	Agree/in Progress	City is currently undertaking a comprehensive Technology Upgrade Project. In addition the Park Master Plan Update has developed new GIS layers which will be integrated with the upgrade.	PRCSD-Admin/Planning	Jul-20	Medium				
27	Implement ArcGIS in the department and train staff in its use.	Completed	Planning and Design Staff have implement ArcGIS and have completed basic training with ARcGIS Pro through ESRI Academy. Training is ongoing through the free courses offered.	PRCSD-Admin/Planning	Jul-20	Medium				

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28	Fund and acquire a large-format printer/plotter for the Parks Planning Division.	Completed	One is already available in Administration Offices for the entire Department.	PRCSD-Admin/Planning	Jul-20	Low				
29	Train Parks Planning staff in the use of the project management tool HIVE.	Agree	Will reach out to a Department currently using the Hive for project management on training.	PRCSD Admin	Jul-20	Low				
30	Extend remote access to the City's networks and applications to appropriate staff.	Complete/Process already in place	Appropriate staff already have remote access to the City's networks and applications.	PRCSD Admin	Jul-20	Low				
31	Reinstitute the technology equipment replacement funding program for desktop systems, servers and applications.	Agree	Will recommend during the 2020-2022 budget process.	Innovation/City Manager	Jul-20	Low				
32	Complete a cost-benefit analysis related to special and cultural events. Depending on the outcome of the analysis, consider alternative ways to form partnerships and collaborations to continue the activities rather than discontinuing them.	Completed/Process already in place	PRCSD already relies heavily on sponsorships and creates partnerships in order to deliver special and cultural events.	PRCSD-Rec & CS	Jun-20	Medium				
33	Work with the City's economic development department and professional organizations to utilize economic benefit models of the local market to evaluate the impact of local events and activities.	Agree	PRCSD staff will meet with Community and Economic Development to review and research.	PRCSD-Rec & CS	Jul-21	Low				
34	Review all special and cultural events annually to determine the appropriate level of involvement (i.e., sponsor or collaborator) when an event uses City facilities.	Completed/Process already in place	Department evaluates all events at their conclusion and makes necessary adjustments. Department recently reviewed all events in preparation for budget.	PRCSD-Rec & CS	ongoing	Medium				
35	Review the results of the NRPA 2018 Agency Performance Report to determine appropriate performance measures to measure PRCSD's performance.	Agree	Department is currently reviewing performance measures	PRCSD	Jul-20	Medium				
36	Establish quantifiable standards for each performance measure.	Agree	Will be part of the process of item 35	PRCSD-Admin	Jul-20	Medium				
37	Collect data for a comprehensive set of performance measures and use them to manage the work of the department.	Agree	Will be part of the process of item 35	PRCSD-Admin	Jul-20	Medium				
38	Conduct all-department annual meetings to review performance against benchmarks, soliciting input on how to improve.	Agree	Will be part of the process of item 35	PRCSD-Admin	Jul-20	Medium				
39	Establish a policy to review overtime usage per employee that exceeds 20% in one quarter that may require further investigation as to the cause of excessive	Completed		PRCSD-Admin	Jul-20	Low				
40	Establish a policy to review overtime usage by division on an annual basis and investigate cases for any division that exceeds 10%	Completed		PRCSD-Admin	Jul-20	Low				
41	Amend the Purchasing Resolution Section 201 to include an exception for recreation class instructors from competitive	Completed	See section 702 (p) of procurement manual	PRCSD-Admin	Jul-20	Low				