

**2006 Budget Analyst Management Audit
Prioritization of Action Items**

Category	Item No.	Description	Priority (Months)	Assigned	Planned Action
a	2.10	Technology plan to Board during '06-'07 budget process	3	P Cox	Develop plan, including means of connectivity and necessary tools, and estimate costs for connecting all department facilities and staff.
a	2.11	Work with the Mayor and with Homeless Connect to set up a Homeless Connect parks team to address the impact of homeless encampments in the parks and to coordinate City departments' resources and services.	3	S Reese, T Schwartz, D Kern	Agree
a	2.2	Direct the Neighborhood and Citywide Services Managers to develop a methodology to allocate gardener resources based on a more precise assessment of facility needs, park maintenance standards, and productivity targets.	3	S Reese	Methodology based on NRPA park maintenance standards has been in development for three months. Near completion.
a	2.8	Reassign responsibility for planning and complying with the Proposition C park maintenance standards to the Director of Operations.	3	D Kern	The implementation of Propositions C commenced prior to recruiting the Operations Director.
a	3.10	Complete an assessment of the performance evaluation process and approve a formal performance evaluation policy.	3	K Petrucione, K Gee	Executive staff working with Human Resources to review current performance evaluation process and making changes as necessary.
a	3.1	Work with the Department of Human Resources Worker's Compensation Division Director to develop a regular reporting schedule, including (a) identifying the types of reports, and (b) the schedule for receiving the reports.	3	K Gee	The department will ask DHR WCD how they would suggest RPD respond to this recommendation

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a	4.1	Direct the Director of Operations to work with Neighborhood and Citywide Services Managers to research, develop, and implement protocols based on best practices for outreach and the solicitation and inclusion of community input. Appropriate protocols may include the use of a standard recreation program evaluation, regular focus groups and district-level community meetings, and suggestion boxes at recreation facilities. These protocols should include reporting mechanisms, so that Director of Operations and Neighborhood and Citywide Services Managers can accurately quantify the community outreach and input taking place.	3	S Reese, T Schwartz	Recreation Program Evaluation and Park User Experience feedback cards are already in use. Collection Boxes are already in place at Recreation Centers. Superintendents will evaluate and complement these programs within the three-month timeframe.
a	5.1	Ensure that the Department complies with the Proposition C requirement for a 3 percent undesignated contingency reserve.	3	K Petrucione	The department must work with the Controller to ensure that the 3 percent appropriation for the contingency reserve in the Open Space Fund is based upon the final budget numbers for Open Space revenue.
a	5.2	Ensure that the property acquisitions policy is formally adopted by the Recreation and Park Commission in 2006	3	D.LaForte	Commission returned plan to PROSAC for further review. Expect plan to be before Commission in April.
a	6.1	Ensure, in relation to the borrowed State Proposition 12 funds for the Harding and Fleming Golf Courses renovation project, that the full FY2005-2006 repayment of \$935,420 is made to the Open Space Fund.	3	K Petrucione	Will occur as a part of year end closing of budget.
a	7.4	Evaluate the West Harbor's fiscal feasibility, in the absence of renovating the East Harbor, by (a) defining the Marina Yacht Harbor's fixed costs and identifying the impact of allocating 100 percent of fixed costs to the West Harbor, and (b) projecting revenues based on alternative berthing rate scenarios	3	K Petrucione	The department is currently reviewing various options for the Marina Yacht Harbor and will present policy options to the Board of Supervisors in the next three months.

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a	7.6	Direct the Director of Administration and Finance and the Director of the Capital Program to evaluate the Department's methodology for determining indirect and direct costs when setting overhead rates and identify all costs that should be charged directly.	3	K Petrucione, R Parhams	The department is in the midst of the annual process of reviewing indirect and direct costs and how those costs should be charged. All changes will be reflected in the 2006 – 2007 budget.
a	8.2	Expedite hiring of the new Director of Partnerships and Property position.	3	Staff	The department has issued the job announcement for this position and hopes to have it filled by May 1 st .
a	8.8	Request the Controller to audit the management agreement between the Department and Kemper Sports Management if Kemper Sports Management does not provide the loan documents.	3	J Fong, T Hart	As a matter of routine, the Controller's office was asked to schedule an audit of the management agreement between the Department and Kemper Sports Management last summer. The audit was conducted and we are expecting a draft report from the Controller's Office in March.
a	10.3	Department to develop policies governing donations to S.F. Parks Trust accounts and to gift funds within the city system.	3	M King-Gowrky	Anticipate a three-month timeline to address the policy and procedure portion of this recommendation
a	15.2	Ensure that proper disposition is made of the 1999 ford Ranger that was involved in an accident on March 9, 2005, including pursuing monetary settlement for the vehicle damage and for the lost work time of the City worker. Further, emphasize the importance of taking timely action on incidents, such as vehicle accidents.	3	R Kimball	The proper disposition of and a monetary settlement will be completed upon sign off by the City Attorney, scheduled for June 1, 2006. Policies and procedures are being developed for responding to future incidents and will be incorporated into both the Purchasing/Materials Manual and the MOU between this department and the City's Central Shop.
a	18.1	Provide a detailed report to the Board of Supervisors, no later than March 31, 2006, showing (a) all completed capital projects, (b) the date of substantial completion, (c) the date that the project was closed out, (d) reasons for not closing out the project, if applicable, and (e) the amount of unexpended balances.	3	J Lee, R Parhams, M Hobson	The Financial Group within the RPD Capital Division is working with the Controller's office on the reconciliation of funding sources on all projects. Assessment is on-going and is targeted for completion by April 30, 2006

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a	18.5	Routinely review the status of project close out and ensure that the Recreation and Park Department project directors are working with the Department of Public Works project managers to close out completed capital projects.	3	B Hernandez, R Parhams, J Lee	RPD Capital Division is working with DPW liaison to incorporate DPW project close-out procedures for all capital projects. The current process addresses DPW only. Procedures for RPD are in development and will include reporting to the City on the status of FAMIS funding
a	3.11	Develop protocols to identify and notify employees on extended leave who are eligible for temporary transitional work of available work.	6	K Gee	A) Develop procedure for identification of non-work related leave cases and initial notification of eligibility for TTWA. B) Raise need of medical slips issue to the attention of the Department of Human Resources with the interest of exploring this possibility. C) Begin matriculating non-work related leave into TTWA program based on employee requests.
a	3.17	Direct the Neighborhood and Citywide Services Managers to work with the Human Resources Division Manager to establish formal channels for employees to attend classes through the San Francisco Community College system, including horticulture and recreation classes, and to develop protocols for receiving tuition reimbursement for attending classes.	6	S Reese T Schwartz	Per RPD Response to Management Audit, RPD will develop outcome-based professional training curricula via the planning process in 3.16 above.
a	3.19	Direct the Neighborhood and Citywide Services Managers to develop best practice and management training for the neighborhood services managers and the assistant custodian supervisors, and job specific training programs for custodians.	6	S Reese, T Schwartz	See processes and outcomes in 2.5 and 2.6 above. See 3.18 above.
a	3.21	Develop protocols to ensure supervisors are including employees in work planning and problem solving processes.	6	S Reese, T Schwartz	Protocols will be developed with 0922 Neighborhood Service Area Managers in parallel with processes in 3.20 above.

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a	3.8	Assess weaknesses in setting and evaluating performance goals and establish guidelines for the types of goals to be included in the performance evaluations, to ensure that performance evaluations address consistent and effective standards.	6	K Gee	In order to ensure that managers are meeting with their employees to establish goals consistent with their classifications, HR will provide each supervisor with a listing of their employees so that they may attest to having met to discuss said goals with their employees.
a	4.2	Direct Neighborhood Services Managers to be responsible for ensuring compliance with community input and outreach protocols, for example by including community outreach and input goals in employee performance plans and evaluations	6	S Reese, T Schwartz	Item will be included in Operations Goals for the 06 / 07 performance evaluation cycle.
a	7.5	Provide a status report to the Board of Supervisors on (a) the status of the California Department of Boating and Waterways loan for the East Harbor renovation, (b) the status of the City's legal dispute with the Pacific Gas and Electric Company regarding responsibility and costs for the contaminated East Harbor soil, and (c) alternative revenue and cost scenarios for the Marina Yacht Harbor's West and East Harbors during the FY 2006-2007 budget review.	6	K Petrucione, City Attorney	The Marina Yacht Harbor project will be before the Board of Supervisors in several matters in the next six months. All of these issues will be addressed during this period.
a	11.6	Work with the Metropolitan Transportation Agency's Department of Parking and Traffic to determine if the Department of Parking and Traffic's staff could issue parking citations on Recreation and Park Department property more cost-effectively.	6	M Santiago	Preliminary research with DPT already accomplished.
a	12.10	Fill the vacant Classification 7263 Maintenance Manager position as soon as possible.	6	D Kern	Per 12.5 above, RPD has funding approval for this position and intends to fill by end of FY 05/06.

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a	17.1	Consider the full range of funding options for the Department's Capital Program, including: (a) new general obligation and/or lease revenue bonds, (b) increasing the Department's revenues from competitive grants and philanthropic gifts, (c) public/private partnerships, (d) public sector partnerships with agencies which have overlapping needs and facilities, (e) small business and corporate sponsorship, (f) special voter-approved tax assessments and expansion of downtown park funds, and (g) increased revenue generation from renovated, rebuilt, and new facilities.	6	J Lee	The Capital Department currently receives funding from various governmental (federal /State) as well as private agencies and numerous grant sources. A written procedure for securing, applying for, tracking and reporting of funds is currently under development.
a	18.2	Identify available unexpended balances and present these funds to the Board of Supervisors for re-appropriation to unfunded capital projects.	6	J Lee, R Parhams, M Hobson	The Financial Group for RPD's Capital Division is working with the Controller's on the reconciliation of funding sources on all projects. Assessment is on-going and is targeted for completion by April 30, 2006
a	18.3	Set up standard protocols for all project directors that (a) clearly define the responsibilities of Recreation and Park Department project directors in managing capital project budgets, including construction budgets under the management of the Department of Public Works project managers, and (b) set standards for tracking and documenting actual project costs against project budgets.	6	R Parhams	Standards, procedure and project management guidelines are being developed and implemented with the new PM software.
a	18.6	Establish procedures to reconcile the monthly financial reports with the City's general ledger system, FAMIS, to ensure that reported project balances are accurate.	6	J Lee, Controller	RPD is currently in the process of hiring staff for the Capital Financial Group. With the additional staff and the assistance of the Controller's office, and the implementation of a project tracking system for the PMs, procedures will be established and incorporated for on-going project tracking.

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a	4.7	Direct the Director of Operations to develop protocols for checking the integrity of attendance data, such as using anonymous "shoppers" who visit recreation centers to observe actual community use of facilities and programs.	9	D Kern, S Reese, T Schwartz	Anonymous shoppers already in use. See 1.2, 4.5, and 4.6 above.
a	7.1	Report to the Board of Supervisors prior to December 31, 2006, on the options for repair or replacement of Monster Park Stadium, the planning process, and the timelines.	9	K Petrucione	Working with the Mayor's Office to identify options.
a	15.1	Emphasize the importance of complying with preventive maintenance inspection schedules.	9	R Kimball	Policies and procedures for preventive maintenance will be developed and addressed in the Purchasing/Materials Management Manual being developed as well as in an MOU to be implemented between the Recreation and Park Department and the City's Central Shop.
a	8.10	Present regular reports to the Recreation and Park Commission on the status of discussion with the Public Utilities Commission for the best use of the Lake Merced property currently occupied by the Rod and Gun Club.	12	K Petrucione, J.Fong	The Board of Supervisors has allocated funds in the Public Utilities Commission's 2005-2006 budget for a master planning process for Lake Merced. We will cooperate with the Public Utilities Commission and report progress to the Recreation and Park Commission as appropriate.
a	12.3	Develop a set of work rules, including rules for allocating overtime, that specify behavioral expectations concerning the performance of maintenance work and expectations concerning behavior between employees and the public.	12	0931	Per RPD Response to Management Audit, work rules for the various trades exist in collective bargaining unit memoranda. These work rules will be reviewed for consistency in application and accountability.
a	6.4	Develop overall plans for Lincoln and Sharp Park Golf Courses in relation to the best use of those properties, required capital improvement program costs and schedules, and possible funding sources.	18	K Petrucione, J Fong, T Hart	Department intends to issue a Request For Information in the next three months to receive information that will be used to develop a plan to make all its golf courses functional and self-sustaining.

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a	4.17	Direct the Director of Operations to evaluate the pilot program with the Department of Children, Youth, and Families in which community based organizations will provide children's and families' programs in Recreation and Park Department facilities as a model for providing additional programs and services.	24	D Kern	RecConnect Program scheduled for delivery in FY 06/07 and FY07/08. Interim evaluation will be conducted at the end of FY 06/07 and program evaluation will be conducted at the end of FY 07/08.
a	3.20	Direct the Neighborhood and Citywide Services Managers to implement task groups, which include front line staff, to work on specific problems, such as radio and phone availability in the field or cash and revenue handling at recreation facilities, and which develop recommendations, implementation plans, and a reporting mechanism.	Completed	S Reese, T Schwartz	0922 Neighborhood Service Area Managers will lead task groups and develop 'critical path' recommendations on a wide variety of operations issues.
a	4.11	Direct the Director of Operations to develop a generic program evaluation form. At minimum, the use of program evaluations should be required for citywide and core recreation programs. The Director of Operations should ensure the central collection of program outcome and quality data.	Completed	S Reese, T Schwartz	See 4.1 above
a	4.20	Investigate the possibility of providing incentives for staff to work with volunteers.	Completed	D Kern	Department currently provides Lead Pay to gardeners lead volunteer groups. Will investigate applicability to recreation staff.
a	4.8	Direct the Director of Operations to require regular meetings with staff at a district or quadrant level to facilitate the transmittal of attendance data, among other goals discussed in Section 2.	Completed	D Kern	All Staff Meetings currently being held quarterly.

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a	4.9	Direct the Director of Operations to ensure that the criteria being used to define core services do not include the length of time the service has been offered by the Department or the amount of budgetary resources the service currently requires. Rather, the criteria for defining core services should elucidate the service's role in the fulfillment of the Department's mission as a provider of recreation opportunities and parks. Once the development of the list of core services is completed, the Operations Division should design methods to ensure quality in the provision of these core services, including standardized performance measures, program goals, and evaluation procedures.	Completed	D Kern, S Reese, T Schwartz	Core Programming determination will be made using data collected for the 2004 Recreation Assessment, recreation industry trends, and benchmark measurement against NRPA Blue Ribbon Winners for outstanding recreation programs. Core Program determination is targeted for completion within 6.
a	8.7	Immediately request loan documents from Kemper Sports Management.	Completed	J Fong	We have requested loan documents and received them.
a	9.10	Not issue any future permits to Events West until all past due amounts payable to the City are paid in full by Events West.	Completed		
a	12.7	Ensure that the Structural Maintenance Division initiates maintenance reporting on a continuing, periodic basis. The Management by Objectives Report produced by the Public Utilities Commission's Water Pollution Control Division is a useful model.	Completed	Staff	RPD has implemented and is continuing to develop the capabilities of the TMA system.
a	12.9	Use Total Managed Assets System reports when requesting maintenance resources.	Completed	Staff	Per 12.7 above, RPD has implemented TMA.
a	18.4	Establish clear guidelines for closing out the construction phase of capital projects and closing out capital projects in FAMIS.	Completed	Staff	The Capital Division currently has a community involvement program in place. Community volunteers work in the planting and upkeep of community gardens. The current plan can be expanded upon to target "sweat equity" element of the community plan. (See 17.4)

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a	1.13	Review the use, cost and funding sources for equipment purchases, such as pool vacuums and pool washers.	On-going	T Schwartz	Per RPD Response to Management Audit, RPD will review use, cost, funding source for pool vacuums / washers; however, solution to Audit finding (bodily fluid contamination) is system backwashing / sanitation stabilization – not vacuum equipment.
a	3.12	Review and evaluate existing protocols to monitor employees who are absent from work on extended sick or other types of leave to identify improvements in procedures to return employees to work through temporary transitional work assignments or American with Disabilities Act accommodations.	On-going	K Gee	This is an existing program built on a practice of continuous improvement.
a	3.13	Work with the department's senior managers to evaluate extended leave requests and determine if the leave time can be shortened or if the individual employee will be able to return to work in full capacity.	On-going	K Gee	The department has very little influence on medical leaves; we will continue to confer with the division managers on requests for personal leaves that are for more than a 6 month period.
a	3.14	Work with the City Attorney's Office in the instance that requested sick leave corresponds to disciplinary action to determine if the requested leave is legitimate sick leave under City policy, if discipline problems can be resolved in a timely manner and the individual should return to work, or if more progressive discipline should follow, including termination.	On-going	K Gee	HR will continue to work with the City Attorney's Office, on a case by case basis.
a	3.3	Assign the Director of Operations, the Director of Administration and Finance, the Director of the Capital Program, and the Director of Partnerships and Property with responsibility for monitoring and tracking employees' and supervisors' safety awareness meeting attendance, in coordination with the Human Resources Division Manager.	On-going	D Kern, K Petrucione, R Parhams, K Gee	The department currently provides comprehensive reports at the beginning of each evaluation period, a reminder several weeks before the end of the period and a final report with total compliance after the period is completed. The department will add SAM summary reports to each periodic Supervisor Safety Meeting and include detailed reports quarterly.

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a	3.4	Consider further steps in setting safety awareness and injury and illness prevention as a priority, including (a) increasing the percent of safety awareness meeting attendance necessary to receive a "met objective" performance rating, and (b) include other safety prevention protocols in the annual performance evaluation goals and objectives, such as periodic safety inspections, on-time accident reporting, timely provision of medical slips, and days to complete corrective actions.	On-going	Y. Agunbiade, D Kern, K Petrucione, R Parhams	A) The safety awareness % will be increased to 100% for all the required SAMs in order to achieve the "met the objective" standard in the next performance period (1/1/06-6/30/07) B) A goal for periodic safety inspection has been added to the Departmental PPAR goals. The other factors (accident reporting, medical slip & corrective actions) will be considered in the following PPAR period (after 7/1/07) C) A goal for Temporary Transitional Work Assignments has been added to the Departmental PPAR goals.
a	3.5	Establish policies governing staff meetings, which include (a) requirements for regular staff meetings between supervisors and line staff, staff meeting topics, including information on promotional opportunities, changes in Department policies and procedures, upcoming events and upcoming permits and reservations scheduled at the work locations, and (b) schedules for periodic division-wide and Department-wide staff meetings.	On-going	D Kern, S Reese, T Schwartz	Operations Division is holding quarterly All Staff Meetings (Jan – March Quarter complete). Neighborhood Service Area Meetings will commence in FY 06 /07 when all eight Neighborhood Service Area Managers are in place.
a	3.6	Establish opportunities for Department staff to meet with the General Manager and senior level managers, including setting up annual or semi-annual Department-wide staff meetings and attending smaller quadrant or section-level meetings on a rotating basis.	On-going	D Kern, S Reese, T Schwartz	See 3.5 above.
a	4.13	Consult with the Chair of the Parks, Recreation, and Open Space Advisory Committee (PROSAC) to determine a clear plan for the execution of the committee's district and citywide liaison activities, including how the Department will provide appropriate support for the committee's efforts and what the performance expectations should be for committee members.	On-going	R Rhoda	The Department will encourage PROSAC to assume a larger role in district and citywide liaison activities.

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a	4.15	Designate a person in the General Manager's Office to compile information related to the community groups and partners with which the Department works.	On-going	D Laforte	This effort is already being performed by the Department's Planning Division.
a	4.18	Monitor the progress of discussions being led by the Officer of the Mayor to address development of a formal volunteer policy. The General Manager should provide negotiators with the productivity standards for gardeners that are currently under development by Planning Staff. This effort may assist the Department and union by clarifying which gardening tasks do not require specific horticultural knowledge and training, and which should only be reserved for gardening staff.	On-going	D Kern	Volunteer Policy being finalized for Commission approval. To be accomplished as Green Connect formalizes and is launched. Target timeline: 6.
a	4.19	Work with the Director of Human Resources to modify the job descriptions of gardening and recreation staff, so that they include the supervision of volunteers.	On-going	D Kern	To be accomplished in parallel with 4.18 above.
a	7.7	Direct the Director of Administration and Finance to review the Department's methodology for calculating and applying the annual carry forward adjustments when calculating the overhead allocation in the annual budget, to ensure that the special revenue funds and Department programs are charged overhead costs correctly and comply with Federal, State, and local regulations where applicable.	On-going	K Petrucione, M King-Gorwky	Issues surrounding the annually appropriated overhead fund and the methodology of carry forward adjustments (including PTO) should be reviewed and further defined by the finance sections of the Department's Finance & Capital Divisions. Results should then be discussed with Controller's Office as part of year end closing for FY 05-06
a	12.11	Implement a program to eliminate unsafe sidewalks on Recreation and Park Department property.	On-going	0931	Per RPD Response to Management Audit, RPD currently repairs sidewalks as noticed by DPW and will look to include such work within adjacent Capital projects.
a	12.12	Assist the Structural Maintenance Division in obtaining the personnel resources cited in the Structural Maintenance Division Staffing part of this report section.	On-going	D Kern	Per actions stated in 12.5 and 12.10 above.

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a	12.13	Ensure that the Maintenance Superintendent obtains the assistance needed to accomplish the recommendations cited above and ensure that the recommendations are accomplished.	On-going	D Kern	Per RPD Response to Management Audit, support is subject to previous stipulations.
a	14.1	Take necessary action to improve the physical condition of the Structural Maintenance Division Yard, including continuing the cleanup effort of the individual shops and the common areas.	On-going	0931	Per RPD Response to Management Audit, any renovation is subject to prioritization within other RPD capital renovation requirements.
a	14.2	In conjunction with the Environment, Health and Safety Manager, develop and implement a plan to reduce significantly the incidence of injuries in the Structural Maintenance Division.	On-going	J Bramlett	The department has an intensive, on-going program designed to reduce injuries for all staff.
a	14.3	Obtain the resources required to provide the Structural Maintenance Division with a wash rack that is environmentally responsive and accommodates the vehicle washing requirements of the Structural Maintenance Division.	On-going		Per RPD Response to Management Audit, this will be subject to requirements prioritization and funding availability.
a	17.4	Develop the Department's capacity to work with the donor community, to develop mechanisms which assure donors that their investments will be well maintained, to develop ways of ensuring equitable distribution of capital improvement projects so that donations do not skew the Department's prioritization process, and to develop innovative ways for communities to more easily make in-kind donations of professional services, "sweat equity," materials and supplies, and land.	On-going	R Parhams	The Department continues working with community members and privated philanthropic entities to deliver capital projects. Recently completed MOU with City Fields Foundation with a new mechanism to assure foundation that their investments will be well maintained. The Department will look to replicate if successful.
b	1.15	Report on the revenue impact of potential fee increases, including fee increases associated with discounted scrip tickets and monthly passes, and include this evaluation in the General Manager's report to the Recreation and Park Commission during the FY 2006-2007 budget preparation and review.	3	K Petrucione	Prepare evaluation for Commission for May meeting

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b	8.11	Determine the best uses for the Lake Merced Boathouse prior to submitting the draft Request for Proposals to the Recreation and Park Commission.	3	J Fong	The Department will prepare a staff analysis of use options and possible market response. A complete market study or highest and best use analysis would require a consultant study at a significant cost and delay. With a specialized property like the Lake Merced Boathouse, the Department intends to use the RFP process to determine the market demand for the property within certain parameters.
b	8.12	Present an analysis of the best uses of the Lake Merced Boathouse, including commercial development along the lines of the Beach Chalet, or mixed-use or recreational development, and whether these uses would generate sufficient funds to pay the costs of renovation, when submitting the draft Request for Proposals to the Recreation and Park commission.	3	K Diohep	A staff analysis will be presented with the Draft RFP. At this time, it is expected that the RFP will require the user to fund the renovation with no department funds. The respondent will be asked to propose rent terms to the City, in addition to paying the costs of the renovation. The market response to the RFP will indicate which uses can fund the rehabilitation.
b	11.5	Direct staff to develop a recommendation on whether to obtain a digital recording system for Monster Park, preferably with grant funding.	3	M Santiago	
b	16.1	Ensure timely project close-out so that surplus funding can be reallocated as quickly as possible to under-funded capital improvement projects.	3	B Hernandez	The Capital Division will review and provide written guidelines of the DPW project close-out process. Work plan to include document/work flow chart. Additionally, close out procedures for the RPD (project & financial) will be developed for implementation.
b	2.9	Work with the Mayor's Office and the Department of Human Resources to meet and confer with Service Employees International Union (SEIU) Local 790 to (a) establish an evening shift for custodians, and (b) revise the custodian job description to include green areas as well as facilities.	6	Staff	Partly Agree. The department will work with DHR to a) determine which of the recommendations requires the department to meet and confer per the MOU with SEIU Local 790 and b) determine if the existing job description needs to change.

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b	3.16	Direct the Neighborhood and Citywide Services Managers to develop a formal training plan for recreation, gardener, and custodial staff, which includes a mentoring system to allow more experienced staff to assist the training of newly-hired or less skilled staff.	6	S Reese, T Schwartz	A) Research and build outcome-based training tracks and curricula that will provide professional career development opportunities for custodial, recreation and gardening staff, in addition to any other, for their respective professional competencies. B) Coordinate and establish curricula with professional associations such as California Park & Recreation Society or National Recreation and Parks Association so that continuing education opportunities will result in professional certifications and credentials for Department staff. C) Prepare draft Training Plan covering these elements. Eventual training track design will be subject to budget availability.
b	3.7	Evaluate supervisors' management of time and ability to complete the performance evaluation for all employees for those supervisors who do not meet their performance goals and develop time management protocols for Department managers and supervisors as appropriate.	6	K Gee	A) Hold an executive briefing on the PPAR program for senior managers. B) Offer supervisors with a refresher training on how to conduct PPARs (1/2 day). C) Offer supervisors with a training on time management (1/2 day).
b	3.9	Work in coordination with the Director of Operations and the Neighborhood and Citywide Services Managers to develop protocols and communication channels to increase recreation and gardener staff participation in training programs.	6	S Reese, T Schwartz	See 3.16.
b	6.2	Review available strategies to speed up repayment of the borrowed State Proposition 12 funds plus interest so that repayment will not take the full 25 years currently scheduled. The strategies reviewed should include modification of Harding and Fleming Golf Courses' fee structure and percentage of rounds reserved for resident's use.	6	K Petrucione	Subject to budget constraints.

Category Legend:

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**2006 Budget Analyst Management Audit
Prioritization of Action Items**

Category	Item No.	Description	Priority (Months)	Assigned	Planned Action
b	9.12	Review and simplify the Recreation and Park Department's fee structure, consolidating fees and reducing from the approximately 442 different fees now in use.	6	D Kern	To be accomplished in parallel with 9.1 and 9.2 above.
b	9.13	Assess the Recreation and Park Department's fees for private use of facilities, such as weddings and private parties, to price them competitively and increase revenues.	6	D Kern	To be accomplished in parallel with 9.1, 9.2, and 9.12 above.
b	9.2	Develop a written policy, defining the type, purpose, and amount of each additional charge to an event sponsor, to ensure that such charges are consistent with Park Code	6	D Kern	To be accomplished in parallel with 9.1 above.
b	9.3	Establish formal criteria for waiving fees for events conducted by Federal, State, or City agencies, including establishing fees for non-profit or commercial events sponsored by Federal State, or City agencies and present the criteria to the Recreation and Park Commission for approval.	6	D Kern	To be accomplished in parallel with 9.1 and 9.2 above.
b	9.4	Submit all fee waivers not authorized by the Park Code to the Board of Supervisors for approval.	6	D Kern	To be accomplished upon completion of 9.3 above.
b	9.9	Submit an ordinance to amend the Park Code to the Recreation and Park Commission and the Board of Supervisors to prohibit permit issuance when the permit applicant owes the Department for prior events.	6	D Kern	To be accomplished in parallel with 9.1, 9.2, and 9.3 above.
b	11.1	Evaluate the service level provided by the current Park Patrol staffing level and make adjustments if deemed suitable and practicable, in the light of the Recreation and Park Department's overall mission, and within existing funding appropriations.	6	D Kern	Will evaluate enforcement requirements and all other RPD duties for Park Patrol to determine appropriate force structure and staffing requirements.

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**2006 Budget Analyst Management Audit
Prioritization of Action Items**

Category	Item No.	Description	Priority (Months)	Assigned	Planned Action
b	13.10	Perform a physical inventory of the Recreation and Park Department storeroom as soon as practicable and at least annual thereafter.	6	R Kimball, D Mui	At the conclusion of this Fiscal Year (FT 05/06), June 30, 2006, the warehouse/storeroom will be taken off line for 48 hours and an item by item hand count will be made. Inventory levels will be adjusted if necessary and all further information will be entered into the TMA System.
b	17.2	Develop an overarching plan to increase its funding from grant and philanthropic gift sources.	6	T Moran, Y Agunbiade	The Capital Department currently applies for grant and philanthropic funds from various sources. A written procedure for securing, applying for, tracking and reporting of grants and gifts is currently under development (see 17.1)
b	17.3	Focus on submitting well-supported grant applications to all possible grant funding agencies and canvassing as wide a pool of donors as possible, particularly for those projects where Department facilities will also be venues for social services delivered by other agencies with different mandates and, therefore, different potential donor pools.	6	T Moran, J Lee	The Capital Department currently applies for grant and philanthropic funds from various sources. A written procedure for securing, applying for, tracking and reporting of grants and gifts is currently under development (see 17.1). In addition, staff attends training sessions and work shops regularly to ensure RPD is current on any changes in grant requirements.
b	17.5	Develop ongoing funding mechanisms to support of (a) its own ongoing capital asset maintenance obligations, (b) its ongoing capital asset maintenance obligations related to other organizations' capital programs, and (c) its future facility replacement program.	6	R Parhams, Operations	The Capital Division is securing a planning/project management software capable of interfacing with the City financial system and will provide a tool for managing projects. The new system will also allow for the identification and on-going planning of maintenance items from the TMA system that are above the realm of routine maintenance projects.
b	1.2	Develop a method for accurately determining facility use statistics in conjunction with the Neighborhood and Citywide Services Managers.	9	S Reese, T Schwartz	Develop data collection methodology as part of on-going data collection process development with Lydia. Utilize 0922 Neighborhood Service Area Managers

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**2006 Budget Analyst Management Audit
Prioritization of Action Items**

Category	Item No.	Description	Priority (Months)	Assigned	Planned Action
b	3.2	Direct the Director of Operations and the Director of Finance and Administration to submit joint quarterly reports to the General Manager that track in detail: (a) employees on Worker's Compensation or other extended leave, the type of leave, and the length of time on leave, or if the employee has combined several types of leave, the total length of time on leave, (b) employees able to return to work with medical restrictions, (c) employees on Worker's Compensation and other leaves who are eligible for, been notified of, and have accepted temporary transitional work assignments, and (d) employees on Worker's Compensation and other leaves who are eligible for, been notified of, and have requested Americans with Disabilities Act accommodations, and the status of those accommodations.	9	D Kern, K Petrucione, R Parhams	Develop the named reports with input from the Director of Operations & the Director of Finance & Administration.
b	4.5	Direct the Director of Operations to create stronger incentives for staff to submit attendance data, supplemented by disciplinary actions, if necessary, and make a strong case for the collection of this data to staff, by creating a clear plan for how it will be used to make programming decisions in the future.	9	D Kern, S Reese, T Schwartz	Will be developed as part of the data collection methodology in 1.2 above.
b	4.6	Direct the Director of Operations to create a more efficient method to collect attendance data, such as asking recreation staff to take "snapshots" of attendance activity at different points throughout the week, rather than tracking every user.	9	D Kern, S Reese, T Schwartz	See 1.2 and 4.5 above.

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**2006 Budget Analyst Management Audit
Prioritization of Action Items**

Category	Item No.	Description	Priority (Months)	Assigned	Planned Action
b	9.14	Evaluate the Recreation and Park Department's fee structure for film and photograph permits, including simplifying the fee structure in a manner similar to the Golden Gate National Recreation Area's fee structure and increasing fees to the level charged by the Golden Gate National Recreation Area.	9	D Kern	To be accomplished in parallel with 9.1, 9.2, and 9.12 above, if appropriate for that fee restructuring; otherwise, will be addressed following the above actions.
b	10.1	Department intends to review current cash handling policies and procedures and issue an updated set of policies in March 2006. The department will work with staff to ensure that such policies are understood and implemented.	9	M King-Gowrky, Operational assignment TBD	Procedures for receiving, recording, keeping, transporting, and depositing cash and other revenues will follow a three-month timeline at a policy level. Training of <u>all</u> staff requires planning assistance from the Operations Division as to what that process might look like, thus, anticipates at least a six to nine month timeline. Identifying staff responsible for handling cash could follow a three-month timeline for fees collected throughout the dept. In addition, the department is in the process of implementing an on-line reservation system that will significantly reduce the amount of cash handled by field staff throughout the Recreation and Park system.
b	10.2	Department will work with staff to ensure that cash is properly handled.	9	M King-Gowrky, Operational assignment TBD	Policy portion will be covered by the same timeframe (three-months) detailed above for cash-handling training. However, there is a corresponding accountability portion of this that requires input from the Operations Division as to how that will be incorporated. Thus, Operations Division must assist in the accountability timeline.

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**2006 Budget Analyst Management Audit
Prioritization of Action Items**

Category	Item No.	Description	Priority (Months)	Assigned	Planned Action
b	1.14	Report to the Recreation and Park Commission during the FY 2006-2007 budget preparation and review on the status of implementing swimming pool payment systems, including (a) purchasing and printing scrip tickets on line, (b) purchasing monthly passes, and (c) installing a Translink system at the swimming pools that would automatically admit patrons through an electronic gate.	12	Staff	Partly agree. Per RPD Response to 1.6, the Department is currently acquiring Class recreation management software as the Department-wide regime for program registration / point-of-sale / gate admissions. Online customer service and automated gate admission will be supported by Class system capabilities.
b	1.6	Implement a system to print scrip tickets online, in conjunction with the Director of Administration and Finance.	12	T Schwartz	To be accomplished as part of the CLASS recreation management software implementation.
b	1.7	Implement the monthly passes, as approved by the Board of Supervisors in FY 2005-2006, including developing a system to purchase monthly passes online, in conjunction with the Director of Administration and Finance.	12	T Schwartz	See 1.6. above
b	1.8	Assess opportunities to increase the locations where swimming pool patrons can purchase scrip booklets and monthly passes, including agreements with other City departments that routinely handle cash, such as the libraries, or vendors that sell MUNI fast passes, in conjunction with the Director of Administration and Finance.	12	T Schwartz	See 1.6 and 1.7 above.
b	3.18	Direct the Neighborhood and Citywide Services Managers to develop custodial service protocols based on best practices.	12	S Reese, T Schwartz	See processes and outcomes in 2.5 and 2.6 above.
b	4.10	Direct the Director of Operations to develop policies and procedures for the establishment of program goals for core programs and the measurement of performance measures associated with these goals.	12	D Kern	See 1.1, 1.2, 1.3, and 1.4 above.

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**2006 Budget Analyst Management Audit
Prioritization of Action Items**

Category	Item No.	Description	Priority (Months)	Assigned	Planned Action
b	4.12	Delegate the responsibility of implementing the recommendation of the 2004 Recreation Assessment to the Director of Operations development a clear implementation timeline and strategy and the establishment of a formal reporting procedure, including reporting to the Recreation and Park Commission, for tracking implementation progress.	12	D Kern	Will be accomplished in parallel with 4.9 and 4.10 above.
b	4.16	Direct the Director of Operations to use the list of core services, once developed, to prioritize resource allocation decisions in recreation centers and investigate partnership opportunities for the provision of non-core services at recreation center facilities.	12	D Kern	Will be accomplished in parallel with 4.9, 4.10, and 4.12 above.
b	7.2	Assess the Camp Mather facilities to identify the need for capital repairs or replacement, estimate costs, and set priorities and schedules for repair and replacement.	12	K Petrucione	Finalize plan department has been working on with S.F. Parks Trust.
b	7.3	Report to the Board of Supervisors during FY 2006-2007 on Camp Mather's operating and capital costs, the impact on fees, and the options for maintaining Camp Mather.	12	K Petrucione	Once capital plan is complete and the Board of Supervisors has scheduled a hearing, department will make presentation.
b	9.18	Direct the Director of Operations and the Director of Partnerships and Property to work jointly to identify all fee-generating classes, implement license agreements which include a charge for offering the classes of Recreation and Park Department facilities, and implement a procedure to receive and record receipts from the license agreements.	12	T Schwartz	To be accomplished in parallel with the recreation program design actions in 4.9, 4.10, 4.12, and 4.16 above and the development of an RPD Revenue Policy for recreation program fees.
b	10.4	Develop formal protocols regarding cash counts and counts with attendance records and other use tallies as appropriate.	12	Staff	Anticipate a timeline consistent with implementation of CLASS for this recommendation.

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**2006 Budget Analyst Management Audit
Prioritization of Action Items**

Category	Item No.	Description	Priority (Months)	Assigned	Planned Action
b	10.5	Direct the Directors of Operations and Administration and Finance to implement the May of 2004 Controller's Office aquatic program report findings and recommendations to develop (a) policies and procedures to record cash sales accurately by pool, and (b) procedures for Revenue Unit staff to reconcile weekly cash receipts from the pools against attendance	12	K Petrucione, D Kern	Anticipate a timeline consistent with either of the following: completion of the capital investment allowing the use of swipe cards at entrance of each pool; or, implementation of CLASS which should increase the sale of monthly swim passes and scrip tickets and reduce the amount of cash handled at the swimming pools.
b	11.7	Develop an overall security plan that identifies the roles of the Department's respective staff members, including recreation directors, custodians, gardeners, and Park Patrol officers, in locking facilities and reporting and following up on security incidents.	12	M Santiago	To be accomplished in parallel with 11.2 above.
b	12.2	Develop performance measures, standards, and objectives that will serve to provide direction, accountability, and control for the Structural Maintenance Division's operations.	12	0931	To be done in parallel with the strategic planning necessary for 12.1 above.
b	12.6	Implement an effective preventive maintenance program.	12	Staff	Per RPD Response to Management Audit, the development of a preventive maintenance program is subject to funding constraints. Planned facility assessments will provide information necessary for developing a sound preventative maintenance program.
b	12.8	Conduct an inventory of tools and equipment and update the inventory annually	12	R Kimball, B Collins	The Structural Maintenance Division will conduct an inventory of all tools and equipment assigned to them and the information will be entered into the TMA System. The inventory will be updated on a quarterly basis.
b	16.2	Formalize the Department's capital improvement project evaluation and selection criteria to best determine, as funding becomes available, which capital improvement projects should move forward.	12	M Hobson, J Lee	Reprioritization of Capital projects will require a public process. Evaluation criteria for Capital projects are addressed in the new Capital Plan published March, 2006, Chapter 3.C, page 133.

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**2006 Budget Analyst Management Audit
Prioritization of Action Items**

Category	Item No.	Description	Priority (Months)	Assigned	Planned Action
b	16.3	Develop a comprehensive plan for citywide renovation projects (such as field rehabilitation and court resurfacing).	12	R Parhams, D Mauer	Initial action plan has been implemented with the irrigation plan project. The actual plan is a joint effort between Capital and Operations. Facility assessment to be completed this year.
b	16.5	Address the seismic issues at Kezar Pavilion, McLaren Lodge and Annex, the Park Aid Station, and the Urban Forest Center.	12	D Mauer, Operations	The sites identified have received an initial seismic evaluation. Further evaluation will be required at each site. Kezar is currently not a listed Prop 40 project and would not be eligible for Prop 40 funding unless funding was reappropriated. The planning of the seismic projects for the RPD sites listed will be reprioritized and available funds will be allocated accordingly. Actual upgrades will be made as funding becomes available.
b	6.3	Renegotiate the Master Tournament Agreement with PGA TOUR, Inc. to either (a) negotiate more advantageous terms for the City, so that it fully recovers the Departments' direct costs and makes a profit, or (b) terminate the agreement.	24	J Fong	The department will review the Master Tournament Agreement for opportunities to increase department revenue from subsequent tournaments.
b	3.15	Direct the Neighborhood and Citywide Services Managers to establish training and skills development as a priority.	Completed	S Reese, T Schwartz	See 3.16.
c	1.1	Develop minimum productivity standards for recreation staff in conjunction with the Neighborhood and Citywide Services Managers.	6	S Reese, T Schwartz	Develop standards based on CPRS and NRPA standards and RPD goals for recreation programming

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**2006 Budget Analyst Management Audit
Prioritization of Action Items**

Category	Item No.	Description	Priority (Months)	Assigned	Planned Action
c	2.4	Evaluate custodian assignments and supervision, including:(a) Establishing an evening shift for custodians.(b) Re-assigning Neighborhood and Citywide Services custodians from facilities to mobile crews.c) Establishing a single custodian crew in Golden Gate Park. (d) Creating lead positions for mobile crews and the Golden Gate Park crew. (e) Establishing reporting lines to the eight neighborhood services supervisors and the Golden Gate Park supervisor. (f) Reviewing and revising the custodian job description to include green areas as well as facilities.	6	S Reese, T Schwartz	Superintendents will establish a working group to evaluate custodian staff allocation and supervision. Report out findings in 6.
c	8.3	Direct the Director of Administration and Finance and the Director of Partnerships and Property to (a) assess the Department's current system capability and needs, including tie-in of the lease management system with the new revenue tracking system, and (b) present estimates of costs and timelines for the lease management system upgrades and revenue tracking system tie-in to be presented to the Recreation and Park Commission during the FY 2006-2007 budget review	6	K Petrucione, M King-Gorwky, J Fong, P Cox	Staff must assess needs of both revenue and property management group, develop plan for systems.
c	8.4	Direct the Director of Administration and Finance and the Director of Partnerships and Property to (a) review and revise existing revenue monitoring protocols to ensure that property managers and Revenue Unit staff share lease revenue collection data on a monthly basis, and (b) develop a schedule to review coordination of lease revenue information and data.	6	K Petrucione, M King-Gorwky, J Fong	Staff must meet to identify gaps in revenue monitoring and develop new strategy for addressing this issue. In part, will review best practices of other departments, including Port and Airport.

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**2006 Budget Analyst Management Audit
Prioritization of Action Items**

Category	Item No.	Description	Priority (Months)	Assigned	Planned Action
c	8.5	Direct the Director of Partnerships and Property to review and revise existing protocols and develop rigorous standards to enforce lease provisions, including (a) routinely monitoring lease payments, (b) assessing penalties for all late payments, (c) routinely reviewing and reconciling percentage and other rent payments, (d) adjusting the minimum annual guarantee rents under the terms of the lease agreement, and (e) requiring timely submission of certified financial statements or audit reports	6	K Petrucione, J Fong	Staff must review current protocols, identify gaps and address them. In part, will review best practices of other departments, including Port and Airport.
c	9.5	Assign responsibility and oversight of temporary permits for pushcart vendors and license agreements to the Director of Partnerships and Property.	6	K Petrucione, D Kern, Director of Partnerships	Once Director of Partnerships and Resource Development joins the department, will make this change.
c	13.7	Assist the Structural Maintenance Division in disposing of Bone Yard material not required	6	R Kimball, D Young	Upon completion of the materials and equipment inventory, the items designed as unusable or junk will be sent to the Central Shops for disposal.
c	13.8	Work with the Structural Maintenance Division to establish procurement procedures that are economical and efficient.	6	R Kimball	The resolution of this item will be part of the Planned Actions addressed item No. 13.1 and 13.2.
c	4.14	Develop policies and procedures related to community partnerships. The policies should clearly define the types of partnerships that require memoranda of understanding and partnership agreements.	9	Dir. P&RS	Director of Partnership and Resource Development will be responsible. Position posted could be filled in approximately 3 months
c	13.3	Ensure that the material in the Structural Maintenance Division's yard is brought into inventory or reported for disposal.	9	R Kimball, B Collins	This item will be resolved as part of the Planned Actions stated in Item 12.6.
c	13.4	Ensure that the material in the Bone Yard is brought into inventory or reported for disposal	9	R Kimball, B Collins	This item will be resolved as part of the Planned Actions
c	1.10	Evaluate swimming pool fees and attendance and identify opportunities for increased paid attendance, especially at pools with below capacity use and during the winter months.	12	T Schwartz	Parallel outcome to 12-month evaluation with 1.9 above.

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**2006 Budget Analyst Management Audit
Prioritization of Action Items**

Category	Item No.	Description	Priority (Months)	Assigned	Planned Action
c	1.11	Assess the potential of increased revenues through fee increases to find additional custodian staffing.	12	T Schwartz	Parallel outcome to 12-month evaluation with 1.9 and 1.10 above, as conditioned in RPD response to Management Audit.
c	1.12	Install vending machines to distribute swimming diapers.	12	T Schwartz	Per RPD Response to Management Audit, any installation subject to funding constraints. Will evaluate in conjunction with 1.9, 1.10, and 1.11 above.
c	1.3	Develop a recreation staff allocation plan based on productivity and facility use standards in conjunction with the Neighborhood and Citywide Services Managers.	12	S Reese, T Schwartz	Develop allocation plan based on outcomes from 1.1 and 1.2 above.
c	1.4	Assess the need for part time and full time recreation staff and propose reductions in full time staffing to part time as appropriate, resulting in salary savings equivalent to two full time recreation director positions.	12	S Reese, T Schwartz	Parallel outcome with 1.3 above
c	1.5	Reallocate salary savings from the reduction in full time recreation staff to part time recreation staff to find custodian staff evening shift and lead custodian positions, as discussed in Recommendation 2.4.	12	D Kern	Parallel outcome with 1.3 and 1.4 above, as conditioned in RPD Response to Management Audit.
c	1.9	Evaluate swimming pool staffing and planned closures throughout the year to ensure adequate staffing during the year and reduce the number of occasions that swimming pools are closed unexpectedly due to staffing shortages, including (a) revising the pool hours during the course of the year based on changes to maintenance and renovation schedules, pool use, and staff availability, and (b) posting the revised pool hours on the web site.	12	T Schwartz	Evaluate over 12-month period / develop season-to-season staff allocation plan.
c	2.1	Reallocate salary savings from the reduction in full time recreation staff to part time to custodian staff, as discussed in Recommendations 1.4 and 1.5.	12	D Kern	Per action stated in 1.4 and 1.5 above.

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**2006 Budget Analyst Management Audit
Prioritization of Action Items**

Category	Item No.	Description	Priority (Months)	Assigned	Planned Action
c	2.3	Develop gardener facility maintenance and productivity targets for the golf courses, the San Francisco Botanical Gardens, and the Natural Areas.	12	S Reese	After first complete implementation year of Prop C park maintenance standards for neighborhood, regional, and mini- parks, Department will address development of these follow-on standards.
c	2.5	Develop productivity and performance standards custodians and a methodology for allocating custodian resources to facilities.	12	S Reese, T Schwartz	Using outcomes from 2.4 above, staff allocation plan and performance standards will be developed.
c	2.6	Develop training in custodial best practices for non-custodian supervisors and custodian staff.	12	S Reese, T Schwartz	Using outcomes from 2.4. and 2.5 above, training curriculum will be developed.
c	2.7	Ensure that all supervisors have internet access at a convenient location and are trained in computer and internet use, in conjunction with the Neighborhood and Citywide Services Managers.	12	S Reese, T Schwartz	Ongoing. Subject to funding availability in the FY 06/07 budget.
c	4.3	Direct the Department's planning staff to analyze the recreation programs offered in relation to external factors such as neighborhood and citywide demographics, what programs and services are being offered by other providers in the area, and historical recreation trends.	12	D Kern	To be accomplished in parallel with 4.9, 4.10. and 4.12 below using the MacMillan Matrix and other factors in determining RPD Core Programs.
c	4.4	Direct the Director of Operations to develop a plan address recreation trends, a plan that should specifically include the provision of more fitness and adventure sport opportunities.	12	D Kern	Recreation trends will continue to be examined in recreation program planning. Director of Operations forwarded a proposal for the development of an Outdoor Adventuring Program to the Mayor's Office for consideration for FY05 / 06 supplemental funding.
c	9.15	Direct the Director of Partnerships and Property to assess the marketing potential and status of Recreation and Park Department properties and develop a marketing plan, including developing a cost analysis and business plan for marketing Recreation and Park Department property to support any budget requests for marketing.	12	Dir. P&RS	(agree)

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**2006 Budget Analyst Management Audit
Prioritization of Action Items**

Category	Item No.	Description	Priority (Months)	Assigned	Planned Action
c	9.17	Direct the Director of Partnerships and Property to evaluate informal arrangements, such as arrangements with San Francisco City College, to identify opportunities for more formal agreements, efficient scheduling practices, and sharing of resources	12	Dir. P&RS	(agree)
c	11.2	Provide the Park Patrol with the assistance that it needs to develop acceptable administrative practices, including developing a Policies and Procedures Manual and data collection and reporting methods.	12	Santiago	Compile a Park Patrol Standard Operating Procedures Manual in accordance with security industry best practices.
c	11.3	Direct staff to update the performance measures, supporting strategies, and action steps contained in the Operational Planning document concerning the Park Patrol and ensure that the action steps are accomplished.	12	M M Santiago	To be accomplished in parallel with 11.2 above.
c	11.4	Direct staff to locate an appropriate "command headquarters" for the Park Patrol.	12	D Kern	Work within RPD property list to locate a more visible and effective Park Patrol headquarters.
c	12.1	Revise the existing Structural Maintenance Division mission statement to reflect clearly the contribution that the Division can make to the Recreation and Park Department mission.	12	0931 Structural Maintenance Assistant Superintendent	To be developed by the new 0931 Structural Maintenance Assistant Superintendent.
c	12.4	Establish a timeline for the development of a Maintenance Management Policies and Procedures Manual and report on the status of the manual's development to the Director of Operations prior to May 31, 2006.	12	0931	With the unexpected retirement of the current Assistant Superintendent for Structural Maintenance and the on-going recruitment of the new 0931 replacement, this action will be undertaken once the new 0931 is in place. Target completion timeline will be 12; however, it may extend to 24.
c	13.2	Establish stock level and reorder points for high use items, to avoid stockouts of needed material and to avoid use of departmental work order for single or few items.	12	R Kimball, B Collins	Conduct a material and supply analysis of the items monthst used by the Structural Maintenance Division and then develop proper inventory levels and re-order points. The Senior Store Keeper and the Structural Maintenance Divisions Materials and Supply Manager will then process orders to replenish inventory

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**2006 Budget Analyst Management Audit
Prioritization of Action Items**

Category	Item No.	Description	Priority (Months)	Assigned	Planned Action
c	13.5	Assist the Structural Maintenance Division in developing adequate controls for materials, supplies, tools, and equipment	12	R Kimball, B Collins	Develop and implement a policies and procedures manual for the Structural Maintenance Division that will include all procedures to follow in the ordering, use, inventory and stocking of materials, supplies, equipment, and tools.
c	13.6	Assist the Structural Maintenance Division in establishing a storeroom or otherwise providing adequate safeguarding of materials and supplies.	12	R Kimball, B Collins	The resolution of this item will be part of the Planned Actions addressed item No. 13.1 and 13.2.
c	16.4	Incorporate the Urban Forestry and Natural Areas Programs into the Department's Capital Plan.	12	Staff	Currently there is no Urban Forestry Plan. Urban Forestry may not qualify for use of Capital funding. The Capital Division will work with the Operations/Maintenance department to develop a plan that will incorporate the Natural Areas Program within the Capital Program.
c	9.11	Direct the Director of Administration and Finance and the Director of Partnerships and Property to jointly develop procedures to record, report, and collect unpaid and past due accounts, including developing reports that identify accounts that are 30 or more days past due and procedures to transfer delinquent accounts to the Office of the Treasurer and Tax Collector for collection.	18	K Petrucione, Director of Partnerships	Must first create new processes and procedures for issuing and tracking permits. Implementation of the Class system will enable these changes.
c	9.7	Direct the Director of Administration and Finance and the Director of Partnerships and Property to jointly develop formal procedures for (a) maintaining temporary permit files, (b) recording and reporting temporary permit fee receipts, (c) reconciling temporary permit fee deposits for each vendor with actual receipts, and (d) maintaining deposit records that cross reference reservation and permit files.	18	K Petrucione, Director of Partnerships	Identify types and times when temporary permits are issued, work with Permits and Reervations staff to create system for recording such information.

Category Legend:

[a] Agree: Complete/Nearly Complete
[b] Agree: Starting Implementation

[c] Agree: Plan/Commission Input Required
[d] Disagree or Partly Disagree
[x] Other Department

**2006 Budget Analyst Management Audit
Prioritization of Action Items**

Category	Item No.	Description	Priority (Months)	Assigned	Planned Action
c	9.8	Direct the Director of Administration and Finance and the Director of Partnerships and Property to jointly establish procedures for (a) maintaining reservation and permit files, (b) reconciling reservations and permits with daily deposits, (c) recording deposits, and (d) maintaining deposit records that cross reference reservation and permit files.	18	K Petrucione, Director of Partnerships	Create new processes and procedures for issuing and tracking permits, then create new filing system. Implementation of the Class system will enable these changes.
c	13.1	Establish a storeroom and otherwise develop and maintain an inventory of all high-dollar value material items and items that tend to experience losses	18	R Kimball, D Mui, B Collins	Re-organize the storeroom to include in inventory large volume and high value materials used by the Structural Maintenance Division. Also establish individual small inventory areas in each shop for day-to-day used items. All inventory and par levels will be tracked by the TMA System.
c	13.9	Develop a Materials Management Policies and Procedures Manual for the Recreation and Park Department	18	R Kimball	Work with Finance and Operations Staff to identify appropriate policies and procedures, using best practices from other departments where appropriate.
c	9.16	Direct the Director of Partnerships and Property to evaluate the priority scheduling or free use provided to the San Francisco Unified School District, the San Francisco Botanical Garden Society, and other organizations for various Recreation and Park Department properties, including identifying more efficient scheduling practices, cancellation policies and other procedures that impact the availability of Recreation and Park Department properties, and recommend policies for more efficient property use.	24	Dir. P&RS	(agree)
c	9.6	Identify and implement license agreements for all revenue-generating classes conducted by outside individuals and organizations, and implement a procedure to receive and record receipts from the license agreements.	24	K Petrucione, Director of Partnerships	Begin to identify all such activities throughout the department and create license agreements.

Category Legend:

[a] Agree: Complete/Nearly Complete
[b] Agree: Starting Implementation

[c] Agree: Plan/Commission Input Required
[d] Disagree or Partly Disagree
[x] Other Department

**2006 Budget Analyst Management Audit
Prioritization of Action Items**

Category	Item No.	Description	Priority (Months)	Assigned	Planned Action
c	16.6	Evaluate the seismic condition of Camp Mather, Candlestick Park, the Park Patrol Office, the Pioneer Log Cabin, the Randall Museum, the Structural Maintenance Yard, and the Nursery.	24	D Mauer, Operations	Seismic evaluation will take time and funding. Capital division anticipates a 24 month process to successfully complete this task.
d	8.6	Recommend financial terms in the prospective Japanese Tea Garden lease to the Recreation and Park Commission that maximizes lease revenues based on expected increase in Japanese Tea Garden attendance, including achieving revenues of at least \$280,000 annually based on attendance of 425,000.	6	K Diohep	Staff will do all it can to maximize revenue from the Japanese Tea Garden in a manner appropriate to the venue. The level of attendance at the Japanese Tea Garden, even with the re-opening of the deYoung Museum, does not yet support a revenue expectation of \$280,000 annually. The department expects to issue a revised-bid for the Tea Garden concession by June 30, 2006, and the responses to the Request for Proposals will determine just how much rent the market will bear.
d	4.21	Review and approve the protocols, plans, policies and procedures, and list of core services contained in Recommendations 4.1, 4.4, 4.7, 4.9, 4.10, and 4.14.			Disagree. Review and approval is more properly a management function; however, the Commission will be updated regularly on the Department's progress.
d	8.9	Terminate the management agreement with Kemper Sports Management if Kemper Sports Management refuses to both (a) provide the loan documents to the City within 30 days of the Department's request, and (b) cooperate with a subsequent audit by the Controller.			The recommendation is moot since Kemper Sports Management has provided loan documents in response to our request, and has fully cooperated with the Controller's Office Audit
d	9.1	Submit the \$35 facility use fee to the Board of Supervisors for approval.			Per the RPD Response to the Management Audit, RPD will submit a revised event fee schedule to the Park Commission that will comprehensively restructure fees for all event permitting. New event fee schedule submission will be timed for inclusion in the BOS approval of the FY 06/06 budget.

Category Legend:

[a] Agree: Complete/Nearly Complete
[b] Agree: Starting Implementation

[c] Agree: Plan/Commission Input Required
[d] Disagree or Partly Disagree
[x] Other Department

**2006 Budget Analyst Management Audit
Prioritization of Action Items**

Category	Item No.	Description	Priority (Months)	Assigned	Planned Action
d	12.5	Establish two Classification 7262 Maintenance Planner positions by substituting them for vacant trade positions to perform planning for selected trades. Ensure that the supervisors for the selected trades receive sufficient work to enable them to schedule fully their journeymen on a weekly schedule. Assign the Maintenance Manager, when the position is filled, with overseeing maintenance planning as a primary responsibility. Ensure that the maintenance planners work primarily on planning duties.			Per RPD Response to the Management Audit, RPD disagrees with this recommendation. RPD does have funding for a 'maintenance manager' position and will consider a 7262 Classification to fill that vacancy. Target timeline: 6.
x	8.1	Adopt an ordinance, amending the Administrative Code, that requires Board of supervisors approval for all leases and management agreements entered into by any City department, which makes the City responsible for any debt incurred under the lease or management agreement.			None. Recommendation to the BOS
x	15.3	Transfer the five general-purpose Recreation and Park Department vehicles that are currently not a part of the Fleet Management Program into the Program.		R Kimball	Will work with the CAO to meet this goal.

Category Legend:

[a] Agree: Complete/Nearly Complete
[b] Agree: Starting Implementation

[c] Agree: Plan/Commission Input Required
[d] Disagree or Partly Disagree
[x] Other Department