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**Section 1. Allocation of Recreation and Aquatic Staff Resources**

The Director of Operations should:

- 1.1 Develop minimum productivity standards for recreation staff in conjunction with the Neighborhood and Citywide Services Managers.

**RPD Response:** Agree.

- 1.2 Develop a method for accurately determining facility use statistics in conjunction with the Neighborhood and Citywide Services Managers.

**RPD Response:** Agree.

- 1.3 Develop a recreation staff allocation plan based on productivity and facility use standards in conjunction with the Neighborhood and Citywide Services Managers.

**RPD Response:** Partly Agree. Operations Division will develop a recreation staff allocation plan; however, in place of existing productivity and facility use metrics, we propose to use criteria determined by core program findings (see recommendations 4.3, 4.4., 4.9) and the productivity and facility use standards that subsequently support those core program requirements

- 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.

**RPD Response:** Partly Agree. Per RPD Response to 1.3, part-time and full time recreation staff reallocations will be assessed against the Department's core program findings, rather than existing program delivery.

- 1.5 Reallocate salary savings from the reduction in full time recreation staff to part time recreation staff to fund custodian staff evening shift and lead custodian positions, as discussed in Recommendation 2.4.

**RPD Response:** Partly Agree. Per RPD Response to 1.3 and 1.4, any identified salary savings will result from recreation staff reallocations assessed against core program findings.

- 1.6 Implement a system to print scrip tickets online, in conjunction with the Director of Administration and Finance.

**RPD Response:** Partly Agree. We agree that a more accessible and accountable system for pool admissions needs to be implemented. The Department is currently negotiating the purchase of *Class* system software from Active Network, Inc. – the industry leader in recreation management software. Online access for aquatics tickets, passes, and program registration will be supported by this acquisition / installation.

- 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.

**RPD Response:** Partly Agree. See RPD Response to 1.6

- 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.

**RPD Response:** Partly Agree. See RPD Response to 1.6.

- 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.

**RPD Response:** Agree, with the additional stipulation that pool closures due to staffing shortages have been aggravated by the Department being directed to keep nine swimming pools in operation beyond the summer season – whereas the funding for aquatics staffing only supports the operation of eight swimming pools for the fall, winter, spring program seasons.

- 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.

**RPD Response:** Agree.

- 1.11 Assess the potential of increased revenues through fee increases to fund additional custodian staffing.

**RPD Response:** Agree, with the stipulation that aquatics fees were just raised this year. The Department proposes to assess current revenue potential before examining additional fee increases.

- 1.12 Install vending machines to distribute swimming diapers.

**RPD Response:** Agree, within funding constraints.

- 1.13 Review the use, cost and funding sources for equipment purchases, such as pool vacuums and pool washers.

**RPD Response:** Agree, with the stipulation that remediation for pool closure due to bodily fluid contamination is system backwashing / sanitation stabilization, not equipment such as pool vacuums and washers.

The Recreation and Park Department General Manager should:

- 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.

**RPD Response:** 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.

- 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.

**RPD Response:** Partly Agree. Per RPD Response to 1.11, the revenue impact of the current aquatics fee increase that was recently enacted will be evaluated before assessing the potential of any future fee increases.

## Section 2. Allocation of Gardener and Custodian Staff Resources

The Director of Operations should:

- 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.

**RPD Response:** Partly Agree. Any salary savings will be identified per RPD Response 1.3.

- 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.

**RPD Response:** Agree. The Neighborhood Services Superintendent is already developing this methodology.

- 2.3 Develop gardener facility maintenance and productivity targets for the golf courses, the San Francisco Botanical Gardens, and the Natural Areas.

**RPD Response:** Agree.

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.

**RPD Response:** Partly Agree. The Department will evaluate establishing an evening shift for custodians, subject to budget constraints (*e.g.*, increased salary costs due to shift differential and other factors).

2.5 Develop productivity and performance standards custodians and a methodology for allocating custodian resources to facilities.

**RPD Response:** Agree.

2.6 Develop training in custodial best practices for non-custodian supervisors and custodian staff.

**RPD Response:** Agree.

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.

**RPD Response:** Agree.

The Recreation and Park Department General Manager should:

2.8 Reassign responsibility for planning and complying with the Proposition C park maintenance standards to the Director of Operations.

**RPD Response:** Agree. The implementation of Propositions C commenced prior to recruiting the Operations Director.

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.

**RPD Response:** 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.

- 2.10 Submit to the Board of Supervisors the Department's plan for extending computer, telephone, voice mail, and email access throughout the Department during the FY 2006-2007 budget review.

**RPD Response:** Agree, with the stipulation that the resultant plan will be subject to budget constraints. The department understands the importance of increasing connectivity and communication for all staff and has been working toward this goal for several years, as the budget permitted. Solutions include the provision of VOIP to recreation and other facilities, as appropriate. The department is also reviewing methods for providing field staff, such as gardeners, with radio connectivity through products such as Nextel's Direct Connect. The department's ability to increase connectivity depends upon the availability of budget resources.

- 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.

**RPD Response:** Agree.

### Section 3. Management of Performance and Morale

The Recreation and Park Department General Manager should:

- 3.1 Complete an assessment of the performance evaluation process and approve a formal performance evaluation policy.

**RPD Response:** Agree.

- 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.

**RPD Response:** Agree. The department already tracks leave, type, and length for all employees. For employees with a work-related injury or illness, the department also tracks employees with medical restrictions, notification, and participation in our Temporary Transitional Work Assignment program. Reports to division directors are provided regularly (i.e., monthly, bi-monthly or quarterly) as best fits the division's needs and performance. The department will investigate the provision and benefit of providing these reports to the General Manager on a quarterly basis.

The department established a Leave Case Management team in May 2005 that tracks and coordinates leave issues including TTWA and ADA. The teams work includes continuous improvement in this area and will continue to investigate possible changes to procedures to improve these processes and their integration (where appropriate).

- 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.

**RPD Response:** Agree.

- 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.

**RPD Response:** Agree.

The department has consistently included a department wide goal related to employee safety since FY2000-2001. The current goal focuses on Safety Awareness Meeting completion rates, awareness being the first step in prevention, and represents a shift in the department's strategy to leading indicators for health and safety performance. Once the department is able to sustain the current goal of a 70% completion rate we will evaluate and look toward increasing this measure for the met objective performance rating. Based on the continuous improvement in the provision of safety awareness meetings from having a department wide goal, the department will evaluate additional leading indicators of safety performance to be included in future goals.

- 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.

**RPD Response:** Agree.

- 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.

**RPD Response:** Agree.

The Human Resources Division Manager should:

- 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.

**RPD Response:** Agree. The department has worked with employees on a voluntary basis to help improve their time management skills. Going forward, each division manager will work with the Human Resources Division to evaluate time management by their staff. Working together, Human Resources and the division managers will create strategies to help supervisors to create the time necessary to complete performance evaluations for each member of their staff.

- 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.

**RPD Response:** Agree. From the beginning of the performance evaluation process the department has worked with supervisors to coach them in the development of appropriate goals for their staff. The Human Resources Division will review and evaluate the existing goal setting process and work to improve it.

- 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.

**RPD Response:** Agree. The Director of Operations has already begun to work with the Environment, Health and Safety Unit and the Neighborhood and Citywide Services managers to address the need for a comprehensive gardener training program that creates enhanced skills for each employee and benefits the department.

- 3.10 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.

**RPD Response:** Agree. The department works with the Workers' Compensation Division Director to develop a performance agreement addressing services provided for each fiscal year. That agreement establishes the types and schedule for receiving the reports. For example, the FY2004-2005 agreement establishes that receipt of Charge Back, Return to Work, Policy Analysis, Payment Policy, Loss Summary, Closing Ratio, Closed Claims, and Plan of Action reports on a monthly basis. The department receives

claim specific reports daily or weekly and billing reports related to the intradepartmental work order quarterly. We will continue to work with the Division Director to establish and refine performance agreements each year in order to improve in this area.

- 3.11 Develop protocols to identify and notify employees on extended leave who are eligible for temporary transitional work of available work.

**RPD Response:** Agree. The department's Temporary Transitional Work Assignment (TTWA) program, established December 2000, sets the protocols that identify employee's eligible for the program. The department's TTWA and Injury and Illness Reporting procedures also address employee notification for work-related injury or illness. Unlike the work-related injury or illness cases where employers receive medical restrictions, the current City leave procedures and forms do not provide for the collection of this information. Medical restrictions are critical in the determination of TTWA eligibility. The department will raise this issue to the attention of the Department of Human Resources with the interest of exploring this possibility.

- 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.

**RPD Response:** Agree. For the past 6 months, Human Resources staff responsible for ADA, Leave, and Workers' Compensation have been meeting bi-weekly to review cases that overlap to help determine if employee's can return to work through TTWA or ADA. Evaluation of a case for non-punitive separation (i.e., resignation, retirement or medical separation) is also reviewed.

- 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.

**RPD Response:** Agree. Human Resources can work with managers on personal leave requests to determine if they can be shortened. However, medical leaves are prescribed by health care personnel that we have little influence with. As noted earlier, the department will raise this issue to the attention of the Department of Human Resources with the interest of exploring this possibility.

- 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.

**RPD Response:** Agree. Illegitimate sick leave can be a difficult circumstance to prove, however the department will work with the City Attorney as appropriate.



The Director of Operations should:

- 3.15 Direct the Neighborhood and Citywide Services Managers to establish training and skills development as a priority.

**RPD Response:** Agree, this is already in progress.

- 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.

**RPD Response:** Agree, this is already in progress.

- 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.

**RPD Response:** Partly Agree. The Neighborhood Services Superintendent and Citywide Services Superintendent are researching and building outcome-based training tracks / curricula that will provide professional career development opportunities for recreation and gardening staff in their respective professional competencies. The current Department direction is to coordinate / 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. Eventual training track design will be subject to budget availability.

- 3.18 Direct the Neighborhood and Citywide Services Managers to develop custodial service protocols based on best practices.

**RPD Response:** Agree.

- 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.

**RPD Response:** Agree.

- 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.

**RPD Response:** Partly Agree. The Neighborhood Services Superintendent and Citywide Services Superintendent will continue to include frontline staff in on-going

efforts to address field issues; however, eventual recommendations and solutions must be based on best practices within the recreation and parks field.

- 3.21 Develop protocols to ensure supervisors are including employees in work planning and problem solving processes.

**RPD Response:** Agree.

#### **Section 4. Community Participation in Resource Planning**

The Recreation and Park Department General Manager should:

- 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.

**RPD Response:** Agree.

- 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.

**RPD Response:** Agree.

- 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.

**RPD Response:** Agree.

- 4.4 Direct the Director of Operations to develop a plan to address recreation trends, a plan that should specifically include the provision of more fitness and adventure sport opportunities.

**RPD Response:** Agree.

- 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.

**RPD Response:** Agree.

- 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.

**RPD Response:** Agree, with the stipulation that this will be a comprehensive solution with different methodologies for the various forms of recreation participation (e.g., registered programs, drop-in programs, self-directed activity).

- 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.

**RPD Response:** Agree.

- 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.

**RPD Response:** Agree.

- 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.

**RPD Response:** Agree.

- 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.

**RPD Response:** Agree.

- 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.

**RPD Response:** Agree.

- 4.12 Delegate the responsibility of implementing the recommendations of the 2004 *Recreation Assessment* to the Director of Operations and require the 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.

**RPD Response:** Agree.

- 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.

**RPD Response:** Agree. The Department would encourage PROSAC to assume a larger role in district and citywide liaison activities.

- 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.

**RPD Response:** Agree, with the stipulation that a template approach is not feasible. Memoranda of understanding will necessarily be determined by the context of the partnership opportunity.

- 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.

**RPD Response:** Agree. This effort is already being performed by the Department's Planning Division.

- 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.

**RPD Response:** Agree.

- 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.

**RPD Response:** Agree.

- 4.18 Monitor the progress of discussions being led by the Office 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.

**RPD Response:** Agree.

- 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.

**RPD Response:** Partly Agree. The Department will review and evaluate how and at what level volunteer supervision should be included in the job descriptions of gardening and recreation staff. The department will work with DHR to evaluate the feasibility of making such changes to the job descriptions for these classifications.

- 4.20 Investigate the possibility of providing incentives for staff to work with volunteers.

**RPD Response:** Agree. The department currently provides lead pay to gardeners who work with volunteers and will explore the feasibility of extending this benefit to recreation staff as well.

The Recreation and Park Commission should:

- 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.

**RPD Response:** Disagree. Review and approval is more properly a management function; however, the Commission will be updated regularly on the Department's progress.

## **Section 5. The Open Space Fund**

The Recreation and Park Department General Manager should:

- 5.1 Ensure that the Department complies with the Proposition C requirement for a 3 percent undesignated contingency reserve.

**RPD Response:** Agree. The department must ensure that the appropriation for the 3 percent contingency reserve is calculated on the Controller's Office **final** budget estimate of Open Space revenue each fiscal year. Currently the calculation is made early in the budget process. In the past several years the Open Space allocation has tended to increase, due to good news on property tax receipts, between January and June, making the percentage slightly less than three percent.

- 5.2 Ensure that the property acquisitions policy is formally adopted by the Recreation and Park Commission in 2006.

**RPD Response:** Agree. The department plans to bring the acquisition policy to the Recreation and Park Commission in February 2006, after receiving comments from PROSAC and the following agencies, Department of Public Works, Redevelopment Agency, Planning Department, Mayor's Office of Economic Development.

**Section 6. The Golf Fund**

The Recreation and Park Department General Manager should:

- 6.1 Ensure, in relation to the borrowed State Proposition 12 funds for the Harding and Fleming Golf Courses renovation project, that the full FY 2005-2006 repayment of \$935,420 is made to the Open Space Fund.

**RPD Response:** Agree. The department will make every effort to abide by the ordinance governing the payment from the Golf Fund to the Open Space Fund. The department has \$540,000 budgeted for the payment in the current fiscal year and will work to generate expenditure savings in the Golf Fund to cover the additional \$395,000 necessary to make the full payment.

- 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 residents' use.

**RPD Response:** Agree. The department would like to make the payments from the Golf Fund to the Open Space Fund on as expeditious a schedule as possible. However, any increase in the payment schedule depends on the financial health of the Golf Fund, which is currently somewhat tenuous. The department will evaluate the feasibility of changing the Harding/Fleming fee structures as well as the percentage of rounds dedicated to resident use, however the ultimate authority over such changes resides with the Board of Supervisors.

- 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 Department's direct costs and makes a profit, or (b) terminate the agreement.

**RPD Response:** Partly Agree. The department is proud of its part in facilitating the return of the PGA Tour to a public course in San Francisco after a 40 year absence. The department agrees to review the tournament agreement for opportunities to increase department revenue from subsequent tournaments. The department disagrees with the option to terminate the agreement. Although difficult to quantify, the benefits to the City go far beyond the dollars and cents which accrue to the Recreation and Park Department.

- 6.4 Develop overall plans for Lincoln and Sharp Golf Courses in relation to the best use of those properties, required capital improvement program costs and schedules, and possible funding sources.

**RPD Response:** Agree. The department intends to develop and execute a plan to make all its golf courses functional and to make the Golf Fund functional and self-sustaining.

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## Section 7. Revenue Generating Programs, Capital Costs, and Cost Allocation

The Recreation and Park Department General Manager should:

- 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.

**RPD Response:** Agree. The department will work with the Mayor's Office to review options and create a plan for repair or replacement of the Stadium. Any plan that is proposed will undergo thorough review and extensive input from the public.

- 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.

**RPD Response:** Agree. The department has a high level understanding of the likely costs for capital repairs and replacement at Camp Mather, but will work on developing a detailed scope of work, schedule and estimates for the necessary capital investment.

- 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.

**RPD Response:** Agree. Once the department has made the evaluations outlined above, it will report the findings to the Board of Supervisors.

- 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.

**RPD Response:** Agree. The department's analysis to date suggests that a combined project for the East and West Harbors makes the most sense, however the department will reevaluate the feasibility of a West Harbor project alone.

- 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.

**RPD Response:** (a) Agree. The department will provide such an update. (b) Agree. The department will seek guidance from the City Attorney's Office on the most appropriate means of making a status report to the Board of Supervisors and the Recreation and Park Commission on this on-going litigation. (c) Agree. The department will discuss the Marina budget with the Board of Supervisors during the upcoming budget process.

- 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.

**RPD Response:** Agree. The department currently conducts an annual review of direct and indirect costs and validates the appropriateness of each cost that is allocated indirectly through the department's overhead fund. The department will continue to evaluate such costs and charge direct costs as appropriate.

- 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.

**RPD Response:** Agree. The department must meet with the Controller's Office to review this methodology and address issues that arise from the fact that the department's overhead fund is an annually appropriated fund that closes at the end of each fiscal year.

## **Section 8. Recreation and Park Department Property Use and Lease Management**

The Board of Supervisors should:

- 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 dept incurred under the lease or management agreement.

The Recreation and Park Department General Manager should:

- 8.2 Expedite hiring of the new Director of Partnerships and Property Management position.

**RPD Response:** Agree. The department has initiated the hiring process for this position and expects to fill the position in the spring.

- 8.3 Direct the Director of Administration and Finance and the Director of Partnerships and Property Management 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.

**RPD Response:** Agree. The department is committed to improving the electronic lease management system in order to facilitate better tracking and review of all property management agreements. The department has begun to implement a new revenue tracking system that will be used both by the Revenue Unit and the Property Management



Division. Once the revenue tracking system has been set in place, the department will work to tie it in to an improved lease management system.

- 8.4 Direct the Director of Administration and Finance and the Director of Partnerships and Property Management 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.

**RPD Response:** Agree. Communication between the Revenue Unit and the Property Management Division must be made routine and effortless. The Director of Administration and Finance will review existing protocols and establish new and enhanced methods of communication between the two groups.

- 8.5 Direct the Director of Partnerships and Property Management 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.

**RPD Response:** Agree. The development of a more effective lease management system will enable the Property Management Unit to more easily track and enforce provisions of the department's property management agreements.

- 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 increases in Japanese Tea Garden attendance, including achieving revenues of at least \$280,000 annually based on attendance of 425,000.

**RPD Response:** Partly disagree. The department will do all it can to maximize revenue from the Japanese Tea Garden. The level of attendance at the Japanese Tea Garden, even with the re-opening of the deYoung Museum, does not support a revenue expectation of \$280,000 annually. The department expects to re-bid the concession for the Tea Garden at approximately the time that the Academy of Sciences re-opens. At that time the department will review the appropriate minimum guarantee for the lease.

- 8.7 Immediately request loan documents from Kemper Sports Management.

**RPD Response:** Agree.

- 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.

**RPD Response:** Agree. The Controller's Office is scheduled to undertake a routine audit of the department's financial relationship with Kemper Sports Management in the next few months.

- 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.

**RPD Response:** Disagree. Kemper Sports Management has proven to be an effective manager of the Harding Park Golf Course to date. Indeed, Harding Park currently functions better than any of the department's other golf courses and the department values its relationship with Kemper accordingly. The department has begun discussions with Kemper about sharing the loan documents with the city and believes that this recommendation will soon be moot.

- 8.10 Present regular reports to the Recreation and Park Commission on the status of discussions with the Public Utilities Commission for the best use of the Lake Merced property currently occupied by the Rod and Gun Club.

**RPD Response:** Agree. The Department and the PUC plan to undertake a master planning process for Lake Merced, including the property occupied by the Rod and Gun Club. The department will report to the Commission on the process and results of that master plan.

- 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.

**RPD Response:** Agree.

- 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.

**RPD Response:** Agree. The department will provide the results of its analysis to the Commission.

## **Section 9. Management of Permits, Fees, and Other Revenues**

The Recreation and Park Department General Manager should:

- 9.1 Submit the \$35 facility use fee to the Board of Supervisors for approval.

**RPD Response:** Disagree. Rather than formalize this particular facility use fee, the Department will undertake a complete review and restructure of the entire event permit fee schedule to make all fees equitable, transparent, and enforceable for all users.

- 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 Sections 12.22, 12.24, and 12.25.

**RPD Response:** Agree. This will be accomplished concurrent with the restructuring of the event permit fee schedule described in RPD Response 9.1.

- 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.

**RPD Response:** Agree.

- 9.4 Submit all fee waivers not authorized by the Park Code to the Board of Supervisors for approval.

**RPD Response:** Agree.

- 9.5 Assign responsibility and oversight of temporary permits for pushcart vendors and license agreements to the Director of Partnerships and Property.

**RPD Response:** Agree.

- 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.

**RPD Response:** Agree.

- 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.

**RPD Response:** Agree

- 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.

**RPD Response:** Agree

- 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.

**RPD Response:** Agree.

- 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.

**RPD Response:** Agree.

- 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.

**RPD Response:** Agree

- 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.

**RPD Response:** Agree. See RPD Response 9.1.

- 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.

**RPD Response:** Agree.

- 9.14 Evaluate the Recreation and Park Department's fee structure for film and photography 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.

**RPD Response:** Agree.

- 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.

**RPD Response:** Agree.

- 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.

**RPD Response:** Agree.

- 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.

**RPD Response:** Agree.

- 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 at Recreation and Park Department facilities, and implement a procedure to receive and record receipts from the license agreements.

**RPD Response:** Agree.

## Section 10. Cash Handling Practices

The Recreation and Park Department General Manager should:

- 10.1 Direct the Directors of Operations and Administration and Finance to revise the cash-handling policies and procedures to (a) identify all staff who are responsible for handling cash, (b) procedures for receiving, recording, keeping, transporting, and depositing cash and other revenues, and (c) training for all staff required to handle cash or revenues.

**RPD Response:** Agree. The department intends to review current cash handling policies and procedures and issue an updated set of policies in January. The department will work with staff to ensure that such policies are understood and implemented. 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.

- 10.2 Direct the Directors of Operations and Administration and Finance to identify and end all cash handling practices outside of the formal policies and procedures, including informal slush funds and payments to individuals to provide services.

**RPD Response:** Agree. The Department will work with staff to ensure that cash is properly handled.

- 10.3 Develop a formal policy, defining and reconciling policies and procedures for cash donations to the Department's gift fund and the San Francisco Parks Trust accounts.

**RPD Response:** Agree. The department is working on a set of policies governing donations to the S.F. Parks Trust accounts and hopes to distribute that policy to staff in January. The department will also create a formal policy governing the donation of money to gift funds within the city system.

- 10.4 Direct the Director of Finance and Administration to develop formal protocols requiring (a) at least two employees present at all cash counts, and (b) routine reconciling of cash counts with attendance records and other use tallies as appropriate.

**RPD Response:** Agree. The department will develop such a protocol and strive to meet it.

- 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.

**RPD Response:** Agree. The department currently records cash sales accurately by pool and will strive to improve attendance tracking at each pool in order to facilitate the accurate reconciliation of cash receipts from the pools against attendance. The implementation of Class, the department's on-line reservation system, should increase the sale of monthly swim passes and scrip tickets and reduce the amount of cash handled at the swimming pools. In addition, the department is considering implementation of a Class module that will allow the use of swipe cards at entrance of each pool, further reducing the amount of cash collected.

## **Section 11. Park Patrol**

The Recreation and Park General Manager should:

- 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.

**RPD Response:** Agree.

- 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.

**RPD Response:** Agree.

- 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.

**RPD Response:** Agree.

- 11.4 Direct staff to locate an appropriate "command headquarters" for the Park Patrol.

**RPD Response:** Agree.

- 11.5 Direct staff to develop a recommendation on whether to obtain a digital recording system for Monster Park, preferably with grant funding.

**RPD Response:** Agree.

- 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.

**RPD Response:** Partially agree. The Department has already initiated discussions with the Department of Parking and Traffic regarding the possible accrual of revenues from parking citations issued on RPD property to RPD vice DPT. If unsuccessful, RPD will then pursue the transfer of parking citation functions on RPD property from RPD to DPT.

- 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.

**RPD Response:** Agree.

## **Section 12. Maintenance Management**

The Structural Maintenance Division Manager should:

- 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.

**RPD Response:** Agree.

- 12.2 Develop performance measures, standards, and objectives that will serve to provide direction, accountability, and control for the Structural Maintenance Division's operations.

**RPD Response:** Agree.

- 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 between employees and the public.

**RPD Response:** Partly agree. The Department has Memoranda of Understanding with each of the various unions that represent the trades that comprise the Structural Maintenance Division. These MOUs delineate the rules, work performance, and employee/management relationships that pertain to the employees covered under each

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respective MOU. The Department will ensure that these work rules and relationships are continuously and evenly respected and applied.

- 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.

**RPD Response:** Agree.

- 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.

**RPD Response:** Disagree. There is no funding for two new planner positions and no justification for the elimination of existing trade positions. The Department is addressing the maintenance planning function through improved planning support of Structural Maintenance functions by the Capital Division, using existing Capital Division staff resources.

- 12.6 Implement an effective preventive maintenance program.

**RPD Response:** Agree, subject to funding constraints.

- 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.

**RPD Response:** Agree, with the stipulation that maintenance reporting be linked to TMA and other management software that might be acquired by the Department.

- 12.8 Conduct an inventory of tools and equipment and update the inventory annually.

**RPD Response:** Agree.

- 12.9 Use Total Managed Assets System reports when requesting maintenance resources.

**RPD Response:** Agree.

- 12.10 Fill the vacant Classification 7263 Maintenance Manager position as soon as possible.

**RPD Response:** Agree. The Department is evaluating the most appropriate classification for this position. Anticipate fill by end of this fiscal year.

- 12.11 Implement a program to eliminate unsafe sidewalks on Recreation and Park Department property.



**RPD Response:** Agree, subject to funding priorities. The Department will also look for opportunities to include such work within adjacent Capital projects.

The Director of Operations should:

12.12 Assist the Structural Maintenance Division in obtaining the personnel resources cited in the Structural Maintenance Division Staffing part of this report section.

**RPD Response:** Agree, per previously stated stipulations.

12.13 Ensure that the Maintenance Superintendent obtains the assistance needed to accomplish the recommendations cited above and ensure that the recommendations are accomplished.

**RPD Response:** Agree, per previously stated stipulations.

### **Section 13. Materials Management**

The Structural Maintenance Division Manager should:

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.

**RPD Response:** Agree to evaluate storeroom feasibility and to establish an inventory process.

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 orders for single or few items.

**RPD Response:** Agree.

13.3 Ensure that the material in the Structural Maintenance Division Yard is brought into inventory or reported for disposal.

**RPD Response:** Agree.

13.4 Ensure that the material in the Bone Yard is brought into inventory or reported for disposal.

**RPD Response:** Agree.

The Purchasing and Contract Administration Manager should:

13.5 Assist the Structural Maintenance Division in developing adequate controls for materials, supplies, tools, and equipment.

**RPD Response:** Agree. The department's TMA system has the capacity to track inventories of materials and supplies, tools and equipment. The department has loaded basic information about its equipment inventory into TMA and is in the process of verifying that data. As new equipment is delivered it will be entered into and tracked through TMA. In addition, the department is currently in the process of placing the entire warehouse inventory into TMA. The department expects to create a tool inventory in TMA in the 2006-2007 fiscal year.

- 13.6 Assist the Structural Maintenance Division in establishing a storeroom or otherwise providing adequate safeguarding of materials and supplies.

**RPD Response:** Agree. See 13.1 above.

- 13.7 Assist the Structural Maintenance Division in disposing of Bone Yard material not required.

**RPD Response:** Agree. See 13.4 above.

- 13.8 Work with the Structural Maintenance Division to establish procurement procedures that are economical and efficient.

**RPD Response:** Agree. The department must balance the need to create economical and efficient procurement procedures against the need to maintain financial controls and ensure compliance with all relevant purchasing regulations and procedures. The department is working with the Structural Maintenance Division to find the appropriate balance between these competing needs.

- 13.9 Develop a Materials Management Policies and Procedures Manual for the Recreation and Park Department.

**RPD Response:** Agree. The Director of Purchasing and Contract Administration will complete such a manual in the 2006-2007 fiscal year.

- 13.10 Perform a physical inventory of the Recreation and Park Department storeroom as soon as practicable and at least annually thereafter.

**RPD Response:** Agree.

#### **Section 14. Health, Safety, and Environmental Issues in the Structural Maintenance Unit**

The Structural Maintenance Division Manager should:

- 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.

**RPD Response:** Agree, with any renovation subject to prioritization within other Department renovation requirements.

- 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.

**RPD Response:** Agree. The Structural Maintenance Division Manager will work with the Environment, Health and Safety Manager to correct the trend and work toward a workplace free of lost time injury or illness. The department will ensure that these managers review the audit results, including the two inspection reports, and work to correct all issues identified. Particular focus will be placed on continued improvement in operations in accordance with our injury and illness prevention program. This program is compliant with Cal-OSHA, having been reviewed by them on several occasions, and states the department's health and safety performance expectations, hazard identification and evaluation methods. It also speaks to the department's interest in intervention targeting, implementation and effectiveness monitoring. Key areas we would look for improvement in the Division might include, but not limited to, higher completion rates for required Safety Awareness Meetings, Periodic Inspections, on-time reporting of incidents and more rapid completion of related corrective actions.

- 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.

**RPD Response:** Agree, subject to requirements prioritization and funding availability.

## **Section 15. Automotive and Mobile Equipment Management**

The Recreation and Park Department General Manager should:

- 15.1 Emphasize the importance of complying with preventive maintenance inspection schedules.

**RPD Response:** Agree. The department understands the benefit of preventative maintenance and will work with staff to ensure that equipment is brought to the shop for maintenance on a regular schedule.

- 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.

**RPD Response:** Agree.

The Manager, Central Shops, should:

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- 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.

## Section 16. Managing the Capital Program

The Recreation and Park Commission and General Manager should:

- 16.1 Ensure timely project close-out so that surplus funding can be reallocated as quickly as possible to under-funded capital improvement projects.

**RPD Response:** Agree. The Division recognizes the need to settle accounting and secure approvals to allow the reallocation of surplus funding. The first reallocation of surplus funds was completed in October 2004 the reallocation of \$2.8M in surplus Open Space Funds and \$2.39 M in 2000 Neighborhood Park Bonds was approved by the Board of Supervisors.

- 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.

**RPD Response:** Agree. A team of Capital Division staff has been assembled to work with the PROSAC Capital Working group to develop an evaluation and selection process for prioritizing capital projects moving forward. This effort is listed as a next step in the 2005 Annual Update of the Department's Capital Plan.

- 16.3 Develop a comprehensive plan for citywide renovation projects (such as field rehabilitation and court resurfacing).

**RPD Response:** Agree. This recommendation has been established as a Division goal in the 2005 Annual Update of the Capital Plan. We have begun achieving this goal through a recent study which evaluated the most severely damaged irrigation systems throughout the city. The study was a collaborative effort of staff from Capital and Operations which assessed 11 systems, identified findings, provided both short and long range solutions to be handled by Operations or will require capital dollars to correct the problem. This model will be used to begin developing a plan for deferred maintenance items (i.e., roof replacements, painting, paving repairs, etc.).

- 16.4 Incorporate the Urban Forestry and Natural Areas Programs into the Department's Capital Plan.

**RPD Response:** Partly Agree. Capital work recommended in the 2005 DRAFT Natural Resources Management Plan has already been integrated into the 2005 Annual Update of the Capital Plan. Final recommendations shall be incorporated in 2006. The Department currently does not have a comprehensive plan for Urban Forestry; and should one be produced, it is not clear whether this work would qualify as Capital (definitions vary by funding source).

- 16.5 Address the seismic issues at Kezar Pavilion, McLaren Lodge and Annex, the Park Aid Station, and the Urban Forest Center.

**RPD Response:** Partly Agree. The Department's Capital Program was established to assess the conditions of our facilities and address seismic and other deficiencies as funding is made available. The Department received State Prop 40 block grant funds to assist with the renovation of GGP facilities. It should be noted that Kezar Pavilion is not a Proposition 40 site as identified by the Board of Supervisors appropriation.

- 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.

**RPD Response:** Partly Agree. Please see 16.5 above for GGP facilities; 7.1 above for Candlestick Park; and 7.2 above for Camp Mather.

## Section 17. The Capital Program's Funding Sources

The Recreation and Park Department Commission and General Manager should:

- 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.

**RPD Response:** Agree. The Capital Division currently participates in securing gifts and grants for projects from various governmental and philanthropic organizations. Receipt from these types of infusing of funds has resulted in a total of \$100M in state and federal grant funds, and an additional \$40M in philanthropic gifts. The approval of a general obligation and/or revenue bond as well as a tax assessment would have to be approved by the public at the submission of the City.

- 17.2 Develop an overarching plan to increase its funding from grant and philanthropic gift sources.

**RPD Response:** Partly Agree. Please see 17.1 above.

- 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.

**RPD Response:** Partly Agree. See response 17.1 above

- 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.

**RPD Response:** Partly Agree. The Capital Division currently works with community volunteers on the planting and maintenance of its community parks. Additionally, small neighborhood groups (Friends of the Park) provide sweat equity in beautifying recreation centers. An example is the community came together and provided hand made tiles to decorate a retaining wall in a child's play area. The Capital Division provided the detailed plans for installing the tiles and the Operations group actually performed the installation task.

- 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.

**RPD Response:** Agree. The Capital Division is currently assessing the feasibility of utilizing a Project Management software that will provided needed assistance with project cost estimation, project oversight, and financial reporting. The implementation of such a system will provide a financial work plan for strategically and efficiently reducing work order back long in operations, enhance planning capability through the prioritization of maintenance projects and will aid in the development of present and future budgets for capital as well as maintenance projects.

## **Section 18. Monitoring Capital Project Budgets**

The Recreation and Park Department General Manager should:

- 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.

**RPD Response:** Partly Agree. The value of the recommendation is realized, but we would request that the report due date be extended to May 2006 so as to not to conflict with GOBOC reporting currently scheduled in April 2006. However, RPD will provide a detail report to BOS no later than June, 2006 on the status of completed capital projects.

- 18.2 Identify available unexpended balances and present these funds to the Board of Supervisors for re-appropriation to unfunded capital projects.

**RPD Response:** Agree. RPD will present to BOS surplus funds that require re-appropriation. This process was last completed in October 2004 (see 16.1).

The Director of the Capital Division should:

- 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.

**RPD Response:** Agree. This is a goal for the Capital Division and can be achieved through the implementation of the project management software currently being studied as noted in 17.5.

- 18.4 Establish clear guidelines for closing out the construction phase of capital projects and closing out capital projects in FAMIS.

**RPD Response:** Agree. RPD will establish guidelines to ensure timely project close-out during construction phase and final accounting in FAMIS.

- 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.

**RPD Response:** Agree. RPD will create a monitoring report to track progress of projects in close out to final FAMIS close out. Monitoring report will include comments on pending issues with close out of contract(s) or any funding adjustments that require Commission/BOS approvals.

- 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.

**RPD Response:** Agree. RPD will modify current procedures to reconcile project balances between FAMIS and RPD general ledger system. As part of the modification to current procedures, RPD is in the process of hiring additional accounting staff to perform and maintain reconciliation function.