



Baltimore City Recreation and Parks

Biennial Performance Audit
for Fiscal Years Ended June
30, 2021 and 2020
City Auditor, Josh Pasch
December 6, 2022



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Office of the Comptroller

Josh Pasch, City Auditor

100 N. Holliday St., Room 321
Baltimore, Maryland 21202

Honorable Bill Henry, Comptroller
and Other Members
of the Board of Estimates
City of Baltimore

EXECUTIVE SUMMARY

We conducted a *Biennial Performance Audit of the Baltimore City Recreation and Parks for the Fiscal Years Ended June 30, 2021 and June 30, 2020*. The objectives of our performance audit were to:

- Determine if the Baltimore City Recreation and Parks (BCRP) equitably distributes (proposed budget, approved budget, revised budget, and actual expenditures) operational and capital funds; and
- Follow up on prior findings and recommendations included in the previous Biennial Performance Audit Report, dated October 22, 2020.

Our audit concludes that the BCRP:

- Is not in full compliance with City Code Article 1, Subtitle 39, *Equity Assessment Program*. BCRP's equity assessment for operational budget and capital budget is not effective and needs improvement. As a result, it is less likely that BCRP will achieve the goal to effectively identify and redress disparate outcomes on the basis of race, gender, or income as stated in Baltimore City Code, Article 1, Subtitle 39, *Equity Assessment Program*.
- Can improve their routine park inspection practices. Current BCRP practice does not include a required minimum number of Quality Assurance Quality Control (QAQC) visits for parks and does not include a documented underlying methodology for the selection of QAQC visits. Ineffective and inefficient processes can lead to park maintenance issues going unnoticed and / or unaddressed.

Background Information

Equity – Equity means closing the gaps in policy, practice, and allocation of City resources so that race, gender, religion, sexual orientations, and income do not predict one's success, while also improving outcomes for all.

Equity Assessment – a systematic process of identifying policies and practices that may be implemented to identify and redress disparate outcomes on the basis of race, gender, or income.

Baltimore City Code, Article 1, Subtitle 39 requires City agencies to develop and implement an equity action plan to incorporate and embed equity principles and strategies into City operations, programs, services, and policies.

Source: City of Baltimore

- Does not restrict access to appropriate BCRP Capital Projects staff only¹. All BCRP Capital Projects staff have access to an excel file used to accumulate data on potential capital projects. Unrestricted access increases the risk of the loss or alteration of capital project data.

Of the six prior recommendations that we followed up as part of this Biennial Performance Audit (See Section II on page 12), one or approximately 17 percent of action plans were implemented and one or 17 percent of action plans were partially implemented. The remaining four or approximately 66 percent of action plans were not implemented. The following are the reasons for partially implemented and not implemented action plans:

- **Service 645 – Aquatics Service, Percent of pools meeting maintenance standards:** The counting and calculation methodologies are incorrect. (Note: there were two findings under Service 645)
- **Service 654 - Urban Forestry Service, Number of tree maintenance service requests received:** According to BCRP, policies and procedures developed by the previous management were not provided to the current management and not implemented.
- **Service 646– Park Maintenance, Number of playgrounds with one hundred percent functional components:** The policies and procedures did not address the methodology for setting the target and calculating the actual. Additionally, it did not provide adequate guidance on how they determine the daily playgrounds selected for inspection.
- **BCRP’s Inventory Controls:** The BCRP still uses the previous Standard Operating Procedures (SOP), which was evaluated during the previous audit as incomplete / ineffective policies and procedures.

To improve the processes and controls over Equity Assessment for general fund and capital fund expenditures, we recommend the Director of BCRP implement the recommendations included in this report. Management’s responses are included in Appendix I.

We wish to acknowledge BCRP’s cooperation extended to us during our audit.

Respectfully,



Josh Pasch, CPA
City Auditor, City of Baltimore
December 6, 2022

¹ According to BCRP, there are 25 to 30 staff members in the Capital Projects team.

BACKGROUND INFORMATION

I. Baltimore City Recreation and Parks

The City of Baltimore has 263 parks, 23 swimming pools, 40 recreation centers, 120 playgrounds, 116 basketball courts, 177 athletic fields, 32 historic structures, 3 skate parks, 12 pavilion groves, and over 25 miles of trails that provide recreation opportunities to the residents of Baltimore. The BCRP is tasked with overseeing these City assets.

The BCRP's capital budget for FY2021 was approximately \$18 million and \$30 million for FY2020. The service 646 - Park Maintenance operating budget for FY2021 was approximately \$19 million and \$16 million for FY2020. Park maintenance includes: (1) cleaning / repairing playgrounds; (2) preparation / maintenance of athletic fields, basketball and tennis courts; (3) cleaning of trails; and (4) mowing of grass. The service also mulches trees, supports special events, and removes leaves and snow. Under Board of Estimates policy, operating expenditures are improvements costing less than \$50,000 and items of repair, maintenance or emergency in nature costing less than \$100,000.

II. Baltimore City Code, Article 1, Subtitle 39, *Equity Assessment Program*

In April of 2018, the City council introduced a bill to establish an equity program for the City. This initiative would be applicable to all City agencies and include operating and capital budget expenditures. The bill was designed to require City agencies to examine their existing policies and practices to prevent and reduce disparate outcomes based on race, gender, or income and work to eliminate structural and institutional racism.

OBJECTIVES, SCOPE, AND METHODOLOGY

We conducted our performance audit in accordance with *Generally Accepted Government Auditing Standards*. Those standards require that we plan and perform the audit to obtain sufficient, appropriate evidence to provide a reasonable basis for our findings and conclusions based on our audit objectives. We believe that the evidence obtained provides a reasonable basis for our findings and conclusions based on our audit objectives. The objectives of our audit were to:

- Determine if BCRP equitably distributes (proposed budget, approved budget, revised budget, and actual expenditures) operational and capital funds; and
- Follow up on prior findings and recommendations included in the previous Biennial Performance Audit Report, dated October 22, 2020.

To accomplish our objectives, we:

- Reviewed the Baltimore City Code, Article 1, Subtitle 39, *Equity Assessment Program*.
- Interviewed key individuals from BCRP to obtain an understanding of: (1) of equity considerations related to operating expenditures, specifically park maintenance; and (2) how equity is considered in capital expenditures.
- Reviewed and analyzed documents that were not limited to the following: (1) Park Maintenance QAQC Form; (2) Capital Improvement Program Training slides; (3) ranking and scoring criteria; (4) project selections documentation; (5) BCRP annual agency equity reports; (6) pool permits; and (7) BCRP's policies and procedures that are relevant to the audit objectives.
- Identified the related risks and evaluated the internal controls over the assessment and consideration of equity in park maintenance and capital project selections.

SECTION I: CURRENT FINDINGS AND RECOMMENDATIONS

Finding I: BCRP Is Not in Full Compliance with City Code Article 1, Subtitle 39, Equity Assessment Program.

The Article 1, Subtitle 39, *Equity Assessment Program* in the Baltimore City Code became effective December 6, 2019. As of November 9, 2022, the design and implementation of the BCRP's equity assessment process is not fully implemented. According to BCRP, it has a designated Equity Coordinator; however, BCRP's equity assessment for operational budget and capital budget is not effective and needs improvement (see below). Without an effective evaluation of how funds are being allocated it is less likely that BCRP will achieve the goal to effectively identify and redress disparate outcomes on the basis of race, gender, or income as stated in Article 1, Subtitle 39, *Equity Assessment Program*.

- **Operating Budget – Park Maintenance:** The BCRP does not have a process in place to evaluate equity when setting the operating budget for park maintenance.
- **Capital Budget:** Although BCRP applied their own weighting system to the equity criteria, there are no formal (written, approved, dated) policies and procedures to guide staff in the process of scoring and reporting. For example, BCRP does not:
 - Have written defined benchmarks to determine how equity points should be awarded to a project in the ranking and scoring process. According to BCRP, race and income were the criteria for scoring equity. Proposed projects in areas with an African American population of 60 percent and above; or Median Household Income under \$40,000 are awarded three points; otherwise, zero.
 - Have a tracking mechanism to evidence BCRP's considerations of community proposed projects in their annual proposed projects plan to the Department of Planning. Currently, according to BCRP, community liaisons encourage residents to propose projects by using a manual or electronic form; however, a process to identify proposed projects to those forms does not exist.
 - Evaluate the impact on equity when funding is re-allocated from one project to another. According to BCRP, their consideration is based on whether a project is delayed or not started, and therefore allows for re-allocation to other projects.
 - Establish a baseline and an equity plan²; and (2) consider actual expenditures and the actual location of projects previously completed to evaluate progress towards closing the equity gap.

² An equity plan to set goals and priorities and a baseline to track progress.

- **Annual Agency Equity Reporting:** In the citywide 2020 Equity Report issued by the Mayor’s Office of Equity and Civil Rights³, BCRP referenced appendices⁴ that were not included. When asked to provide copies of the appendices, BCRP stated they were unable to provide them due to changes in staff. Also, as noted on the previous page, without a baseline, equity plan, and actual expenditures and the actual locations of previously completed operating and capital projects, BCRP will not be able to determine if they meet Article 39-11 (see below).

According to the Baltimore City Code, Article 1,

- Subtitle 39-6: “Starting in the second year following enactment of this subtitle, each City agency must develop, adopt, and oversee an Equity Assessment Program that requires it to: (1) Proactively develop polices, practices, and strategic investments to reverse disparity trends based on race, gender, sexual orientation, or income;... (3) develop and implement an equity action plan to incorporate and embed equity principles and strategies into City operations, programs, services, and policies; and (4) conduct equity assessments of existing and proposed City actions, policies, and **both capital and operating budgets.**”
- Subtitle 39-11: “On or before June 30 of each year beginning 1 year after the effective date of this subtitle, each agency shall submit its equity report to the Mayor and City Council and the Department of Legislative Reference for public review...Each Report shall include: (1) an assessment of progress towards achievement of the goals of the Equity Assessment program...(4) recommended steps to address the identified disparate outcomes and (5) an update on progress towards elimination of previously identified disparities and implementing actions recommended in past reports.”

³ According to the Office of Equity and Civil Rights, the citywide 2021 Equity Report is in process.

⁴ For example, in the citywide 2020 Equity Report, BCRP referenced to Appendices D and E, which are “LPPRP report,” and Appendix C which is the capital budget process; however, these appendices were not attached in the citywide 2020 Equity Report.

Recommendation I: We recommend the Director of BCRP:

- Evaluate and document an equity assessment when setting the operating budget;
- Establish a tracking mechanism to identify and link proposed capital projects submitted via the Project request form by community groups to the Capital Improvement Plan;
- Formally document benchmarks to be used in the determination of ranking and scoring criteria, including equity, when selecting between operating and capital project alternatives;
- Consider equity impact when funding is re-allocated from one project to another;
- Establish a baseline and an equity plan to perform an assessment review yearly of BCRP operations, policies, and procedures;
- Record actual expenditures and actual locations of previously completed projects to analyze progress towards closing the equity gap;
- Maintain support for all information and exhibits in the annual equity report; and
- Develop formal (written, approved, dated) policies and procedures to guide staff to conduct equity assessment of operating and capital projects as well as the bullets stated above.

Finding II: BCRP Can Improve Their Park Routine Inspection Practices.

The BCRP's current inspection process is not effective and efficient. Specifically, the BCRP has 263 parks and five Park Managers; however, BCRP Park Managers' plans for inspecting parks do not include a required minimum number of QAQC periodic visits that must be performed and documented at their designated parks. Also, there are no documented underlying methodologies for the selection of QAQC visits. Instead, the BCRP solely relies on park managers knowledge of their assigned parks to determine how best to structure their inspections. Not having the underlying methodologies for park visit selections and a required minimum number of site visits for all parks could lead to parks that tend to not have as many issues not having the attention of park managers, which could lead to issues going unnoticed and or addressed. There could also be, intentionally or unintentionally, an inequitable distribution of park managers' time.

In addition, the QAQC form which park managers use to assess the condition of the parks is on a yes or no grading system for each task, but does not define the criteria for determining if the answer should be yes or no. Without the criteria, there could be inconsistencies between how the different park managers grade their assigned parks. Currently, park managers are using a QAQC paper check list generated from Excel to capture their QAQC review. Managers keep a copy of their completed QAQC reviews on their desktops in electronic folders. Copies of the reviews are also e-mailed to the Chief of Park Maintenance for review. There is no consolidated QAQC results (data dashboard) to allow managers to be able to have a real time snapshot of their park evaluations and manage their time to be even more responsive and successful.

According to; *Essential Factors for Park Maintenance* by parksandrecreation business.com⁵, the 5th factor is to define success and create an evaluation framework. There is not a one-size fits all approach to evaluation; however, an effective framework is built upon defined benchmarks, observation, documentation, and reflection. It is a cyclical rather than linear process.

Recommendation II: We recommend the Director of BCRP:

- Determine an appropriate methodology for ensuring that all City parks receive a minimum number of routine inspections by park managers;
- Document the methodology and a minimum number of routine inspections by park managers;
- Maintain evidence of QAQC inspections;

⁵ *Parks & Rec Business* magazine is written by parks and recreation directors, administrators, and staff for anybody who works in the parks and recreation world.

- Design the QAQC form to allow for uniformity in the evaluation of the various tasks being assessed; and
- Consider improving paper QAQC forms to electronic documents and working with Information Technology to build out a data dashboard to allow managers to be able to have a real time snapshot of their park evaluations and manage their time to be even more responsive and successful.

Finding III: Capital Project Data Is Susceptible to Intentional or Unintentional Data Loss.

The BCRP uses an Excel file to accumulate data on potential capital projects. All BCRP Capital Projects staff⁶ have access to the file. The Capital Projects team does not password protect and / or restrict editing access to only those team members who are authorized to edit the file. As a result, there is a risk of intentional or unintentional loss of data or alteration of data could occur.

According to the *Standards for Internal Control in the Federal Government* issued by the Comptroller General of the United States, “Management designs control activities for security management of the entity’s information system for appropriate access by internal and external sources to protect the entity’s information system. Objectives for security management include confidentiality, integrity, and availability. Confidentiality means that data, reports, and other outputs are safeguarded against unauthorized access. Integrity means that information is safeguarded against improper modification or destruction, which includes ensuring information’s nonrepudiation and authenticity. Availability means that data, reports, and other relevant information are readily available to users when needed.”

Recommendation III: We recommend the Director of BCRP implement a data security policy that restricts access to authorized users and protects data integrity.

⁶ According to BCRP, there are 25 to 30 staff members in the Capital Projects team.

SECTION II: IMPLEMENTATION STATUS OF PRIOR FINDINGS AND RECOMMENDATIONS

Table I

Summary of Implementation Status of Audit Findings and Recommendations from the Performance Audit Report for Fiscal Years Ending 2019 and 2018 for Service 645 –Aquatics Service⁷

No.	Findings	Prior Recommendation	Management’s Self-reported Implementation Status	Auditor’s Assessment
1.	The BCRP did not obtain annual operating permits for FY2021, FY2020, FY2019 and FY2018.	Obtain annual operating permits	<p>(1) The BCRP made the payment and obtained the necessary permits from the Baltimore City Health Department (BCHD) to operate the outdoor pools during the Summer 2021 Pool Season.</p> <p>(2) Permits were displayed at all 11 pools that opened to the public.</p> <p>(3) Securing the permits has been established as part of the SOP of the agency with regards to the annual operation of the outdoor pools.</p>	<p>Not Implemented</p> <p>The following pools were opened without an issued permit from BCHD:</p> <ul style="list-style-type: none"> • FY 2023 (Summer 2022) - Three out of 25 locations, or 12 percent; and • FY 2022 (Summer 2021) – Five out of 25 locations, or 20 percent. <p>BCRP’s Management Response - 1) BCRP agrees with your finding that three indoor pools operated without permits during Summer 2022. 2) BCRP acquired permits for the indoor pools in August 2022 for the Fall operating season. These permits expire on December 31, 2022. 3) BCRP has implemented a SOP that requires all indoor pools be inspected at the end of each calendar year. This will allow every indoor pool to have current permits for the following calendar year, January - December.</p>

⁷ The selected performance measure is percent of pools meeting maintenance standards.

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<p>2.</p>	<p>The BCRP overstated actual results for FY2019 and FY2018 reported in the Budget Books due to the calculation methodology.</p>	<p>To document and implement the methodology to calculate the performance measure.</p>	<p>(1) Performance measure has been changed to % of scheduled days outdoor pools are open to the public.</p> <p>(2) Pool closures during the scheduled days often reflect negative operational issues. Negative operations issues include funding, maintenance, staffing or security. Inclement weather is NOT considered an operational issue. (a) The higher the percentage of days pools are open to the public, the less operational issues. (b) The lower the percentage of days the pools are open to the public, the more operational issues.</p> <p>(3) The new measure "percent of scheduled days out door pools are open to the public will be calculated for each individual body of water using the following calculation: # of days closed / # of total days scheduled to be open to the public.</p>	<p>Not Implemented</p> <p>The calculation methodology for BCRP’s target and actual were not documented adequately in the scorecard The scorecard does not clearly define the numerator or denominator in the calculation used to determine the actual and target. Additionally, no formal written policy and procedure were provided to auditors. Additionally, , BCRP is counting the pool locations that have multiple bodies of water (i.e., adult swimming pools and wading pools) as one unit, rather than two units. Therefore, it does not account for the wading pools as separate spools in the methodology.</p> <p>Note: The BCRP stated that the effectiveness measure “percent of pools meeting maintenance standards” should have been eliminated from the budget book and replaced with “percent of scheduled days outdoor pools are opened to public.” However, in the FY 2023 Budget book, the target of original measure remains.</p>
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Table II

Summary of Implementation Status of Audit Finding and Recommendation from the Performance Audit Report for Fiscal Years Ending 2019 and 2018 for Service 646– Park Maintenance Service ⁸

No.	Findings	Prior Recommendation	Management’s Self-reported Implementation Status	Auditor’s Assessment
1.	The BCRP did not have a reasonable underlying methodology to set the target and measure the actual results before FY2019. The BCRP was reacting to complaints received from multiple sources, a reactionary basis rather than a proactive basis.	Develop formal (written, approved, dated) policies and procedures for setting the target, measuring the actual results, setting priorities of playground visits, tracking and documenting playground visits, monitoring and reporting the performance measure.	<p>(1) The BCRP has developed and implemented a Playground Safety Program Policies and Procedures in January 2021. The program: (a) outlines procedures for inspecting and tracking maintenance repairs. (b) documents playground inspection, work order and tracking data in CityWorks. (c) establishes playground rating status during inspections. (d) defines the order of priority for playground repairs based on status from inspection. (e) establishes the standards for procedures for performing playground repairs.</p> <p>(2) Playground rating status could be very poor, poor, fair, good, or excellent. Very poor rating status requires major capital improvement. The goal is for each playground status to be rated fair or above.</p>	<p>Partially Implemented</p> <p>The BCRP provided an approved and signed policies and procedures. However, the policies and procedures did not address the methodology for setting the target and calculating the actual. Additionally, it did not provide adequate guidance on how they determine the daily playgrounds selected for inspection.</p> <p>Note: Performance measure changed to “Percent of playgrounds with a rating of at least fair” in the FY2023 Budget Book. It was originally “Number of playgrounds with 100% functional components.”</p>

⁸ The selected performance measures is number of playgrounds with one hundred percent functional components.

Table III

Summary of Implementation Status of Audit Findings and Recommendations from the Performance Audit Report for Fiscal Years Ending 2019 and 2018 for Service 654– Urban Forestry Service ⁹

No.	Findings	Prior Recommendation	Management’s Self-reported Implementation Status	Auditor’s Assessment
1.	The BCRP does not have formal (written, approved, dated) policies and procedures to ascertain whether service requests and work orders are closed within established service level agreements (SLA) and accurately report the actual results in the budget books. In addition, BCRP does not monitor the Service Requests (SR) and Work Orders (WO), causing the overstatement of FY2019 and FY2018 actual results and the existence of significant open work orders.	<p>(1) Develop and implement formal (written, approved, and dated) policies and procedures for monitoring, reporting and periodic evaluation of SLA of the SR and WO.</p> <p>(2) Document the monitoring activities to demonstrate BCRP is following the established policies and procedures and the change if SLA's are modified.</p> <p>(3) Update the revised SLA in the 311 Salesforce System and established the SLA in the Cityworks system.</p>	<p>(1) Develop formal written policies and procedures – January 31, 2021.</p> <p>(2) Update due date (SLA) in Cityworks February 1, 2021 and request SLA update in 311 Salesforce System. The BCRP cannot approve or change SLA in the 311 Salesforce System without the approval and assistance of CitiStat and 311 Supervisor. The BCRP will request SLA recommended changes</p> <p>(3) First evaluation of written policies and procedures, July 1, 2021.</p>	<p>Not Implemented</p> <p>According to BCRP, policies and procedures developed by the previous Chief Arborist and the Deputy were never provided to the new Chief Arborist. The previous Chief Arborist retired and his deputy resigned for a new position in another city. The new Chief Arborist is currently reviewing all processes to update the policy.</p>

⁹ The selected performance measures is number of tree maintenance service requests received.

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Findings		Prior Recommendation	Management's Self-reported Implementation Status	Auditor's Assessment
2.	The performance measure does not measure the effectiveness of the BCRP Urban Forestry.	Select performance measures that are meaningful and within Urban Forestry's control.	Implemented	Implemented

Table IV

Summary of Implementation Status of Audit Findings and Recommendations from the Performance Audit Report for Fiscal Years Ending 2017 and 2016 for Other Biennial Audits Oversight Commission’s Concerns¹⁰

No.	Findings	Prior Recommendation	Management’s Self-reported Implementation Status	Auditor’s Assessment
1.	The BCRP did not keep a property inventory form on various locations resulting in the facilities not maintaining records of its inventory and / or unable to provide a dollar value of its inventory. A lack of recording inventory prevents management from having an accurate accounting of inventories from BCRP’s locations and increases the risk of loss, theft or unauthorized use without being detected in a timely manner.	Implement procedures that involves inventory being periodically verified and documented by an independent employee whose duties do not include physical custody of inventories. Proper maintenance of those records should also be kept.	A Stockroom Clerk position will be created to manage the operation. The staff member will receive, sign for and sign out supplies, materials and tools needed by BCRP staff to complete work tasks and responsibilities. Vending machines that issue Personal Protective Equipment, supplies and materials will be purchased and stored at this facility. Staff will have to input their identification numbers to be issued what they need from the vending machines. Annual and quarterly inventories will be conducted by the Stockroom Clerk to ensure accurate records and documentation of inventory lists. Manager will conduct random on-the-spot inventory checks to ensure proper records are being kept.	Not Implemented The BCRP still uses the previous SOP (Small Assets and Supplies Inventory Control Standard Operating Procedures) which was evaluated on the previous audit as incomplete / ineffective policies and procedures. The independent employee has not been assigned. Based on BCRP management response, a stockroom Clerk position will be created.

¹⁰ Stockroom inventory

APPENDIX I

MANAGEMENT'S RESPONSE TO THE AUDIT REPORT

Date: November 29, 2022

To: Josh Pasch, City Auditor

Subject: Management's Response to Audit Report:

Biennial Performance Audit Report on the Department of Recreation and Parks
for the Fiscal Years Ended June 30, 2021 and 2020

Our responses to the audit report findings and recommendations are as follows:

Recommendation I

We recommend the Director of BCRP:

- Evaluate and document an equity assessment when setting the operating budget;
- Establish a tracking mechanism to identify and link proposed capital projects submitted via the Project request form by community groups to the Capital Improvement Plan;
- Formally document benchmarks to be used in the determination of ranking and scoring criteria, including equity, when selecting between operating and capital project alternatives;
- Consider equity impact when funding is re-allocated from one project to another;
- Establish a baseline and an equity plan to perform an assessment review yearly of BCRP operations, policies, and procedures;
- Record actual expenditures and actual locations of previously completed projects to analyze progress towards closing the equity gap;
- Maintain support for all information and exhibits in the annual equity report; and
- Develop formal (written, approved, dated) policies and procedures to guide staff to conduct equity assessment of operating and capital projects as well as the bullets stated above.

Management Response / Corrective Action Plan

Agree

Disagree

We agree with the above recommendations. Our corrective action plan is as follows:

I. Create an Equity Coordinator Position

To fully implement the Equity Assessment Program, BCRP is requesting a full-time Equity Coordinator position to develop and manage the Agency's Equity Program. The BCRP will hire an Equity Coordinator to review, create and implement policies and procedures by July 1, 2023.

Action Plan Timeline:

- December 2022: Identify a position to reclass to the Equity Coordinator Position.
- January- March 2023: Obtain required approvals from BBMR, DHR and BOE for the position creation.
- March-April 2023: Advertise and conduct recruitment for the Equity Coordinator.
- April-June 2023: Onboard the Equity Coordinator and finalize the equity plan.

II. Complete the BCRP Comprehensive Plan

In FY2021, BCRP began the process of procuring a consultant to develop an agency wide comprehensive plan. The Comprehensive Plan will build upon the goals, guiding principles and recommendations identified in the 2019 Vision Plan and the REC2025 Plan to incorporate four key components: A Capital Investment Strategy, Operations Plan, Funding Plan (for Capital and Operations) and a Strategy for Agency Revenue Generation and Cost Recovery.

- **Capital Investment Strategy** - The Capital Investment Strategy will provide a prioritized list of capital improvement projects over the next 10-years. The strategy will include a mix of capital investment needs that draw from the backlog of deferred maintenance, anticipated required maintenance, upgrades to existing recreation facilities and parks and new construction projects. The Capital Investment Strategy will provide an equity analysis of capital investments undertaken over the past 10 fiscal years FY2012-FY2022 and a definition of equity upon which the analysis is based. Additionally, the Comprehensive plan will recommend an equity evaluation strategy and criteria for BCRP's annual CIP process.

- **Operations Plan** - The Operations Plan will provide strategies for recreation programming, maintenance operations and BCRP staffing for both recreation and maintenance operations at current and future recreation and park facilities over the next 10-year time frame. The plan will consider BCRP's existing facilities as well as the proposed Capital Investment Strategy. The Comprehensive Plan will recommend staffing, programming and maintenance strategies that addresses identified gaps and areas / populations that are underserved with recreation programming.

Action Plan Timeline:

- December 16, 2022: Kick-Off meeting with Comprehensive Plan Consultant, Interface Studio
- March 2024: Comprehensive Plan tentatively due from consultant
- April-June 2024: Develop implementation plan for the Comprehensive Plan

Overall Implementation Date: July 1, 2024

- Milestone 1: July 2023 - Hire an Agency Equity Coordinator
- Milestone 2: March 2024 - Complete Agency Comprehensive Plan

Responsible Personnel:

- Nicole Green, Deputy Director of Administration, BCRP
- Kenn King, Chief Financial Officer, BCRP

Recommendation II

We recommend the Director of BCRP:

- Determine an appropriate methodology for ensuring that all City parks receive a minimum number of routine inspections by park managers;
- Document the methodology and a minimum number of routine inspections by park managers;
- Maintain evidence of QAQC inspections;
- Design the QAQC form to allow for uniformity in the evaluation of the various tasks being assessed; and
- Consider improving paper QAQC forms to electronic documents and working with Information Technology to build out a data dashboard to allow managers to be able to have a real time snapshot of their park evaluations and manage their time to be even more responsive and successful.

Management Response/Corrective Action Plan

Agree Disagree

We agree with the recommendations provided above. The BCRP will take steps to implement the following:

- Create a QAQC Inspection schedule ensuring a minimum number of monthly inspections are performed by park managers that will ensure all City parks are inspected regularly and consistently.
- Develop a process to Inspect and reverify routine QAQC inspections completed by park managers.
- Develop and implement documentation and storage procedures for tracking of QAQC inspections.
- Create a rating criterion for park managers to reference while conducting QAQC inspections for uniformity in the evaluation of the various tasks being assessed.
- Create electronic QAQC inspection forms which will allow for pictures to be added pictures to inspections and submitted in real time while conducting inspections.
- Implement technology *solution for the electronic submission of QAQC forms.*

Action Plan Timeline:

- December 2022: QAQC policy revision and update
- January 2023: Implement new QAQC policy and procedure, including electronic submissions process.

Overall Implementation Date: January 2023

Responsible Personnel:

- Edward Wheeling, Deputy Director, BCRP
- Kenn King, Chief Financial Officer, BCRP

Recommendation III

We recommend the Director of BCRP implement a data security policy that restricts access to authorized users and protects data integrity.

Management Response / Corrective Action Plan

Agree Disagree

Beginning with the FY2024 CIP, the agency will password protect the Excel tracking file to ensure access is only available to authorized team members.

Implementation Date: November 14, 2022

Responsible Personnel:

- Adam Boarman, Chief of Capital Development, BCRP
- Kenn King, Chief Financial Officer, BCRP