



# City of Racine Performance Audit of Parks, Recreation & Cultural Services Department

Summary of Study Findings & Recommendations

Common Council Committee of the Whole

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# Objectives of Project

- Review Current Service Model & Delivery System
- Review Current Staffing & Skill Sets
- Assessing Organizational Structure
- Analyzing Technology Usage & Gaps
- Identifying Industry Best Practices



# Project Methodology

- Extensive Review of Background Information
- Input from Individuals Internal & External to PRCS
- On-site Visits to PRCS Facilities
- Survey of Council & Board of PRCS
- Research of Best Practices in Selected Areas
- Prepared Draft Report
- Finalize Report & Present



# Recommendation Categories

- Alternative Approaches to Services & Programs – 6
- Budgeting & Planning Efforts – 6
- Enhanced Use of Technology – 3
- Community Outreach – 3
- Capital Planning – 3
- Employee Leave Time – 2
- Staff Training Needs - 2



# Strategic Vision & Program Prioritization

- Development of More Efficient Program/Activity Reporting Tools Aligned with Strategic Vision
- Re-implement Time Reporting to Better Quantify Work Activities
- Utilization of Enhanced Budget Reporting to Include Performance Measures
- Establish formal cost recovery goals for fees
- Focus Future Capital Resources on Maintenance of Existing Facilities vs. Expansion
- Survey Residents Regarding Programs, Activities, Facilities & Satisfaction



# Alternative Program/Service Delivery

- Comparisons of In-house Mowing & Snow Removal to Outside Sources
- Utilize Cost Data to Match Revenues & Expenditures by Program
- Re-evaluate Hours of Operation at Community Centers
- Enhance revenue through signage at premier ball fields
- Eliminate Programs that are Duplicated by Other Community Organizations



## Other Significant Recommendations

- Leverage technology to stretch staff resources and improve management information
- Build on Past Successes to Increase Friends of the Park Groups
- Discontinue On-call Premium for Supervisors
- Consider Long-term Options for Capital Projects Management
- Ensure Parks Staff is Involved in Determining Ongoing Operational Costs when Project Led by Another Department



# QUESTIONS

