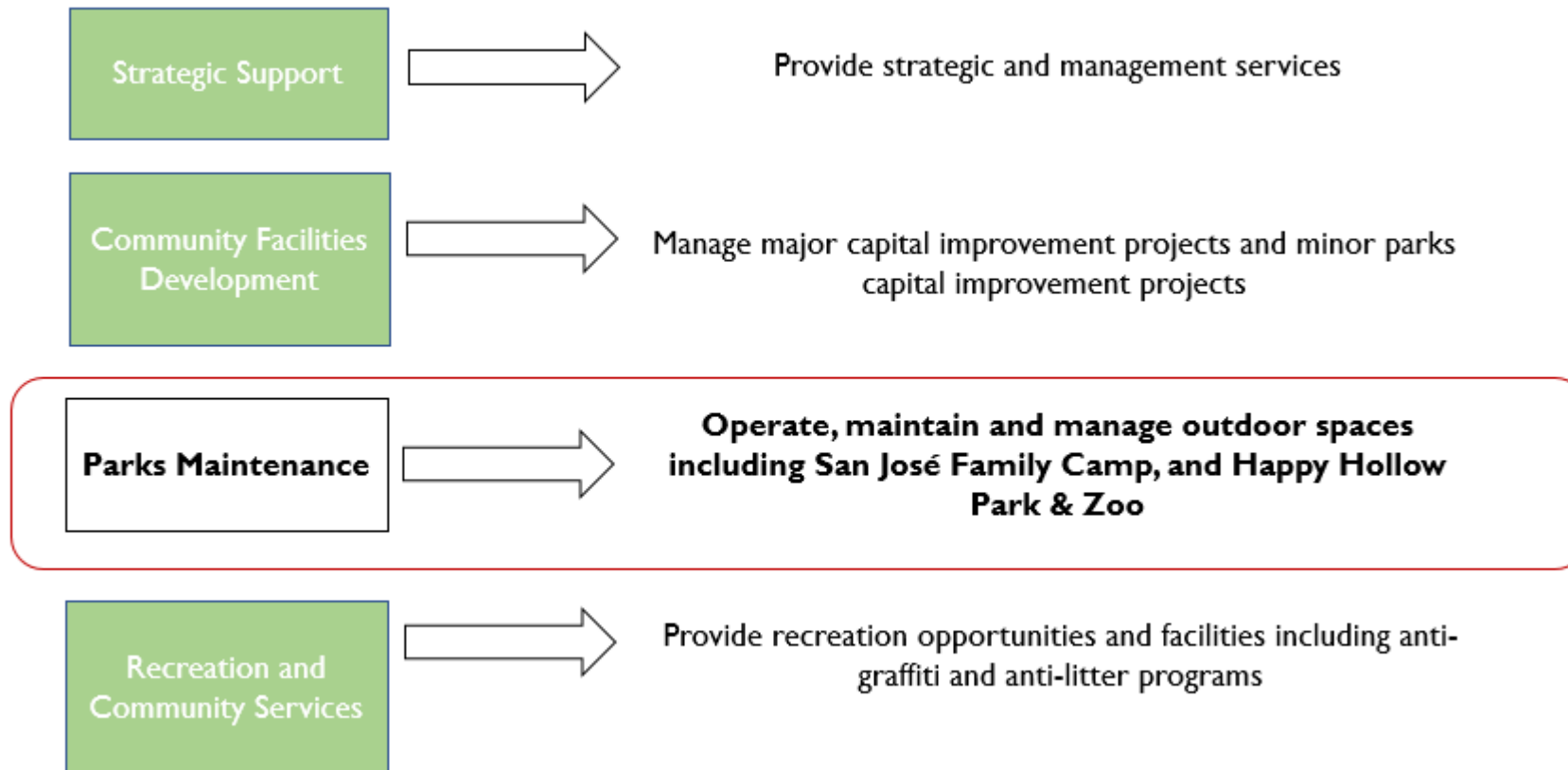


Park Maintenance: Improved Data Collection and Analysis Would Enhance Park Maintenance Operations

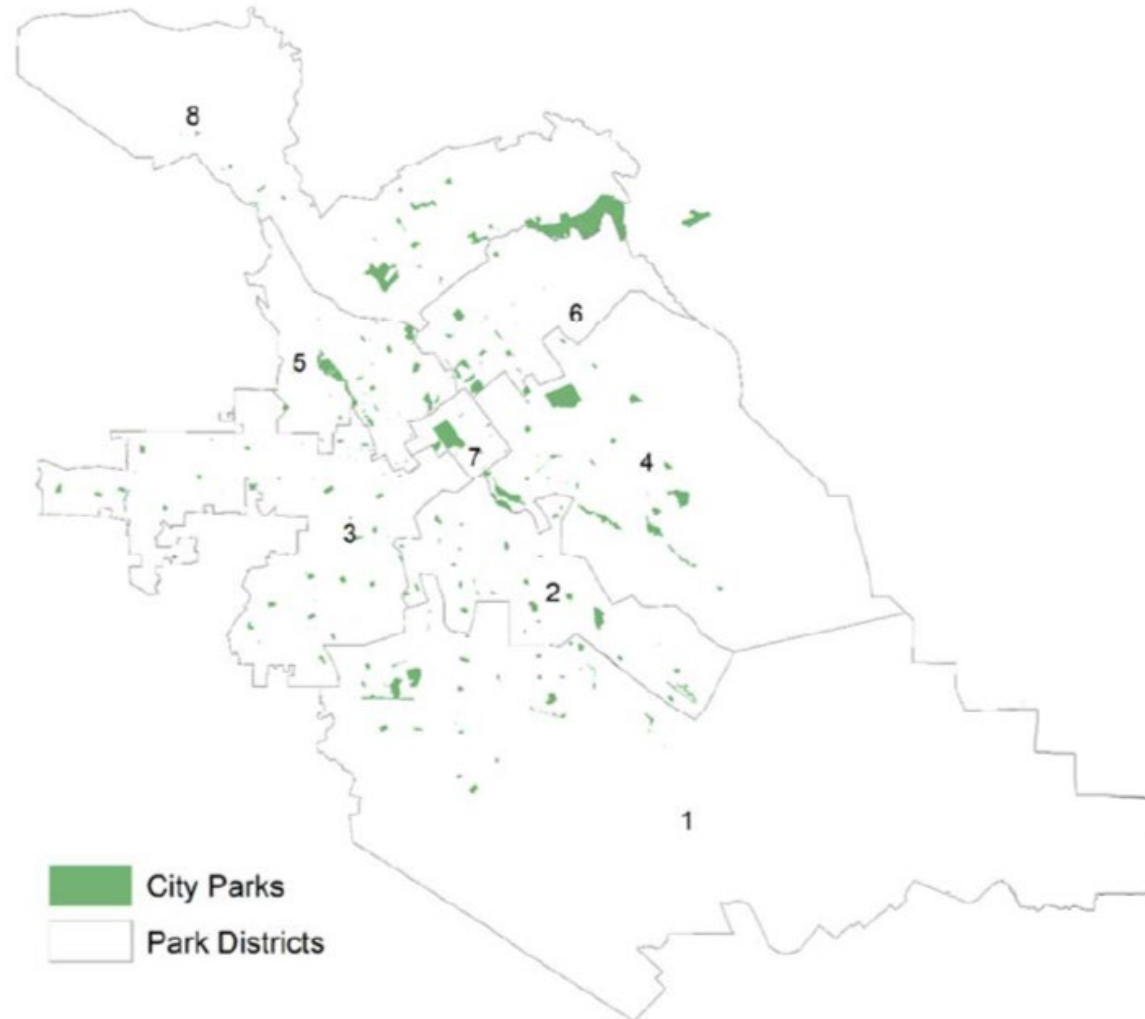
A Report from the City Auditor
Issued August 2020

<http://www.sanjoseca.gov/auditor>

PRNS' Parks Division Oversees Maintenance of Parks and Other Outdoor Facilities



Maintenance Operations Are Managed through a Park District Model

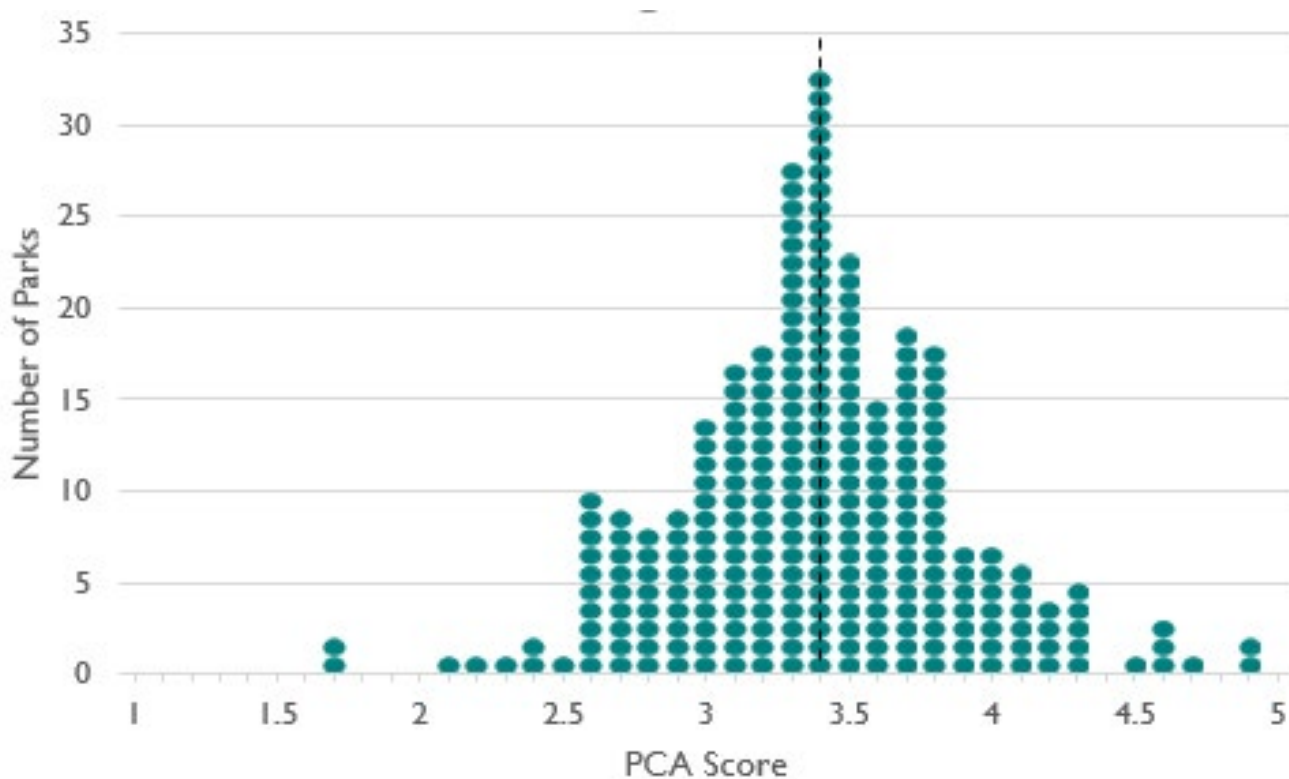


- Finding 1 PRNS Can Improve the Park Condition Assessment Process to Better Inform Resource Decisions
- Finding 2 PRNS Should Reassess Its Data Collection to Better Inform Decision Making
- Finding 3 Efficiencies in Resource and Staffing Allocation Can Help Better Prioritize Park Maintenance
- Finding 4 PRNS Should Improve Language Access at Some Parks



Finding I: PRNS Can Improve the Park Condition Assessment Process to Better Inform Resource Decisions

72 Percent of Parks Scored Between a “3” and a “4” in 2019



Park features rated on a scale of 1-5

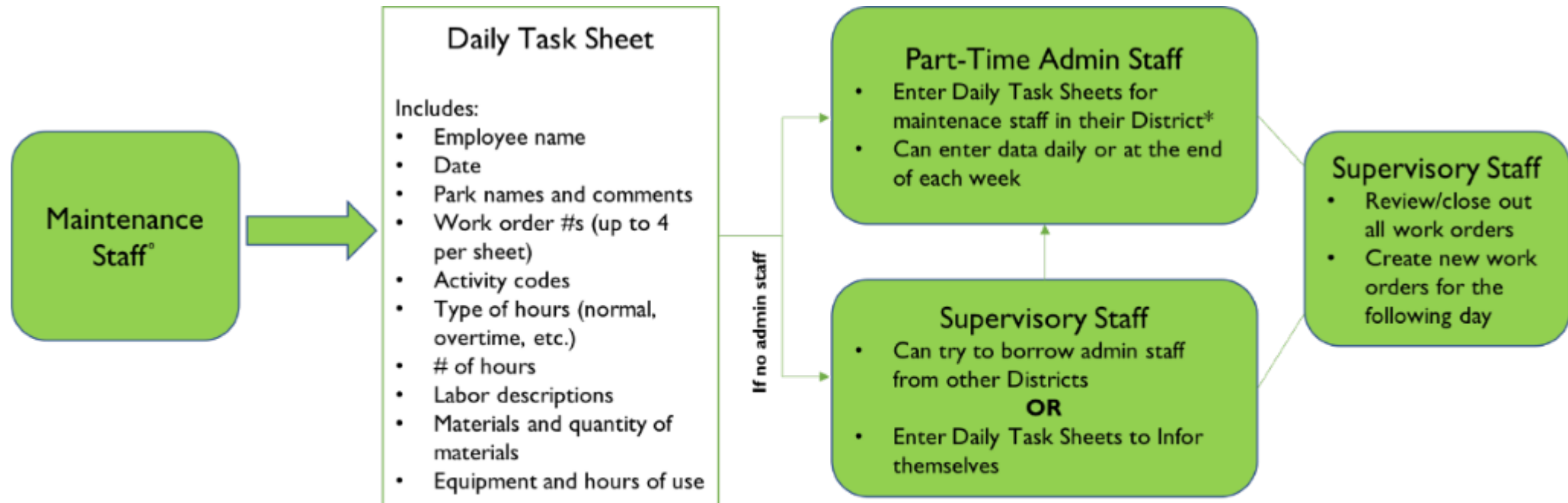
- 1 Unacceptable – cannot be repaired; must be replaced
- 2 Needs Improvement – needs major renovation
- 3 Acceptable – needs work, but generally functional
- 4 Good – generally good condition; needs minor repairs
- 5 Excellent – new or like new

The Current Park Condition Assessment (PCA) Process Can be Improved

- Not all parks or park features were consistently scored year over year
- Parks with consistently low scores did not receive additional resources the following years
- Aligning PCA scoring with park maintenance standards would facilitate better follow-up
- The current PCA score commingles capital and maintenance issues making interpretation of results and follow-up difficult

Finding 2: PRNS Should Reassess Its Data Collection to Better Inform Decision Making

Data Entry and Upkeep Have Been Challenging



^oIncludes Maintenance Assistants (PT/FT), Groundworkers, Groundskeepers, Repair workers, Gardeners

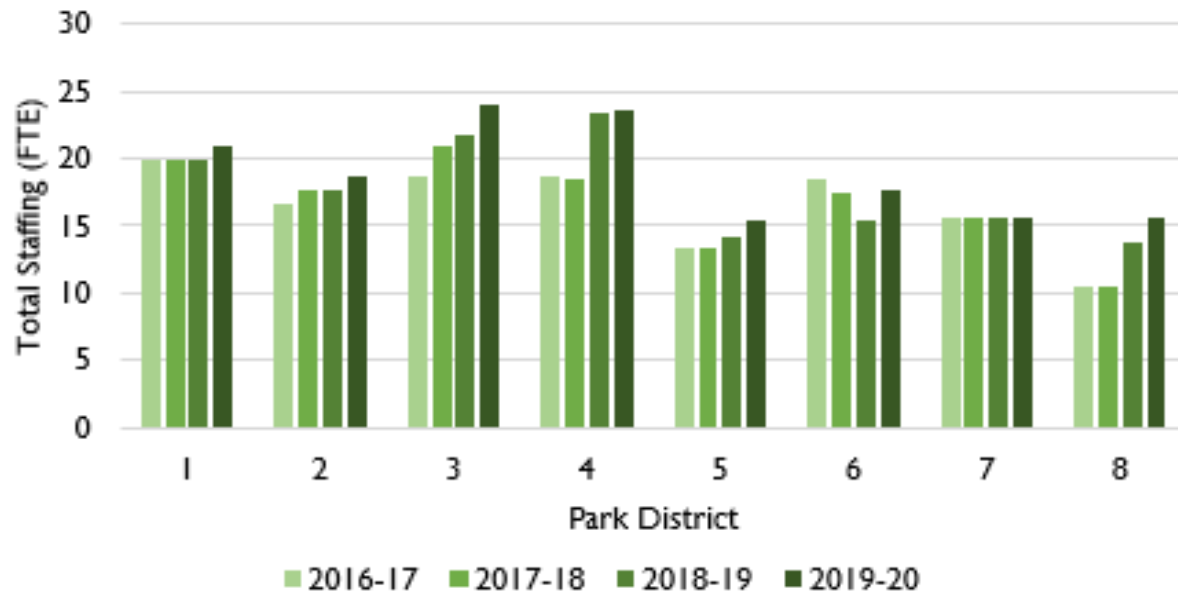
*Admin staff are sometimes shared ad hoc between Park Districts to help with data input into the Infor data management system

Setting Completion Targets Can Help Improve Performance

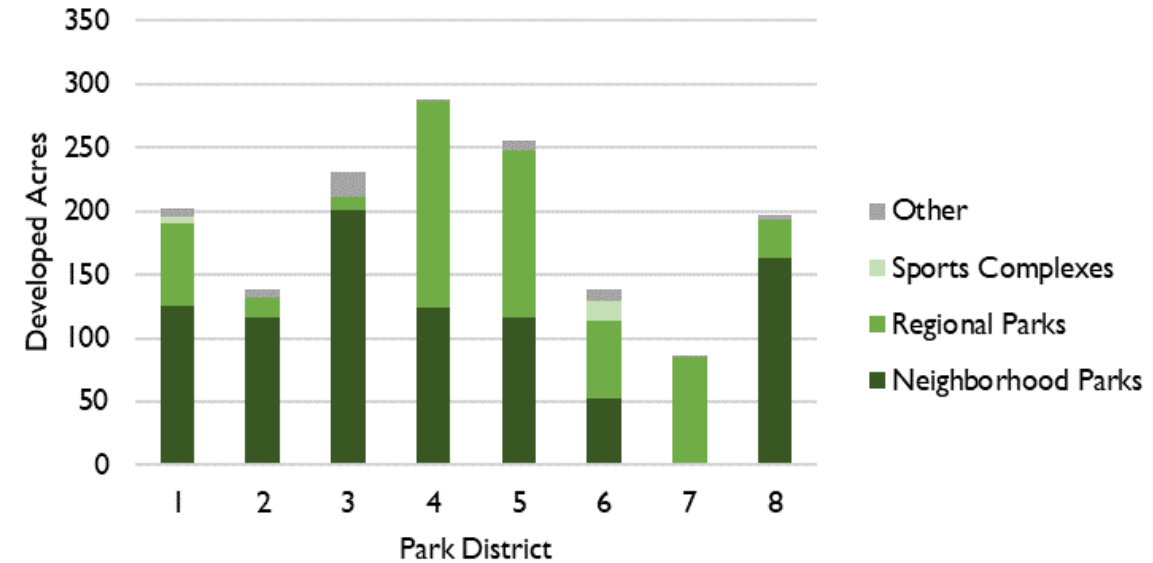
- PRNS aims to address “health and safety” work orders within 24 hours 100% of the time; in FY 2018-19, they addressed “health and safety” work orders within 24 hours 84% of the time
- For 3-day critical, 7-day repair, or other priority level work orders, PRNS does not have similar performance goals (i.e., % within specified time target)

Finding 3: Efficiencies in Resource and Staffing Allocation Can Help Better Prioritize Park Maintenance

Allocation and Growth of Staffing Varied across Park Districts



Type and Acreage of Park Facilities Vary Widely by Park District



Additional Factors Impacting Park District Workload

- Garbage and litter pickup
- Illegal dumping
- Impacts of homelessness
- Special events
- Integrated pest management

Access to Proper Vehicles And Tracking of Assets

- 22% of trucks exceeded the City's replacement cycle
- Internal coordination to track and replace vehicles and other assets needs improvement

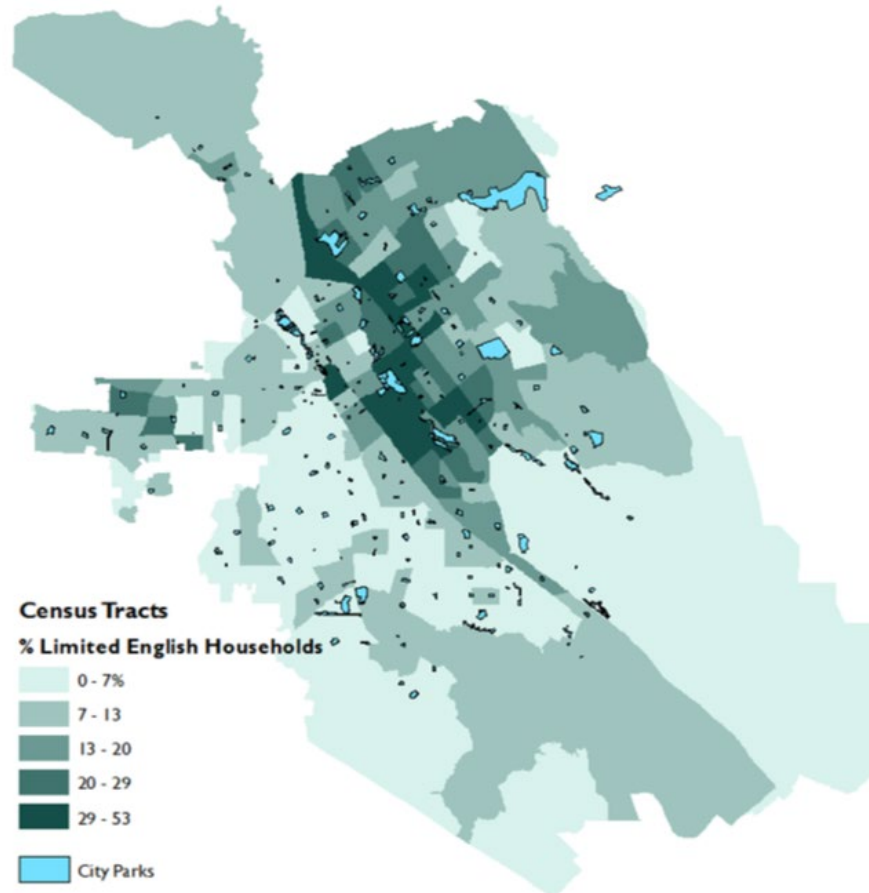


Optimizing Time Spent on Maintenance Activities

- Maintenance activities made up 60% of documented staff time
- A limited number of service yards contributes to long travel times
- Timing and duration of daily staff meetings should be reviewed
- Redesigning maintenance routes can yield efficiency gains

Finding 4: PRNS Should Improve Language Access at Some Parks

Percentage of Limited English Households by Census Tract



- Our report includes 13 recommendations to assess the efficiency and allocation of park maintenance staffing and resources Citywide.
- We would like to thank the department of Parks, Recreation and Neighborhood Services for their time and insight during this process.

The audit report is available at www.sanjoseca.gov/auditor