**Date:** November 3, 2026

**To:** Sheryl M.M. Long, City Manager

**From:** Lauren Sundararajan, CFE, Internal Audit Manager

**Copies to:** Internal Audit Committee
Andrew Dudas, Budget Director
Daniel E. Betts, Cincinnati Recreation Commission Director

**Subject:** **CRC Performance Management Audit**

Attached is the Cincinnati Recreation Commission (CRC) Performance Management audit report. The primary objectives of this audit were to evaluate the effectiveness of implementation and reliability of CRC's performance management system; and to determine whether all appropriate data is being tracked, maintained, and reported to ensure compliance with performance goals and allow for strategic decision-making. This audit was conducted in accordance with the current audit agenda.

We would like to thank the management and staff of the CRC for their assistance and cooperation during this audit.

If you need any further information, please contact me.

Attachment

# Cincinnati Recreation Commission
# Performance Management Audit

November 2026

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## Executive Summary

Internal Audit (IA) conducted a performance audit of the Cincinnati Recreation Commission's (CRC) performance management system. The primary objectives of this audit were to evaluate the effectiveness of implementation and reliability of CRC's performance management system; and to determine whether all appropriate data is being tracked, maintained, and reported to ensure compliance with performance goals and allow for strategic decision-making.

The Government Finance Officers Associate (GFOA) defines performance management as the concerted actions an organization takes to apply objective information to management and policy making in order to improve results. Performance management uses evidence from measurement to support governmental planning, funding, and operations. Better information enables elected officials and managers to recognize success, identify problem areas, and respond with appropriate actions– to learn from experience and apply that knowledge to better serve the public.[1]

The audit revealed several opportunities for improvement to CRC's performance management system. For instance, IA found that Standard Operating Procedures (SOPs) governing performance management and data reporting have not been developed. Without formalized procedures, the organization's responsibilities, methodologies, and expectations may not be consistent, increasing the risk of inaccurate reporting and operational inefficiencies.

IA found that performance data reported to the Office of Performance and Data Analytics (OPDA) cannot easily be replicated and that supporting documentation is not maintained. Reliable and verifiable data is essential to ensuring the accuracy of reported information and fostering confidence in performance results used by management and City of Cincinnati (City) leadership to make operational and strategic decisions.

IA determined that oversight of performance data should be strengthened. Specifically, CRC lacks sufficient controls to validate the reliability of data maintained within RecTrac, the department's primary recreation management system. Effective oversight is necessary to ensure performance data is accurate, complete, and aligned with departmental goals and objectives.

IA found that opportunities exist to automate parts of the reporting process. While CRC collects and reports a significant amount of operational data, the department does not currently utilize an internal reporting dashboard to automate reporting, monitor trends, and provide management with timely access to key performance indicators. An automated reporting environment would improve efficiency, reduce manual effort, and strengthen decision-making capabilities.

Overall, IA found that to improve operations, the following recommendations should be incorporated: work with City administration and OPDA to implement SOPs to standardize performance management and data management systems; maintain the supporting evidence of the data reported to OPDA; ensure that proper training and oversight are in place to support the completeness and accuracy of data; and continue working with OPDA to implement the data reporting dashboard. Implementing these recommendations will ensure proper internal controls have been established over data management and allow for effective strategic decision-making.

[1] GFOA - A Performance Management Framework for State and Local Government

## I. Introduction

### Background

Performance measures are developed to evaluate programs, determine resource allocations, and facilitate improvements in service delivery. Using data collected at the department level, City leadership can evaluate the quality of each department's operations and services.

CRC plays a vital role in the creation and management of recreation experiences Citywide. With 23 recreation centers across Cincinnati neighborhoods and program areas such as athletics, health and fitness, aquatics, arts, and social enrichment, CRC aims to create a culture of lifelong personal growth supported through reliable and sustainable funding sources.[2] To achieve this goal, CRC strives to have 5-6 performance measures yearly, which outline the department's project plans for the fiscal year that align with the City Manager's strategic priorities. For fiscal year (FY) 27,[3] CRC aims to:

- Increase field permit revenue by 3% from the previous FY
- Leverage at least $500k per year in partnerships
- Fill 80% of available capacity in childcare and summer camp
- Measure number of active memberships
- Increase participation in teen programs and events by 5% quarterly from the previous FY, and
- Measure the percentage of Cincy On Track funding deployed.

CRC and OPDA have worked closely in the design and implementation of performance goals, with OPDA helping CRC overhaul its service catalog and develop reliable and valid performance measures. OPDA works as a liaison between City administration and departments to ensure that performance measures are aligned with the administration's goals and focuses. CRC's yearly goals are summarized in its performance agreement; the status of goals from the performance agreement is reported by CRC to OPDA via OnBase on a quarterly basis. These figures are also reported to the Office of Budget and Evaluation yearly and used for performance-based budgeting.

CRC uses RecTrac, a recreation management platform, to collect and monitor data. RecTrac is available to employees at all CRC locations and houses information such as payment and membership information. CRC employees receive RecTrac training based on job function: while front desk employees are taught only to enter membership information and check members in, full time employees are trained to enter and update activities, while finance and accounting employees are trained on various financial reporting functions.

[2] https://www.cincinnati-oh.gov/crc/about/mission-vision/
[3] FY 2027 Recreation Performance Agreement

**Audit Selection**
IA conducted this audit in accordance with the Audit Work Plan.

**Audit Objectives**
The primary objectives of this performance audit were to evaluate the effectiveness of implementation and reliability of CRC's performance management system; and to determine whether all appropriate data is being tracked, maintained, and reported to ensure compliance with performance goals and allow for strategic decision-making.

**Audit Scope and Methodology**
To accomplish the audit objectives, Internal Audit compared current practices to industry standards, reviewed pertinent policies and procedures, interviewed appropriate staff, and analyzed statistics of relevant data from FY 25 to date.

**Statement of Auditing Standards**
As required by the Cincinnati Administrative Code Article II §15, this audit was conducted in accordance with the Generally Accepted Government Auditing Standards (GAGAS), except for standard 5.60 pertaining to external peer review requirements. This exception did not have a material effect on the audit.

IA continues to conduct internal quality reviews to assure conformance with applicable GAGAS. IA performed fieldwork between July and September of 2026.

**Commendations**
IA commends the staff of CRC for their cooperation throughout the audit.

## II. Audit Findings and Recommendations

*CRC does not have SOPs in place regarding performance and data management.*

Formally documented SOPs are necessary to promote consistent collection, validation, analysis, and retention of data. Additionally, timely and accurate reporting of performance data is required to support data-driven decision-making. In the absence of documented procedures, CRC cannot reasonably ensure that performance data is gathered and managed consistently across programs, that reporting expectations are applied uniformly, or that data used to support operational and strategic decisions is reliable. SOPs should at a minimum cover the collection, management, use, and retention of data.

**Recommendation 1:** Work with City administration and OPDA to implement SOPs to standardize performance management and data management systems.

**Department Response:** Agree. CRC will work with the Office of Performance and Data Analytics (OPDA) and appropriate City administration partners to develop and implement written standard operating procedures governing performance and data management. The procedures will establish consistent expectations for data collection, validation, management, use, reporting, documentation, and retention. CRC will also establish defined responsibilities for staff involved in the performance reporting process.

**Responsible Party:** CRC Administration, in coordination with OPDA

**Proposed Completion / Implementation:** June 30, 2027

*The data reported to OPDA for performance goals cannot be replicated and no supporting documentation is maintained for the data reported.*

The GFOA recommends that performance measures be reliable, meaning that collection methods and measure definitions are clearly understood so stakeholders can rely upon reported information.[4] Ensuring that supporting documentation is maintained for the information reported to OPDA is essential to ensuring that data can be relied on to make data-driven performance management decisions. Without adequate supporting documentation and a repeatable methodology, the accuracy, completeness, or reliability of performance data reported to OPDA cannot be verified, increasing the risk that management may make decisions based on inaccurate information.

During fieldwork, IA requested supporting evidence for the data reported to OPDA for FY 25 and FY 26. IA was informed that no supporting evidence was maintained for the data reported and that replicating these numbers would be extremely difficult due to the manual compilation that must occur.

**Recommendation 2:** CRC should maintain supporting evidence of the quarterly data reported to OPDA for verification.

**Department Response:** Agree. CRC will establish a standardized documentation and retention process for quarterly performance data submitted to OPDA. Supporting records will be

[4] https://www.gfoa.org/materials/performance-measures

maintained in a designated location, along with sufficient documentation of the methodology and source information used to calculate reported measures. This process will improve the ability to replicate and verify reported results.

**Responsible Party:** CRC Administration and staff responsible for performance reporting

**Proposed Completion / Implementation:** Beginning with FY2027 quarterly reporting, with the process fully documented by June 30, 2027

*There is not proper oversight to ensure the reliability of RecTrac data.*

Proper oversight of the data in RecTrac is critical to ensure that data used by management in operations is complete, accurate, reliable, and can be used to make effective data-driven decisions. While informal review of data may occur, IA found that there is no formal process to test the data collected through RecTrac.

For instance, CRC members and visitors must check in at the front desk to log their visits. However, IA observed multiple instances of unattended front desks at recreation centers, increasing the risk of incomplete or inaccurate visit data. Additionally, members are required to submit data such as name, address, and date of birth; however, member-entered data is not independently verified for accuracy. As a result, management cannot be assured that RecTrac data is complete, accurate, and reliable.

**Recommendation 3:** Ensure that proper oversight is in place to support the completeness and accuracy of data.

**Department Response:** Agree. CRC will strengthen oversight of RecTrac data by establishing formal data-quality review procedures. These procedures will include periodic review of selected data fields, reinforcement of member and visitor check-in expectations, and identification of reasonable validation controls for information used in management and performance reporting. CRC will incorporate these controls into its performance and data-management SOPs.

**Responsible Party:** CRC Administration and Operations Management

**Proposed Completion / Implementation:** June 30, 2027

*CRC employees are not sufficiently trained to fully utilize all of RecTrac's capabilities.*

Having employees who are adequately trained to utilize RecTrac is essential for efficient CRC operations and effective performance management. IA determined that while employees are generally comfortable using RecTrac for routine tasks, additional training opportunities may be beneficial. Employees indicated they are not fully aware of or proficient in certain system features and functionalities that could improve operational efficiency.

**Recommendation 4:** Provide continuous training to CRC employees to facilitate the use of RecTrac to its fullest capacity.

**Department Response:** Agree. CRC will develop a continuous, role-based RecTrac training approach that addresses both core responsibilities and additional system capabilities relevant to

employees' job functions. Training expectations will be incorporated into onboarding and reinforced through periodic refresher and advanced training opportunities.
CRC is currently working with RecTrac support to design a 6–8-hour administrator training and will target 12 internal staff for this training. This training will provide more resource capacity in CRC to train staff and address ongoing needs. This new administrator training will also allow CRC to design monthly staff onboarding training sessions as well as continuous education for seasoned staff.

**Responsible Party:** CRC Business Office /Administration, Operations Management, and designated RecTrac subject-matter staff

**Proposed Completion / Implementation:** Training framework established by March 31, 2027, with continuing training thereafter

*Data, for measures in the service catalog that do not appear in the performance agreement, is not being uniformly and consistently monitored.*

Each department has a service catalog that outlines all of the services provided. Each service has at least one related performance goal and volume measure. Annually, departments work with OPDA and the City Manager to develop a performance agreement in which a select few goals are chosen for the department to prioritize. These goals are reported quarterly to OPDA. However, there is no reporting requirement for the unselected goals in the service catalog.

Monitoring the progress of all performance goals and measures in the service catalog is vital for effective data-driven performance management, regardless of whether the goals appear in the performance agreement. IA was informed by CRC management that while data is still collected for many of the measures in the service catalog as part of day-to-day operations, there is not consistent tracking of these goals.

**Recommendation 5:** Consistently monitor all service catalog measures to effectively make data-driven decisions.

**Department Response:** Agree. CRC will work with OPDA to establish a practical process for consistently monitoring applicable service catalog measures, including measures not selected for the annual performance agreement. CRC will periodically review the measures to ensure they remain relevant, measurable, and useful for operational and strategic decision-making.

**Responsible Party:** CRC Business Office/Administration, in coordination with OPDA

**Proposed Completion / Implementation:** June 30, 2027

*CRC does not currently collect and utilize relevant data to make informed business decisions.*

The GFOA states the use of performance data should be integral to an organization's decision making processes and leaders within an organization should set expectations that key decisions are supported by evidence.[5] Collecting and utilizing relevant data of CRC members and visitors is necessary to ensure that data-driven financial and operational decisions can be made by

[5] https://www.gfoa.org/materials/performance-measures

management. For example, IA learned that CRC does not actively utilize residency data and does not verify the residency of members. Utilizing this data would give CRC the opportunity to analyze trends in who is visiting the facilities and tailor programs accordingly. It would additionally allow CRC to analyze the benefits of charging resident and non-resident rates for visits and memberships.

**Recommendation 6:** CRC should begin collecting and utilizing relevant data to make informed business decisions.

**Department Response:** Disagree. CRC will continue to work with the GIS/OPDA staff to build in a system that auto-updates residency data to ensure accuracy; however, CRC has used data to make several business decisions including: reallocating fulltime staff to meet increasing demands of after school programming at sites; revising hours of operation based on visit data at rec facilities; revising open and closing dates of seasonal pools based on year over year attendance trends; sharing field permits and event data via an automated email with CPD, CRC maintenance, and other internal partners; among many other efforts. In addition to these efforts, CRC is in the final stages of launching a dashboard with OPDA that will put this data at the fingertips of senior leadership, increasing our ability to use data to make decisions. Regarding zip code data.

**Responsible Party: City OPDA,** CRC Business Office/Administration, with appropriate operational and financial staff

**Proposed Completion / Implementation:** Initial data framework by June 30, 2027, followed by ongoing analysis

*The descriptions and filters within RecTrac do not align with CRC performance agreement goals.*

Alignment between RecTrac reporting and OPDA performance goals is critical for accurate, consistent, and comparable data for management. IA found that RecTrac classifications primarily focus on program or activity type and location, while performance goals emphasize demographic and financial outcomes. As a result, employees must perform additional manual data manipulation to translate operational data into performance metrics, increasing the risk of inconsistent reporting and reducing the efficiency of the reporting process.

**Recommendation 7:** Update the program and activity descriptions within RecTrac to better align with performance goals.

**Department Response:** Agree. CRC will review RecTrac program and activity classifications, descriptions, and available reporting structures against the department's performance measures. Where appropriate and operationally feasible, CRC will standardize descriptions and classifications to improve alignment between RecTrac reporting and CRC performance goals and to reduce manual data manipulation. This will require a complete overhaul of the RecTrac database's backend setup and will likely require assistance from staff at Vermont Systems Inc.

**Responsible Party:** CRC Business Office/Administration and designated RecTrac staff, in coordination with OPDA as appropriate

**Proposed Completion / Implementation:** September 30, 2027

*CRC's oversight of RecTrac user access management is insufficient.*

The National Institute of Standards and Technology (NIST) identifies identity and access management as a fundamental security function intended to ensure that the right individuals have the appropriate access to systems and resources at the appropriate time.[6] Effective user access management is essential to safeguarding sensitive information and maintaining data integrity. Failure to promptly remove access for separated employees increases the risk of unauthorized system access, data manipulation, and misuse of member information. In addition, delays in granting access to new employees can hinder operational efficiency by limiting access to systems required to perform assigned responsibilities.

IA obtained a list of all RecTrac users and compared their status in RecTrac with employment information from Cincinnati Human Recourses Information System (CHRIS) to determine if the users had proper access or were properly deactivated when leaving the City or CRC. Out of 346 RecTrac users, 58 (16.8%) were terminated or retired employees who are still active in RecTrac.

**Recommendation 8:** Develop policies and procedures for RecTrac user access management, that at a minimum, ensure that users are promptly added to and removed from RecTrac and user information is accurate.

**Department Response:** Agree. CRC will establish a documented RecTrac user access management process that addresses the timely addition, modification, and removal of user access. This process will be added to the employee onboarding and separation stream already in place within Human Resources, in partnership with staff from Information Technology (IT). CRC will conduct an initial review of existing accounts and deactivate access where no longer appropriate. Going forward, CRC will establish periodic user-access reviews and clearly assign responsibility for account maintenance and verification.

**Responsible Party:** CRC Business Office/Administration and designated RecTrac system administrators, with appropriate City partners as necessary. CRC IT will take the lead on this function, as they already manage email access, Active Directory, and other technical access functions.

**Proposed Completion / Implementation:** Initial account review and corrective actions by December 31, 2026; written access-management procedures by March 31, 2027

*CRC currently does not have an internal data reporting dashboard.*

An automated internal reporting dashboard eases the reporting process by removing the manual compilation of data. It additionally safeguards the consistency and comparability of data over time by removing the risk of manual error in the compilation process. CRC and OPDA are in the process of implementing and beta testing a dashboard, but at the time of this report the dashboard was not fully implemented. Without a fully implemented dashboard, CRC remains dependent on manual reporting processes that may limit the timeliness, accuracy, and efficiency of management reporting.

**Recommendation 9:** Continue working with OPDA to implement the data reporting dashboard.

[6] https://www.nist.gov/identity-and-access-management

**Department Response:** Agree. CRC will continue its existing work with OPDA to develop, test, and implement an internal performance reporting dashboard. CRC will work to ensure that dashboard measures are supported by clearly defined data sources and reporting methodologies so that leadership can more efficiently monitor performance measures and trends.

**Responsible Party:** CRC Business Office/Administration and OPDA

**Proposed Completion / Implementation:** June 30, 2027, subject to technical development and validation with OPDA

*CRC employees are not properly motivated to strive towards performance goals.*

Ensuring employees are aware of and motivated to achieve performance goals is critical to CRC's ability to effectively deliver programs and services. IA found that employee performance goals are not consistently aligned with center performance measures and that there is limited accountability when centers are not progressing toward established goals. As a result, employees may have less incentive to contribute to desired performance outcomes, increasing the risk that CRC will not achieve its objectives.

**Recommendation 10:** CRC management should motivate employees to strive toward performance goals.

**Department Response:** Agree with the intent of the recommendation. CRC will strengthen the connection between departmental performance goals, operational expectations, and employee responsibilities. Management will communicate applicable performance measures to staff, periodically review progress, and incorporate relevant performance expectations into existing management and accountability processes where appropriate. CRC's objective will be to ensure employees understand how their responsibilities contribute to department-wide outcomes.

**Responsible Party:** CRC Executive and Management Team

**Proposed Completion / Implementation:** Beginning in FY2027 and continuing thereafter

*Intra department communication at CRC regarding performance management needs improvement.*

Effective communication is critical to achieving performance goals and driving continuous improvement. IA noted that discussion of performance goals is limited and not consistently reinforced across all levels of the organization. While Service Area Coordinators (SAC) reported that goals are occasionally discussed during biweekly meetings, these conversations are infrequent and not integrated into daily operations. As employees play a key role in achieving performance objectives, performance expectations and progress should be communicated more consistently throughout the department.

**Recommendation 11:** Work to improve intra department communication regarding performance management.

**Department Response:** Agree. CRC will establish a more consistent communication structure for performance management. Department and service-area leadership will periodically communicate applicable performance goals, progress, challenges, and results through existing management and staff communication channels. Performance information will also be incorporated into appropriate operational discussions so employees can better understand the relationship between departmental goals and day-to-day service delivery. CRC will use existing communication channels, i.e., leadership meetings, SAC, Division, CCD meetings, department-wide communications, dashboard reporting, and staff engagement sessions.

**Responsible Party:** CRC Executive and Management Team

**Proposed Completion / Implementation:** Beginning January 2027 and ongoing thereafter

*There is no succession planning within CRC regarding performance and data management, including the use of RecTrac.*

The U.S. Office of Personnel Management (OPM) defines succession planning as a systematic approach to building a leadership pipeline, ensuring leadership continuity, and developing potential successors to meet organizational needs.[7] Succession planning is important for several reasons, such as continuity of operations, retention of institutional knowledge, leadership development, and mitigation of risks. This is especially important when considering performance management, which plays a critical role in budgetary, operational, and financial decision-making. Having a succession plan in place ensures that there are individuals with the necessary expertise to maintain and further develop the performance management process for CRC.

**Recommendation 12:** Develop and implement proper succession planning for performance management.

**Department Response:** Agree. CRC will strengthen continuity planning for performance and data management responsibilities by identifying critical functions, documenting key processes, and developing cross-training and backup plans for essential performance management and RecTrac functions. These efforts will reduce dependence on individual employees and support continuity of operations when staffing transitions occur.

**Responsible Party:** CRC Executive Team and designated management staff

**Proposed Completion / Implementation:** September 30, 2027

*Data and records, such as recreation center rentals, are still completed and maintained physically on paper.*

CRC still uses paper records and forms for some processes, such as recreation center rentals, which are then later entered digitally. When data is not collected digitally, operations may be negatively affected by increased paperwork, a higher likelihood of errors in data transcription,

[7] https://www.opm.gov/policy-data-oversight/human-capital-framework/reference-materials/leadership-knowledge-management/successionplanning.pdf

greater risk of data loss or misplacement, and a reduced ability to analyze and act on data trends promptly.

**Recommendation 13:** Once continuous RecTrac training is implemented, work to digitize all data maintenance and record keeping.

**Department Response:** Agree with the intent of the recommendation. Following implementation of enhanced RecTrac training, CRC will inventory processes that continue to rely on paper records and evaluate opportunities to transition those processes to digital workflows. Implementation will be prioritized based on operational requirements, system capabilities, internal controls, record retention requirements, accessibility, and available resources. Where full digitization is not immediately feasible, CRC will establish appropriate controls to maintain and subsequently enter paper-based information.

**Responsible Party:** CRC Administration and Operations Management, with appropriate City partners

**Proposed Completion / Implementation:** Initial inventory and prioritization by June 30, 2027; phased implementation thereafter

## III. Conclusion

Performance measures are developed to evaluate programs, determine resource allocations, and facilitate improvements in service delivery. Using data collected at the department level, City leadership can evaluate the quality of each department's operations and services. The audit revealed several opportunities for improvement to CRC's performance management system.

Overall, IA found that to improve operations, the following recommendations should be incorporated: work with City administration and OPDA to implement SOPs to standardize performance management and data management systems; maintain the supporting evidence of the data reported to OPDA; ensure that proper training and oversight are in place to support the completeness and accuracy of data; and continue working with OPDA to implement the data reporting dashboard. Implementing these recommendations will ensure proper internal controls have been established over data management and allow for effective strategic decision-making.

## IV. Cincinnati Recreation Commission Response

## CINCINNATI RECREATION COMMISSION

### Performance Management Audit - Draft Department Response

*Prepared for Internal Audit Review | October 2026*

**Note.** This working draft follows Internal Audit guidance by stating CRC's position, the corrective action, the responsible party, and a proposed completion date or implementation period for each recommendation. Proposed owners and dates are management recommendations for review and are not commitments stated in the audit report.

### Cincinnati Recreation Commission Response

**CRC appreciates Internal Audit's review of the department's performance management practices and the opportunities for improvement identified through the audit.** CRC agrees with the overall objective of strengthening the reliability, consistency, documentation, and use of performance data. The department has already begun working with OPDA on certain elements, including development and beta testing of a performance reporting dashboard. CRC will use the recommendations in this report to formalize its performance management framework, strengthen internal controls, improve staff capacity, and better integrate performance information into operational and strategic decision-making.

### Recommendation 1: Performance and Data Management SOPs

**Recommendation:** Work with City administration and OPDA to implement SOPs to standardize performance management and data management systems.

**Department Response: Agree.** CRC will work with the Office of Performance and Data Analytics (OPDA) and appropriate City administration partners to develop and implement written standard operating procedures governing performance and data management. The procedures will establish consistent expectations for data collection, validation, management, use, reporting, documentation, and retention. CRC will also establish defined responsibilities for staff involved in the performance reporting process.

**Responsible Party:** CRC Administration, in coordination with OPDA

**Proposed Completion / Implementation:** June 30, 2027

### Recommendation 2: Supporting Documentation for OPDA Reporting

**Recommendation:** CRC should maintain supporting evidence of the quarterly data reported to OPDA for verification.

**Department Response: Agree.** CRC will establish a standardized documentation and retention process for quarterly performance data submitted to OPDA. Supporting records will be maintained in a designated location, along with sufficient documentation of the methodology and source information used to calculate reported measures. This process will improve the ability to replicate and verify reported results.

**Responsible Party:** CRC Administration and staff responsible for performance reporting

**Proposed Completion / Implementation:** Beginning with FY2027 quarterly reporting, with the process fully documented by June 30, 2027

### Recommendation 3: Oversight and Reliability of RecTrac Data

**Recommendation:** Ensure that proper oversight is in place to support the completeness and accuracy of data.

**Department Response: Agree.** CRC will strengthen oversight of RecTrac data by establishing formal data-quality review procedures. These procedures will include periodic review of selected data fields, reinforcement of member and visitor check-in expectations, and identification of reasonable validation controls for information used in management and performance reporting. CRC will incorporate these controls into its performance and data-management SOPs.

**Responsible Party:** CRC Administration and Operations Management

**Proposed Completion / Implementation:** June 30, 2027

### Recommendation 4: Continuous RecTrac Training

**Recommendation:** Provide continuous training to CRC employees to facilitate the use of RecTrac to its fullest capacity.

**Department Response: Agree.** CRC will develop a continuous, role-based RecTrac training approach that addresses both core responsibilities and additional system capabilities relevant to employees' job functions. Training expectations will be incorporated into onboarding and reinforced through periodic refresher and advanced training opportunities.

CRC is currently working with RecTrac support to design a 6–8-hour administrator training and will target 12 internal staff for this training. This training will provide more resource capacity in CRC to train staff and address ongoing needs. This new administrator training will also allow CRC to design monthly staff onboarding training sessions as well as continuous education for seasoned staff.

**Responsible Party:** CRC Business Office /Administration, Operations Management, and designated RecTrac subject-matter staff

**Proposed Completion / Implementation:** Training framework established by March 31, 2027, with continuing training thereafter

### Recommendation 5: Monitoring Service Catalog Measures

**Recommendation:** Consistently monitor all service catalog measures to effectively make data-driven decisions.

**Department Response: Agree.** CRC will work with OPDA to establish a practical process for consistently monitoring applicable service catalog measures, including measures not selected for the annual performance agreement. CRC will periodically review the measures to ensure they remain relevant, measurable, and useful for operational and strategic decision-making.

**Responsible Party:** CRC Business Office/Administration, in coordination with OPDA

**Proposed Completion / Implementation:** June 30, 2027

### Recommendation 6: Use of Relevant Data for Business Decisions

**Recommendation:** CRC should begin collecting and utilizing relevant data to make informed business decisions.

**Department Response: Disagree**. CRC will continue to work with the GIS/OPDA staff to build in a system that auto-updates residency data to ensure accuracy; however, CRC has used data to make several business decisions including: reallocating fulltime staff to meet increasing demands of after school programming at sites; revising hours of operation based on visit data at rec facilities; revising open and closing dates of seasonal pools based on year over year attendance trends; sharing field permits and event data via an automated email with CPD, CRC maintenance, and other internal partners; among many other efforts. In addition to these efforts, CRC is in the final stages of launching a dashboard with OPDA that will put this data at the fingertips of senior leadership, increasing our ability to use data to make decisions. Regarding zip code data.

**Responsible Party: City OPDA,** CRC Business Office/Administration, with appropriate operational and financial staff

**Proposed Completion / Implementation:** Initial data framework by June 30, 2027, followed by ongoing analysis

### Recommendation 7: Align RecTrac Descriptions with Performance Goals

**Recommendation:** Update the program and activity descriptions within RecTrac to better align with performance goals.

**Department Response: Agree.** CRC will review RecTrac program and activity classifications, descriptions, and available reporting structures against the department's performance measures. Where appropriate and operationally feasible, CRC will standardize descriptions and classifications to improve alignment between RecTrac reporting and CRC performance goals and to reduce manual data manipulation. This will require a complete overhaul of the RecTrac database's backend setup and will likely require assistance from staff at Vermont Systems Inc.

**Responsible Party:** CRC Business Office/Administration and designated RecTrac staff, in coordination with OPDA as appropriate

**Proposed Completion / Implementation:** September 30, 2027

### Recommendation 8: RecTrac User Access Management

**Recommendation:** Develop policies and procedures for RecTrac user access management that, at a minimum, ensure users are promptly added to and removed from RecTrac, and user information is accurate.

**Department Response: Agree.** CRC will establish a documented RecTrac user access management process that addresses the timely addition, modification, and removal of user access. This process will be added to the employee onboarding and separation stream already in place within Human Resources, in partnership with staff from Information Technology (IT).

CRC will conduct an initial review of existing accounts and deactivate access where no longer appropriate. Going forward, CRC will establish periodic user-access reviews and clearly assign responsibility for account maintenance and verification.

**Responsible Party:** CRC Business Office/Administration and designated RecTrac system administrators, with appropriate City partners as necessary. CRC IT will take the lead on this function, as they already manage email access, Active Directory, and other technical access functions.

**Proposed Completion / Implementation:** Initial account review and corrective actions by December 31, 2026; written access-management procedures by March 31, 2027

### Recommendation 9: Internal Data Reporting Dashboard

**Recommendation:** Continue working with OPDA to implement the data reporting dashboard.

**Department Response: Agree.** CRC will continue its existing work with OPDA to develop, test, and implement an internal performance reporting dashboard. CRC will work to ensure that dashboard measures are supported by clearly defined data sources and reporting methodologies so that leadership can more efficiently monitor performance measures and trends.

**Responsible Party:** CRC Business Office/Administration and OPDA

**Proposed Completion / Implementation:** June 30, 2027, subject to technical development and validation with OPDA

### Recommendation 10: Employee Alignment with Performance Goals

**Recommendation:** CRC management should motivate employees to strive toward performance goals.

**Department Response: Agree with the intent of the recommendation.** CRC will strengthen the connection between departmental performance goals, operational expectations, and employee responsibilities. Management will communicate applicable performance measures to staff, periodically review progress, and incorporate relevant performance expectations into existing management and accountability processes where appropriate. CRC's objective will be to ensure employees understand how their responsibilities contribute to department-wide outcomes.

**Responsible Party:** CRC Executive and Management Team

**Proposed Completion / Implementation:** Beginning in FY2027 and continuing thereafter

### Recommendation 11: Intradepartmental Communication

**Recommendation:** Work to improve in-depth department communication regarding performance management.

**Department Response: Agree.** CRC will establish a more consistent communication structure for performance management. Department and service-area leadership will periodically

communicate applicable performance goals, progress, challenges, and results through existing management and staff communication channels. Performance information will also be incorporated into appropriate operational discussions so employees can better understand the relationship between departmental goals and day-to-day service delivery. CRC will use existing communication channels, i.e., leadership meetings, SAC, Division, CCD meetings, department-wide communications, dashboard reporting, and staff engagement sessions.

**Responsible Party:** CRC Executive and Management Team

**Proposed Completion / Implementation:** Beginning January 2027 and ongoing thereafter

### Recommendation 12: Succession Planning for Performance Management

**Recommendation:** Develop and implement proper succession planning for performance management.

**Department Response: Agree.** CRC will strengthen continuity planning for performance and data management responsibilities by identifying critical functions, documenting key processes, and developing cross-training and backup plans for essential performance management and RecTrac functions. These efforts will reduce dependence on individual employees and support continuity of operations when staffing transitions occur.

**Responsible Party:** CRC Executive Team and designated management staff

**Proposed Completion / Implementation:** September 30, 2027

### Recommendation 13: Digitization of Data and Records

**Recommendation:** Once continuous RecTrac training is implemented, work to digitize all data maintenance and record keeping.

**Department Response: Agree with the intent of the recommendation.** Following implementation of enhanced RecTrac training, CRC will inventory processes that continue to rely on paper records and evaluate opportunities to transition those processes to digital workflows. Implementation will be prioritized based on operational requirements, system capabilities, internal controls, record retention requirements, accessibility, and available resources. Where full digitization is not immediately feasible, CRC will establish appropriate controls to maintain and subsequently enter paper-based information.

**Responsible Party:** CRC Administration and Operations Management, with appropriate City partners

**Proposed Completion / Implementation:** Initial inventory and prioritization by June 30, 2027; phased implementation thereafter