

Summary of Audit Team Comments On Senior Center

Page No.	Performance Audit Report
COMPREHENSIVE NEEDS ASSESSMENT RECOMMENDED TO PLAN CHANGES	
3	Audit listed as a Critical Priority: <i>Conduct a comprehensive community needs assessment process to identify underserved groups and future recreation program interests and needs in the community.</i>
30	<p>Audit points to conducting a comprehensive community needs assessment to identify gaps: <i>A comprehensive community needs assessment could identify gaps in program areas and services to age groups not currently being served or being underserved such as teens and active adults. In addition, opportunities for expanded recreation programs for seniors, youth and adult sports could be considered.</i></p> <p>Audit further states: <i>Creating an effective program evaluation/customer feedback system for all recreation program participants will provide data that can be effectively used to evaluate current programs, instructional personnel and assist in planning for future programs and services.</i></p>
34	<p>Audit states that needs assessment process should be part of strategic planning process: <i>A second critical element in the strategic planning process is the understanding of community needs and interests related to parks and recreation programs and services. The implementation of a community needs assessment process, as part of the strategic planning process, will provide data that are needed to make critical decisions related to future programming and service delivery priorities.</i></p> <p>Audit further states involving program staff is critical: <i>Involving the Parks and Recreation Director and key Recreation Division management and program staff is critical in developing a comprehensive plan for programs and services.</i></p>
48	<p>Audit's identification of underserved groups in Ashland were based on limited and insufficient information. It did not include age-based participation data on all of Recreation Department programs: <i>The project team's interviews with Recreation Division staff members and its review of the seasonal program brochures and marketing materials identified several gaps in the Division's spectrum of current recreation programming and services.</i></p> <p>Instead, it included a critical finding for needing a comprehensive community needs assessment process (see page 30).</p>

140 Audit recommends comprehensive needs assessment: *A comprehensive needs assessment could identify gaps in program areas and services to age groups not currently being served or being underserved such as teens and active adults. In addition, opportunities for expanded recreation programs for seniors, youth and adult sports could be considered.*

AUDIT ACKNOWLEDGES SOCIAL SERVICES AS IMPORTANT AND A STRENGTH

9 Audit states the senior program as a positive feature: *The Ashland Senior Center program focuses on providing access to **social service** programs for seniors and the elderly. Audit states further: These positive features highlight some of the strengths of the Administration Division and establish the framework for discussion and analysis of several administrative opportunities for improvements to the programs and services offered by APRC.*

52 Audit acknowledges the Senior Center’s important social service programs: *The APRC currently operates a Senior Center program, based in the Administration Division, with its primary focus to provide a much needed congregate and home delivered meal program along with utility discount programs, **information and referral services and a variety of important social service programs.***

140 Audit lists as strength: *... and the Senior Center offers a meals program along with **added services of the elderly.***

115 Audit refers to senior center as: *dedicated senior center*

120 Audit notes the senior services aspect of senior center: *senior programs and services*

- 123 Audit describes senior center social services in these bullet points:
- *Offers a venue for social interaction through recreational and health- related activities and access to social services for seniors.*
 - *Program averages 1100 contacts annually for information and referral services.*
 - *Provides home visits to seniors as required.*
 - *Works with numerous community agencies and organizations to provide quality of life services to seniors.*

The audit report was not given to Senior Center staff for accuracy review before it was finalized and released. After release the Senior Center staff notified Parks and Recreation that there were factual errors, including the number of contacts for information and referral services. The report misreported it as 1100 contacts ANNUALLY, rather than the actual of 1100 contacts MONTHLY. The 1100 contacts from web/email/walk-ins were documented by daily logs and records of exact numbers.

- 126 Audit describes Senior Center Manager responsibilities:
Reports to Parks and Recreation Director.
- *1.5 FTE direct reports.*
 - ***Plans and implements a variety of social service-related programs for senior citizens including outreach, information and referral services, instructional classes, energy assistance and transportation programs, meal delivery program and special events.***
 - *Manages the Senior Center facility.*
 - *Communicates programs and services to seniors through newsletters and program website.*
 - ***Works with Senior Advisory Board to establish priorities for programs and services.***

APPEARS THAT SENIOR CENTER WAS NOT INCLUDED IN TOTAL REVIEW PROCESS

- 25 Did not include senior center in recap of Recreation Division Revenues. Was information considered? Were revenues broken down from other areas (facility rentals, golf operations, general recreation, pool programs, ice rink, nature center, events, donations) that are used by participants over age 55?
- 41 Audit's suggested components of Recreation Division Policy and Procedure Manual did not include a section for the Senior Center Programs. Reason?
- 51 Most of the audit's recommended recreation program suggestions for senior citizens and the elderly are already available at the center.
- 42 Audit did not identify Senior Center's customer survey and feedback processes. Were they not reviewed?

AUDIT BELIEVES THAT OPPORTUNITIES FOR SENIOR PROGRAM EXPANSION

30 Audit states opportunities exist to expand recreation programs including senior programs: *Opportunities exist to expand golf course program operations such as food service, lesson programs, junior golf and senior programs, twilight programs, rental programs and community tournament programs that promote tourist use of the course.*

32 Audit recommends: *Evaluate expanded and alternative use of the Senior Center to meet community needs.*

52 Audit believes there are opportunities to expand Senior Center services: *While the current Senior Center program does also provide some recreational experiences for its participants, the project team believes there are opportunities to expand the recreation and leisure experiences offered at the center and, therefore, has identified senior citizen and the elderly as an underserved population group. The project team believes that increased recreational opportunities at the senior center will increase participation in the program, establish it as a full-service center and provide greater services to the senior and elderly residents in Ashland.*

That makes no logical sense whatsoever, because programs always have the potential to expand; that is, a population is not under-served because programs can be expanded. Also the audit's conclusion was not based on essential data analysis of age based usage for all recreation by APRC. Did the audit team breakdown participation in other Parks and Recreation programs (facility rentals, golf operations, general recreation, pool programs, ice rink, nature center, events, donations) to come to this observation? If not, how valid is it on its own? If it does do this data collection and analysis, it very well may discover that the 50+ population is over-served.

Audit believes that existing staff and volunteers could provide this expansion: *The project team believes these recreational opportunities can be provided with support from **existing center staff** and volunteers but also recognizes that it is critical that additional revenues be generated to support the center.*

Audit suggests strategies to be pursued by the center staff to generate added revenue/support.

101 Audit viewed the Senior Center: *The facility is old but in fairly decent condition. Opportunities for improvement primarily include expanding the facility and enhancing the appeal of it to continue to attract additional seniors to the center.*

AUDIT'S RECOMMENDED ORGANIZATIONAL CHART REMOVES SENIOR CENTER MANAGER WITH NO APPARENT AUDIT JUSTIFICATION - NEED AUDITOR'S REASONING

38 and 121	Current Recreation Division Organization chart includes Senior Center Manager (page 121). Recommended chart takes out Senior Center Manager (Page 38). No explanation given. Nothing in audit would indicate need for this change.
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