

2024

Recreation Equity REPORT



Salome Martinez, Program Equity Manager
Parks and Recreation Department
April 2024



TABLE OF CONTENTS



RECREATION EQUITY REPORT

| | |
|---|----|
| COMMITMENT TO EQUITY | 3 |
| TACTICAL EQUITY PLAN | |
| Goals and Objectives | 5 |
| IDENTIFICATION OF INEQUITIES | 7 |
| 2023-2024 ACCOMPLISHMENTS | 11 |
| SUMMER FOR ALL OF US | |
| Come Play Outside | 12 |
| Funding and Partnerships | 13 |
| Programs and Events | 14 |
| Parks After Dark | 16 |
| Teen Nite | 17 |
| Movies in the Park | 18 |
| Day Camps and Enrichment Classes | 19 |
| Nature and Specialty Camps | 19 |
| Vendor Recruitment Fairs | 20 |
| Program Evaluation | 21 |
| Aquatics | 23 |
| ADDITIONAL EQUITABLE PROGRAMMING | |
| Adaptive Golf Tournament | 27 |
| Summer Lunch Program | 28 |
| BACK TO WORK SD | |
| Employ and Empower | 29 |
| Career Fairs | 30 |
| Park Ambassador LEADER Academy | 31 |
| CITYWIDE PARK DIF | 32 |
| RECREATION PROGRAM EQUITY AUDIT | |
| Opportunity Fund | 33 |
| Translation Services | 38 |
| Online Recreation Management Software Trainings | 38 |
| Marketing and Social Media | 39 |
| Low-Income Fee Waiver Program | 40 |
| Department Restructure | 41 |
| REQUIRED RESOURCES | |
| Recruitment and Retention | 42 |
| Equity Centric Budget | 44 |
| CONCLUSION | 45 |



ATTACHMENTS:

A. Performance Audit of Equity
in Recreation Programming
22-005

B. Pre-Qualified Vendors
Guidelines

C. Come Play Outside
2023 Report – Feb 2024

D. Opportunity Fund Council
Policy 700-48

Having an accessible local park system in each community is critical as it provides parks, recreational programs and green spaces that encourage greater physical activity, provide positive health benefits, strengthen community engagement, expand economic opportunity, and improve environmental quality. Historically, some communities have seen greater investment than others in their parks and recreation services. The availability and condition of the park facilities significantly impacts the City’s ability to provide recreational opportunities. Therefore, it is important to make equitable investments so all communities can access and enjoy the same recreational benefits. In 2022, the City Audit Report 22-007 “Performance Audit of Equity in Recreation Programming” (Attachment A) identified several key recommendations to address inequities within the Parks and Recreation Department (Department). These findings included identifying community recreational needs focusing on communities of concern, expanding marketing and social media communications, offering fee waivers, translating materials, and improving the process to register for recreational programs.

In addition, the Parks Master Plan (adopted in 2021)¹ identified the need for a report to examine equity and access within the City’s recreation centers, aquatic complexes, and programs to assist with addressing the City’s equity goals. The Department produced its first Recreation Equity Report in 2018 and has continued to produce this report on an annual basis with the goal of obtaining performance measures that reflect progress in addressing recreation programming inequities. The Department updates this report annually with the latest efforts undertaken by the Department and its many partners that work diligently to achieve equitable access to quality parks and recreational programs for all.

1. Park Master Plan, which is available at: <https://www.sandiego.gov/sites/default/files/parks-master-plan-adopted-2021.pdf>



COMMITMENT TO EQUITY



RECREATION EQUITY REPORT



Equity is a cornerstone operating principle of the City of San Diego Strategic Plan (adopted January 2022).² Established under Mayor Todd Gloria, the Strategic Plan explains that the City values, equity, and inclusion by taking intentional action to create equal access to opportunity and resources. “Equity is an achievable outcome when disparities are eliminated in systems, and when everyone has access to inclusive City services and resources essential to reaching opportunities and thriving in San Diego. To do this successfully, we need to honestly and directly address persistent issues connected to neighborhood inequity and systemic racism in the City of San Diego. Creating equitable outcomes requires an intentional approach that includes and empowers our communities experiencing structural exclusion through ensuring disparities are eliminated in systems. We recognize the strength, worth, and promise of each person in San Diego, and will work towards creating a better future...for all of us.”



The Parks Master Plan has an equity-based approach that recognizes “certain areas of a city, where people of color have historically disproportionately lived, are likelier to have fewer, quality recreational opportunities due to factors such as the era of community development and historical levels of investment” (Section 4.5, page 83). The Parks Master Plan equity goal states that the City must address “long-standing inequities experienced by people in Communities of Concern (CoC)³ and other marginalized populations allowing everyone to fairly share the same benefits from parks and attain full and equal access to recreational opportunities regardless of one’s background, identity, ability, and location” (Equity Goal, page 95). Based on both the City of San Diego Strategic Plan and the Parks Master Plan, the Department developed a Tactical Equity Plan⁴ in early 2023 to expand on its commitment to equitable parks, recreational programming, and job opportunities.

2. The City of San Diego Strategic Plan (January 2022) is available at: <https://performance.sandiego.gov/>.

3. “Communities of Concern” are defined in the Climate Equity Index (2019 and 2021), which is available at: <https://www.sandiego.gov/climateequity>.

4. Tactical Equity Plan, which is available at: https://www.sandiego.gov/sites/default/files/39c_-_tactical_equity_plan_parks_and_rec_department_2023.pdf

This Tactical Equity Plan emphasizes the Department's commitment to the operating principles of the Strategic Plan. The following five goals and objectives focus on park maintenance, recreation opportunities, customer service, employees, diversity and inclusion, and the Climate Action Plan that outlines the equity-based approach needed to achieve an equitable park system.

Goals and Objectives

1

Provide access to clean, safe, well-maintained parks, open space, and landscaped areas

- Provide well-maintained parks
- Provide clean parks
- Provide safe and enjoyable access to parks

2

Access to enjoyable fulfilling recreational opportunities to all

- Serve areas in and around Climate Equity Index Communities of Concern by reducing impediments to program participation
- Serve areas in and around Climate Equity Index Communities of Concern by marketing programs to San Diegans
- Serve areas in and around Climate Equity Index Communities of Concern by identifying and closing gaps in services between various recreation facilities
- Connect all San Diegans with their local park by understanding and offering desired community recreation activities, programs, and events
- Expand digital equity by providing Wi-Fi (wireless internet) in communities

3

Foster employee-centric sustainable growth and development

- Compensate employees at rates at or above average for various governmental agencies within San Diego County
- Create innovative ways to recognize and reward exceptional performance and special projects
- Improve recruitment and retention efforts, and create a desirable and attainable workforce

4

Cultivate a diverse, equitable, and inclusive environment for our employees and the public

- Strategize environmental scans to our facilities to ensure that they are culturally inclusive and free of insensitive or racist materials
- Cultivate a culture of respect in our facilities by following principles of respect, equity, and inclusion

5

Implement Climate Action Plan goals including fossil fuel use reduction, natural resource management, preservation, restoration, and tree planting

- Reduce fossil fuel usage in buildings by electrification, appliance swaps, and use of new emerging technologies in accordance with Climate Action Plan objectives
- Expand natural resource management plans to identify sensitive habitats, establish resource needs and proper management techniques, and restore and protect valuable open space areas
- Build the urban shade canopy by planting trees in parks and replacing dead/dying trees



IDENTIFICATION OF INEQUITIES



RECREATION EQUITY REPORT

Acknowledging the significant inequities identified by the City of San Diego Strategic Plan, Parks Master Plan, Recreation Equity Audit, Tactical Equity Plan, and Annual Equity Report across the Department as propelled the Department in the right direction.

For several decades, the Department operated under a decentralized model of offering recreation programs and services. Historically, budgeting for the Department focused on a generally equal share of funding and resources between various parks from the City's General Fund. Each recreation center had a companion Recreation Council that advised the Department on its assigned parks and programs, and the Recreation Council managed the provision of recreation programs that could be fully cost recovered through user fees. Recreation Councils evolved over time to become nonprofit organizations in partnership with the City to deliver recreational programs in accordance with Council Policy 700-42. While this model was well-established in the City, benchmarking revealed that the Recreation Council role was unique to the City and not replicated in other municipalities.

In 2017, the City Council approved changing the model of recreation program provision based on a finding that user fees collected for permits are considered City funds and must be expended in accordance with City policies and procedures. Program fees were placed into Recreation Center Funds (RCF) rather than in the Recreation Councils. This approach to funding and contracting for recreation is more consistent with other municipalities and ensures proper controls are in place for the use of fees collected by the Department. Many Recreation Councils ceased operations during this timeframe, as their nonprofit status could not be maintained without funding.

Mission:

*To provide
healthy,
sustainable,
and enriching
environments
for all*



IDENTIFICATION OF INEQUITIES



During the transition, staff compared revenues and expenses associated with each recreation center. That analysis revealed that some centers have significantly more pass-through revenue due to the number of cost-recoverable programs offered at those centers. Other centers relied more heavily on the funding provided by the General Fund and by extension the staff assigned to the site.

A key finding was that some centers have more range in programming particularly where patrons can afford to pay for specialty programs, and the Department needed to find ways to offer similar programs at low or no cost for areas of the City that could not afford to pay for these programs. An Annual review of the RCF budgets starting in 2018 exposed the inequitable distribution of resources for recreation services, and triggered the Department to begin annual presentations of the Recreation Equity Report.

In 2018, the Department also conducted its first analysis of equity across the City park system. The report compared available park acreage and amenities, maintenance levels, and recreation opportunities across all nine City Council Districts and park operating divisions.

Vision:

Connect all to the City's diverse, world-class park system



IDENTIFICATION OF INEQUITIES



RECREATION EQUITY REPORT

This report concluded that inequities existed across all spectrums of the Department, with the following notable findings about the RCFs:

- Permit revenue is derived from facility and field rentals, and proceeds are divided between the General Fund and RCF. When reviewing the proposed RCF budgets, staff noted that some communities generate higher permit revenue as the facilities in these areas have a higher level of usage by the community as compared to other communities. In those areas, the RCF provides additional maintenance needed to keep the fields safe and playable and to replace high use equipment and furnishings worn down from the increased usage.
- Community Parks II Division (serving City Council Districts 3, 4, 8, and 9) has a larger General Fund budget for recreation operations and higher levels of subsidized programs than the other divisions, but Community Parks I Division (serving City Council Districts 1, 2, 5, 6, and 7) notably had far more program participants than Community Parks II Division.
- Of the programs offered in the Community Parks I Division, 59% of the participants paid the full price for program. Typically, full priced programs use program contractors with specialized skill sets. Funds from these programs make up over 76% of RCF revenue.
- Those RCFs that have significant revenue also have a high number of participants that pay the full cost of the program. Many of the RCFs that have less revenue have a higher level of General Fund subsidized programs based on the number of participants.



IDENTIFICATION OF INEQUITIES



RECREATION EQUITY REPORT

At the request of Councilmember Vivian Moreno, the Office of the City Auditor investigated the RCFs and inherent inequities found in recreation programming, with a focus on historically underserved communities. The resulting City Audit Report 22-005 “Performance Audit of Equity in Recreation Programming” was released in November 2021 and contains five core findings that resulted in 16 recommendations for the Department to pursue.

The findings of the audit discovered that the Department lacks resources to adequately support a strategic data driven approach to identify and evaluate community recreation needs, expand program offerings, increase marketing, and surmount language and financial barriers. Together, these issues limited the Department’s ability to effectively allocate resources and provide recreation programs more equitably across the City. The Department agreed with the findings and agreed to implement all recommendations.

A copy of the City Audit Report 22-005 and a memorandum dated May 3, 2023, outlining the status of implementing the various recommendations is provided as Attachment A.

“I just love seeing the community together.”

-PAD Attendee

(SOURCE: UCSD Evaluation Report)



2023 - 2024 ACCOMPLISHMENTS



RECREATION EQUITY REPORT

In alignment with the Department’s mission and tactical equality plan to provide healthy, sustainable, and enriching environments for all, opportunities have been sought out to support equitable programming, cultivate an inclusive environment and reduce barriers to program participation in historically underserved communities.

The following section reviews the Department’s core accomplishments for fiscal year 2024. Accomplishments include the continued implementation of the Summer for All of Us initiative, recruitment and onboarding of new vendors, a robust selection of aquatics programs, a first annual Adaptive Golf Tournament, continued youth employment and internship opportunities through the Employ and Empower Program, promoting job opportunities via Career Fairs, allocating Opportunity Funds for recreation programming in Communities of Concern, just to name a few.

The Department is committed to working towards our goal of providing equitable access to an abundance of programs, events, and services in order to achieve stronger, healthier communities with a focus to grow, learn, and thrive.



“Keep up the great work. Our community needs these type of activities to keep our kids away from negative idle time.”

**-PAD Attendee
(SOURCE: UCSD Evaluation Report)**



SUMMER FOR ALL OF US



RECREATION EQUITY REPORT

Come Play Outside

As part of Mayor Todd Gloria’s “Summer for All of Us” initiative, Come Play Outside (CPO) began as a response to the long-term COVID-19 pandemic closure when many public facing amenities such as parks, schools, recreational amenities, programs, and aquatic facilities in the City of San Diego saw temporary closure due to public health orders related to the pandemic. Park closures resulted in youth remaining indoors, which resulted in a significant decrease of physical and social activity.



CPO programs target youth in historically underserved communities, identified as Communities of Concern in the 2021 Climate Equity Index. In a world where the average American spends 7 hours and 4 minutes looking at a screen each day, CPO shifted the narrative for many San Diegans and provided equitable access to an abundance of quality recreational activities and events with the goal in mind of building strong and healthy communities⁵. Since its inception in July 2021, CPO has positively impacted over 98,264 youth, adults, and seniors in underserved communities.

5. 18 AVERAGE SCREEN TIME STATISTICS [2023]: HOW MUCH SCREEN TIME IS TOO MUCH?, Jack Flynn, March 10, 2023, www.zippia.com

Funding and Partnerships

CPO programs and events are possible because of dedicated city funding, grants and donations to support the free to low-cost activities in Communities of Concern. In 2023, the CPO program received \$1,566,766 in funding, 16% less than the year prior. While this reduction impacted some of the activities at programs and events, it did not impact the overall attendance, which saw a 27% increase from the year prior.



Through these partnerships, community-based organizations and service providers came together with the City and County to make CPO a success.

Funding for CPO was provided through the following partnerships:

- City of San Diego Parks and Recreation Department
- County of San Diego Health and Human Services Agency
- San Diego Parks Foundation
- San Diego Foundation for Level Up Camps
- Prevent Drowning Foundation of San Diego



SAN DIEGO PARKS FOUNDATION

The City of **SAN DIEGO**
Parks and Recreation Department



Programs and Events

The 2023, CPO program focused on expanded programming over the summer at twenty-seven recreation centers and four aquatic centers in San Diego’s most underserved communities, which are located in Council Districts 3, 4, 7, 8, and 9.

The initiative provided funding for a variety of programs and events connecting youth with the outdoors, promoting mental and physical health, and improving wellness.

CPO programs included summer day camps, Movies in the Park, deep sea fishing trips, SNAG Golf, nature camps, free swim lessons, Junior Pool Guard program, Teen Nite, specialty camps, enrichment classes and Parks After Dark. Goals of the planned events were to provide increased access to recreational programs and offer activities that were reflective of the communities’ interests and requests.



In its third year of implementation, the 2023 CPO program offered:

- **300+** classes at **27** recreation centers
- **149** weekly summer camps at **27** recreation centers
- **43** weeks of specialty camps
- **16** Nature Camps
- **80** Teen Nite events across **10** locations
- **34** Movies in the Park at **28** locations

Year-after-year CPO programs continue to grow.

SUMMER FOR ALL OF US



RECREATION EQUITY REPORT

The following table provides a comparison of funding, programs and attendance since the Summer for All of Us initiative began following the COVID-19 pandemic.

| Year | 2021 | | 2022 | | 2023 | |
|-------------------------------------|---------------|---------------|---------------|---------------|---------------|---------------|
| Funding | \$1,810,000 | | \$1,862,600 | | \$1,566,766 | |
| | # of Programs | Attendance | # of Programs | Attendance | # of Programs | Attendance |
| Day Camps | 28 | 400 | 105 | 2,008 | 121 | 1,968 |
| Specialty Camps | 36 | 500 | 30 | 409 | 43 | 678 |
| Nature Camps | 17 | 334 | 17 | 288 | 16 | 281 |
| Teen Nite | 120 | 6,394 | 120 | 8,553 | 80 | 6,062 |
| Parks After Dark | 0 | 0 | 96 | 18,175 | 96 | 32,559 |
| Learn to Swim/ Junior Pool Guard | 116 | 1,180 | 147 | 941 | 153 | 1,510 |
| Movies in the Park | 30 | 4,900 | 39 | 5,113 | 34 | 5,470 |
| Deep Sea Fishing Trips | 3 | 150 | 4 | 200 | 4 | 200 |
| Totals | 350 | 13,858 | 558 | 35,687 | 547 | 48,728 |

Parks After Dark

In 2022, the Department was awarded a \$2.5 million dollar County of San Diego grant to launch the Parks After Dark (PAD) program over a 5-year term (2022-2026), with the objective to decrease crime rates while activating parks in the evening hours via multi-generational family engagement.



In partnership with the San Diego Parks Foundation and Price Philanthropies, the Department was able to expand the program to four underserved communities in 2023, from the 3 years prior. These sites included Linda Vista, City Heights, Memorial and Skyline Hills. PAD events operated every Thursday, Friday, and Saturday from 5:00 p.m. to 8:00 p.m. for eight weeks in June, July and August.

In its second year, the PAD program provided a total of **96** events in **8** weeks. A fun and exciting line-up of activities engaged more than **32,559** participants of all ages. Some of the activities included live music, cultural performances, circus acts, face painters, inflatables, game trucks, rock walls, yoga, arts and crafts, dancing and so much more.

In an effort to reduce hunger in these four underserved communities, the Department, San Diego Parks Foundation and Feeding San Diego distributed **17,000** meals, **14,000** desserts, **3,200** pre-packaged breakfast boxes and fresh produce to youth and adult participants.

In addition, community resources were available at each event to assist families in gaining access to other necessities such as free health screenings, voter registration, CalFresh applications, mental health resources, pet food and backpacks in preparation for children returning back to school at the end of the summer.



SUMMER FOR ALL OF US



RECREATION EQUITY REPORT

Teen Nite

The Teen Nite program, in partnership with the San Diego Police Department, provides a safe, fun and engaging place for teens to spend their Friday nights, free of drugs, violence and racism. While teen centers operate year-round in the Department, this enhanced program operated every Friday night at **10** recreation centers during the summer months and included free WIFI, food, crafts, games, sports, giant inflatables, video games, field trips, team building activities, and much more.

This year the Teen Nite program served **6,062** youth in our cities most underserved communities.



Teen Nite Totals

| | |
|------------------------|------------|
| Southcrest | 399 |
| Mountain View | 347 |
| Cesar Chavez | 680 |
| Encanto | 550 |
| Martin Luther King Jr. | 531 |
| Colina Del Sol | 879 |
| Linda Vista | 512 |
| Golden Hill | 502 |
| South Bay | 963 |
| Paradise Hills | 699 |

SUMMER MOVIES IN THE PARK

Locations:

1. Silverwing Recreation Center
2. Ward Canyon Neighborhood Park
3. Presidio Recreation Center
4. Golden Hill Recreation Center
5. Encanto Recreation Center
6. Penn Athletic Field
7. Wegeforth Elementary Joint Use Park
8. Southcrest Recreation Center
9. North Park Recreation Center
10. Teralta Neighborhood Park
11. Vista Terrace Pool
12. Memorial Recreation Center
13. Bay Terraces Community & Senior Center
14. Cesar Chavez Community Center
15. Mountain View Community Center
16. Cherokee Elementary Joint Use Field
17. Officer Jeremy Henwood Memorial Park
18. South Bay Recreation Center
19. Rolando Park Elementary (Joint Use)
20. Azalea Recreation Center
21. Colina Del Sol Community Park
22. Martin Luther King Jr. Recreation Center
23. Montgomery-Waller Community Park
24. Cesar Solis Community Park
25. Clay Elementary School (Joint Use)
26. Willie Henderson Sports Complex
27. North Park Mini Park
28. Linda Vista Recreation Center

Movies in the Park

In collaboration with the County of San Diego, the Department hosted **72** Summer Movies in the Park events providing families the perfect opportunity to relax and enjoy a movie in their neighborhood park. This program began in 2007 as a ‘take back our parks’ initiative, giving local residents a reason to visit their local county and city parks for a free and safe evening event.

This well-attended community activity deterred inappropriate after-hours park use and loitering and gave residents an opportunity to feel safe in their local park, thus encouraging future visits. A total of 34 movies were screened at 28 CPO locations and offered a variety of pre-show activities including crafts, face painters, inflatables, food vendors, and more. With **5,470** people in attendance, Movies in the Park continues to be a highly successful and staple family activity for many.



Day Camps and Enrichment Classes

In an effort to bridge the gap and expand contractual programs to various CPO locations, low-cost day camps and enrichment classes were offered in addition to traditional recreation programming. A total of **1,968** students participated in summer day camps at **20** sites. Day camp activities included weekly field trips, access to the free lunch program, and a variety of enrichment classes.

During the day camps, **295** enrichment classes provided additional activities such as STEM, dance, art, science and engineering to recreation centers via contractual program providers. The goal of the classes is to not only expose youth to new programs but inspire them to pursue these programs beyond their summer camp experience.

Nature and Specialty Camps

Specialty camps give recreation centers the opportunity to provide unique and exciting programs that would not normally be offered due to financial barriers. Nature camps, skate camps, engineering programs and LEGO camps are a few examples of the low-cost or free specialty camps offered at recreation centers in 2023.

There were **43** total weeks of specialty camps implemented with **678** total participants. In addition, **16** sites offered staff-led Nature Camps with **281** total participants. Partnering with the San Diego Unified School District and the San Diego Parks Foundation, the Department was also able to provide Level Up camps with **398** in attendance at 4 locations.

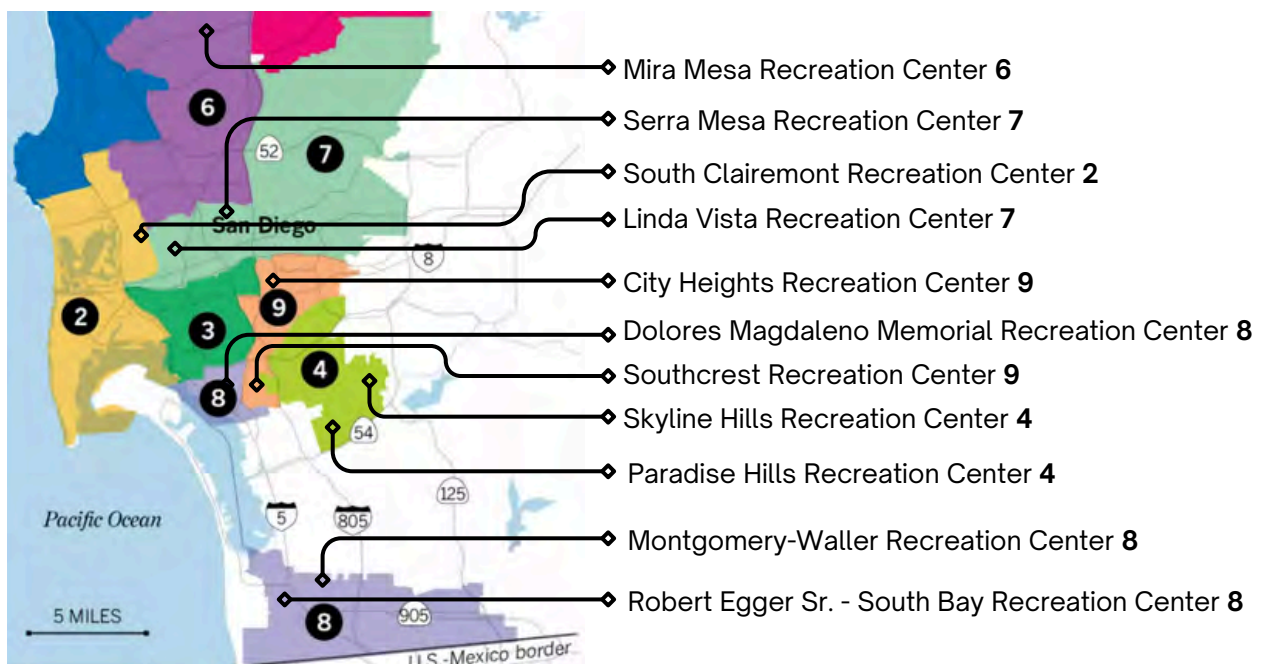
| SITE | NATURE CAMP | DAY CAMP | SPECIALTY CAMP | ENRICHMENT CLASSES |
|-------------------------------------|-------------|----------|----------------|--------------------|
| Adams Recreation Center | | ✓ | | ✓ |
| Azalea Recreation Center | | ✓ | | ✓ |
| Bay Terraces Community Center | | ✓ | | |
| Cesar Chavez Recreation Center | ✓ | ✓ | | |
| Cesar Solis Community Park | | | ✓ | |
| Chollas Lake | | ✓ | | |
| City Heights Recreation Center | ✓ | ✓ | | ✓ |
| Colina Del Sol Recreation Center | ✓ | ✓ | | ✓ |
| Encanto Recreation Center | ✓ | ✓ | | ✓ |
| Golden Hill Recreation Center | ✓ | ✓ | | ✓ |
| Linda Vista Recreation Center | ✓ | | ✓ | |
| Memorial Recreation Center | ✓ | ✓ | ✓ | ✓ |
| MLK Recreation Center | ✓ | ✓ | | ✓ |
| Montgomery-Waller Recreation Center | ✓ | | ✓ | |
| Mountain View Recreation Center | ✓ | | ✓ | |
| North Park Recreation Center | | ✓ | | ✓ |
| Paradise Hills Recreation Center | ✓ | ✓ | ✓ | ✓ |
| Park De La Cruz Recreation Center | | | ✓ | |
| Penn Athletic Field | | ✓ | ✓ | |
| Presidio Recreation Center | | ✓ | | ✓ |
| San Ysidro Recreation Center | ✓ | ✓ | | ✓ |
| Serra Mesa Recreation Center | | | ✓ | |
| Silverwing Recreation Center | ✓ | ✓ | | ✓ |
| Skyline Recreation Center | ✓ | ✓ | | ✓ |
| South Bay Recreation Center | ✓ | ✓ | | ✓ |
| Southcrest Recreation Center | ✓ | ✓ | | ✓ |
| Stockton Recreation Center | | | ✓ | |

Vendor Recruitment Fairs

Expanding programs across the Department comes with the need for new contract program service providers. In 2023, the Department established a new Pre-Qualified Vendor Application and Guidelines to expand access to vendors and accommodate the increase in programs and special events. A series of **11** vendor fairs were hosted in 2023 with **6** fairs in the spring and **5** fairs in the fall. Sites were selected across the city to give as many communities and vendors the opportunity to attend a vendor fair hosted in a surrounding neighborhood. The map below shows where these sites were hosted and in which districts.

At the fairs, staff utilized the Pre-Qualified Vendors Guideline and fillable application to expedite the process of on-boarding new vendors (Attachment B). Leading up to the fairs, staff actively advertised via flyers, banners, email, QR codes, social media posts, and at local events. Additionally, staff reached out to businesses within the service area of each event to extend the invitation to attend and provided vendors information on the opportunity. The day of each Vendor Recruitment Fair, staff members were on site to collect documents, answer questions, assist with the application process and offer translation services in English and Spanish, with additional languages available through translation services.

The vendor fairs collectively supported **60** vendors with questions, applications and onboarding. Since starting vendor outreach in 2023, **75** new vendors have been onboarded with the City. To further expand its vendor resources, the Department cross-referenced its vendor lists with the Library Department. The coordination of both departments allowed for a broader and more diverse list to utilize for programs and events.

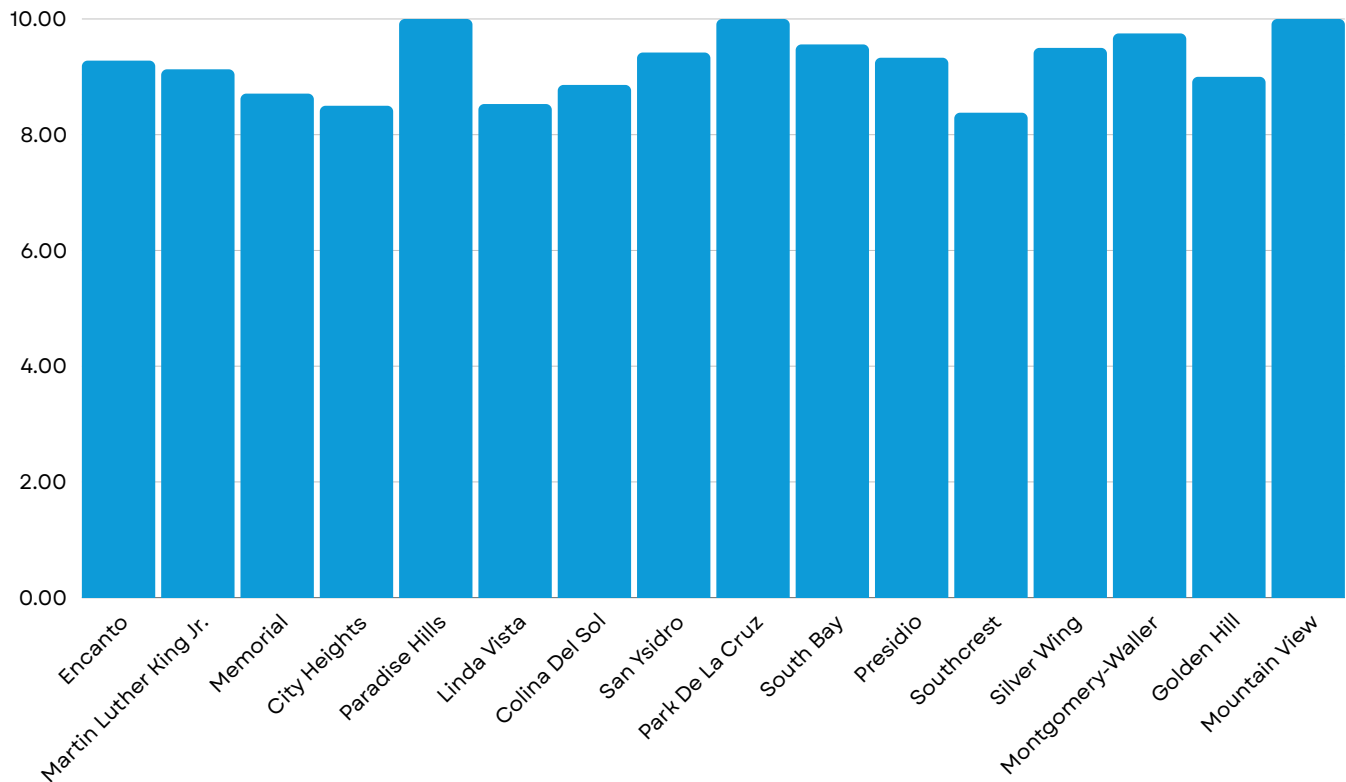


Come Play Outside Program Evaluation

In an effort to provide quality recreation programming and obtain participant feedback, Department staff worked with the Performance and Analytics Department (PandA) to create a program evaluation survey that is distributed to all participants through a QR code and via email through the online registration software. Survey data was compiled into the Come Play Outside 2023 report (Attachment C) on the overall satisfaction of the CPO programs.

From the survey results, PandA was able to identify various demographic and enrollment data to measure the overall satisfaction (OSAT) level of the CPO programs. This year CPO programs accounted for a 27% increase in program attendance from 2022 and the OSAT for 2023 was 78%, consistent with year prior. The Department is working on closing gender gaps by providing programs for all ages and genders, diversifying the types of programs available and make strides to provide programming information in multiple languages via social media platforms, flyers, banners, news and radio with the goal of increasing participation numbers and meeting community needs.

Overall Satisfaction Levels for 2023



Satisfaction rating identified on a scale from 0-10, with 10 being highly satisfied.

Parks After Dark Program Evaluation

For the second year, Price Philanthropies coordinated with the University of California at San Diego (UCSD) to evaluate the impacts of the Parks After Dark program in the communities of Linda Vista, City Heights and Skyline Hills (Attachment C). Electronic surveys were conducted during most of the events in English, Spanish, Somali, and Vietnamese.

Overall, CPO programs and events in 2023 proved to be well received by participants. In both program evaluations, it was reflected that participants want to see more activities, whether that be special event activities and food, or sports programs at their local recreation centers. CPO programs continue to provide a positive impact on the communities in which they are provided and should continue to expand to meet the needs of each community.



Results from the survey showed:

- More than half the attendees across all 4 sites were LatinX/Hispanic
- 86% of attendees had a household income of \$58,000 or less
- 95-98% felt that the events helped them get to know their community better
- 97-99% reported that the events made it easier to spend quality time with their family
- 86% agreed or strongly agreed that PAD events made it easier to get resources, helped them get to know their community, and improved relations with the police
- Crime statistics reflect that police calls for service saw its lowest amount of calls per week during the PAD events of 2023



Aquatics

There is a known critical disparity in relation to drowning rates and swimming abilities. In the US, according to the Centers for Disease Control, “79% of children in households with incomes less than \$50,000 have little to no swimming ability.” Swimming is not culturally prioritized in every household, and this stems from a long history of inequity in aquatic programming and restrictions in access to facilities. The Department focuses on diversity, equity, and inclusion in the context of aquatic settings to not only ensure access and programming opportunities, but to prevent drownings and promote safer communities.

“79% of children in households with incomes less than \$50,000 have little to no swimming ability.”

The Department Aquatics District received the 2023 California Park and Recreation Society Award of Excellence in the Social Equity Category for its programs, initiatives and services specifically designed to better engage disadvantaged populations. The Department provides aquatic opportunities for all ages and abilities at each of the 15 municipal swimming pools, and most significantly in the Promise Zone, to learn lifesaving swim skills, participate in swim and water polo teams, and prepare for a career in aquatics. The San Diego Promise Zone covers a 6.4-square-mile targeted area that spans East Village and Barrio Logan east to Encanto and is home to the City’s most culturally rich and ethnically diverse neighborhoods, but also some of the City’s most under-resourced communities. More than 80,000 San Diegans live in the Promise Zone, an area historically burdened by the City’s highest concentrated poverty and unemployment rates.⁷

Aquatic special events are ongoing and free at pools to engage members of the community in aquatic opportunities. These events include Parent and Toddler Swimming Workshops which serve as one-day, free, outreach events for small children and their families to promote water safety, emergency response, and water competency in a safe and recreational environment. An instructor led swim lesson is hosted in both Spanish and English and booths are set up on the pool deck to provide education on sun safety, supervision, pool barriers, CPR, and life jackets.

6. City of San Diego-Economic Development. “San Diego Promise Zone”. <https://www.sandiego.gov/economic-development/san-diego-promise-zone>



SUMMER FOR ALL OF US



RECREATION EQUITY REPORT

Aquatics - Learn to Swim

The Learn to Swim program focuses on teaching fundamental water safety skills to individuals of all ages and abilities in preparation for open water activities. Swim lesson sessions were made available and cost only \$5 thanks to a variety of collaborative sponsors including the Prevent Drowning Foundation of San Diego, the San Diego Parks Foundation, the Retired Employee Association and the Independent Pool and Spa Service Association.

Swimming lesson participants from the community, schools and nonprofits advance onto the Department's recreational swim and water polo league. The recreational swim and water polo league is offered at all City pools for youth ages 5 thru 17 on a year round basis.

Participants from Communities of Concern are also transitioned into the San Diego Junior Lifeguard scholarship program, which includes participation in a 4-week camp at Mission Beach, the provision of uniforms, and transportation to the beach from City pools. 40 Junior Lifeguard Program Scholarships were provided in Summer 2023, with most participants from the communities of City Heights, Logan Heights, and Skyline Hills.

Learn to Swim
hosted
5,013 children

Learn to Swim Locations
City Heights Swim Center
Martin Luther King Jr. Pool
Memorial Pool
Vista Terrace Pool
Kearny Mesa Pool



Aquatics - Portable Pool Program

The Portable Pool Program is a City of San Diego program that has been in existence since 1968. Portable pools were hosted at the Robert Egger South Bay Recreation Center and Park de La Cruz Recreation Center in 2023. Portable pools provided approximately 1,000 children access to \$5 swimming lessons, which included 5 (30 minute) class sessions in partnership with the Prevent Drowning Foundation of San Diego.

Aquatics - Schools to Pools Program

The Schools to Pools program serves San Diego Unified School District students and provides water competency education during school hours. In 2023, over **20** schools participated in an eight-class session of in-water swimming lessons, a 1-day Bridge to Pool event or a one-hour session of water safety education in the classroom. This included 17 schools in Communities of Concern.

Transportation to the Pools was coordinated and funded by collaborating sponsors. Swim attire and goggles were also provided to all students in need. The classrooms that participated in swimming lessons were transitioned into the Bridge to the Beach program hosted by San Diego Lifeguard Services. The Bridge to the Beach program provides children in introduction to the open water environment and opportunity to learn how to surf, kayak and paddle board.

The Department partnered with nonprofit groups including Kupanda Kids, RefugeeNet, Black Star Polo, Comunidad Organization Latino de City Heights, and Urban Surf for Kids to provide newcomers to America, and foster youth an opportunity to participate in ongoing swimming lesson programming and beach trips.

The 17 schools served within Communities of Concern included:

1. Crawford High School
2. Hoover High School
3. Morse High School
4. Logan Memorial Educational Complex
5. King Chavez Primary Academy
6. King Chavez Preparatory Academy
7. Baker Elementary
8. Burbank Elementary
9. Chollas Meade Elementary
10. Hage Elementary
11. Ibarra Elementary
12. Integrity Charter School
13. Monarch School
14. Mountain View Elementary
15. Perkins Elementary
16. Perry Elementary
17. Rosa Parks Elementary

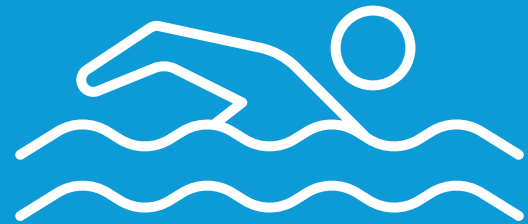


Aquatics - Recruitment

The pipeline of aquatic activities has promoted a clear pathway for employment and has produced the hiring of an astounding **106** Pool Guards in 2023.

This success results from the Employ and Empower Program which provides aquatic interns an opportunity to learn how to swim while on the job. The Aquatic Interns are prepared for the Pool Guard I position once they can meet the prerequisite swim skills. Additionally, free access to the pools was provided to any individual 16 years or older, actively seeking aquatic employment and preparing to meet the Pool Guard I prerequisite swim skills.

The Department is a national leader in aquatic recruitment by initiating ongoing hiring events, performance tests and interviews for Pool Guard and Swimming Pool Manager classifications. All Swimming Pool Managers are certified American Red Cross Lifeguarding Instructors which enables the Department to train and certify Pool Guard staff while on the job.



Additional improvements included:

- *30% pay increases for Pool Guard and Swimming Pool Manager classifications*
- *Instituted full-time benefitted Pool Guard II positions*
- *Established full-time benefitted Swimming Pool Manager I positions*
- *Created a Water Safety Instructor position*



ADDITIONAL EQUITABLE PROGRAMMING



Adaptive Golf Tournament

Therapeutic Recreation Services (TRS) and the Golf Division collaborated to plan and organize the first Adaptive Golf Tournament hosted at Torrey Pines Golf Course in May 2023. After multiple years of discussion between the Golf Division and TRS, the vision was able to become a reality. The Adaptive Golf Tournament provides an opportunity for the adaptive community to compete in an inclusive tournament at a prestigious golf course where the focus is on the individual's ability and not their disability. There were 30 adaptive golfers who participated in the tournament from around the country.

The golfers were assigned classifications depending on their impairments. The classifications were single impairment, multiple impairments, and seated golfers. The City of San Diego staff collaborated with members of United States Adaptive Golf Alliance (USAGA) to prepare for all accommodations needed for golfers to participate in the tournament. Arrangements were made to have specialized equipment available like the solo rider and paragolfer, which are motorized golf carts that are engineered to allow golfers with impairments the ability to stand up and golf.

The tournament was a huge success due to the collaborating efforts of TRS, Golf Division, Communications Division, San Diego Junior Golf Association, Torrey Pines Pro Shop, and The Lodge at Torrey Pines.



ADDITIONAL EQUITABLE PROGRAMMING



Summer Lunch Program

During the 2023 summer season, Parks and Recreation staff collaborated with San Diego Unified School District and Feeding San Diego to provide free breakfast and/or lunch at **23** recreation centers in Communities of Concern when children were out of school and may not have access to free meals.

The **23** sites combined served **28,446** meals to individuals of the community who were under 18 years of age. San Diego Unified and Feeding San Diego delivered the meals daily to the City of San Diego sites. The meals were distributed by City staff who have the proper training and certification. Staff also documented the amount of meals distributed and submitted reports to the collaborating agencies.

Adams Recreation Center

Linda Vista Recreation Center

Paradise Hills Recreation Center

Silverwing Recreation Center

Cesar Chavez Community Center

Martin Luther King Jr. Recreation Center

Park De La Cruz Gymnasium

Skyline Recreation Center

City Heights Recreation Center

Memorial Recreation Center

Penn Athletic Field

Southcrest Recreation Center

Colina Del Sol Recreation Center

Montgomery Waller Recreation Center

RE South Bay Recreation Center

Stockton Recreation Center

Encanto Recreation Center

Mountain View Recreation Center

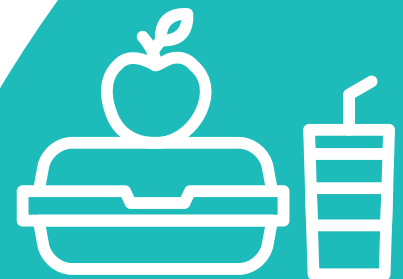
San Ysidro Recreation Center

Willie Henderson Recreation Center

Golden Hill Recreation Center

North Park Recreation Center

Serra Mesa Recreation Center



Employ and Empower

As part of the Californians for All initiative, the City of San Diego received a grant of \$18.5 million dollars to launch the Employ and Empower program. The goal of the program is to increase youth employment and to Employ and Empower the next generation of public servants. The Department is working closely with the Human Resources Department to hire 1,000 interns over a three-year period in an effort to expose and train youth and young adults on San Diego civics and job opportunities. The Parks and Recreation Department was able to hire 90 interns in FY23 and 71 interns in FY24. The target audience for this program are persons between the ages of 16 and 30 years old who meet at least one of the following criteria:

The target audience for this program are persons between the ages of 16 and 30 years old who meet at least one of the following criteria:

- Difficulty finding employment
- Low income
- Unemployed and/or out of school
- Currently or previously justice involved
- Transition from foster care
- Engaged with the mental health or substance abuse system

The overall goals of the program are to have participants become employed in an academic or job training program or become employed in a public service job within one year following the program. Exposing youth and young adults to parks and recreation career opportunities preserves the future of public service in one of the city's largest employed departments. To this initiative the Department hosted and attended various career fairs promoting the internship opportunities and continued the Park Ambassador LEADER Academy.



**838 Students
hired as interns
across 40 City
Departments**

**20% promoted to
full-time positions**

Career Fairs

Over the course of fiscal year 2024, the Department staff attended or hosted the following events:

- 1 fair hosted by the Office of Immigrant Affairs that was geared towards newly naturalized citizens.
 - Department staff attended and were able to offer information on all its open positions to the attendees.
- 5 career fairs at various educational institutions including:
 - Miramar College
 - San Diego State University
 - Mesa Community College
 - University of California, San Diego.
- 2 virtual presentations in conjunction with the Human Resources Department.
 - The main goal was to outline the Winter and Spring Civics Program to high school and college students.
 - Over 40 individuals attended the presentations and were provided with employment opportunities.

Goals and Objectives at each fair:

- Assess demographics of each fairs
- Focused promotional efforts on hourly, full-time and part-time positions.
- Utilized a booth to meet with attendees, accept resumes and provide information regarding the application process and job duties.



More than 1,650 people attended the career fairs and had the opportunity to explore the opportunities that the Parks and Recreation Department had to offer.

Park Ambassador LEADER Academy

In partnership with the San Diego Parks Foundation, the Department offers a Park Ambassador LEADER Academy which is an acronym for “Leadership, Education, and Development for Employment in Recreation.” The academy provides paid internship opportunities through a 9-week course where attendees learn about various aspects of Parks and Recreation job opportunities including experience in recreational programming, sports leagues, special events, Age Well and Therapeutic Services, park rangers, regional parks, natural resources management, City governance, employment opportunities in other City departments, the City budget development process, food handling protocol, Cardio Pulmonary Resuscitation (CPR) and Automatic External Defibrillator (AED) training.



Through the Park Ambassador LEADER Academy, interns gain experience in several career opportunities, including the following: hands-on experience volunteering at three City events, attending dedicated sessions for career goal development, learning about the City job application process, gaining interview skills, and completing the course with a formal interview process for a Recreation Aide, Recreation Leader or intern position. This year, the Golf Division participated in the academy by hosting a presentation on their career opportunities and providing a hands-on demonstration of their PLAY Golf program.

There were 25 participants enrolled in the fall 2023 academy and all were hired as rec aides, rec leaders and interns by the end of the program. Currently, there are 25 participants enrolled in the spring 2024 session who are learning similar career-based skills as the fall class but with a focus on the pool guard experience. Upon completion, these participants will have the opportunity to continue as interns with the City supporting aquatic recreation programs at Kearny Mesa, Memorial, City Heights, Martin Luther King, Jr., and Vista Terrace Pools.



CITYWIDE PARK DIF

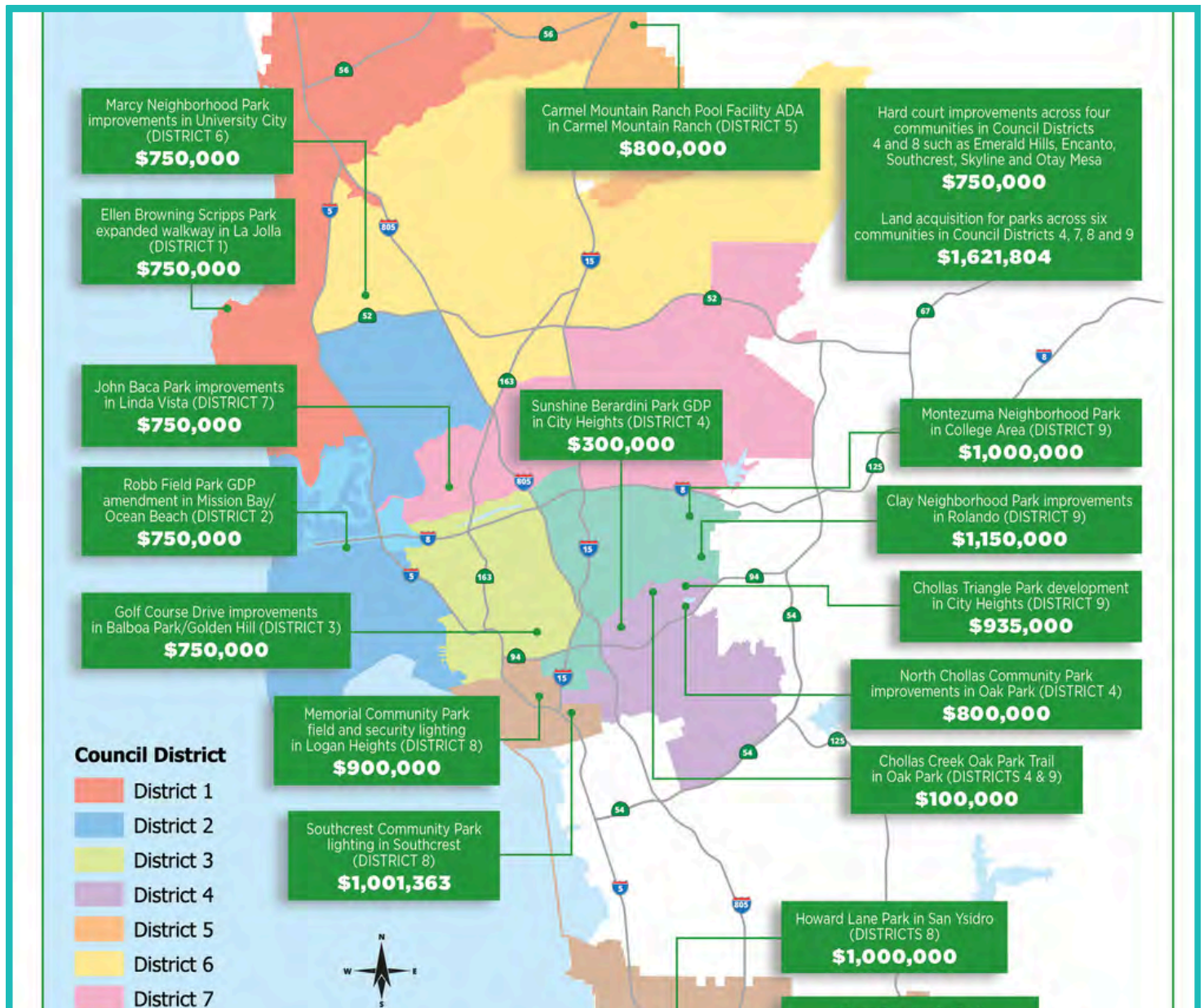


RECREATION EQUITY REPORT

The City maintains a Developer Impact Fee Program (DIF) which provides funding for public facilities projects throughout the City, including transportation, fire services, libraries and parks. Historically, DIF fees were calculated, collected and spent within each Community Planning Area.

As part of a package of items to adopt the Parks Master Plan, on August 13, 2021, City Council adopted a new Citywide Park Development Impact Fee. The updated funding source is specific to parks and provides for a more equitable funding process that helps ensure everyone has access to safe, clean and thriving park spaces.

In March 2024, the City Council allocated \$15.9 million in the new Citywide Park DIF across 19 park projects with the majority of the funding going to park deficient communities and communities of concern. The DIF funded projects are shown on the following page.



RECREATION PROGRAM EQUITY AUDIT



RECREATION EQUITY REPORT

This section highlights the Department’s achievements in equity related to the Performance Audit of Equity in Recreation Programming (report 002-55).

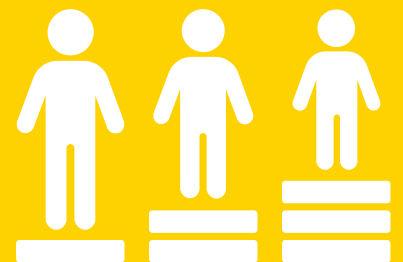
Opportunity Fund

As identified in the Recreation Equity Audit, Recommendation #6, the Department needed to address disparities in program offerings and quality by means of developing and implementing a plan for directing resources to reduce those disparities. To reduce the \$1.4-million-dollar funding gap in recreation programming in CoCs, the Department developed a user fee, the Opportunity Fund Fee, as part of the 2022 Department Fee Schedule update. Per Council Resolution R-313898, the Opportunity Fund Policy was established to collect and allocate the fees (Attachment D). The purpose of the fund is to provide an on-going resource to support equitable programs and minor projects in CoCs, as defined by the Climate Equity Report.

As part of the allocation process, the Opportunity Fund was distributed into the approved Recreation Center Funds at the start of fiscal year 2024 per the recommendations provided by the Opportunity Fund Evaluation Committee. The Committee utilized an Objective Scoring System to identify which recreation center funds are eligible for consideration by applying points to a recreation center based on the RCF balance (the lower the balance the more point received), proposed fiscal year budget (the lower the budget the more point received), and geographical location (point for being located in a CoC or adjacent to a CoC). Recreation centers with the largest score were prioritized for Opportunity Fund allocations. Funding was allocated to the RCFs up to the annual average for RCF balances across the Department until all funds are exhausted.

“Equality is leaving the door open for anyone who has the means to approach it; equity is ensuring there is a pathway to that door for those who need it.”

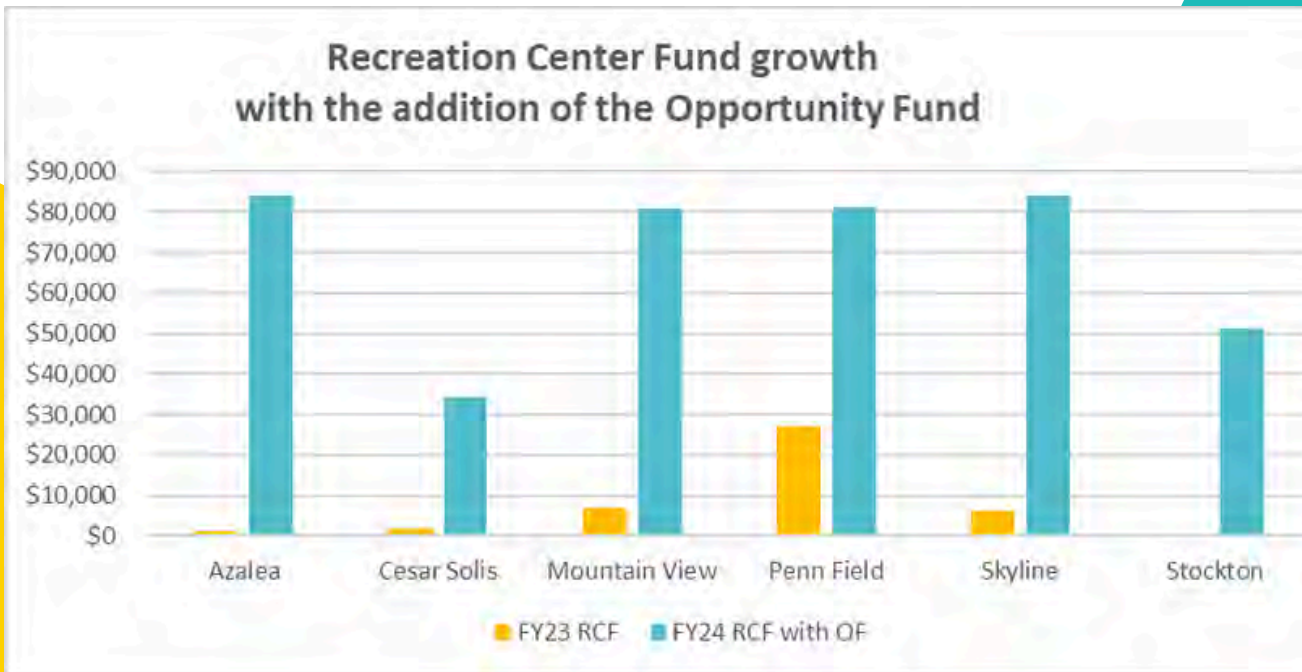
- Caroline Belden, a writer for The Inclusion Solution



RECREATION PROGRAM EQUITY AUDIT



In its first year of implementation, due to changes on how the fee was applied to permits, the Opportunity Fund only collected \$400,000 which is short of its original \$1 million projection. Even with this smaller amount, the department was able to allocate funding to the following six Recreation Center Funds in Communities of Concern: Azalea, Cesar Solis, Mountain View, Penn Athletic Field, Skyline, and Stockton. Cesar Solis received less funding due to it being a standalone park with no recreation center on site and Stockton also received less funding due to less operating hours and staff shortages. Penn Athletic Field was allocated the remaining Opportunity Funds available which was just short of the \$84,000 baseline.

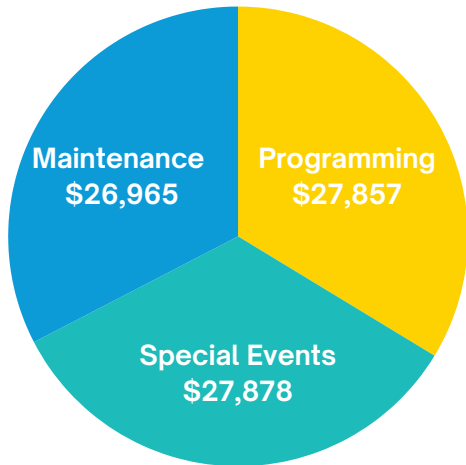


RECREATION PROGRAM EQUITY AUDIT



RECREATION EQUITY REPORT

This section details out all 6 Recreation Center Funds (RCF) that received Opportunity Funds in FY24 and how these funds were utilized for programming, special events, and maintenance needs within each community to date. Although, all funds have not been exhausted yet, it is projected for all Opportunity Funds to be expended by the end of the fiscal year.

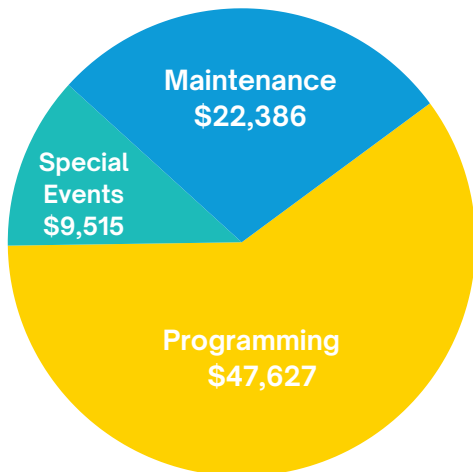
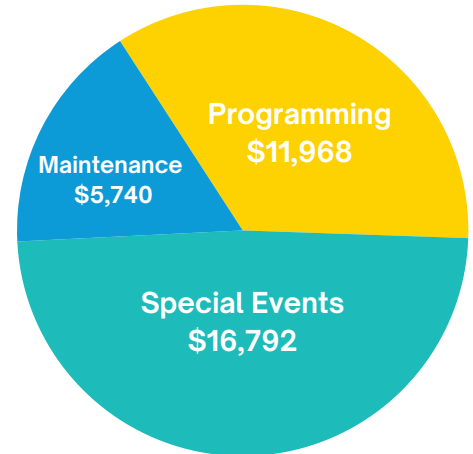


Azalea Recreation Center - \$82,700

- Low-cost Seasonal Day Camps with Field Trips
- Year-round Classes
 - Cooking, Art, Robotics, and Sports
- Free Community Events
 - Fall Carnival, Spring Egg Hunt, and Snow Day
- Teen Program – 3 Field Trips
- Facility Improvements
 - New Kitchen Sink, Refrigerator, and Paper Towel Dispensers
- Teen Lounge – New Comfortable Seating
- New Basketball Backboards, Rims, and Water Fountain

Cesar Solis Community Park - \$34,500

- Low-Cost Skateboarding Camp – 5 weeks
- Free Community Events
 - Spring Egg Hunt, Movies in the Park, and Summer Kick-Off
- New Sod on Multipurpose Field
- New Sports Equipment, League Jerseys, and Trophies



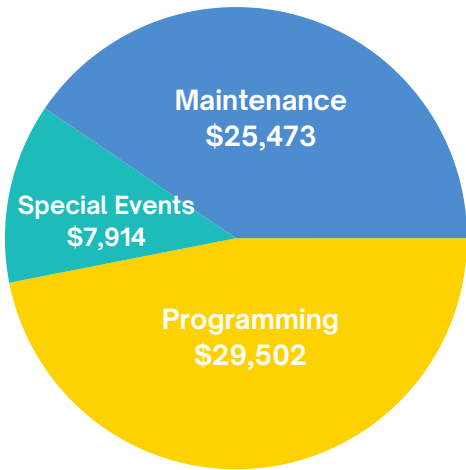
Mountain View Recreation Center - \$80,700

- Low-cost Seasonal Day Camps with Field Trips
- End of Season Banquets for Basketball, Volleyball, and Soccer
- Teen Nite Events
- Free Community Events
 - Spring Egg Hunt, Movies in the Park, Halloween Carnival, Snow Day
- Upgraded Weight Room Equipment
- Upgraded Kitchen Appliances

RECREATION PROGRAM EQUITY AUDIT



RECREATION EQUITY REPORT

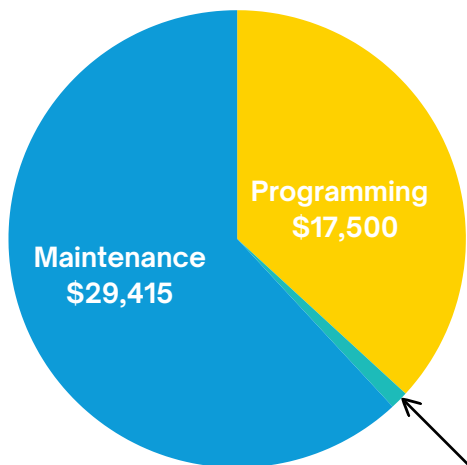
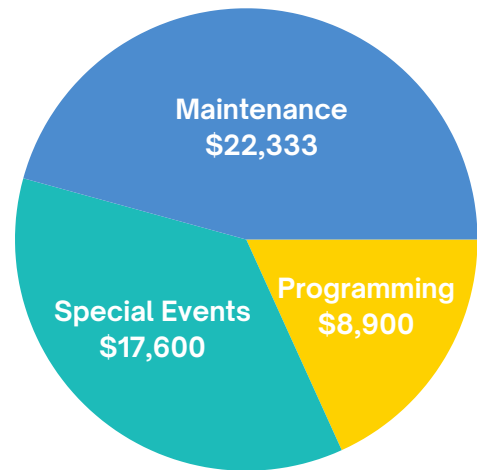


Penn Athletic Field - \$74,700

- Year-round Classes
 - Art, STEM and Baby Sign Language
- Teen Nite Events
- Free Community Events
 - Valentine’s Day Party, Spring Egg Hunt and Santa Winter Event
- New Basketball Backboards, Bleachers and Storage
- New Sports Equipment and League Uniforms

Skyline Hills Recreation Center - \$76,400

- Supplies and Equipment for Staff-led classes
- Winter STEM and Art Classes
- Free Community Events
 - Spring Stay Dance, Spring Egg Hunt, Halloween Carnival, and Snow Day
- Basketball Rim Adjustments, Infield Leveling and Renovations to Multipurpose Field
- New Equipment Storage Container



Stockton Recreation Center - \$51,000

- Low-cost Summer Camps
- New Sports Equipment
- Free Community Event - Spring Festival
- Upgraded Kitchen Appliances
- New Game Room Equipment
- New Senior Programs

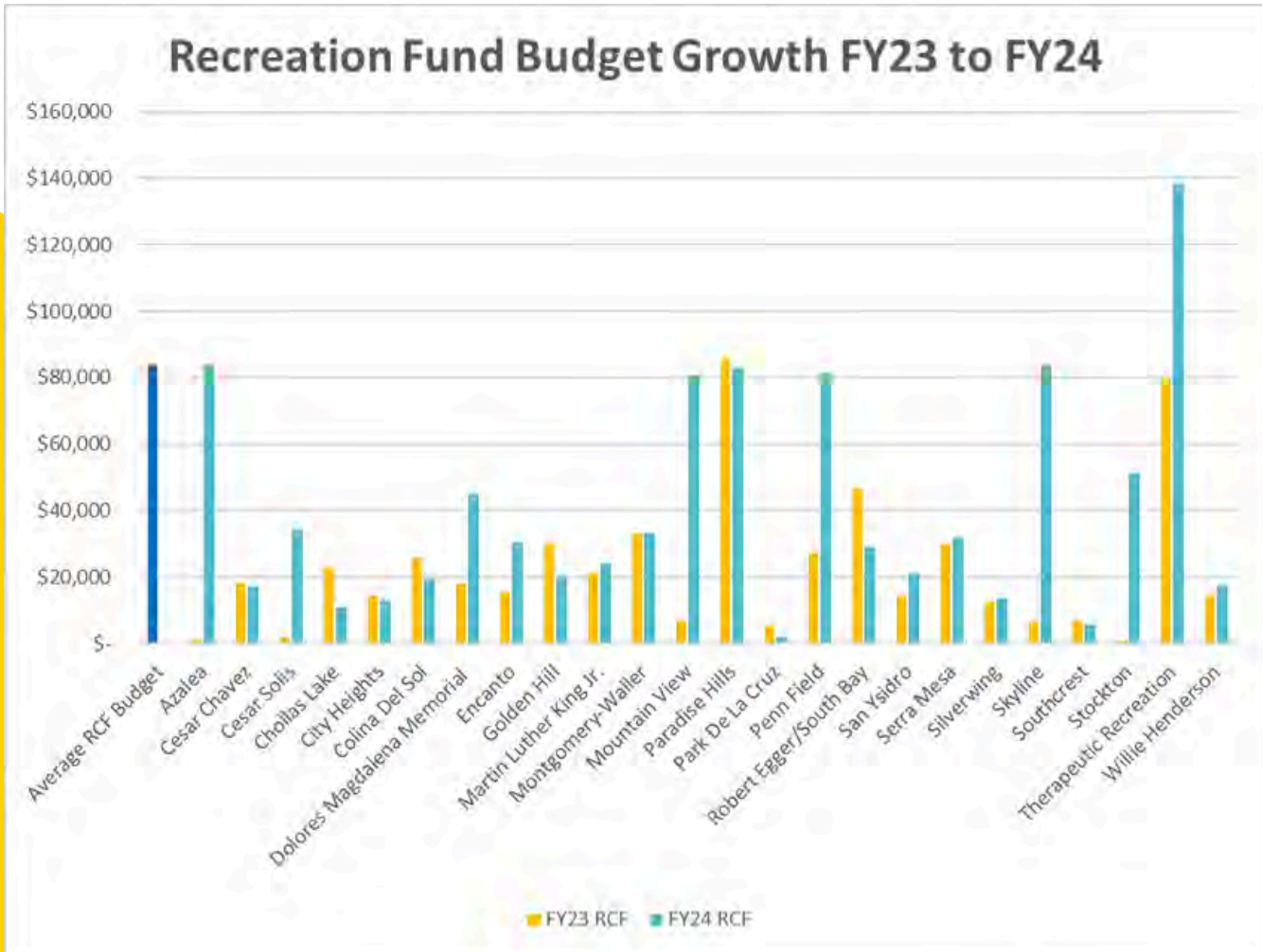
Special Events
\$608

RECREATION PROGRAM EQUITY AUDIT



RECREATION EQUITY REPORT

As we can see, Opportunity Funds can go a long way to provide equitable programming, however there are still inequities to address. Each year, the Department will strive to address the shortfalls in programmatic disparities in CoC communities via Opportunity Funds. The graph below shows the growth in the RCF Budgets for CoC locations in FY2023-2024.



To maintain and further develop the Opportunity Fund allocation process, the Department will update current and historical information for all recreation center service areas and will consider information from the United States Census Bureau, San Diego Association of Governments (SANDAG), GALE - Analytics on Demand, and other resources. Allocation of the Opportunity Fund may be reassessed as conditions change to ensure that the Department is capturing the most relevant data and need across the City for programs and services.



Translation Services

In February 2023, the Communications Department acquired a contract for Citywide Translation Services as identified in Recommendation #13 of the Performance Audit of Equity in Recreation Programming. These services include translation of over 75 languages for documents, over the phone instant translations and live interpreters at in-person and virtual events. Over the past year, the Department has used these translation services regularly to translate program guides, event flyers, banners, documents, posters and social media posts into various languages that are identified in each community.

With the assistance of a consultant, the Department will further define a language access plan that will identify languages spoken in each recreation service area, establish a threshold of which languages must be available in a service area, as well as develop policies and procedures for staff outlining procedures for translation service standards.



Online Recreation Management Software Trainings

In response to recommendations 14 and 16 in the Performance Audit of Equity in Recreation Programming, the Department identified a group of staff known as the Super User Committee, who together hold a high level of expertise using the current online registration management software, ActiveNet. The group, along with the Department's training staff, analyzed program offerings in the Department and developed naming conventions to provide customers ease of finding programs they are seeking. The naming conventions provide consistency in program naming and a more organized method of advertising offerings.

The Super User Committee also reviewed and updated all historical training material related to ActiveNet and offered several new user and refresher trainings to Department staff. This training will continue annually for new users and on-going users to ensure the ActiveNet system is used correctly and in alignment with Department policies and procedures. Citywide Recreation staff monitor ActiveNet and work with individual sites to ensure naming conventions along with dates and times are accurate throughout the year.



RECREATION PROGRAM EQUITY AUDIT



RECREATION EQUITY REPORT

Marketing and Social Media

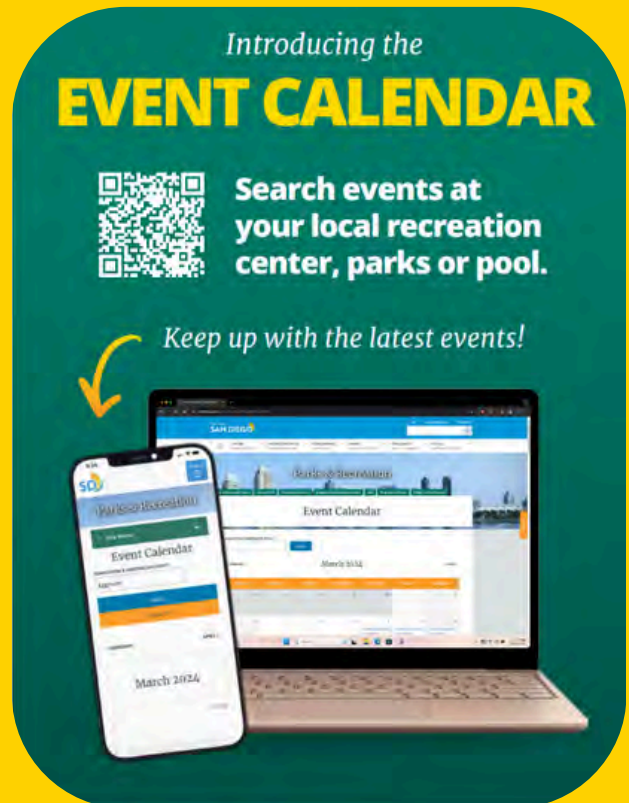
As part of recommendation #7, the Department has worked in collaboration with the Communications Department to expand its marketing and social media footprint. The Department set a goal of 10,000 Instagram followers by December 31, 2023. That goal was reached on December 12, 2023. As of today, we are at **11,989** followers – just 11 away from 12,000.

In the first quarter of calendar year 2024:

- Department gained **1,762** Instagram followers
 - **43.9%** of followers are in San Diego
 - **7.3%** in Chula Vista
 - **6.2%** in other parts of the county
 - the rest in other parts of the state and country
- Ages ranged:
 - **44.4%** of followers are aged 35-44
 - **28.1%** are aged 25-34;
 - **3.7%** are 18-24.
 - **.4%** are aged 13-17
- Our posts reached 19,438 accounts:
 - 59.1% of those accounts being people who do not follow the account, but were exposed to the posts
 - Grid posts reached 15.9k accounts
 - Reels reached 10.1K accounts
 - Stories reached 3,517 accounts

In addition, the Department is focusing on increasing visibility and accessibility to information on the City of San Diego website.

- The Parks and Recreation Department website now includes an Event Calendar, providing patrons access to a list of upcoming citywide events by season.
- The website also include a new tab for Design and Development content, providing the public with a wealth of information on current parks and future park projects.



RECREATION PROGRAM EQUITY AUDIT



RECREATION EQUITY REPORT

Low-Income Fee Waiver Program

The fee waiver program offers discounted or free recreation, aquatic, and dance programs for income-qualified participants for staff-led programs. The details of this program can be found at <https://www.sandiego.gov/sites/default/files/prfeewaiver.pdf>.

The low-income fee waiver program can reduce or eliminate the overhead rate applied to contract service classes, but it cannot extend to waiving the entire cost of a contract service class fee that is fully cost recoverable. The Department cannot pass that cost to other program participants in accordance with Proposition 26, and the Department does not have a budget available to pay the contract service class instructors for any fee waivers issued for their recreational programs.

The Department continues to evaluate options to increase access to the fee waiver, including the challenges of subsidizing the fees waived for contract service classes, which cannot be passed onto other class participants per Proposition 26 requirements. Based on information currently available, the Department estimates that this would cost around \$500,000 annually, but more analysis of this is needed to determine the true cost of offering fee waivers for people who qualify.

As of Fiscal Year 2024, the Department requested funding to assist in the expansion of equitable, low to no cost programs via the budget process. Ongoing efforts continue on behalf of the Citywide Recreation Services to benchmark low-income fee waiver programs and subsidized funding programs that would assist the department to meet its program equity goals.



In FY24, there was \$83,402 of program fees waived for 461 registered participants

RECREATION PROGRAM EQUITY AUDIT



RECREATION EQUITY REPORT

Department Restructure

The Department recognized through its Tactical Equity Plan (TEP) that the park system was not configured equitably and had numerous systemic flaws that need to be addressed in terms of access, programming, resources, and cleanliness/safety. To help restore service levels and achieve outcomes that align with the TEP, the Department restructured its base budget and divisions into ten divisions during the Fiscal Year 2024 proposed budget.

This restructuring effort creates a foundation for focusing on centralized maintenance and recreation services for the first time after decades of decentralized recreation programming and limited crossover in maintenance practices between work units, which has resulted in uneven application of maintenance and inequitable recreation programming outcomes. Development Regional Parks was divided up into Balboa Park, Mission Bay and Shorlines Parks, and Park Rangers to allow for better oversight of park operations in all three regional areas.

The restructure has helped improve the following:

- Improve service delivery
- Increase customer service
- Reduce differences between geographic areas of the City
- Expand low/no-cost programming and events in Communities of Concern
- Create pathways for employees to cross-train
- Provide opportunities for mentorship, inspection, and career development

PARK DIVISIONS:
Administrative Services
Balboa Park
Citywide Park Maintenance
Citywide Recreation Services
Community Parks I
Community Parks II
Golf Operations
Mission Bay and Shoreline
Open Space & MADS
Park Rangers



Recruitment and Retention

The Department continues to experience a high vacancy rate at 17.70% which decreased from 20% from last year. While the Department successfully hired 183 full-time equivalent positions this fiscal year, the Department also saw 76 employees leave for a number of reasons, including, leaving for other jobs, relocating to another community or city, retiring from City employment, and to address family and personal concerns.

This graph represents all **299** full-time and part-time positions hired on in FY24.

| Job Title | Total | Job Title | Total |
|---|-------|--------------------------------|------------|
| Account Clerk | 2 | Landscape Designer | 4 |
| Aging Recreation Specialist | 2 | Management Intern | 18 |
| Assistant Golf Course Specialist | 2 | Park Ranger | 8 |
| Assistant Recreation Center Director | 3 | Pesticide Applicator | 2 |
| Custodian 1 | 4 | Pool Guard 1 | 56 |
| Equipment Operator 1 | 1 | Recreation Aide | 59 |
| Geographic Information System Analyst 1 | 1 | Recreation Leader 1 | 6 |
| Golf Course Greenskeeper | 3 | Recreation Leader 2 | 3 |
| Golf Operations Assistant | 8 | Recreation Leader 2 (Dance) | 1 |
| Grounds Maintenance Supervisor | 1 | Student Intern | 53 |
| Grounds Maintenance Worker 1 | 31 | Supervising Management Analyst | 1 |
| Grounds Maintenance Worker 2 | 17 | Supervising Property Agent | 1 |
| Heavy Truck Driver 1 | 1 | Therapeutic Recreation Leader | 4 |
| Information System Analyst 2 | 1 | Utility Worker 2 | 2 |
| Laborer | 4 | Total Hires | 299 |

Recruitment and Retention

Through labor contracts negotiated in 2022, Parks and Recreation employees received a series of pay raises starting with 5% in July 2023, and 5% in January 2024. Future raises include 4% in July 2024, 2% in January 2025 and a final 5% in July 2025. Accumulatively, the raises amount to 22.8% over three years. In addition, select classifications with historical recruitment and retention issues will receive an additional 10% during the term of the labor contract. Entry level classifications such as Recreation Aide also received a wage increase from \$16.30 to \$16.85 an hour with the new minimum wage increase in the City of San Diego.

In April of 2024, the Personnel Department launched the Personnel Outstation Program in order to help the Department with certifications, interview process improvements, track pre-employment clearance status of candidates, and identify trends and areas of Department improvement on personnel process.

The Department has continued to be an active participant in job fairs and career fairs at local schools, community colleges and universities and conduct regularly scheduled pool guard hiring fairs. Hiring, recruitment and retention efforts include:

- An attractive and informative Parks and Recreation Recruitment webpage
- Continuous active recruitments for jobs with high vacancy rates
- Monthly hiring halls for entry level classifications
- Provide alternative work schedule for positions that are able to do so to allow flexibility in the workplace in the form of a 44/36 work schedule or in some instances 4/10
- Launched a telework program providing certain classifications the ability to have a hybrid work from home and work from the office schedule
- The creation of a Grounds Maintenance Worker III classification to lead work crews in maintenance and landscape projects
- The expansion of the Park Ranger program with a Supervising Park Ranger classification and increased the number of Park Rangers in the program
- Active participant of the employ and empower internship program to provide opportunities and knowledge to students and provide them skills to join the workforce of Parks and Recreation

The Department will continue to strive to fill critical vacancies and work on getting the appropriate approvals to request approval to fill those vacancies in light of a challenging budget.

Funding is vital to further the city’s efforts in achieving equity for all and would support a variety of enhanced services including:

- *Community Needs Assessment*
- *Community Needs Program Implementation and Support*
- *Marketing and Communication Plan Development, Implementation and Support*
- *Low Income Fee Waiver Program Analysis and Restructure*
- *Data Analytics for Program Efficacy*
- *Increased Recreation Programs and Events at Recreation Centers and Aquatic Facilities*



Equity Centric Budget

While the Department received 5.00 positions in the Fiscal Year 2023 budget to address recreation programming, the remaining 5.00 positions needed to address the recommendations contained in Audit Report 22-005 remain unfunded. As noted in Attachment A, the absence of these positions will delay implementation of the recommendations. The cost of the 5.00 positions is estimated to be approximately \$557,000. The Department is also seeking to add 1.00 Program Coordinator to manage the Departments overall marketing efforts and add \$1 million dollars to increase program offerings and further reduce the disparities RCFs located in CoCs.



While the Department continues to celebrate successes, there are still many challenges ahead to eliminate inequities and expand meaningful program offerings across the City's diverse communities. Those efforts include:

- Offering competitive wages for recreation and maintenance positions
- Expanding mentorship, internship, and career development opportunities
- Implementing the recommendations of the City Strategic Plan, Parks Master Plan, and Recreation Equity Audit
- Reducing barriers to recreation programs by broadening the availability of the fee waiver process for all programs
- Identify, understand and implement the recreation programmatic needs of each community
- Seeking partnerships and funding sources to improve program offerings and reduce costs to participants, especially within communities of concern
- Continue to cultivate relationships with the San Diego Parks Foundation, Price Philanthropies, and other nonprofits to bring additional resources for recreation programming
- Expand the qualified vendors list of program service providers to meet the needs of the communities
- Train and develop staff to manage recreation contracts and integrating them into the program schedule for all recreation centers

Other areas of focus include maintenance practices, deferred maintenance, major repairs, capital improvements, additional park acreage, activation of parks, and opportunities for grants and donations. The Department looks forward to partnering with the City Council, community groups, park stakeholders, and all San Diegans to improve recreation offerings and to bring the Heart of Service to each of our communities.



PERFORMANCE AUDIT OF EQUITY IN RECREATION PROGRAMMING

Finding 1: Although the Parks and Recreation Department solicits participant feedback, it is likely not aware of broader community recreational needs and lacks a strategic plan and adequate resources to provide recreation programs more equitably.

Finding 2: The Parks and Recreation Department's approach to resource allocation and program quality is incomplete and limits its ability to provide equitable recreation programming.

Finding 3: The Parks and Recreation Department's approach to community engagement and marketing is decentralized and inconsistent, which results in diminished access to programming.

Finding 4: The Parks and Recreation Department has made efforts to ensure certain communities can participate in recreation programs, but significant barriers remain that may preclude other groups from participating.

Finding 5: Although the Parks and Recreation Department tracks certain program information, current practices diminish its ability to implement a data-driven approach for resource allocation, monitoring, evaluation, and reporting.

**Office of the
City Auditor**

City of San Diego



Performance Audit of Equity in Recreation Programming

Why OCA Did This Study

Recreation is a core public service that provides numerous health and social benefits to individuals and communities. We conducted this audit to determine whether the Parks and Recreation Department (Parks & Rec) (1) effectively identifies recreation programming equity needs in each community; (2) meets identified programming needs equitably via resource allocations; and (3) provides residents with equitable access to recreation programs.

What OCA Found

As shown in the graphic below, providing equitable recreation programming requires a comprehensive, strategic approach.



Source: OCA generated based on audit findings.

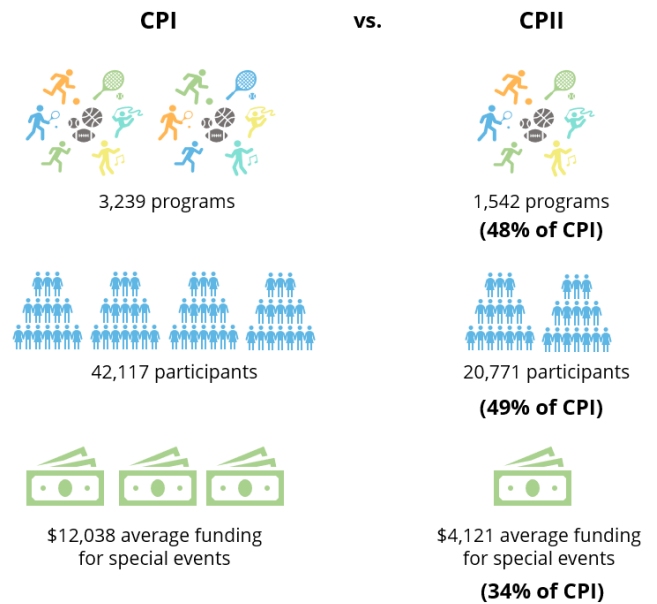
Parks & Rec has made notable progress in several of these areas. However, we found that significant inequities in recreation programming remain, and the City will likely need to invest substantial resources and effort to successfully address them.

Finding 1: Understanding community needs is essential to making recreation programming more equitable. Parks & Rec and the City solicit participant and resident feedback about recreation programs, but Parks & Rec’s current feedback mechanism excludes individuals not actively engaged in programs. This means their needs—and any barriers they may face in accessing recreation programs—are

unknown. In addition, we found that Parks & Rec does not have a strategic plan or performance measures that address recreation programming equity.

Finally, Parks & Rec needs to analyze the extent of the resources needed to comprehensively improve equity so that it can support any future funding requests.

Finding 2: After identifying each community’s recreation programming needs, efforts to address those needs should be funded equitably. We found large funding disparities between recreation centers in the northern part of the City, Community Parks I Division (CPI), and those in the southern part of the City, Community Parks II Division (CPII). Current program spending per recreation center is 47 percent higher in CPI than in CPII, and recreation centers in CPI offer twice as many programs and have twice as many participants as those in CPII, as shown in the graphic below.



Source: OCA generated based on 2019 Parks and Recreation Equity Report and RCF Budgets.

Funding and programming disparities are even more significant when broken down by Council District and are primarily based on the occurrence of contracted programs, which participants pay for. In 2019, almost all contracted programs took place in CPI. Recreation

centers without a history of contracted programs—such as those in CPII—may find it challenging to establish these programs without additional General Fund investments.

Parks & Rec also lacks a comprehensive process for assessing program quality to ensure quality is comparable across recreation programs Citywide.

Finding 3: Informing the community of available programming is another important step toward improving equity in recreation programming. We found that Parks & Rec’s approach to community engagement and marketing is decentralized and inconsistent, which results in diminished awareness of, and access to, programming. For example, 55 percent of City residents indicated they did not attend more Parks & Rec programs because they were not aware of program offerings, which is over twice as high as the national average of 24 percent. Parks & Rec can improve efforts to increase awareness of its recreation programs by analyzing demographic data, standardizing marketing efforts, and centralizing aspects of the marketing process.

Finding 4: For recreation programs to be equitable, they should be accessible to all groups. We found that Parks & Rec makes efforts to ensure certain communities can participate in programs, but significant barriers remain for others. We found that Parks & Rec limits fee waiver availability to a small subset of recreation programs and that the fee waiver application process is burdensome for the customer. These issues limit low-income households’ access to recreational programming and result in assisting relatively few participants.

In addition, we found that recreation program information is not equally accessible to people with limited English proficiency. While Parks & Rec employs a variety of tools to make recreation programming inclusive of those who have limited English proficiency, those tools are not consistent across recreation centers. For example, only 17 percent of recreation centers that serve significant populations with limited English proficiency provide program guides in other languages.

Finding 5: Taking a more comprehensive approach to improving equity in recreation programming requires collecting and analyzing data to monitor, evaluate, and report on progress. We found that errors and inconsistencies in Parks & Rec’s data limit its ability to pursue a data-driven approach to improving equity through systematic efforts such as strategic planning and resource allocation.

What OCA Recommends

We made 16 recommendations to improve recreation programming equity, and management agreed to implement all 16. Key recommendations include to:

- Conduct a community needs assessment to identify recreational needs and access barriers;
- Develop a strategic plan for addressing recreational equity that includes goals and performance measures and identifies resources needed to address current inequities;
- Develop a resource allocation model to evaluate funding equity between recreation facilities based on community-specific and site-specific criteria, and direct resources toward specific steps to eliminate identified disparities;
- Create a strategic marketing plan and hire a marketing professional to manage online and physical content, coordinate the department’s marketing efforts, and lead strategic marketing initiatives;
- Revise fee waiver procedures to make them customer-friendly, and consider expanding fee waiver eligibility to additional recreation programs, including contracted programs;
- Create a department-wide language access plan that includes policies and procedures for translation services; and
- Implement internal controls to ensure data from its recreation program management software can be used for strategic planning and resource allocation efforts.

For more information, contact Andy Hanau, City Auditor at (619) 533-3165 or cityauditor@sandiego.gov.



THE CITY OF SAN DIEGO

November 10, 2021

Honorable Mayor, City Council, and Audit Committee Members
City of San Diego, California

Transmitted herewith is a performance audit report of equity in the City's recreation programming. This report was conducted in accordance with the City Auditor's Fiscal Year 2021 Audit Work Plan, and the report is presented in accordance with City Charter Section 39.2. Audit Objectives, Scope, and Methodology are presented in Appendix B. Management's responses to our audit recommendations are presented starting on page 66 of this report.

We would like to thank staff from the Parks and Recreation Department for their assistance and cooperation during this audit. All of their valuable time and efforts spent on providing us information is greatly appreciated. The audit staff members responsible for this audit report are Andrew Reeves, Marye Sanchez, Danielle Novokolsky, Luis Briseño, and Kyle Elser.

Respectfully submitted,

Andy Hanau
City Auditor

cc: Honorable City Attorney, Mara Elliot
Jay Goldstone, Chief Operating Officer
Kristina Peralta, Deputy Chief Operating Officer
Christiana Gauger, Chief Compliance Officer
Andy Field, Director, Parks and Recreation Department
Karen Dennison, Assistant Director, Parks and Recreation Department
Shelly Stowell, Deputy Director, Parks and Recreation Department
Gina Dulay, Deputy Director, Parks and Recreation Department
Sarah Erazo, Program Manager, Parks and Recreation Department
Heather Ferbert, Chief Deputy City Attorney
Andrea Tevlin, Independent Budget Analyst
Matt Yagyagan, Deputy Director of Policy, Office of the Mayor



OFFICE OF THE CITY AUDITOR
600 B STREET, SUITE 1350 • SAN DIEGO, CA 92101
PHONE (619) 533-3165 • CityAuditor@sandiego.gov

TO REPORT FRAUD, WASTE, OR ABUSE, CALL OUR FRAUD HOTLINE (866) 809-3500



Table of Contents

| | |
|--|-----------|
| Background..... | 1 |
| Audit Results..... | 8 |
| Finding 1: Although the Parks and Recreation Department solicits participant feedback, it is likely not aware of broader community recreational needs and lacks a strategic plan and adequate resources to provide recreation programs more equitably. | 8 |
| Recommendations 1-2..... | 20 |
| Finding 2: The Parks and Recreation Department’s approach to resource allocation and program quality is incomplete and limits its ability to provide equitable recreation programming..... | 21 |
| Recommendations 3-6..... | 36 |
| Finding 3: The Parks and Recreation Department’s approach to community engagement and marketing is decentralized and inconsistent, which results in diminished access to programming..... | 37 |
| Recommendations 7-8..... | 42 |
| Finding 4: The Parks and Recreation Department has made efforts to ensure certain communities can participate in recreation programs, but significant barriers remain that may preclude other groups from participating..... | 43 |
| Recommendations 9-10 | 48 |
| Recommendations 11-13 | 52 |
| Finding 5: Although the Parks and Recreation Department tracks certain program information, current practices diminish its ability to implement a data-driven approach for resource allocation, monitoring, evaluation, and reporting..... | 53 |
| Recommendations 14-16 | 56 |
| Other Pertinent Information | 58 |
| Appendix A: Definition of Audit Recommendation Priorities | 59 |
| Appendix B: Objectives, Scope, and Methodology..... | 60 |
| Appendix C: List of All Recreation Centers, Programming Expenses, and Programmable Space by Council District and Community Parks Division..... | 63 |
| Appendix D: Recreation Programming Expenses and Programmable Space by Council District and Community Parks Division | 65 |
| Management Response..... | 66 |

Background

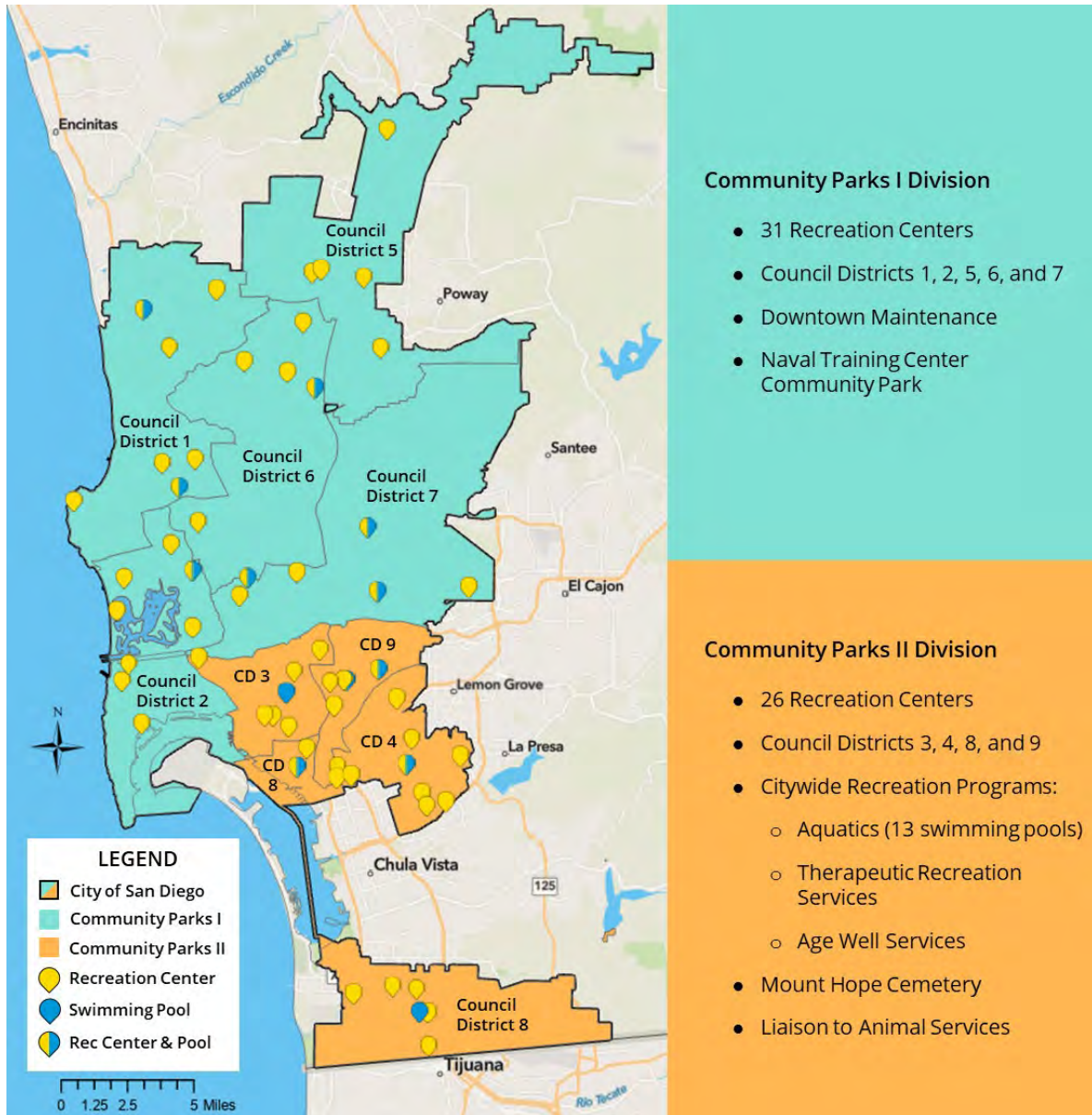
Recreation has positive impacts on the physical, mental, and social health of individuals and their communities. For individuals, participation in recreational activities helps improve physical health, reduce depression, relieve stress, build self-esteem, and encourage personal growth. For communities, recreation helps promote social bonds by uniting families, encouraging cultural sensitivity, supporting seniors and individuals with disabilities, helping lower crime, instilling a sense of public pride, and contributing positively to the economy.

The City of San Diego (City) provides residents with opportunities for recreation. Specifically, the Parks and Recreation Department (Parks & Rec) manages recreational programs across the City's 59 recreation centers and 13 aquatic centers. The vast majority of recreation centers are managed by either the Community Parks I Division (CPI) or the Community Parks II Division (CPII), depending on their geographic location within the City—CPI manages recreation centers in the northern part of the City while CPII manages those in the southern part of the City.¹ Aquatic centers are managed by CPII but are split into two groups, North and South. **Exhibit 1** provides an overview of the facilities and programs managed by CPI and CPII.

¹ Two recreational facilities in Balboa Park are managed by the Developed Regional Parks Division.

Exhibit 1:

The Community Parks I and II Divisions Manage Recreation Centers in Different Areas of the City



Note: In addition to recreation centers and swimming pools, Community Parks I and II Divisions also oversee Neighborhood, Community, and Mini Parks; Joint Use Operations; and After School Programs in their respective areas of the City.

Note: Two recreational facilities in Balboa Park—the Activity Center and the Municipal Gymnasium—are reflected in the map but not in the count of recreation centers above, since those are managed by the Developed Regional Parks Division.

Source: OCA generated based on data from the [SanGIS](#) Regional Data Warehouse and information from the Parks and Recreation Department’s website.

The transfer of recreation programming funds from Recreation Councils to the City shed light on funding disparities.

Before 2018, programming at recreation centers was primarily planned as a partnership between recreation center directors and a corresponding Recreation Council. Recreation Councils were self-organized groups made up of volunteer community members with the purpose of promoting recreation programs in the community through planning, publicizing, coordinating, and providing community programs. Recreation Councils advised the City on park development, provided recreational programming at City park facilities, and controlled funds raised primarily through surcharges on recreation programs and facility rentals and through fundraising activities. The use of these funds was restricted to the geographic area in which they were raised.

In December 2017, based on the City Attorney's Memorandum of Law MS-2017-20 concerning the legality of this structure, the City Council adopted Resolution 311478 to take control of these funds and create center-specific Recreation Center Funds (RCFs). As in the previous arrangement, the use of these funds is restricted to the geographic area in which they are raised. The transition of control of these funds from Recreation Councils to the City has made it clear that some recreation centers raise more money—and can therefore enjoy larger and more diverse expenditures—than others.² A substantial part of this disparity is made up of money paid by customers to a contracted program instructor but that simply passes through the City's financial infrastructure first. Parks & Rec management indicated that the funds remaining after money is paid to contractors are primarily used to pay for the maintenance, equipment, and supplies that correspond to the increased usage of recreational facilities by contracted programs. Nevertheless, these apparent funding disparities led to an audit request for our office to review the equity of funding between recreation centers in different parts of the City, primarily the difference between those in CPI and those in CPII.

² The average size of RCFs in CPII are only 34 percent of the size of RCFs in CPI. The RCF expenditures in each council district generally increase as the median income of the district increases.

Equity in recreation programming means all individuals and communities can access and enjoy the same benefits from recreation programs.

According to the National Recreation and Park Association (NRPA):

Equity and equality are often used interchangeably, but they mean different things. Equality is when everyone receives the equal amount of investment. While that sounds fair, it assumes that all people start from the same place, which isn't true. Equity is about ensuring everyone receives the appropriate investment for where they are.

This concept, and the distinction between equity and equality, is illustrated below in **Exhibit 2**. Because the individuals are different, they would benefit from different investments—in this case, different sizes and styles of bicycles—to be able to participate in the activity of bicycling and enjoy its benefits.

Exhibit 2:

Equity Recognizes Everyone Starts from a Different Place and Different Investments May Be Necessary So All Can Enjoy the Benefits of Recreation



Source: Robert Wood Johnson Foundation.

Since communities are different, different levels of investment would allow each community to fully access and share in the benefits of recreation. Some communities will need more investment because they have been historically underserved.

According to Parks & Rec management, Parks & Rec's definition of equity flows from this concept. Parks & Rec defines equity as the principle that public parks and recreation services should be available and accessible to all people regardless of income, ethnicity, gender, ability, or age. Parks & Rec acknowledges that, to achieve equity, more attention should be provided to the communities that are underinvested, which is something the City will move toward under the newly adopted Parks Master Plan.³ For example, the Parks Master Plan includes the following goal related to equity:

[Address] long-standing inequities experienced by people in Communities of Concern⁴ and other marginalized populations allowing everyone to fairly share the same benefits from parks and attain full and equal access to recreational opportunities regardless of one's background, identity, ability, and location.

Therefore, recreation programming equity is about making appropriate recreational investments in each community so that all communities can access and enjoy the same recreation benefits. It is important to note that this approach to equity involves addressing the quality and type of recreation programming and not just the facilities available for recreation.

³ The City's Parks Master Plan was adopted by the City Council in August 2021 and is available online at <https://www.sandiego.gov/parks-for-all-of-us>.

⁴ According to the Parks Master Plan, communities of concern are neighborhoods that have historically experienced lower levels of public and private investment in development and supporting infrastructure, including parks. Residents in communities of concern often rely more on public or nonprofit recreation facilities. In San Diego, the City's central and southern areas tend to have a greater need for additional recreational opportunities based on historical disinvestments.

In contrast to staff-run recreation programs, contractual recreation programs are more specialized and are fully paid by program participants.

Parks & Rec offers staff-run and contractual recreation programs. Staff-run programs are subsidized by the General Fund and consist primarily of sports programs, cooking classes, basic art classes, table games, teen activities, afterschool clubs, and exercise activities. In contrast, contractual programs tend to be more specialized and are led by instructors who typically have a high degree of experience and/or specialized training. Examples of contractual programs include oil painting, gymnastics, yoga, guitar lessons, and others. Contractual programs may be offered when recreational programs requested by the community are beyond the skillsets of Parks & Rec staff. Unlike staff-run programs, participants are required to pay the full cost of contractual programs.

Parks & Rec has taken some steps to standardize aspects of recreation programming, which may assist strategic planning efforts.

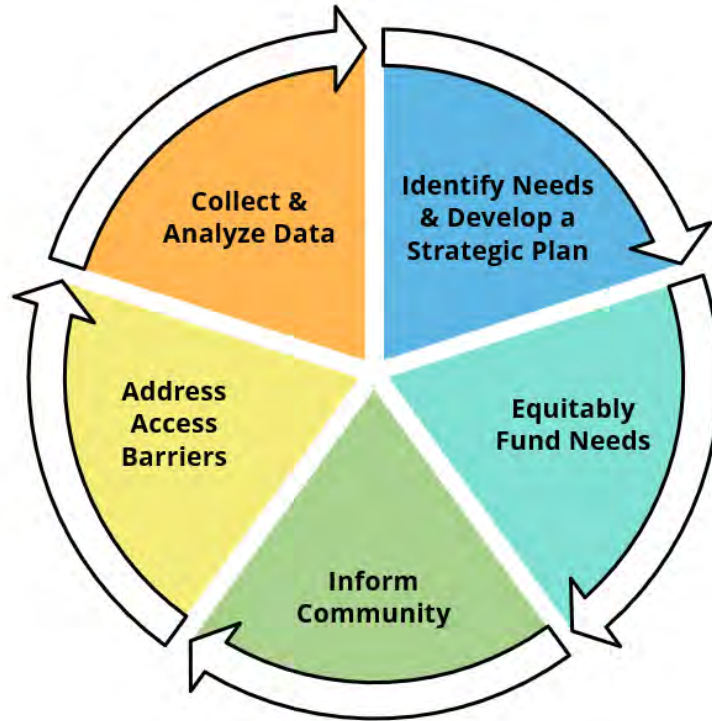
Parks & Rec has begun centralizing some aspects of recreation programming, which could help coordinate responses to many of our recommendations that appear later in this report. In 2018, Parks & Rec created a Recreation Program Manager position to help ease the transfer of RCF control to the City. According to Parks & Rec management, this position is also overseeing recent efforts to standardize some aspects of programming, such as staff training, user fees, and program offerings. These programmatic changes could help management better collect, analyze, and monitor system-wide information, which can inform strategic planning efforts and decision-making around programming equity.

Equitable recreation programming requires a comprehensive approach.

To equitably offer recreation programs, Parks & Rec must take a comprehensive approach including identifying each community's programming needs, equitably funding those needs, informing the community of the programming available, addressing any barriers to accessing the programming, and implementing data-driven decision-making. A strategic plan involving these steps can help align Parks & Rec with its equity goals and objectives. These steps are displayed in **Exhibit 3** below and serve as a roadmap for our findings.

Exhibit 3:

Equitable Recreation Programming Requires a Comprehensive Approach



Source: OCA generated based on audit findings.

Audit Results

Finding 1: Although the Parks and Recreation Department solicits participant feedback, it is likely not aware of broader community recreational needs and lacks a strategic plan and adequate resources to provide recreation programs more equitably.

Understanding community needs is essential to making recreation programming more equitable. By understanding community needs, the Parks and Recreation Department (Parks & Rec) can strategically plan for and gauge progress towards addressing inequities. Parks & Rec and the City of San Diego (City) have made efforts to obtain participant and resident feedback regarding the City's recreation programs, but these may exclude voices from the community at large. Further, we found that Parks & Rec does not have a strategic plan or performance measures to address recreation programming equity. Additionally, a significant investment of resources is likely necessary to address the issues identified in this report. Therefore, Parks & Rec would benefit from analyzing the extent of its resource needs so that it can articulate requests in future budget years. The following sections discuss these issues in more detail.



Parks & Rec does not have sufficient information to identify communities' needs and priorities for equitable recreation programming.

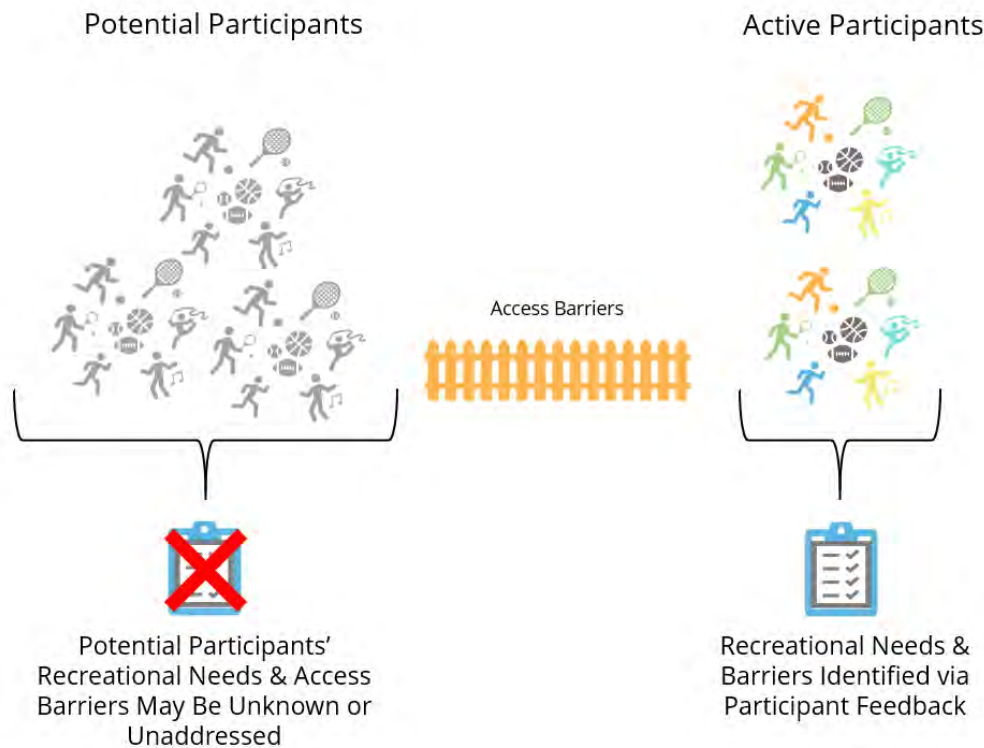
Parks & Rec solicits participant feedback on recreation programs; however, its approach may exclude voices from the community at large. Parks & Rec has several ways for receiving feedback from program participants: through optional tabletop surveys conducted at the end of a program, through regular communication with Community Recreation Groups (CRGs), and incidentally during interactions with program participants and park patrons.⁵ **However, these methods capture feedback**

⁵ The role of CRGs is to make recommendations to City Council, Parks & Rec, and its various boards with respect to recreation programs in the community, provide recommendations on the expenditures of Recreation Center Funds, and promote recreation programs in the community through planning, publicizing, and coordinating community programming. The CRGs hold public meetings where the community can provide public comments.

from program participants or other individuals who actively engage with Parks & Rec, not from other individuals in the larger community who may not be engaging with Parks & Rec for some reason. Understanding the recreational needs of such potential participants and identifying access barriers would help ensure equitable programming. However, as shown in **Exhibit 4**, Parks & Rec currently only surveys active participants, which means the needs of those not surveyed—and any access barriers preventing them from participating—are unknown.

Exhibit 4

Parks & Rec’s Current Feedback Mechanism Excludes Individuals Not Actively Engaged in Programs, Which Means Their Needs and Any Access Barriers They May Face are Unknown



Note: “Active participants” refers to individuals who are currently taking part in recreation programs. “Potential participants” refers to individuals who would like to participate in recreation programs but are unable to do so for some reason (i.e., an access barrier).

Source: OCA generated based on review of the City’s 2015 and 2018 Resident Satisfaction surveys, the Community Interest and Opinion Survey, and the National Recreation and Park Association Community Assessment guide.

For the City’s recreation programming to be equitable, it is important that it be accessible and inclusive. Part of this depends on Parks & Rec’s ability to understand the recreational needs and priorities of not only actual participants, but potential participants as well—and to make efforts to minimize any barriers to preventing their participation. Specifically, surveys could ask about not only the types of programs residents desire but also what barriers may prevent them from participating, such as cost, location, times, and awareness. While some residents may not want to participate under any circumstances, Parks & Rec should understand who these individuals are, and then focus equitable programming efforts on active and potential participants.

Recent survey results may not offer insights into the recreational needs of all groups, including disadvantaged groups.

Using an outside consultant, the City conducted a Resident Satisfaction Survey (satisfaction survey) in 2015 and again in 2018 to assess satisfaction with the delivery of City programs and services, the quality of customer service provided by City staff, and preferences about how City officials should prioritize programs and services.⁶ Additionally, the City’s recent efforts to update the Parks Master Plan (PMP) included the Community Interest and Opinion Survey (community survey) to identify and explore the recreational needs and priorities of residents and develop recommendations for addressing these needs and priorities.⁷

The satisfaction surveys and community survey were similar in design; each was mailed to a random sample of 15,000 households in the City to ensure the completion of at least 200 surveys in each of the nine Council Districts. However, this approach did not ensure that respondents were representative of the population within each Council District along socio-economic variables such as race, income, education, etc. Therefore, certain segments of the population may have been over- or under-represented in the results, which means the results may not offer insights into the recreational needs of all

⁶ The City mailed the survey to a stratified random sample of 15,000 households in the City. A total of 2,478 and 1,953 households completed the survey in 2015 and 2018 respectively.

⁷ The City conducted the community survey in Spring 2018, and the City Council adopted the PMP in August 2021.

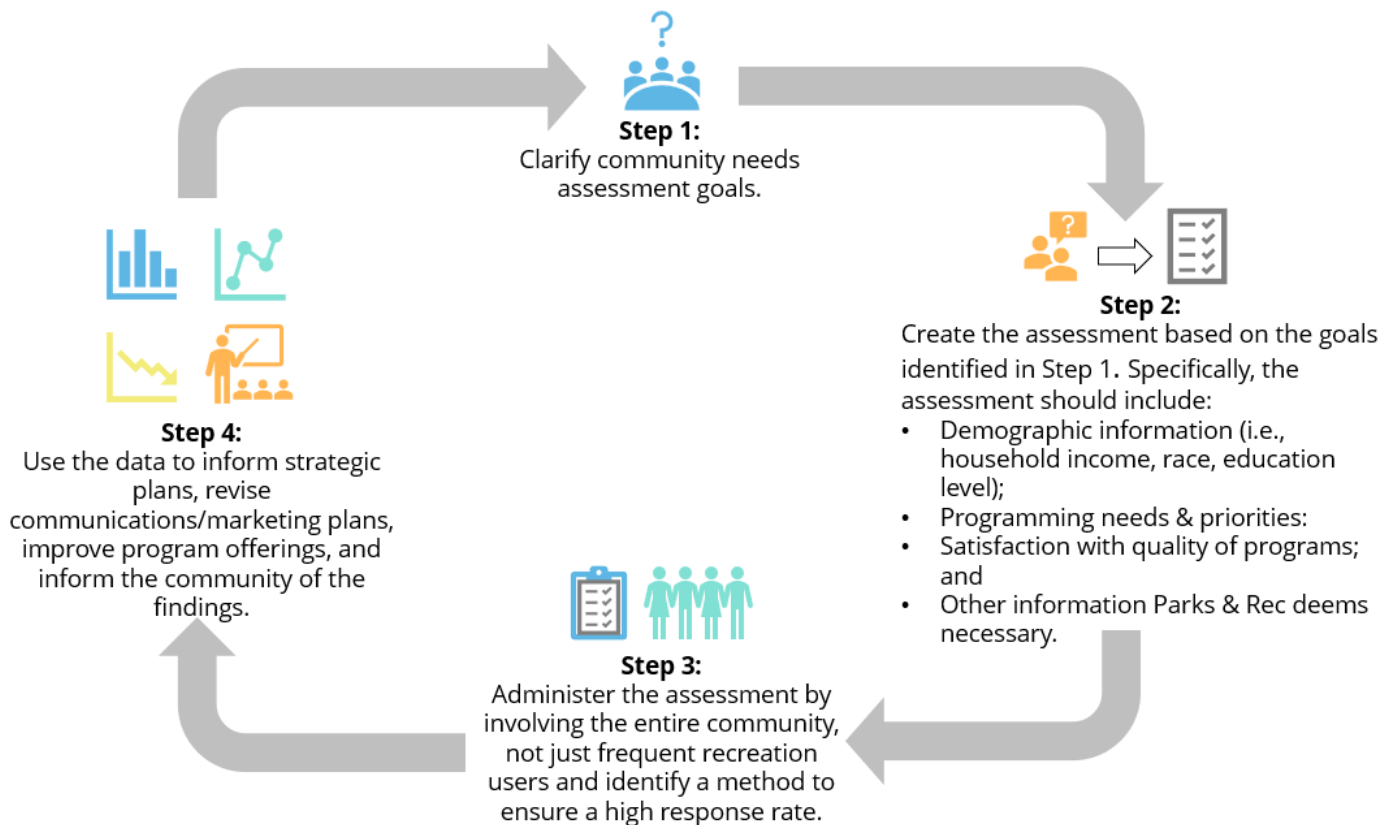
groups, including disadvantaged groups. Additionally, because these surveys did not collect demographic information from respondents, Parks & Rec cannot analyze the results to identify recreational equity needs across demographic variables.

While Parks & Rec collects some useful information, it should adopt a more robust approach to assessing community recreation needs.

According to the National Recreation and Park Association (NRPA), community needs assessments are vital for strategic planning because they identify community needs and priorities and provide data on residents' satisfaction with recreation offerings. The NRPA lays out a four-step approach to guide park and recreation agencies through the community needs assessment lifecycle, which includes clarifying assessment goals, creating the assessment, administering the assessment, and using the data to inform strategic planning efforts. **Exhibit 5** below describes an ideal approach to conducting a community needs assessment.

Exhibit 5

Ideal Approach to Conducting a Community Needs Assessment



Source: OCA generated based on review of NRPA Community Assessment Needs guidelines.

Additionally, the NRPA notes the importance of reaching non-users and underinvested community members, such as seniors, those living with disabilities, people of color, and non-English speakers in the assessment process so that that response pool represents the most diverse cross section possible.

Other municipalities conduct community needs assessments to identify recreation needs.

Mecklenburg County's Park and Recreation Department (Mecklenburg), which serves the City of Charlotte, North Carolina and surrounding areas, indicated that it uses its countywide community needs assessment to evaluate how well it meets the recreational needs identified in the assessment. Mecklenburg indicated that, as of December 2020, it was meeting most of these needs.

The City and County of Denver's Parks and Recreation Department (Denver) also conducted a community needs assessment to plan for the future of parks and recreation opportunities. In addition to ensuring at least a minimum number of responses, Denver collected demographic information such as age, gender, and race, allowing it to analyze responses through the lens of different groups.

Strategic planning helps ensure agencies have a sense of direction and measurable goals to guide decision-making.

Parks & Rec has initiated efforts to examine recreation equity; however, it does not have a strategic plan with performance measures to assist in decision-making. In 2019, in response to a request from the Public Safety and Livable Neighborhoods Committee, Parks & Rec published its Recreation Equity Report (Equity Report), which identified disparities in recreation programming across the City. The Equity Report also contains a set of goals for ensuring that all communities have similar levels of specialized programs. Some of these goals include to:

- Evaluate recreation facilities and community interest in specialized programs;
- Support recreation centers with low participation in creating specialized programs;
- Introduce contractual programs at sites that traditionally have not had them; and
- Identify alternate methods to fund specialized programs in low-income areas.

The Equity Report was an important first step in addressing inequities in recreation programming. However, the COVID-19 pandemic and the associated directives from the state and county governments caused Parks & Rec to close recreation centers in March 2020 and refocus its efforts instead on public health and safety. According to Parks & Rec, efforts to address programming equity resumed over the summer, with recreation centers across the City having reopened as of June 2021. Even though the Equity Report includes some goals, Parks & Rec does not have a strategic plan or key performance indicators (KPIs) to drive decision-making and gauge progress in this area.

Specifically, although 5 of Parks & Rec's 10 KPIs pertain to recreation facilities or programs, none of them address or measure equity.⁸ In addition, while the PMP includes general objectives and goals for addressing equity, it does not specify steps or actions that Parks & Rec should take to achieve them. Therefore, absent a strategic plan or KPIs that address equity, Parks & Rec lacks a reference point from which to clearly articulate the extent to which its efforts address recreation programming equity concerns. For example, as part of the Come Play Outside initiative that took place in summer of 2021, Parks & Rec received a grant to provide specialized programming at 21 recreation facilities in Communities of Concern. Although staff indicated the initiative was beneficial and well-received in those communities, its impact cannot be measured against goals or other baselines because those have not been established.⁹ In addition, without a strategic plan that includes specific goals and performance metrics, many programming decisions are, by default, made operationally and on an ad hoc basis by recreation center directors. However, this is not the best approach for ensuring programming equity because center directors lack a systemwide viewpoint. Instead, developing a strategic plan that focuses on ensuring equity in recreational

⁸ The five KPIs that pertain to recreation facilities or programs are: 1) Percentage customer satisfaction with park system; 2) Percentage of increase with on-line registration participation; 3) Percentage of customer satisfaction with recreation program activities; 4) Number of aquatic users; and 5) Number of hours of operation of recreation centers.

⁹ According to Parks & Rec, the Performance and Analytics Department surveyed participants in the Come Play Outside initiative over the summer. The Performance and Analytics Department completed this analysis shortly before this audit report was published.

programming across the City can help guide programming decisions across the organization.

Other municipalities have strategic plans with equity metrics that assist decision-makers in providing quality recreation programs for their diverse communities.

The City of Sacramento’s Department of Youth, Parks, & Community Enrichment (Sacramento) has adopted a five-year strategic plan, with annual updates to inform on the status of its performance measures. The plan aims to prioritize the delivery of parks, facilities, and services that support, enhance, and empower its residents, including residents of different ethnicities, cultures, and people of different abilities, interests, and incomes. The strategic plan includes a framework with goals, objectives, performance measures, and strategic directions, as shown in **Exhibit 6**. These elements are intended to help the department secure resources and support so that it can deliver quality recreation experiences to its communities.

Exhibit 6

The City of Sacramento’s Department of Youth, Parks, & Community Enrichment Created a Strategic Plan with Goals, Objectives, Performance Measures, and Strategic Directions

Goal 03 Promote lifelong recreation and learning.

OBJECTIVE **3.1** *By 2020, increase in participation by diversifying and or marketing the numbers and types of social and recreational programs, enrichment classes and sports for adults and seniors*

PERFORMANCE MEASURES

- # of participants in recreation programs annually (by category, e.g., families, young adults, 50+ adults, people with disabilities and targeted underserved groups)
- % of participants by age and ethnic diversity in comparison to City demographics
- #’s of different programs offered annually by core service area (e.g., aquatics, access leisure, cultural and fine arts, environmental education and nature interpretation, special interest, sports and fitness, and Camp Sacramento).
- % of repeat participants who have been involved in 1-3 other programs, or more than 3 programs

STRATEGIC DIRECTIONS THAT SUPPORT THIS OBJECTIVE

- 1.1** Expand access to programs and services that support youth development, safety and health.
- 3.1** Provide programs, services and events to support lifelong learning for all ages.
- 3.2** Plan, manage and regularly evaluate the delivery of programs, events and services.



Source: City of Sacramento Youth, Parks, & Community Enrichment Department Strategic Plan.

Similarly, the City and County of San Francisco’s Recreation and Parks Department (San Francisco) also has a five-year strategic plan. San Francisco updates this plan annually, and the plan establishes initiatives and objectives that guide decisionmakers in ensuring that everyone, including people in disadvantaged communities, has access to recreational programs and services. As part of its strategic plan, San Francisco uses equity zones—which are identified as census tracts that scored high across various inequity characteristics—to prioritize resources in these communities relative to the rest of the city and county. As shown in **Exhibit 7**, San Francisco measures its progress in addressing equity by comparing data from its equity zones to the rest of the city on various recreation initiatives. According to San Francisco, this approach allows it to prioritize funding and resources in equity zones to improve recreational equity.

Exhibit 7

The City and County of San Francisco’s Recreation and Parks Department Compares Data from Its Equity Zones to the Rest of the City to Measure Its Progress in Addressing Equity

| EQUITY METRICS WITH FY19 DATA | | | | |
|--------------------------------------|--|--------------------|------------------------|------------------------|
| DEMOGRAPHICS | | Equity Zone | Non-Equity Zone | City as a Whole |
| | Population | 178,000 | 712,000 | 890,000 |
| | % of Population | 20% | 80% | 100% |
| METRICS | | | | |
| PARK ACCESS | Number of Parks | 89 | 130 | 219 |
| | % of Parks | 41% | 59% | 100% |
| | Number of Parks / 1,000 People | .5 | .18 | .25 |
| | Park Acreage | 671 | 2,603 | 3,274 |
| | % of Park Acreage | 20% | 80% | 100% |
| | Acres of Park / 1,000 People | 3.8 | 3.7 | 3.7 |
| SAFETY | SFPD Incidents within 500’ of Parks / 1,000 People | 30,508 | 22,668 | 53,176 |
| | % of Incidents within 500’ of Parks | 57% | 43% | 100% |
| MAINTENANCE | Park Evaluation Scores | 91% | 92% | 92% |
| | Maintenance and Repair Requests Completed | 91% | 91% | 91% |
| INVESTMENT | Capital Investment / 1,000 People | \$161,251 | \$33,032 | \$58,675 |
| | % of Capital Investment | 55% | 45% | 100% |
| VOLUNTEERS | Recreation Volunteers Hours / 1,000 People | 130 | 61 | 75 |
| | Park Volunteers Hours / Acre | 19 | 35 | 32 |
| | % of Total Volunteer Hours | 28% | 72% | 100% |
| RECREATION | Hours of Recreational Resources / 1,000 People | 894 | 343 | 1,237 |
| | % of Recreational Resources | 72% | 28% | 100% |
| | Scholarships Granted / 1,000 People | 4.7 | .6 | 1.4 |
| | % of Scholarships | 66% | 34% | 100% |
| KIDS & NATURE | Outdoor Recreation Registrants 18 and Under | 743 | 2,407 | 3,150 |
| | % of Outdoor Recreation Registrants 18 and Under | 24% | 76% | 100% |

Source: City and County of San Francisco, Recreation and Parks Department, 2020–2024 Strategic Plan Update.

Denver's strategic plan notes that focusing on equitable distribution of resources and programming throughout the city, especially for currently underserved communities, will help support healthy and cohesive communities. As such, the strategic plan contains equity-specific strategies and recommendations to help address equity concerns. Some of these strategies include to:

- Set and achieve target service levels for facilities and programming that ensure equity; and
- Identify and focus park and programmatic resources in underserved neighborhoods.

Like San Francisco, Denver uses equity maps with demographic indicators, such as ethnicity, race, and household income, to assist with decision-making. Denver's strategic plan notes the importance of prioritizing unmet recreational needs in high-need neighborhoods. Therefore, Denver uses these maps, along with data, to guide recreation programming and capital investment decisions.

Other cities coordinate equity-driven initiatives through a central department or office.

We found that other cities coordinate strategic planning and performance management efforts focused on race and equity through a central department or office. For example, San Francisco's Office of Racial Equity has the authority to enact a Citywide Racial Equity Framework and to direct departments to develop and implement mandated Racial Equity Action Plans (REAP). In December 2020, and in response to this mandate, San Francisco's Recreation and Parks Department completed the first phase of its REAP. The plan contains metrics for current conditions as well as impacts, goals, and objectives resulting from changes made within programs or policy. Initiatives from the REAP will be incorporated into San Francisco's Recreation and Parks Department's updated FY2022–FY2026 Strategic Plan.

In the City and County of Denver, the Mayor's Office of Social Equity and Innovation works with city agencies and departments to advance systems, policies, and practices that sustain equity and social justice. The office oversees the effort to improve policy, service delivery, and equitable distribution of resources. As part of this effort, each city department and agency must

develop an Equity Plan and include goals and strategies to eliminate inequity and social injustices from their systems, policies, and practices. In 2019, Denver published its *Game Plan for a Healthy City*, a strategic master plan providing a roadmap for the future of parks, facilities, and recreation programs. Equity is one of the plan's core guiding principles, and one-quarter of the plan's overarching goals concern ensuring equity in the distribution of parks, resources, and programming.

The City of Austin's Equity Office was created in 2016 to focus on advancing equity in all aspects of city operations. The Equity Office built an Equity Assessment Tool, which is a self-assessment where each department examines its policies, procedures, planning, programs, personnel, and budgeting through a lens of equity. Austin's Parks and Recreation Department completed its first assessment in 2017 and developed an Equity Action Plan, including action items and performance measures, as part of this effort. As of July 2021, the City of Austin's Parks and Recreation Department was in the process of hiring an equity program manager to focus its ongoing efforts toward addressing equity and coordinate those efforts with the central Equity Office.

In San Diego, the City's Office of Race and Equity was established in FY2021 to advance racial and social equity through initiatives that reduce and eliminate systemic racism and barriers to the fair distribution of resources, access, and opportunity. The office intends to drive change within the City organization and achieve the City's goal of providing services equitably to all residents. The office is still relatively new and in the process of developing a tactical plan that defines its vision, mission, goals, objectives, and key performance indicators. The City's first Chief Officer of Race and Equity began leading the office in August 2021. This new function within the City presents an opportunity for collaboration between Parks & Rec and the Office of Race and Equity to focus future recreation programming efforts toward achieving more equitable outcomes.

Parks & Rec will likely need significant resource investments to improve recreation programming equity and resolve the issues we identify in this report.

We found that Parks & Rec would benefit from identifying resource needs. Parks & Rec indicated that it has begun making efforts to address some of the issues discussed in this audit report. As part of these efforts, Parks & Rec management acknowledged the need to leverage the knowledge and expertise of other City departments, including the new Office of Race and Equity and the Performance and Analytics Department. Beyond leveraging existing resources, Parks & Rec management also indicated that additional resources are necessary to implement the recommendations we make throughout this report. For example, assessing community needs, funding programs more equitably, expanding fee waivers, improving marketing, and conducting data analysis are all efforts that will require resources. However, the precise extent of Parks & Rec's resource needs to achieve the recommendations in this report are currently unknown.

According to the Government Finance Officers Association (GFOA), strategic planning is focused on aligning resources to bridge the gap between present conditions and the envisioned future. **Importantly, even though the vision should be balanced with available resources, the resources available should not inhibit the vision.** Therefore, GFOA recommends the preparation of a long-term funding strategy as an important complement to a strategic plan. Such a strategy involves financial planning to allocate finite resources—including money, employees, and equipment—over time to achieve the broad goals set up through the strategic planning process. GFOA also recommends that policymakers formally approve a strategic plan so it can provide the context for policy decisions and budget decisions. Therefore, Parks & Rec would benefit from developing a strategic plan to address recreation programming equity that includes financial planning and an analysis of resource needs.

Recommendation 1

To ensure a formalized approach for obtaining recreation programming feedback from the community at-large, the Parks and Recreation Department should:

- Develop, document, and implement a process for conducting a community needs assessment that includes identifying the types of programs communities need, satisfaction levels, effectiveness, and recreation priorities, and demographic information such as race, income, education level, age, etc.; and
- Conduct this assessment at least every five years to re-evaluate the data and update strategic plan efforts.
(Priority #1)

Recommendation 2

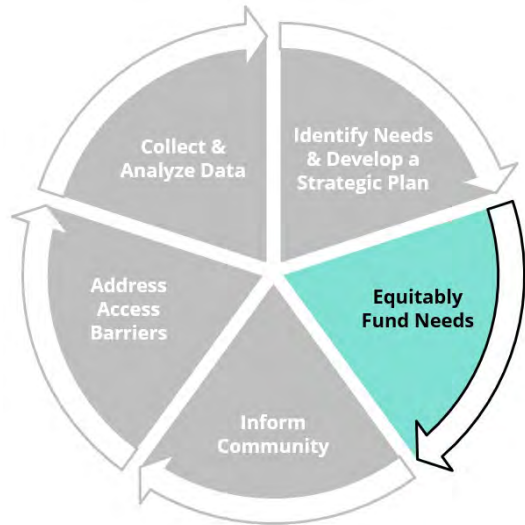
Once the Parks and Recreation Department (Parks & Rec) completes a community needs assessment, it should develop a strategic plan for addressing recreational equity that:

- Defines Parks & Rec's vision for equitable recreational programming;
- Includes objectives and goals with performance measures to gauge progress;
- Identifies resource needs to implement:
- The goals and objectives of the strategic plan;
- The recommendations in this audit report; and
- Any other strategies Parks & Rec plans to pursue to improve recreation programming equity;
- Requires Parks & Rec to annually update progress on its performance measures; and
- Requires Parks & Rec to update its objectives, goals, and performance measures every five years and incorporate findings from the community needs assessment.

Parks & Rec should present the strategic plan to the City Council for approval. (Priority #1)

Finding 2: The Parks and Recreation Department’s approach to resource allocation and program quality is incomplete and limits its ability to provide equitable recreation programming.

After identifying each community’s programming needs, efforts to address those needs should be funded equitably. We found large funding disparities between recreation centers in the northern part of the City, Community Parks I Division (CPI), and those in the southern part of the City, Community Parks II Division (CP II). Recreation centers in CPI offer twice as many programs and have twice as many participants as those in CP II.



Funding and programming disparities are even more significant when broken down by Council District and are primarily based on the occurrence of contracted programs. In 2019, almost all contracted programs took place in CPI. Recreation centers without a history of contracted programs—such as those in CP II—may find it challenging to establish these programs without additional General Fund investments. The Parks and Recreation Department (Parks & Rec) also lacks a comprehensive process for assessing program quality to ensure quality is comparable across recreation programs Citywide.

Therefore, to address inequities, Parks & Rec can take action to more equitably fund current program offerings, use data-driven budgeting, measure quality in a comprehensive manner, and fully recover the City’s costs for contracted programming.

Disparities in funding and in the availability of contracted programs lead to inequities in recreation programming.

Parks & Rec offers two types of recreation programs: staff-run and contracted. As mentioned in the Background, staff-run programs are offered by City employees and are heavily subsidized by the General Fund. In contrast, contracted programs are run by third-party contractors and are paid for by program participants.¹⁰ Fees from contracted program participants are collected and expended by each recreation center’s Recreation Center Fund (RCF).

¹⁰ Income-qualified participants can apply for a fee waiver to waive the surcharge of \$2.75 per person per meeting that is assessed on contractual programs. In addition, as discussed later in this finding, we found that the program surcharges may not be recovering the full General Fund cost of administering contracted programs.

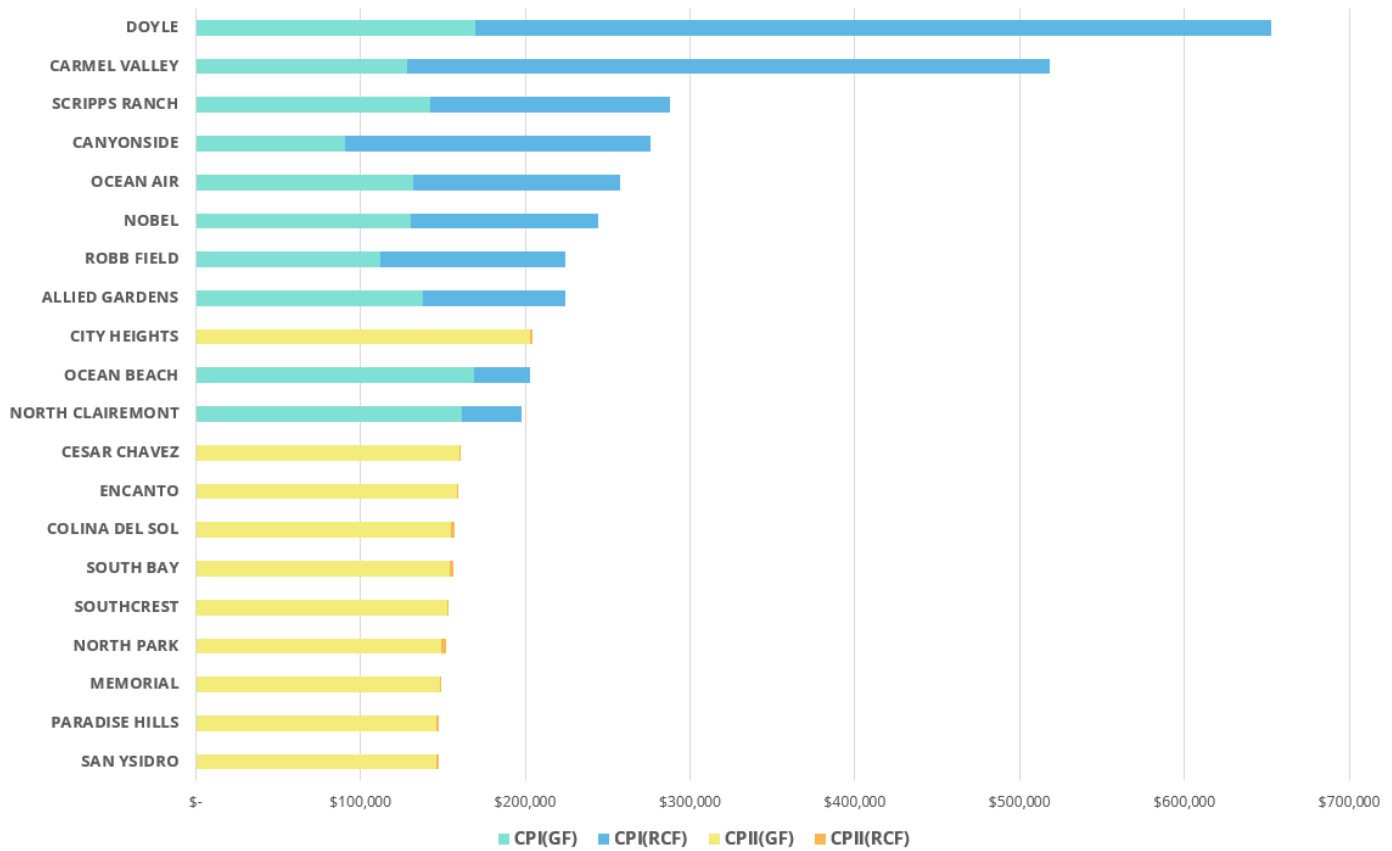
While recreation centers can offer both types of programs, there is a disparity between recreation centers in Community Parks I Division (CPI) and Community Parks II Division (CPII) in terms of the number of each type of program offered. On average, recreation centers in CPI spent \$193,514 on programming per year, 47 percent more than the average of \$131,827 in CPII.¹¹

Exhibit 8 below illustrates the disparity by listing the top ten recreation centers in CPI and the top ten recreation centers in CPII in terms of total programming expenditures, which are broken down by spending through the General Fund or the center's RCF. In CPII, recreation centers are reliant almost entirely on the General Fund, as shown by the yellow bars. In CPI, there is a mix of programs paid for by the General Fund and programs paid for by participants; there are even some recreation centers that spend over twice as much on contracted programs as they do on staff-run programs.

¹¹ Programming expenses in CPI totaled \$5,611,896 across 29 recreation centers. Programming expenditures in CPII totaled \$2,900,203 across 22 recreation centers. Refer to **Appendix C** for a complete list of all recreation centers, programming expenses, and programmable space by Council District and Community Parks Division.

Exhibit 8

Current Spending on Recreation Programming is Higher in CPI than in CPII



Note: Spending amounts only reflect General Fund wages and RCF contract expenditures. Other expenditure categories were omitted because they were accounted for differently across CPI and CPII fund centers and because the purpose of some RCF expenditures was unclear (e.g., programming vs. maintenance).

Note: Refer to **Appendix C** for a complete list of all recreation centers, programming expenses, and programmable space by Council District and Community Parks Division.

Source: OCA generated based on SAP.

Parks & Rec noted programming at some recreation centers is constrained by the availability of facilities, including rooms and park acreage.¹² We accounted for this by dividing expenditures by recreation center square footage and completed the analysis again. We found that recreation centers in CPI spent 46 percent more per square foot than in CPII (\$17.17 vs. \$11.74), indicating

¹² While facilities provide the necessary space for recreation programs to take place, our review excluded facilities because other efforts focused on park and recreation facilities, including the adoption of the City's new [Parks Master Plan](#), were underway at the time of our review.

that funding disparities are significant even when accounting for differences in facility capacities.^{13,14}

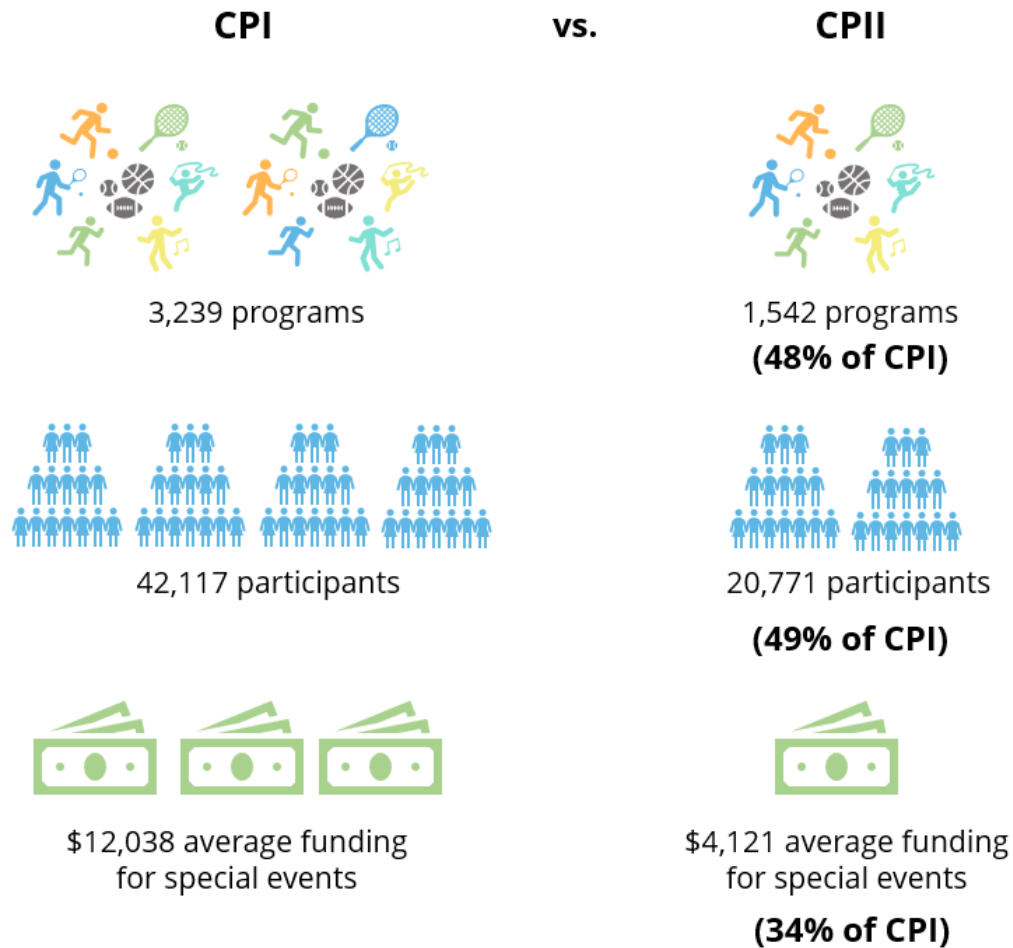
Staff in CPII indicated that, although they want to bring more contracted programs to CPII, they cannot because they believe community members are unable to pay. Thus, according to Parks & Rec's Equity Report, in 2018 there were over twice as many programs in CPI as there were in CPII. **Exhibit 9** shows the breakdown of the number of programs, number of participants, and the amount of money (on average) spent on special events in the two recreation divisions. Programs in CPI have a one-to-one ratio in terms of staff-run programs to contracted programs (49 percent to 51 percent), while programs in CPII are almost entirely staff-run (98 percent).

¹³ We used the recreation facility square footage and park acreage information noted in the Parks and Recreation Department's 2019 Equity Report.

¹⁴ Recreation facility square footage and park acreage may not denote how much of this space is available for recreation programming or permitted events. Not all the square footage in a building or acreage of parkland can be used for programming.

Exhibit 9

Recreation Centers in CPI Offer Twice as Many Programs and Have Twice as Many Participants as Those in CPII



Note: The number of programs in this graphic reflect those recorded in ActiveNet, which requires participants to register for the program. In addition to these programs, Parks & Rec offers a number of drop-in programs (e.g., Teen Centers, homework assistance, open gym, etc.) that do not require or capture participant registration. Drop-in programs occur in both CPI and CPII. While Parks & Rec stated that drop-in programs are more common in CPII, we could not verify this because drop-in programs are not recorded in ActiveNet.

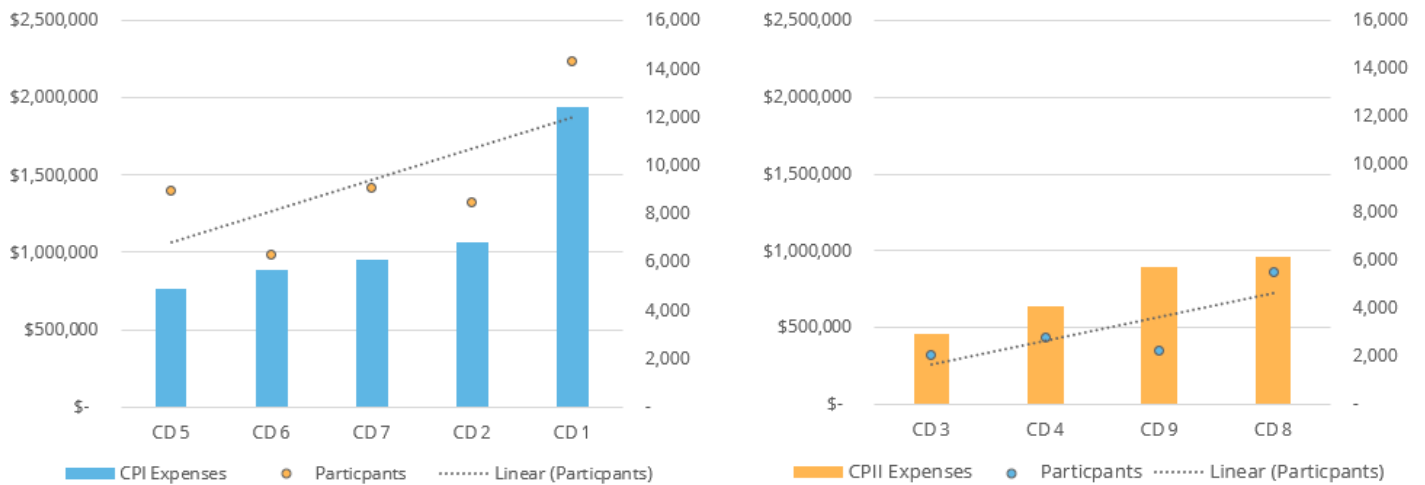
Source: OCA generated based on 2019 Parks and Recreation Equity Report and RCF Budgets.

The disparity in spending, programming, and participation becomes even more stark when comparing Council Districts. As shown in **Exhibit 10**, the Council Districts with the lowest spending (District 3 and District 4) spent less than \$650,000 in

2019,¹⁵ while the highest two (Districts 1 and 2) spent over \$1 million each. In addition, the exhibit illustrates that spending and participation are related; as spending increases, so does the number of participants.

Exhibit 10

Spending and Participation Vary by Council District



Note: Refer to Appendix C for a complete List of All Recreation Centers, Programming Expenses, and Programmable Space by Council District and Community Parks Division.

Source: OCA generated based on 2019 Parks and Recreation Equity Report and data from SAP.

Funding disparities are primarily based on the occurrence of contracted programs and are exacerbated by missed revenue opportunities.

Recreation centers without a history of contracted programs may find it challenging to establish these programs, grow program offerings, and expand participation without additional General Fund investments.

In 2019, 98 percent of expenditures on contractual programs occurred in CPI. According to Parks & Rec management, staff at all recreation centers may propose new contracted programs regardless of the recreation center’s current RCF balance and so long as the proposed program projects enough revenue to cover the program’s costs. However, staff at recreation centers in CPII informed us that, although they have pursued contractual programs in the past, they have been unable to set any up due to a lack of interest from contractors.

¹⁵ District 3 includes two rec centers managed by Developed Regional Parks and those are not accounted for here. Therefore, actual spending is somewhat higher.

In addition, management believes many residents in the areas with less contractual programs are unable or unwilling to pay the costs necessary for contracted programs, but also acknowledged there is not enough information on these communities' willingness to participate in higher fee programs. In this regard, the Come Play Outside Initiative indicated there is some interest from both the community and contractors in bringing and using contracted programs in CPII, but the results are still being analyzed to understand the extent to which this is viable.¹⁶ Since the portion of the RCFs generated by contracted recreation programs are restricted for use in the geographic area where the program takes place, those funds cannot be transferred from one geographic area to another to help provide contracted programs in areas that do not currently offer them.¹⁷ Therefore, expanding the availability of contracted programs in CPII may require additional General Fund investments to fund fee reductions or waivers, which is discussed in more detail in Finding 4.

Program surcharges may not be recovering the full cost to the taxpayer of providing contracted programs. The full cost of contracted programs includes not only the fee that goes to the contractor, but also staff-time. The Recreation Equity Report states that participants pay the full cost of contracted programs. To achieve this, Parks & Rec collects a registration fee, which includes a surcharge of \$2.75 per person per meeting that goes to the General Fund,¹⁸ and a surcharge that goes to the Recreation Center Fund. Parks & Rec informed us that the surcharge that goes to the Recreation Center Fund varies

¹⁶ The Performance and Analytics Department completed this analysis shortly before the audit report was published.

¹⁷ According to Council Resolution R-313105, which was adopted in 2020, the City of San Diego is authorized to spend money generated from permit revenue outside the geographic area in which it was generated. In our benchmarking with other parks and recreation agencies, none indicated currently operating geographically restricted special revenue funds such as RCFs.

¹⁸ Revenue from the General Fund program surcharge totaled approximately \$282,000 in 2019.

between 10 and 20 percent, depending on the recreation center, and pays for program-related expenses.^{19,20}

The most recent Parks & Rec User Fee Study, completed in 2020 by a consultant, did not include a calculation of either program surcharge because of timing issues with the transition from Recreation Councils. Therefore, Parks & Rec currently does not know to what extent the City is recovering the cost of providing contracted programs.²¹ We note that it may be possible to increase the surcharge and associated revenue, as staff indicated the surcharge most likely offsets some but not all of the costs associated with providing contracted programs. If this is the case, recovering more of the City's cost would provide additional funding for recreation programming.

Parks & Rec has started distributing funds more equitably and can take additional measures to further improve.

Parks & Rec's personnel costs demonstrate an increasing shift towards equitable distribution. As shown in **Exhibit 11**, personnel costs for recreation staff at recreation centers across the City shifted from generally equal spending, on average, to more spending at recreation centers within CPII. Between 2016 and 2018, the difference in General Fund recreation center spending between divisions never surpassed \$7,000. However, by 2020, this gap increased to about \$12,500.²²

¹⁹ We were told this variation remains from when the funds were controlled by Recreation Councils and that Parks & Rec is working to standardize this fee at 15 percent.

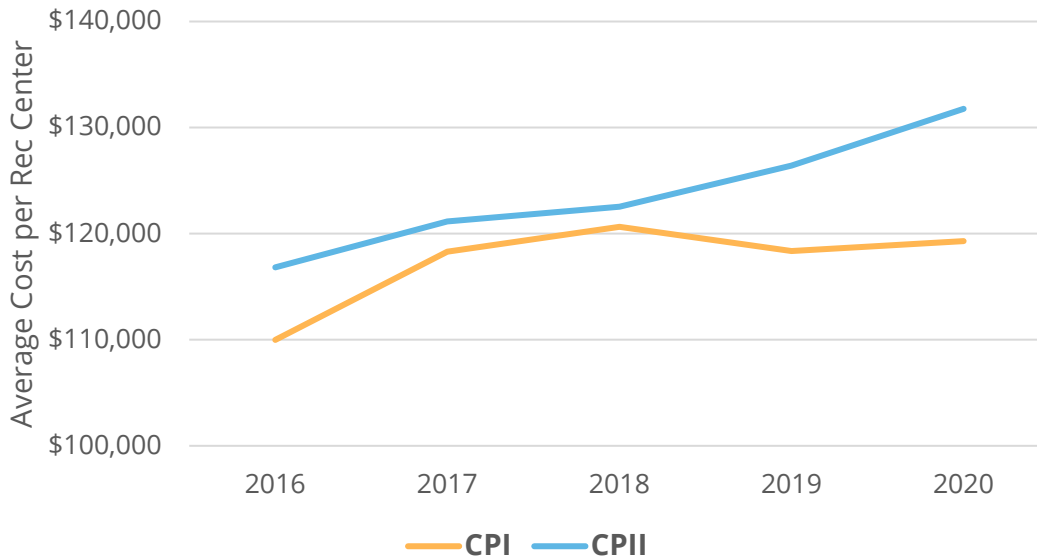
²⁰ The City of Dallas and the City of Sacramento employ a 70/30 split when working with program contractors. This means that the contractor sets a fee and retains 70 percent of that fee, while the city gets the remaining 30 percent. Parks & Rec management indicated that it retains around 30 percent of the registration fee (approximately 14 percent in the Recreation Center Funds and 16 percent in the General Fund).

²¹ According to Parks & Rec management, both program surcharges meet the requirements of Proposition 26, which prohibits charging more than the cost of operating the program.

²² In 2021, this gap reached \$23,000 in favor of CPII, but the COVID-19 pandemic was a confounding factor. Many recreation centers were closed for a majority of the year, which could lead to wide variance in the amount of expenditures by recreation center. Spending on hourly wages decreased 51 percent in CPI but only 20 percent in CPII.

Exhibit 11

Average General Fund Wage Expenditures for Recreation Center Operations



Source: OCA generated based on data from SAP.

Including a more data-driven approach could address inequities.

Parks & Rec’s budget is largely based on the prior year’s allocations; adjustments are made to account for changes such as special initiatives, new programs, inflationary increases, and staffing reductions. According to the GFOA, using a data-driven approach improves the budgeting process to ensure equitable outcomes. Maintaining current budget practices presents a risk that resources could be misaligned. For example, it is possible that recreation centers located in areas with a higher ratio of contractual programs to staff-run programs—and with more than a minimum staffing level—are not being identified for possible staffing reductions, while those in areas with a smaller ratio are not being identified for staffing increases.

Department management informed us that outside of one-time funding discussed below, Parks & Rec does not include data-driven equity metrics in any funding or staffing allocation. According to the National Recreation and Parks Association’s report titled *Diversity, Equity, and Inclusion in Parks and Recreation*, 38 percent of agencies surveyed have established recreation programming policies around diversity, equity, and inclusion (DEI). Additionally, 25 percent of these agencies have DEI policies

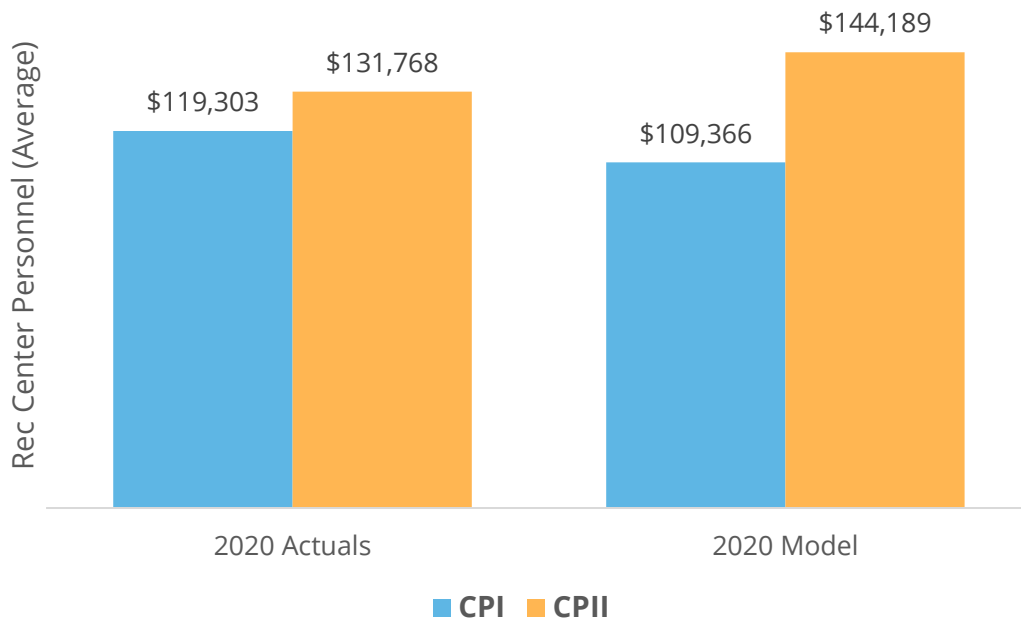
around organizational structure or operations, and 14 percent have formal, established DEI policies around investment or funding.

The City of Minneapolis' Parks and Recreation Department (Minneapolis) recently created an equity matrix to make its resource allocation more equitable and make data-driven budgetary decisions. The matrix provides a baseline to keep all recreation centers operational and spreads additional funding to different recreation centers: community-specific characteristics (e.g., health metrics, income, vehicle access) drive 50 percent of the funding, and site-specific characteristics (e.g., number of visitors, programs, amenities) drive the rest. Although we acknowledge that any such model needs fine tuning to each jurisdiction, we loosely applied this model to Parks & Rec and found a potential shift of nearly \$300,000 in personnel expenditures from CPI to CPII.²³ **Exhibit 12** below shows average personnel expenditures by recreation center in CPI and CPII. Actual spending in FY2020 was fairly even; however, when the model is applied, there is a difference of over \$34,000, on average, between recreation centers in CPI and CPII.

²³ Since Parks & Rec does not budget for each recreation center, the model is based solely on General Fund personnel costs reported by Org Unit.

Exhibit 12

Applying an Equity Matrix Funding Model Results in a Large Funding Shift



Source: OCA generated based on Census Bureau data, City of San Diego budget information, and ActiveNet.

Shifting funding between divisions may help but would not solve inequities on its own.

Additional funding for personnel costs in CPII would potentially allow for more staff-run programming, but would not necessarily provide opportunities for contracted programs in areas with small RCFs. Therefore, shifting personnel funds between CPI and CPII would likely not address programming inequity on its own. This is because, according to the City Charter, personnel funds cannot be used for non-personnel expenditures. So, for example, any extra personnel funds identified in CPI through an equity-based resource allocation model could not be used to directly fund contracted classes in CPII. Instead, Parks & Rec might consider using any excess personnel funds to hire specialized staff with the ability and experience to lead the types of recreation programs that are often contracted.

Other parks and recreation agencies have taken this approach. In San Francisco, for example, the Recreation and Parks Department hires specialized recreation leaders and assigns them to lead recreation programs across the city and not just in one particular recreation center. Parks & Rec could consider

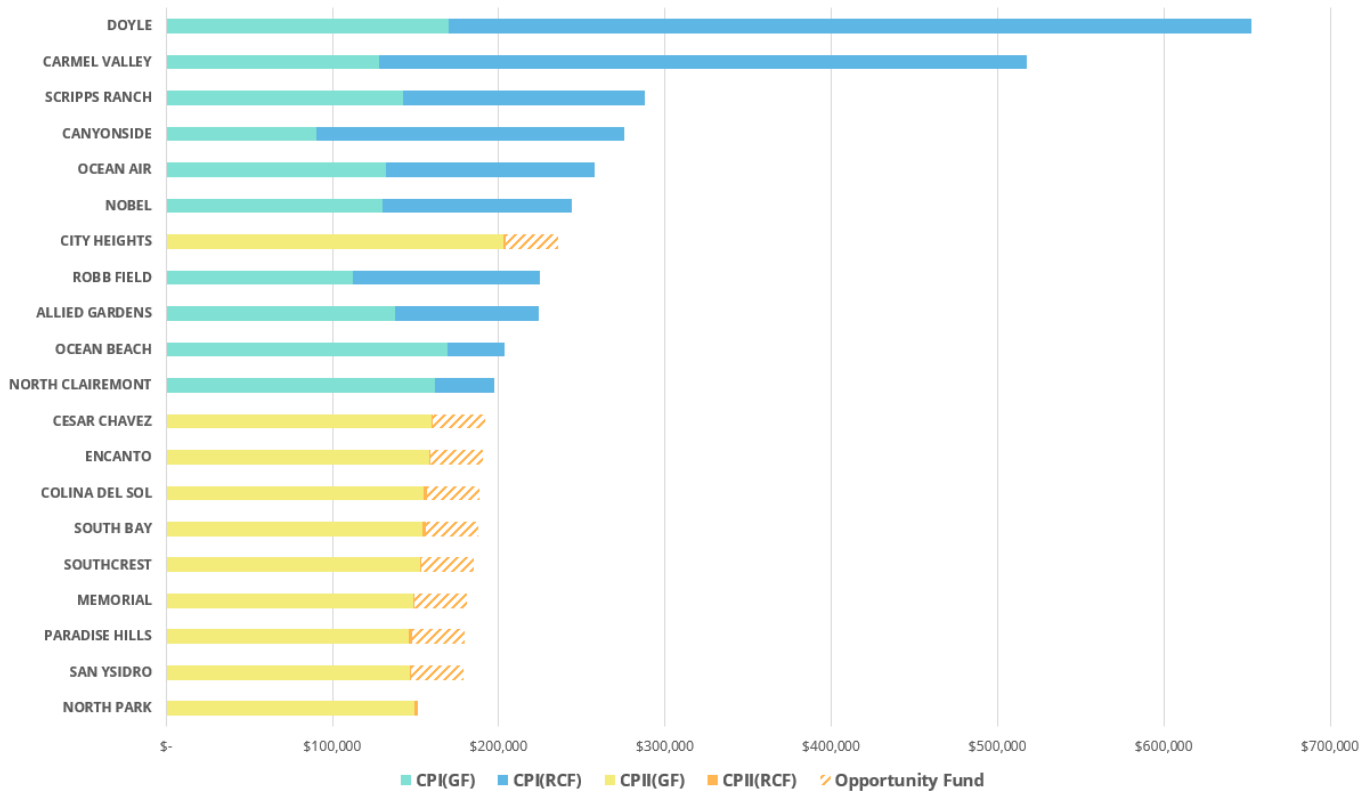
taking a similar approach with existing personnel funds and assign those specialized recreation professionals in areas of the City that would otherwise not be able to provide specialized programming through an RCF. Parks & Rec management noted that, although they have previously considered this strategy, creating new classifications for recreation professionals would require coordination with the Personnel Department and would likely require salary increases for supervisors above the new classifications.

Over the past year, Parks & Rec took steps to increase funding for specialized programs in CPII. First, the department secured one-time grant funding for the Come Play Outside Initiative, which took place in Summer 2021.²⁴ Under this initiative, recreation centers received funding to either expand staff-run programming or provide contracted programs to participants at a subsidized rate. Staff indicated generally positive results from the extra funding in terms of increased participation and program variety. In addition to this initiative, Parks & Rec is developing an Opportunity Fund to help fund equity-based programs. The Opportunity Fund would be made up of revenues generated from a surcharge on permits for fields and recreation facilities. The details are still being finalized, but Parks & Rec estimates that the Opportunity Fund will provide an additional \$600,000 per year to expand programming in Communities of Concern. Parks & Rec is in the process of proposing the Opportunity Fund to the City Council for approval. **Exhibit 13** below shows that the Opportunity Fund would narrow the gap, but most of the recreation centers receiving this funding would still fall below the highest funded centers: eight of the top nine funds would still be in CPI (all but City Heights), and the top two funds still far surpass any recreation center from the Southern part of the City.

²⁴ Funding for this program came primarily from the County of San Diego, the San Diego Parks Foundation, the San Diego Foundation, and Price Philanthropies.

Exhibit 13

Additional Funding Opportunities May Narrow the Gap between CPI and CPII



Note: Since Parks & Rec is currently creating a plan to use Opportunity Fund revenues, these estimates are based on a \$600,000 projected revenue distributed equally among the 19 recreation centers that received Come Play Outside funding.

Source: OCA generated based on data from SAP.

Parks & Rec could use this fund in a similar way to the Come Play Outside Initiative, allowing residents to attend contracted programs for a reduced rate. This strategy would allow Parks & Rec to collect some of the money back from participants who are able to pay, which would allow the money to go even farther.²⁵ In addition, this could let low-income families who live outside of Communities of Concern to attend the contracted programs in their area for a lower price. Parks & Rec provided a timeline that shows when it expects feedback from the Mayor’s Office and from the community, but did not state a starting point on how to best use the fund.

²⁵ The Come Play Outside Initiative collected over \$95,000 in program fees beyond the grant money received by Parks & Rec.

Staff-run and contracted programs likely provide different levels of quality, which is not systematically monitored by department staff.

Although all recreation centers offer staff-run programs, not all offer contractual programs—which means not all communities can access the same quality of programs.

Unlike CPI, where many recreation centers offer contractual programs based on requests from the community and their willingness to pay the full cost for those programs, CPII generally must rely on staff to deliver programs. This is because, according to Parks & Rec, households in CPII may be unable to bear the cost of contractual programs. According to staff, recreation centers that provide only staff-run programs—such as those in CPII—are limited by staff capabilities when deciding which programs they can offer. While understandable, this approach may not result in programming that reflects community needs. Additionally, because contractual programs are generally taught by instructors with a high degree of experience or specialized training, staff noted that the quality of programs in CPI and CPII differ, with the former being able to provide higher quality programs.

Despite the differences in the quality of staff-run and contractual programs, Parks & Rec does not have a comprehensive process in place to assess or otherwise measure program quality.²⁶ Although the City's resident satisfaction surveys capture the extent to which residents are satisfied with the quality of recreation programs, due to the survey design issues noted in Finding 1 and because the surveys did not actually measure program quality but rather residents' opinions about it, Parks & Rec may not be able to rely on this information to accurately assess the quality of its recreation programs.²⁷ Instead, an assessment focused on objectively measuring program quality based on data, metrics, and other indicators can demonstrate

²⁶ According to management, Parks & Rec has always considered two indicators to measure the success of recreation programs: program enrollment and customer satisfaction. However, Parks & Rec management acknowledged that staff do not conduct a formal life cycle analysis for programs, which could include analysis over time, comparisons with other recreation centers, interviews with staff, and observation of program operations.

²⁷ The 2015 satisfaction survey indicated that 51 percent of survey respondents were either very satisfied or satisfied with the quality of recreation programs; this percentage increased to 57 percent in 2018. These totals do not include respondents who answered "Don't Know" when asked to rate their satisfaction with the quality of recreation center programs and classes, which may be indicative of people who may have participated previously but no longer do or people who have never participated. Including "Don't Know" answers lowers the rate of satisfaction to 33 and 35 percent, respectively, in the 2015 and 2018 surveys.

whether staff-run and contractual programs are generally on par with each other in terms of quality.

The City of Austin's Parks and Recreation Department (Austin) uses a program assessment designed by the Forum for Youth Investment's David P. Weikart Center for Youth Program Quality to assess the quality of its recreation programs.²⁸ According to Austin, conducting these assessments helps ensure that the quality of programs is consistent across the city.

By improving program quality (i.e., instruction, content, context), agencies can increase engagement, skills, and eventually the outcomes associated with recreation. Moreover, because recreation provides youth with learning opportunities beyond the classroom, the quality of recreation programs can affect social disparities. Therefore, ensuring that staff-run and contractual programs consistently provide the same level of quality throughout the City is essential to equitable recreation programming.

The disparity in number and quality of programs may contribute to different outcomes in mental and physical health, social and familial ties, and public safety.

The large number of contracted recreation programs could result in the privatization of the recreation sector. In general, privatization of government resources can harm poor individuals and families by the creation of parallel systems that are separated and not equal to each other. If there are budget cuts to the parks system as a whole, this quasi-privatized system can survive on private donations and user fees, while the public system loses funding and the ability to continue operations.

If communities that rely solely on the City for recreational opportunities are not provided equitable funding and programming, they do not have access to the same quality and scope of recreation programs. This diminishes the ability of those communities to fully enjoy the many benefits of recreation, which include strengthened social and familial bonds, improvement of mental and physical health, and measurable decreases in crime.

²⁸ The assessment is done by taking notes, observing activities, and conducting interviews. These are combined to evaluate and score programs on different levels and aggregated to create a program profile. These assessments are used in a larger process to plan for goals and steps, which translate into continuous improvement practices.

Recommendation 3

To fully recover taxpayer money spent on contracted recreation programs, the Parks and Recreation Department should include contracted recreation programs in its next User Fee Study and increase the program surcharge, if necessary, in order to reach 100 percent cost recovery on these programs. (Priority #1)

Recommendation 4

To identify disparities in equitable funding, the Parks and Recreation Department should develop, document, and implement a resource allocation model that will evaluate resource equity between recreation facilities. The model should be based on:

- Community-specific criteria (e.g., health indicators, poverty, transportation access, etc.); and
- Site-specific criteria (e.g., size, frequency of visitors, amenities, etc.). (Priority #1)

Recommendation 5

To monitor the quality of staff-run and contractual programs, the Parks and Recreation Department should develop, document, and implement a comprehensive method for measuring the quality of all recreation programs. This should include training staff to conduct these program quality assessments in a way that is standardized and incorporates notes, observations, and interview data. (Priority #2)

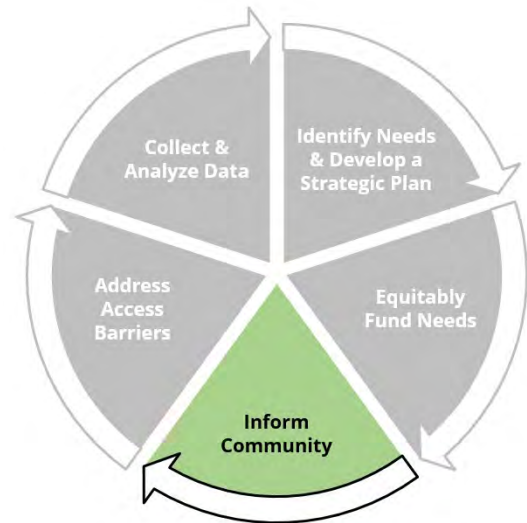
Recommendation 6

To address the resource disparities identified in Recommendation #4 and the disparities in program quality identified in Recommendation #5, the Parks and Recreation Department should develop, document, and implement a plan for directing resources, including any equity-based funding, toward specific steps to eliminate identified disparities. Steps taken to address disparities should:

- Consider using equity-based funding for scholarships that apply to contracted programs;
- Incorporate community feedback;
- Include measurable metrics;
- Report on the effectiveness of the Opportunity Fund in addressing inequities; and
- Be included in any update to the strategic plan developed in response to Recommendation #2. (Priority #1)

Finding 3: The Parks and Recreation Department's approach to community engagement and marketing is decentralized and inconsistent, which results in diminished access to programming.

Informing the community of available programming is another important step toward improving equity in recreation programming. Disparities in the quality and extent of community engagement can impact program participation. We found that the Parks and Recreation Department (Parks & Rec) can improve efforts to increase awareness of its recreation programs by collecting and using demographic data, standardizing marketing efforts, and centralizing some aspects of the marketing process.



The lack of department-wide standards and requirements results in different levels and quality of marketing and outreach.

Parks & Rec has not clearly established requirements for conducting community engagement efforts, which results in varied efforts across recreation facilities. Recreation facilities drive their own community engagement efforts due to a lack of department-wide policies and direction. These efforts result in a wide range of outputs. For example, some staff indicated that they visit schools, approach parents at the recreation center, and attend special events in the community to promote recreation programs at their facility, while others indicated they send flyers to the neighboring school or place banners at the entrance of the recreation facility. Other recreation facilities indicated that staff are expected to canvass in their community. Several staff indicated that they generally have time to do more marketing activities but that they are missing department-level direction on best practices and guidelines. Although area and district managers oversee any ad-hoc community engagement efforts that recreation facilities decide to carry out, because these efforts are decentralized, some communities may be more or less informed than others. As a result, a lack of awareness in recreation programs may increase the disparities in equitable recreation programs.

Other municipalities have more formalized methods for ensuring consistent community engagement and outreach efforts across their city or county. For example, according to the City and County of Denver (Denver), staff are responsible for completing and annually updating community engagement plans, and these plans are tied to their performance reviews. These plans capture community engagement and outreach efforts that staff plan to undertake, such as attending community meetings, school events, and setting up tables outside grocery stores, among others. Denver also indicated it employs community engagement specialists to help staff complete these plans. Similarly, the City of Sacramento (Sacramento) aims to improve external communication and promote recreation services to residents via community engagement plans.

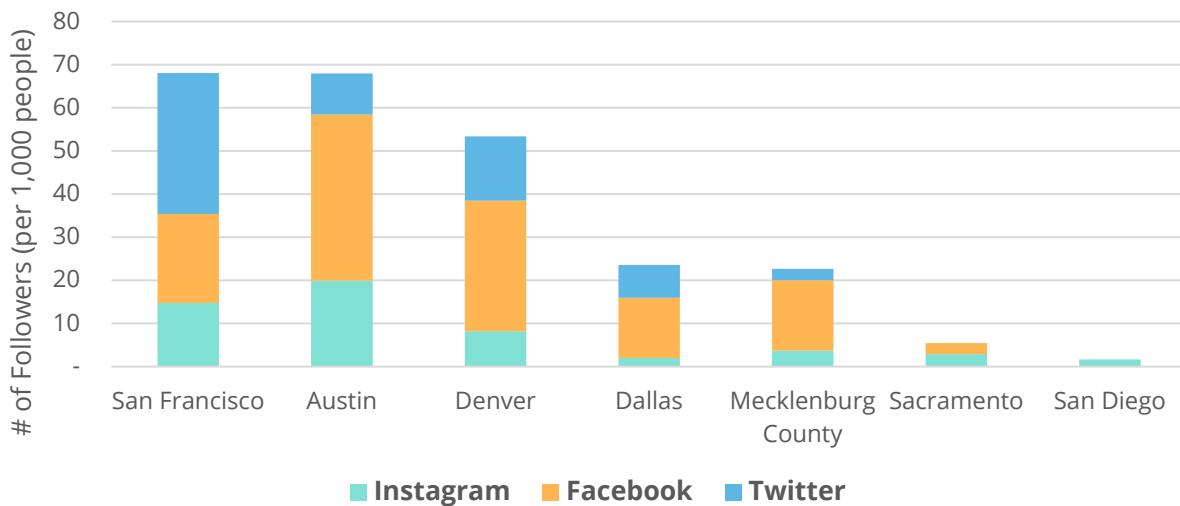
Recreation facilities put different levels of emphasis on marketing, which is led by center staff members with varying degrees of experience. Staff create program brochures and flyers to market programs offered at their recreation centers. However, because staff possess varied levels of marketing expertise, the quality of program brochures and flyers varies across recreation centers. Additionally, staff indicated that marketing, graphic design, and social media training would be helpful. Management indicated staff have not received trainings on brochures recently. Management also indicated having written department guidelines for producing program flyers; while these guidelines have not yet been shared systemwide, management plans to incorporate them in future trainings.

In addition to physical marketing materials, all digital media and information sharing are developed by recreation staff. Staff informed us that recreation centers have an “Instagram Committee” composed of recreation staff that get together every two weeks to plan and create social media content. Swimming pool staff stated that they have a monthly marketing meeting between all pools to share information, and they piggyback on Citywide social media for any posts. Social media posts from recreation facilities are made in partnership with a Public Information Officer (PIO) from the Communications Department, but their involvement is not extensive.

While recreation staff efforts in this area are commendable, we found that Parks & Rec is far behind its peers in terms of social media engagement. Parks & Rec only has one department-specific social media account, and its 2,394 followers ranks it last among our benchmarked cities.^{29,30} Parks & Rec’s followers are less than 10 percent of the followers of recreational agencies in benchmark agencies.³¹ **Exhibit 14** below shows the total number of followers per 1,000 people that each benchmarked agency has on three major social media platforms (i.e., Instagram, Facebook, and Twitter). Although some of these followers might not be unique, the exhibit is still indicative of each agency’s social media engagement more generally.

Exhibit 14:

The City’s Parks and Recreation Department Has Less Social Media Engagement than Benchmark Agencies



Source: OCA generated based on web searches (data is current as of September 21, 2021).

²⁹ Although Parks & Rec management mentioned that the City’s overall social media policy hinders Parks & Rec’s ability to post on its own accounts, we found that other City departments, including the Library and Police Departments, operate their own Facebook pages and Twitter accounts.

³⁰ The National Recreation and Park Association also reports that 89 percent of park and recreation agencies with annual operating budgets over \$10 million use Twitter, 92 percent use Instagram, and 99 percent use Facebook to reach their audiences.

³¹ Some recreation centers operate specific Facebook pages, but it appears most of them are location-only pages rather than actively posting pages. In addition, the main City of San Diego account occasionally posts Parks & Rec-related material. Neither of these practices is any different than the benchmarked cities and therefore does not impact the results of the analysis.

We found that Parks & Rec could expand marketing efforts as a first step to increasing program awareness, access, and attendance across the City. In a survey of recreation staff, a majority of respondents indicated they believed their communities were at least moderately informed about Parks & Rec programming. However, when asked in a Citywide survey, 55 percent of residents indicated they did not attend more Parks & Rec programs because they were not aware of what was offered. This figure is over twice as high as the national average (24 percent). In addition, 20 percent of residents that participated in the Citywide survey indicated that not knowing where facilities are is a reason preventing them from using more programs (the national average is 12 percent).

Parks & Rec’s marketing efforts are under-resourced and lack a plan for Citywide campaigns.

We found other park and recreation agencies tend to have more staff members dedicated to marketing and social media.

Parks & Rec is assigned a single PIO from the Communications Department and does the rest of the work in-house with recreation staff. Parks & Rec staff indicated that, in the past, a majority of marketing was done by the Recreation Councils, and that the City assumed these responsibilities when they were dissolved in 2018. Benchmarked cities indicated that they have between one and four full-time staff members in the department working on marketing and social media. Furthermore, a benchmarking report from NRPA shows that only 25 percent of respondents from cities said their agency uses program managers for marketing efforts rather than dedicated marketing staff. The same report stated that park and recreation agencies with over \$10 million in operating budgets had a median of three full-time employees dedicated to marketing and communications.

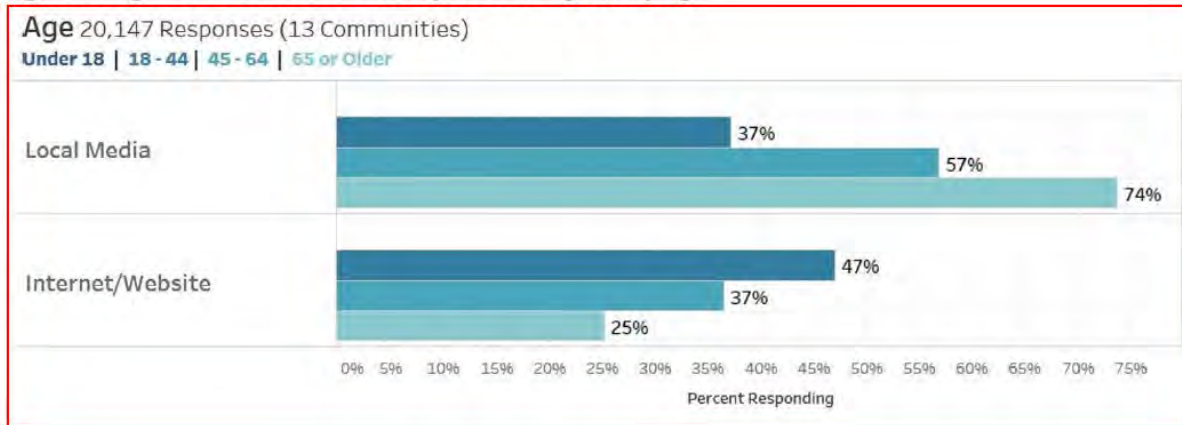
Segmenting data and tailoring messaging on a Citywide basis may help drive engagement. Best practice would be for marketing staff to be responsible for data collection and analysis, but the lack of such staff also plays a part in a lack of information and a targeted plan. As mentioned in Finding 1, although Parks & Rec collects some basic demographic data, it does not currently use this data to target marketing to specific groups. An NRPA report on awareness showed that different demographic groups (e.g., groups based on age, race, income,

etc.) find out about parks and recreation programs in different ways. For example, **Exhibit 15** shows a large majority of the senior population finds out about programs from local media, whereas the biggest source of information for those under 18 is the internet/website.

Exhibit 15:

Different Age Groups Learn About Recreation Programs from Different Sources

Figure 9: Significant Difference in Ways of Finding out by Age



Note: This graphic is intended to illustrate that different groups find out about parks and recreation programs in different ways. We did not evaluate the effectiveness of Park & Rec’s marketing through local media.

Source: NRPA Report on Awareness and Proximity.

The Citywide survey mentioned above provides some information, but without a central plan, this cannot be used effectively to segment and target the population. For example, benchmarked cities indicated they use specific campaigns to drive attendance through blogs, radio spots, and social media. However, without segmented information and a plan to address any inequities, there is a risk that information is not being disseminated effectively to specific audiences, resulting in inequitable distribution of information. This, in turn, might contribute to lower participation by certain groups and, thus, inequitable outcomes.

Recommendation 7

In order to increase and standardize marketing efforts, the Parks and Recreation Department (Parks & Rec) should hire a marketing professional to:

- Manage online (e.g., social media, websites) and physical (e.g., flyers, banners) content; coordinate marketing efforts across Parks & Rec; and lead strategic marketing initiatives for Parks & Rec (e.g., public relations, educational campaigns, etc.). (Priority #3)

Recommendation 8

In order to effectively market recreation programs to all residents, the Parks and Recreation Department should:

- Direct individual recreation centers to collect demographic information on participants and the surrounding community, including age, gender, race, and other demographics;
- Use collected information to create a strategic marketing plan that:
- Sets goals and objectives for marketing efforts;
- Creates steps for Citywide marketing plans; and
- Develops policies for individual recreation center marketing plans; and
- Use demographic information to tailor marketing efforts towards specific segments of the population, with the goal of promoting engagement through awareness, access, and participation. (Priority #2)

Finding 4: The Parks and Recreation Department has made efforts to ensure certain communities can participate in recreation programs, but significant barriers remain that may preclude other groups from participating.

For recreation programs to be equitable, they should be accessible to all groups that wish to participate. These groups can vary based on race, gender, income, ability, English language proficiency, and many other factors. The Parks and Recreation Department (Parks & Rec) has policies and programs allowing for the inclusion of many of these groups.

For example, Parks & Rec’s Therapeutic Recreation Services (TRS) has been crucial in ensuring people with physical, emotional, or mental disabilities have access to social and recreation programs.³² In addition, Parks & Rec’s AgeWell Services provide recreation, health and wellness opportunities, and community resources for older adults.

While these programs and services represent important components of Parks & Rec’s efforts toward ensuring equity in recreation programming, efforts to expand access to low-income households and people who do not speak English can benefit from improvement.



³² When a need for TRS is identified, recreation center staff and TRS staff coordinate an assessment for the participant, which is based on the participant’s ability, the requirements of the activity, and TRS staff’s specialized knowledge and skills for accommodating their involvement. TRS has specialized recreation aides on staff that can be present with the participant during the activity and facilitate their involvement directly. Recreation center staff indicated that the TRS Division responds to identified needs quickly and allows participants equitable access based on ability.

Sub-Finding 1: Parks & Rec’s approach to low-income fee waivers is inconsistent and does not maximize their impact.

We found that Parks & Rec’s policy limits the scope of fee waivers to certain recreation programs and results in assisting relatively few participants.

Municipal Code §22.1502 gives the Parks & Rec Director authority to establish fees for the use of park and recreation facilities and services. Parks & Rec has some flexibility in determining which programs are eligible for the low-income fee waiver. Parks & Rec’s fee schedule states:

Not all Parks and Recreation Department programs are eligible for low income fee waivers. Fees for City-conducted Parks and Recreation Department programs and the City surcharge on City of San Diego contractual programs are waived for individuals from families whose gross income in the past twelve months falls within the Lower Living Standard Income Level.

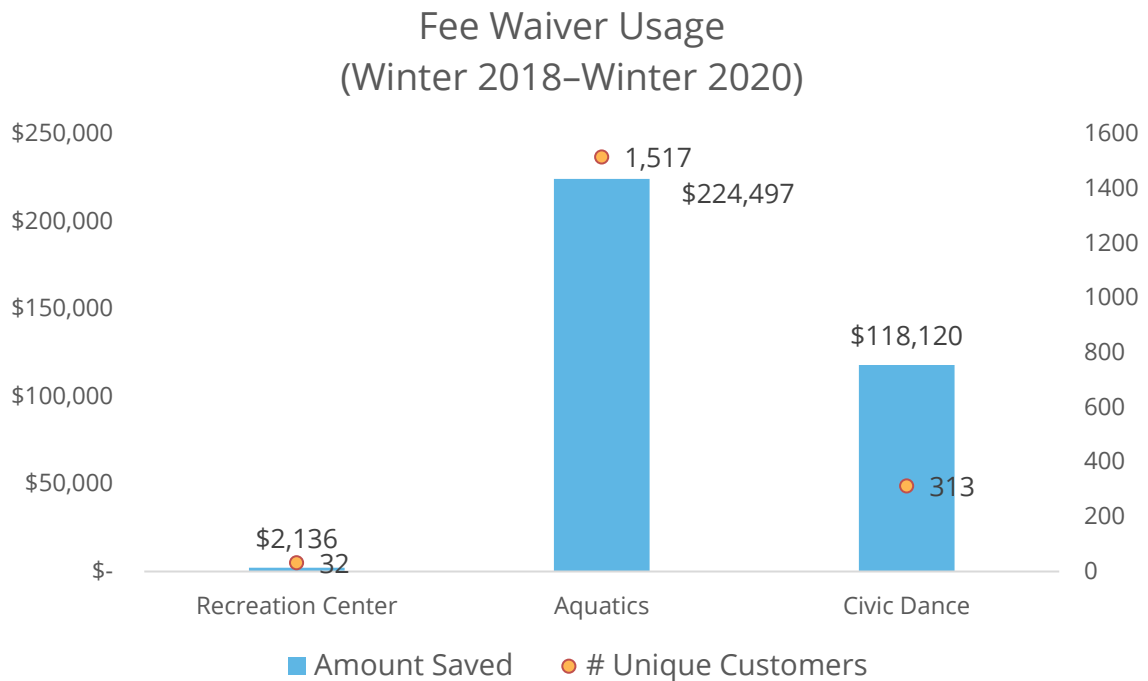
While Parks & Rec indicated that only programs listed in the fee schedule are eligible for fee waivers, we did not find any such written policies that confirm this at the time of the audit. Parks & Rec would promote transparency and oversight by specifically stating—in the fee schedule and/or in an associated written policy—which programs qualify for the fee waiver and the rationale for excluding other programs from the waiver.

As a result of this policy, and although Parks & Rec offers a wide variety of staff-run and contracted programs, from the Winter 2018 season to the Winter 2020 season, Parks & Rec issued fee waivers almost exclusively for Civic Dance and Aquatics programs, as shown in **Exhibit 16**.³³

³³ We found that 32 unique customers at recreation centers received fee waivers (totaling \$2,136); Parks & Rec management indicated these might be for customers waiving the program surcharge on contracted programs.

Exhibit 16

Recreation Center Programs Use Almost No Fee Waivers Compared to Other Programs



Source: OCA generated based on data from ActiveNet.

Limiting access to fee waivers poses the risk of excluding individuals based on their inability to pay the full cost of the program. Individuals who are unable to pay, and do not receive a fee waiver, cannot participate and do not enjoy the benefits of the program. In contrast to Park & Rec’s regular practice, fee waiver (scholarship) applications were accepted for all programs, including contracted programs, under Parks & Rec’s Come Play Outside initiative in Summer 2021, and fee waiver availability was broadcast on the Come Play Outside website. These scholarships allowed 552 participants (13 percent of all participants) to attend the program for a discounted rate of \$10. According to Parks & Rec, some additional participants were

able to attend for free.^{34,35} Based on conversations with recreation staff and the large number of scholarship recipients from the Come Play Outside Initiative, there is a strong demand for these fee waivers by program participants.

Benchmarked cities provide different tiers of discounts and one even has higher maximum income guidelines for providing the basic discount or scholarship. Other cities use annual membership passes that give access to fitness centers, recreation centers, and recreation activities. These cities discount the passes for low-income residents, children, or seniors. Denver even goes as far as providing free membership passes to qualified persons between 6 and 18 years old and those over 60.

The application process for the fee waivers is burdensome for the customer, which also limits low-income households' access to recreational programming.

We found that Parks & Rec's policy states that a new fee waiver application must be submitted at a recreation facility for each individual course taken, which results in an inefficient process. Aquatics staff informed us that at their center, large lines of people wanting fee waivers will form outside of the pool center in the hours before registration opens, and that many times there are too many people and not enough registration spots open. Therefore, pool staff sometimes create lottery systems for the open spots for these fee waiver customers. However, any customer is free to pay full price and register online. Such customers can take open spots sooner because they avoid having to be at the facility to complete and submit a fee waiver application. This presents a risk that, in order to enroll for the class in a timely fashion, customers are foregoing the fee waiver process entirely. In cases where low-income fee waivers were not offered, recreation center staff informed us that they historically identified individuals who cannot afford staff-run programs and are put in a position where they need to turn people away or let them in without the proper forms (assuming space is available).

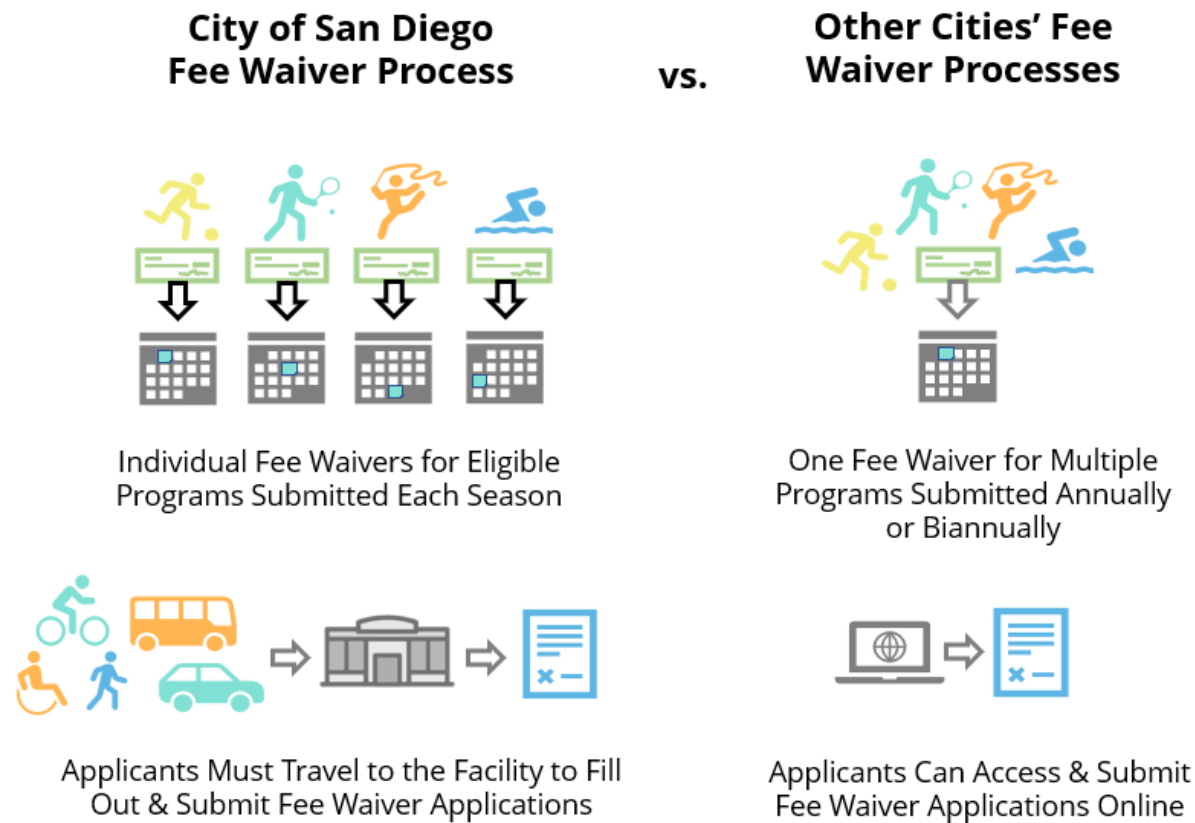
³⁴ For recreational programs, the summer season takes place between June 1 and August 31.

³⁵ The audit team was unable to calculate customer savings that resulted from these scholarships due to the varied prices of the Come Play Outside programs. The number of people that got scholarships vs. the number of people who paid full price for each individual program could not be separated.

As shown in **Exhibit 17** below, we found that the process to obtain fee waivers is less burdensome in other cities. For San Diego, the fee waiver does not appear on any individual recreation center website, on ActiveNet, or on Parks & Rec’s landing page, but the audit team did find copies of the Come Play Outside scholarship form at multiple recreation centers in CPII.³⁶ Civic Dance provides copies of the fee waiver and instructions for getting it accepted in both English and Spanish on their non-City affiliated website. Other park and recreation agencies make fee waivers easily accessible online and allow applicants to email or fax the necessary paperwork, in addition to allowing in-person submissions. Austin, Denver, and San Francisco allow residents to maintain fee waiver eligibility for at least one year, rather than requiring them to renew for every program or season.

Exhibit 17

The Process to Obtain Fee Waivers for Recreation Programs is Easier in Other Cities



³⁶ Although not identical to the fee waiver, the income guidelines and documentation requirements are the same.

Source: OCA generated based on interviews with staff and other parks and recreation agencies.

The burdensome fee waiver process makes people spend time and travel resources in order to ensure they have the best chance at enrolling. Parks & Rec indicated that it is currently revamping its fee waiver process. Part of this process includes expanding the fee waiver approval period from a per-program basis to a yearly basis and allowing the public to submit income and residency documentation online. Parks & Rec anticipates completing this process sometime during FY2022.

Recommendation 9

To ensure that eligible program participants can receive the fee waiver, the Parks and Recreation Department should develop, document, and implement procedures that allow residents to:

- Apply fee waivers to all eligible programs on an annual basis; and
- Register for classes online while using the fee waiver. (Priority #3)

Recommendation 10

To ensure recreation programs are accessible to people at all income levels, the Parks and Recreation Department (Parks & Rec) should reevaluate its current practice of only allowing the fee waiver for Civic Dance and Aquatics programs and expand eligibility to other recreation programs. As part of this, Parks & Rec should:

- Analyze alternative agency fee waiver models—including higher income limits, tiered systems, and membership passes—and recommend adoption of a decided-upon model; and
- Develop, document, and implement guidelines that specify which programs and costs fee waivers can be applied to and the rationale for leaving other programs and costs ineligible for fee waivers and include them in Park & Rec's fee schedule. (Priority #3)

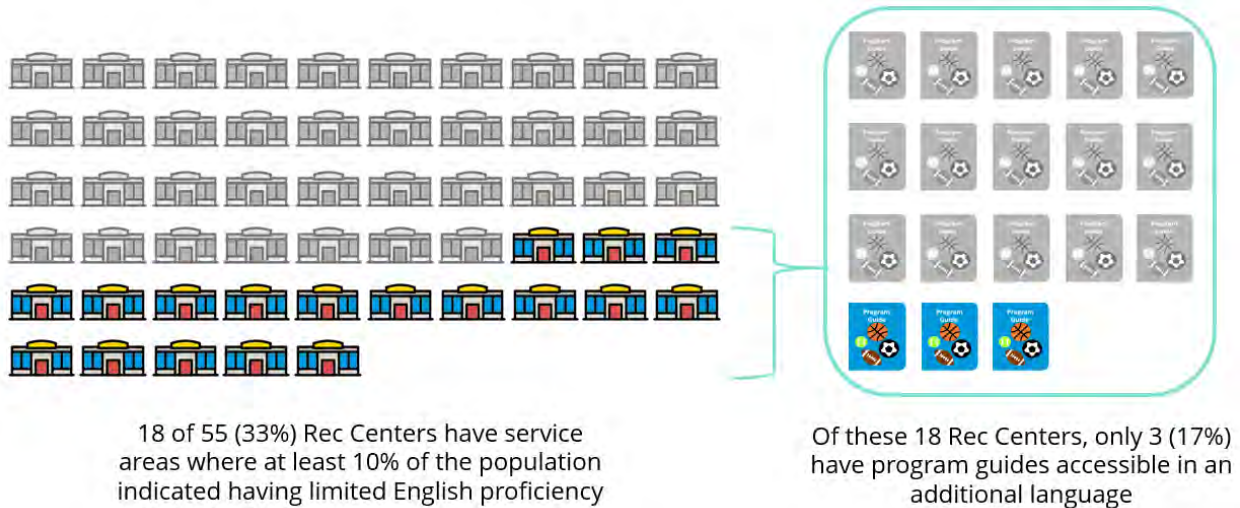
Sub-Finding 2: Recreation program information is not equally accessible to people who do not speak English.

Parks & Rec has tools to increase access for limited English speakers but lacks sufficient knowledge and controls to maximize their effectiveness.

Based on a review of census data, **Exhibit 18** shows that almost a third of recreation centers—18 of 55—have service areas where at least 10 percent of the population indicated having limited English proficiency.³⁷ As shown in the exhibit, we found that out of these 18 recreation centers, only 3 have program guides accessible in an additional language. Additionally, we found that 10 of these recreation centers have registration information directly on the website, which can be translated.

Exhibit 18

People Who Speak Limited English Have Limited Access to Programming Information



Source: OCA generated based on Climate Equity Index data, Census Bureau data, and website observations.

Spanish is the primary language spoken in these areas, but there is a significant percentage of people that speak other languages. Staff indicated that most of their knowledge of different communities and languages spoken in their area comes from interactions with the surrounding community, but this information is based primarily on the people who attend

³⁷ The recreation center service area average is calculated by averaging the percent of limited English proficiency of each census tract within one mile of each recreation center.

recreation center or park events—not the community at large. Although Parks & Rec collects basic demographic data through ActiveNet, only some of this data is required for registration.

A National Recreation and Park Association article on best practices in multicultural marketing lays out the information and steps necessary to effectively market to different identities. The first step is to collect basic demographic information and analyze it to see which demographics are attending which programs. Then, marketing efforts like social media posts and flyers for specific programs, can be targeted toward those demographics.

Parks & Rec employs a variety of tools to make recreation programming inclusive of those who have limited English proficiency, including Google Translate, bilingual front-line staff, and some document translation. Parks & Rec's Google Translate option on its website automatically translates text to the selected language, but it can only translate text that is directly typed onto the webpage. Attached or linked documents in English are not translated using this tool. Each recreation center has their own website that uses this feature, but the information posted on these websites varies by relevancy and detail. While some recreation centers may have information on specific classes (e.g., dates, times, location, cost), others may just have the recreation center's address and hours.

Multiple benchmarked cities mentioned access to translation services as important tools in their efforts to ensure language access. Parks & Rec recently began working with the City's Communications Department to obtain access to a Citywide translation service. However, Parks & Rec informed us it currently relies on recreation center staff who can perform any necessary translation services, including communicating with patrons and translating documents. The department indicated front-line recreation staff may translate documents and obtain approval from supervisors. When asked how they know which staff have bilingual ability, Parks & Rec management pointed to the bilingual add-on pay indicator from the Personnel Department. However, this does not account for staff that may not be completely fluent or certified, since not all staff are receiving this add-on pay. In addition, we were told that Parks & Rec has no policy to tell recreation center staff which documents

need to be translated into which languages. This means some recreation centers in areas with limited English speakers may respond to the need for translated documents while others may not.

A lack of comprehensive language access strategy creates inconsistent treatment of different communities.

Parks & Rec's decentralized response to language access creates a risk that individuals or communities that have limited English proficiency cannot access the same resources as everyone else. Some recreation center staff indicated that some parents elect to come into the office and register their children in person rather than online because program information is not available in their language on the website. Additionally, staff also indicated parents would have their children or someone else with them serve as interpreters so that staff could understand them and get them the information they need. In addition, one staff member indicated that, although they have made attempts to reach out to certain demographic groups, the lack of representation of some languages and cultures within the recreation center has resulted in low attendance from these groups. Therefore, developing a language access plan that standardizes requirements for translation services can help improve access to recreation programs for people with limited English proficiency.

When local government agencies serve a "substantial" number of non-English speakers, California's Bilingual Services Act requires those agencies to have enough qualified bilingual employees or interpreters to provide information and services in the language of the non-English speaking person.³⁸ If the agency is required to provide language access services, they must translate materials explaining the services into each of the languages required. The lack of strategy from Parks & Rec as a whole means that some recreation centers are at risk of not providing enough resources to satisfy these language access requirements.

³⁸ While it is left up to the agency to define what "substantial" means, the State of California defined this for its own agencies to mean 5 percent of the people they serve.

Recommendation 11

To gain insight into the languages spoken in each community, the Parks and Recreation Department (Parks & Rec) should develop, document, and implement a plan to identify recreation center service areas and the languages spoken by individuals or households in those areas. Parks & Rec should update and review the results of this analysis at least biannually to determine which translation and interpretation languages are necessary in the service areas. (Priority #2)

Recommendation 12

To ensure that the Parks and Recreation Department (Parks & Rec) meets community language needs, Parks & Rec should:

- Develop, document, and implement, a department-wide language access plan that includes at least the following elements:
 - Establishment of a threshold at which languages must be spoken in the service area to be considered a substantial number of customers;
 - Policies for recreation center staff that specify which written materials need to be translated into the languages identified in Recommendation #11; and
 - Procedures for getting documents translated and approved by qualified bilingual staff or professional translators. (Priority #2)

Recommendation 13

To provide high-quality customer service to residents who speak languages other than English, the Parks and Recreation Department should:

- Work with the Communications Department to obtain access to a contract for over-the-phone interpretation services and written materials translation. (Priority #2)

Finding 5: Although the Parks and Recreation Department tracks certain program information, current practices diminish its ability to implement a data-driven approach for resource allocation, monitoring, evaluation, and reporting.

Taking a more comprehensive approach to improving equity in recreation programming involves collecting and analyzing data. We found that the Parks and Recreation Department (Parks & Rec) can improve its data management practices in this regard. Specifically, implementing automated controls, regular staff trainings, and improved monitoring activities can help Parks & Rec ensure accurate programming data. These changes can help Parks & Rec position itself to take on systematic efforts toward improving equity in recreation programming, including strategic planning efforts.



Data-driven decision-making allows park and recreation agencies to use facts, metrics, and data to guide strategic decisions that align with their goals and objectives.

According to the National Recreation and Park Association (NRPA), park and recreation agencies should conduct data collection and analysis to understand where gaps and inequities in distribution of recreation programs may exist. In fact, an NRPA's survey of data and park and recreation agencies found that those agencies are using data for master planning, to measure facility usage, inform programming decisions, and support increased funding.³⁹ Although the survey noted that park and recreation agencies lack time, resources, and analytical skills to conduct proper analysis, it also noted that department and program managers frequently use Excel to conduct much of the data analysis. Furthermore, because the Parks Master Plan directs the City to prepare a report that examines equity and access within the City's recreation centers, aquatic complexes,

³⁹ See NRPA's report on Using Data at Park and Recreation Agencies at: <https://www.nrpa.org/contentassets/f768428a39aa4035ae55b2aaff372617/data-analysis-park-and-recreation.pdf>

and programs, it is imperative for Parks & Rec to track accurate and consistent program data to meet this requirement.

Although Parks & Rec tracks program data, due to accuracy and consistency issues, certain key data fields cannot easily be used in systematic efforts towards improving equity.

Parks & Rec currently uses the Active Network (ActiveNet) recreation management software to track program information, including activity name, start and end date, primary instructor, activity site, and participant enrollment numbers, among other data fields. We reviewed 17,593 records of programs that Parks & Rec offered from Winter 2018 through Winter 2020. According to Parks & Rec management, Area Managers are supposed to verify the accuracy of program information entered in ActiveNet. However, we found inaccurate and inconsistent information pertaining to the activity name, start date, program instructor, and activity status.⁴⁰ For example:

- Naming conventions for the same or similar programs were inconsistent and, in some instances, lacked information;
- Some program start dates reflected the date when program registration opened instead of capturing when the program actually started;
- Information in the primary instructor data field did not accurately differentiate between staff and contractual instructors; and
- Activity status did not always accurately capture when recreation centers cancelled, closed, or placed classes on hold.

Additionally, we attempted to review program data based on activity site (i.e., recreational facility) and found that our totals did not match with those reported in Parks & Rec's 2019 Equity Report (Equity Report). Parks & Rec also noted that compiling the Equity Report was labor intensive and challenging due in part to reporting limitations from the ActiveNet system. Therefore, the lack of accurate and consistent program data creates additional work for management, as management indicated it must follow up with staff to get detailed information and ensure the accuracy of the information being reported.

⁴⁰ These 17,593 records reflect all program statuses and include records for programs that took place; records for programs that were cancelled, on-hold, or tentative.

These issues diminish Parks & Rec's ability to use programming data in systematic efforts towards improving equity, including strategic planning and resource allocation. For example, Parks & Rec cannot easily determine the number of program types (e.g., basketball, gymnastics, tennis, etc.), distinguish between staff-run and contracted programs, or determine the number of programs conducted during a specified period (i.e., season, year, etc.). Inconsistencies in the data make program analysis and reporting at the aggregate, system-wide level more difficult. Lacking system-wide analysis, in turn, diminishes management's ability to effectively assess recreation program performance and resource needs. This makes establishing baselines difficult and would also complicate Parks & Rec's ability to report on its progress in meeting any future strategic planning goals. In addition, as discussed in Finding 2, data collection and analysis can support more equitable resource allocation efforts through data-driven budgetary decisions. However, without reliable key data fields, Parks & Rec cannot effectively analyze aggregate data for comparison across all recreation centers to identify areas of need.

Automated controls, regular staff trainings, and improved monitoring activities can help Parks & Rec ensure accurate programming data.

According to management, in 2015, Parks & Rec implemented ActiveNet in all recreation centers as a tool to register participants and improve financial controls, not to track data. In fact, management indicated that it had not extracted program data from ActiveNet prior to 2019. Despite not currently using ActiveNet as a data tracking tool, Parks & Rec can implement some measures—such as automated controls, regular staff trainings, and improved monitoring—to help ensure that program data in ActiveNet is accurate and useful. For example, automated controls can ensure that required fields are not left blank, date fields do not contain a date outside the corresponding season date, or that program statuses automatically update based on parameters such as the number of registered participants.

Additionally, regular staff trainings on ActiveNet can help ensure that staff receive necessary guidance and knowledge to remain up to date on procedural changes and standards. According to management, Parks & Rec began training efforts in 2021 by identifying ActiveNet “super users” to lead training sessions. Staff

indicated that Parks & Rec had not provided training to staff on ActiveNet since 2016 and instead indicated that they relied on institutional knowledge from center directors to navigate ActiveNet. Parks & Rec plans to provide an initial training to all ActiveNet users and offer periodic refresher trainings in the future.

Further, improving monitoring activities to ensure that information in ActiveNet is accurate is essential. As previously mentioned, Area Managers are responsible for verifying the accuracy of program information entered in ActiveNet. We reviewed Parks & Rec's training materials related to ActiveNet and found that these do not contain guidance specifying how Area Managers should conduct this monitoring. A formalized method to ensure that Area Managers conduct this type of monitoring can help minimize data-entry errors.

Recommendation 14

To facilitate data analysis efforts, the Parks and Recreation Department should develop, document, and implement naming conventions for the same or similar recreation programs in its recreation program management software, and train staff on these naming conventions as part of Recommendation #16. (Priority #3)

Recommendation 15

To ensure the accuracy of key data fields in the Parks and Recreation Department's (Parks & Rec) recreation program management software, Parks & Rec should:

- Develop automated controls, where possible, to ensure that recreation staff enter program information in the recreation program management software consistently and accurately; and
- Develop policies and procedures that require Area Managers to regularly review program information captured in Parks & Rec's recreation program management software—such as dates, season, and class status, among others—for consistency and accuracy. These policies and procedures should specify how Area Managers should select data entries for review, require this review to be documented, and identify corrective actions where necessary. (Priority #2)

Recommendation 16

To ensure that staff are adequately trained on how to enter program information into its recreation program management software, the Parks and Recreation Department should:

- Provide an updated (current) training on its recreation program management software to all users that includes documenting the appropriate program name, primary program instructor, and noting the appropriate activity status; and
- Annually provide a recreation program management software refresher training to all users. (Priority #3)

Other Pertinent Information

We found that, historically, each recreation center sets its own fees for staff-run programs. We were told this is usually based on the cost to fund the program beyond staff time and facility usage, but some programs have different fee amounts at different recreation centers. This creates a risk that some recreation centers are less accessible to participants than others due to higher fee amounts for the same programs. Other cities we benchmarked with took a variety of different actions to combat this. Denver and San Francisco set fee amounts for programming city and countywide by ordinance and central programming office, respectively. Mecklenburg County has different cost recovery goals for specific recreation centers depending on the demographics of the surrounding community. Austin categorizes each program into different cost recovery tiers. However different, each of these strategies requires some sort of program planning with standardized guidelines to help set each program's cost.

While price standardization for recreation programs was out of our audit scope, we included the above information so that Parks & Rec may consider pursuing a price standardization system to recover more revenue in areas or programs that can stand the increase in price. Additionally, this scheme may increase access to programs where the price may be a barrier.

Appendix A: Definition of Audit Recommendation Priorities

DEFINITIONS OF PRIORITY 1, 2, AND 3

AUDIT RECOMMENDATIONS

The Office of the City Auditor maintains a priority classification scheme for audit recommendations based on the importance of each recommendation to the City, as described in the table below. While the City Auditor is responsible for providing a priority classification for recommendations, it is the City Administration’s responsibility to establish a target date to implement each recommendation taking into consideration its priority. The City Auditor requests that target dates be included in the Administration’s official response to the audit findings and recommendations.

| Priority Class ⁴¹ | Description |
|------------------------------|---|
| 1 | Fraud or serious violations are being committed. Significant fiscal and/or equivalent non-fiscal losses are occurring. Costly and/or detrimental operational inefficiencies are taking place. A significant internal control weakness has been identified. |
| 2 | The potential for incurring significant fiscal and/or equivalent non-fiscal losses exists. The potential for costly and/or detrimental operational inefficiencies exists. The potential for strengthening or improving internal controls exists. |
| 3 | Operation or administrative process will be improved. |

⁴¹ The City Auditor is responsible for assigning audit recommendation priority class numbers. A recommendation which clearly fits the description for more than one priority class shall be assigned the higher priority.

Appendix B: Objectives, Scope, and Methodology

Objectives In accordance with the Office of the City Auditor’s Fiscal Year (FY) 2021 Audit Work Plan, we conducted a performance audit of the City of San Diego’s Parks and Recreation Department’s (Parks & Rec) Recreation Programming Equity. Our objectives were to:

- Determine whether Parks & Rec effectively identifies recreation programming equity needs in each community;
- Determine whether Parks & Rec meets identified programming needs equitably through funding and staffing allocations; and
- Determine whether Parks & Rec provides residents with equitable access to recreation programs.

Scope We reviewed the department’s efforts to provide recreation programs equitably across the City between December 2018 and February 2020. In addition, in July and August 2021, we visited several recreation facilities across the City and interviewed staff on site. While facilities provide the necessary space for recreation programs to take place, our review excluded facilities because other efforts focused on park and recreation facilities—including the adoption of the City’s new Parks Master Plan, the new Citywide Park Development Impact Fee, and the Final Report on Park Amenity Condition Assessments—were underway at the time of our review. Our scope was therefore focused on recreation programming to avoid duplicating efforts.

Methodology Our findings, conclusions, and recommendations are included in the audit report. Our methodology to evaluate these internal controls is described in the following table.

| Objective | Methodology |
|------------------|--------------------|
|------------------|--------------------|

| | |
|--|--|
| Determine whether Parks & Rec effectively identifies recreation | |
|--|--|

- | | |
|--|--|
| | <ul style="list-style-type: none">• Reviewed Citywide and departmentwide surveys, methodologies, results, and follow-up actions to determine the extent to which they are used to identify need. |
|--|--|

**programming equity
needs in each
community.**

- Reviewed Parks & Rec documents (strategic plans, objectives, key performance indicators, Master Plans, etc.) for goals, objectives, and action steps to capture community need and address equity.
- Interviewed recreation facility staff and Parks & Rec management to determine how feedback is obtained from the community and used to determine need, and how equity is used in goals, objectives, and strategic plans.
- Benchmarked Park & Rec's needs assessment process and strategic planning process by interviewing management and staff from park and recreation departments from the City of Austin, the City of Dallas, the City and County of Denver, Mecklenburg County, the City of Sacramento, and the City and County of San Francisco.
- Compared best practices of National Park and Recreation Associations' needs assessment processes to Parks & Rec's process.

**Determine whether
Parks & Rec meets
identified programming
needs equitably
through funding and
staffing allocations.**

- Tested the reliability of certain data fields from Park & Rec's program management software, ActiveNet, including the number of programs per activity site (i.e., recreation center), activity season and date, and activity instructor.
- Analyzed City budget data to determine the amount of General Fund expenditures and Recreation Center Fund expenditures at each recreation center.
- Benchmarked Park & Rec's budget and resource allocation process and quality assessment process by interviewing management and staff from park and recreation departments from the City of Austin, the City of Dallas, the City and County of Denver, Mecklenburg County, the City of Sacramento, and the City and County of San Francisco.
- Modeled resources necessary for each recreation center using Minneapolis' equity-based resource allocation model.
- Interviewed recreation facility staff and Parks & Rec management to determine which types of programs are offered at each recreation center, how programs are started and evaluated, and how programs are funded.

Determine whether Parks & Rec provides residents with equitable access to recreation programs.

- Reviewed best practices from the National Recreation and Park Association related to marketing and outreach strategies and language access policies.
- Interviewed recreation facility staff and Parks & Rec management to determine how outreach and marketing is conducted at an individual recreation center level and Citywide.
- Benchmarked Parks & Rec’s marketing and outreach process, language access policies, and fee waiver process by interviewing management and staff from park and recreation departments from the City of Austin, the City of Dallas, the City and County of Denver, Mecklenburg County, the City of Sacramento, and the City and County of San Francisco.
- Identified the extent of limited English proficiency for each recreation center and compared against widely accessible informational materials available on the Parks & Rec’s website.
- Reviewed historical usage of the low-income fee waiver and compared across different recreation center programs.

Internal Controls Statement

Our internal controls testing was limited to specific controls relevant to our audit objectives, including controls for identifying recreation programming equity needs; controls for aligning funding and staffing allocations equitably with identified needs; and controls to ensure marketing and outreach efforts are equitable and provide all communities with access to information and programs.

Compliance Statement

We conducted this 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.

Appendix C: List of All Recreation Centers, Programming Expenses, and Programmable Space by Council District and Community Parks Division

Community Parks I

| Rec Center Name | 2019 RCF Contracts | 2019 General Fund Wages | Total Expenses | Sq Ft | Total Expenses per Sq Ft | Managed / Permitted Acres | Total Expenses per Acre |
|---------------------------|---------------------|-------------------------|---------------------|----------------|--------------------------|---------------------------|-------------------------|
| CARMEL VALLEY | \$ 389,832 | \$ 128,034 | \$ 517,866 | 17,250 | \$ 30 | 106 | \$ 4,886 |
| DOYLE | \$ 482,976 | \$ 169,858 | \$ 652,834 | 17,590 | \$ 37 | 46 | \$ 14,192 |
| LA JOLLA | \$ 3,767 | \$ 128,462 | \$ 132,230 | 9,160 | \$ 14 | 26 | \$ 5,086 |
| NOBEL | \$ 113,856 | \$ 130,437 | \$ 244,293 | 10,200 | \$ 24 | 46 | \$ 5,311 |
| OCEAN AIR | \$ 125,201 | \$ 132,305 | \$ 257,506 | 16,500 | \$ 16 | 43 | \$ 5,989 |
| STANDLEY | \$ 31,031 | \$ 108,794 | \$ 139,824 | 18,870 | \$ 7 | 63 | \$ 2,219 |
| COUNCIL DISTRICT 1 | \$ 1,146,664 | \$ 797,890 | \$ 1,944,554 | 89,570 | \$ 22 | 330 | \$ 5,893 |
| CABRILLO | \$ 77,785 | \$ 75,962 | \$ 153,747 | 1,980 | \$ 78 | 61 | \$ 2,520 |
| CADMAN | \$ 335 | \$ 137,691 | \$ 138,026 | 2,570 | \$ 54 | 16 | \$ 8,627 |
| OCEAN BEACH | \$ 34,016 | \$ 169,206 | \$ 203,222 | 10,090 | \$ 20 | 57 | \$ 3,565 |
| PACIFIC BEACH | \$ 27,863 | \$ 86,682 | \$ 114,545 | 15,040 | \$ 8 | 26 | \$ 4,406 |
| ROBB FIELD | \$ 112,114 | \$ 112,365 | \$ 224,479 | 3,210 | \$ 70 | 114 | \$ 1,969 |
| SANTA CLARA | \$ 2,804 | \$ 81,208 | \$ 84,012 | 8,790 | \$ 10 | 43 | \$ 1,954 |
| SOUTH CLAIREMONT | \$ 5,803 | \$ 108,993 | \$ 114,796 | 6,560 | \$ 17 | 13 | \$ 8,830 |
| TECOLOTE | \$ 741 | \$ 29,378 | \$ 30,120 | 1,700 | \$ 18 | 33 | \$ 913 |
| COUNCIL DISTRICT 2 | \$ 261,461 | \$ 801,485 | \$ 1,062,946 | 49,940 | \$ 21 | 363 | \$ 2,928 |
| CARMEL MTN RANCH/SABRE | \$ 53,389 | \$ 126,013 | \$ 179,402 | 17,590 | \$ 10 | 46 | \$ 3,900 |
| HILLTOP | \$ 4,201 | \$ 145,025 | \$ 149,226 | 5,330 | \$ 28 | 23 | \$ 6,488 |
| RANCHO BERNARDO | \$ 8,316 | \$ 139,059 | \$ 147,375 | 14,750 | \$ 10 | 44 | \$ 3,349 |
| SCRIPPS RANCH | \$ 145,752 | \$ 142,285 | \$ 288,037 | 12,080 | \$ 24 | 104 | \$ 2,770 |
| COUNCIL DISTRICT 5 | \$ 211,659 | \$ 552,382 | \$ 764,040 | 49,750 | \$ 15 | 217 | \$ 3,521 |
| CANYONSIDE | \$ 185,327 | \$ 90,448 | \$ 275,775 | 15,560 | \$ 18 | 140 | \$ 1,970 |
| HOURLASS FIELD | \$ 31,735 | \$ 133,791 | \$ 165,527 | 25,000 | \$ 7 | 66 | \$ 2,508 |
| LOPEZ RIDGE | \$ 2,229 | \$ 106,144 | \$ 108,374 | 2,590 | \$ 42 | 23 | \$ 4,712 |
| MIRA MESA | \$ 5,985 | \$ 132,591 | \$ 138,576 | 10,810 | \$ 13 | 81 | \$ 1,711 |
| NORTH CLAIREMONT | \$ 35,548 | \$ 161,773 | \$ 197,320 | 9,810 | \$ 20 | 100 | \$ 1,973 |
| COUNCIL DISTRICT 6 | \$ 260,825 | \$ 624,747 | \$ 885,572 | 63,770 | \$ 14 | 410 | \$ 2,160 |
| ALLIED GARDENS | \$ 86,148 | \$ 137,870 | \$ 224,018 | 9,190 | \$ 24 | 68 | \$ 3,294 |
| KEARNY MESA | \$ 7,725 | \$ 114,164 | \$ 121,889 | 11,140 | \$ 11 | 45 | \$ 2,709 |
| LINDA VISTA | \$ 21,908 | \$ 159,640 | \$ 181,549 | 13,170 | \$ 14 | 44 | \$ 4,126 |
| SAN CARLOS | \$ 34,107 | \$ 121,025 | \$ 155,133 | 11,880 | \$ 13 | 76 | \$ 2,041 |
| SERRA MESA | \$ 5,361 | \$ 85,794 | \$ 91,156 | 10,710 | \$ 9 | 52 | \$ 1,753 |
| TIERRASANTA | \$ 46,924 | \$ 134,117 | \$ 181,041 | 17,640 | \$ 10 | 65 | \$ 2,785 |
| COUNCIL DISTRICT 7 | \$ 202,173 | \$ 752,612 | \$ 954,785 | 73,730 | \$ 13 | 350 | \$ 2,728 |
| COMMUNITY PARKS I | \$ 2,082,781 | \$ 3,529,115 | \$ 5,611,896 | 326,760 | \$ 17.17 | 1,670 | \$ 3,360 |

Community Parks II

| | | | | | | | |
|---------------------------|------------------|---------------------|---------------------|----------------|-----------------|------------|-----------------|
| ADAMS | \$ 181 | \$ 122,056 | \$ 122,237 | 2,360 | \$ 52 | 22 | \$ 5,556 |
| GOLDEN HILL | \$ 13,329 | \$ 119,634 | \$ 132,963 | 10,040 | \$ 13 | 16 | \$ 8,310 |
| NORTH PARK | \$ 2,475 | \$ 149,105 | \$ 151,580 | 11,230 | \$ 13 | 17 | \$ 8,916 |
| PRESIDIO | \$ 1,751 | \$ 45,890 | \$ 47,641 | 5,300 | \$ 9 | 14 | \$ 3,403 |
| COUNCIL DISTRICT 3 | \$ 17,736 | \$ 436,685 | \$ 454,421 | 28,930 | \$ 16 | 69 | \$ 6,586 |
| ENCANTO | \$ 355 | \$ 158,434 | \$ 158,789 | 9,890 | \$ 16 | 24 | \$ 6,616 |
| MARTIN LUTHER KING JR | \$ 3,048 | \$ 105,852 | \$ 108,900 | 17,000 | \$ 6 | 55 | \$ 1,980 |
| PARADISE HILLS | \$ 1,504 | \$ 146,233 | \$ 147,736 | 10,808 | \$ 14 | 65 | \$ 2,273 |
| PENN FIELD | \$ 1,504 | \$ 92,932 | \$ 94,436 | 2,880 | \$ 33 | 19 | \$ 4,970 |
| SKYLINE HILLS | \$ 73 | \$ 128,600 | \$ 128,673 | 10,810 | \$ 12 | 24 | \$ 5,361 |
| COUNCIL DISTRICT 4 | \$ 6,483 | \$ 632,051 | \$ 638,534 | 51,388 | \$ 12 | 187 | \$ 3,415 |
| CESAR CHAVEZ | \$ 814 | \$ 159,732 | \$ 160,547 | 13,000 | \$ 12 | 19 | \$ 8,450 |
| MEMORIAL | \$ 799 | \$ 148,336 | \$ 149,135 | 14,140 | \$ 11 | 32 | \$ 4,660 |
| MONTGOMERY-WALLER | \$ 11,550 | \$ 132,122 | \$ 143,672 | 24,900 | \$ 6 | 28 | \$ 5,131 |
| SAN YSIDRO | \$ 1,200 | \$ 146,316 | \$ 147,516 | 13,980 | \$ 11 | 32 | \$ 4,610 |
| SILVER WING | \$ 872 | \$ 130,729 | \$ 131,601 | 2,030 | \$ 65 | 47 | \$ 2,800 |
| SOUTH BAY | \$ 2,529 | \$ 153,843 | \$ 156,372 | 14,750 | \$ 11 | 18 | \$ 8,687 |
| STOCKTON | \$ - | \$ 69,427 | \$ 69,427 | 17,000 | \$ 4 | 5 | \$ 13,885 |
| COUNCIL DISTRICT 8 | \$ 17,764 | \$ 940,505 | \$ 958,269 | 99,800 | \$ 10 | 181 | \$ 5,294 |
| AZALEA | \$ - | \$ 69,002 | \$ 69,002 | 1,790 | \$ 39 | 22 | \$ 3,136 |
| CITY HEIGHTS | \$ 1,195 | \$ 203,173 | \$ 204,368 | 27,360 | \$ 7 | 22 | \$ 9,289 |
| COLINA DEL SOL | \$ 1,962 | \$ 154,932 | \$ 156,894 | 6,560 | \$ 24 | 30 | \$ 5,230 |
| MOUNTAIN VIEW | \$ - | \$ 146,629 | \$ 146,629 | 18,100 | \$ 8 | 15 | \$ 9,775 |
| SOUTHCREST | \$ 299 | \$ 153,011 | \$ 153,310 | 10,620 | \$ 14 | 25 | \$ 6,132 |
| WILLIE HENDERSON | \$ 1,515 | \$ 117,259 | \$ 118,774 | 2,390 | \$ 50 | 19 | \$ 6,251 |
| COUNCIL DISTRICT 9 | \$ 4,972 | \$ 844,006 | \$ 848,978 | 66,820 | \$ 13 | 133 | \$ 6,383 |
| COMMUNITY PARKS II | \$ 46,955 | \$ 2,853,247 | \$ 2,900,203 | 246,938 | \$ 11.74 | 570 | \$ 5,088 |

Note: Total Expenses only reflect General Fund wages and Recreation Center Fund (RCF) contract expenditures. Other expenditure categories were omitted because they were accounted for inconsistently across CPI and CPII funds centers and because the purpose of some RCF expenditures was unclear (e.g., programming vs. maintenance). Figures are rounded.

Note: Eight recreation facilities are excluded from these tables for the following reasons: lack of indoor building space (Chollas Lake); opening after time period captured by the analysis (Pacific Highlands, Bay Terraces, Park de la Cruz); lack of RCF (Mid-City Gymnasium and Black Mountain Multi-Purpose Center); or being managed by the Developed Regional Parks Division (Balboa Park Activity Center and Municipal Gymnasium).

Note: Recreation facility square footage and park acreage may not denote how much of this space is available for recreation programming or permitted events. Not all the square footage in a building or acreage of parkland can be used for programming.

Source: OCA generated based on data from the City's enterprise resource planning system, SAP.

Appendix D: Recreation Programming Expenses and Programmable Space by Council District and Community Parks Division

| Geographical Area | 2019 RCF Contracts | 2019 General Fund Wages | Total Expenses | Sq Ft | Total Expenses per Sq Ft | Managed / Permitted Acres | Total Expenses per Acre |
|--------------------|--------------------|-------------------------|----------------|---------|--------------------------|---------------------------|-------------------------|
| COUNCIL DISTRICT 1 | \$ 1,146,664 | \$ 797,890 | \$ 1,944,554 | 89,570 | \$ 22 | 330 | \$ 5,893 |
| COUNCIL DISTRICT 2 | \$ 261,461 | \$ 801,485 | \$ 1,062,946 | 49,940 | \$ 21 | 363 | \$ 2,928 |
| COUNCIL DISTRICT 5 | \$ 211,659 | \$ 552,382 | \$ 764,040 | 49,750 | \$ 15 | 217 | \$ 3,521 |
| COUNCIL DISTRICT 6 | \$ 260,825 | \$ 624,747 | \$ 885,572 | 63,770 | \$ 14 | 410 | \$ 2,160 |
| COUNCIL DISTRICT 7 | \$ 202,173 | \$ 752,612 | \$ 954,785 | 73,730 | \$ 13 | 350 | \$ 2,728 |
| COMMUNITY PARKS I | \$ 2,082,781 | \$ 3,529,115 | \$ 5,611,896 | 326,760 | \$ 17 | 1,670 | \$ 3,360 |
| COUNCIL DISTRICT 3 | \$ 17,736 | \$ 436,685 | \$ 454,421 | 28,930 | \$ 16 | 69 | \$ 6,586 |
| COUNCIL DISTRICT 4 | \$ 6,483 | \$ 632,051 | \$ 638,534 | 51,388 | \$ 12 | 187 | \$ 3,415 |
| COUNCIL DISTRICT 8 | \$ 17,764 | \$ 940,505 | \$ 958,269 | 99,800 | \$ 10 | 181 | \$ 5,294 |
| COUNCIL DISTRICT 9 | \$ 4,972 | \$ 844,006 | \$ 848,978 | 66,820 | \$ 13 | 133 | \$ 6,383 |
| COMMUNITY PARKS II | \$ 46,955 | \$ 2,853,247 | \$ 2,900,203 | 246,938 | \$ 12 | 570 | \$ 5,088 |

Note: Total Expenses only reflect General Fund wages and Recreation Center Fund (RCF) contract expenditures. Other expenditure categories were omitted because they were accounted for inconsistently across CPI and CPPI funds centers and because the purpose of some RCF expenditures was unclear (e.g., programming vs. maintenance). Figures are rounded.

Note: Eight recreation facilities are excluded from these tables for the following reasons: lack of indoor building space (Chollas Lake); opening after time period captured by the analysis (Pacific Highlands, Bay Terraces, Park de la Cruz); lack of RCF (Mid-City Gymnasium and Black Mountain Multi-Purpose Center); or being managed by the Developed Regional Parks Division (Balboa Park Activity Center and Municipal Gymnasium).

Note: Recreation facility square footage and park acreage may not denote how much of this space is available for recreation programming or permitted events. Not all the square footage in a building or acreage of parkland can be used for programming.

Source: OCA generated based on data from the City's enterprise resource planning system, SAP.



THE CITY OF SAN DIEGO

M E M O R A N D U M

DATE: November 8, 2021

TO: Andy Hanau, City Auditor

FROM: Andy Field, Director, Parks and Recreation Department

SUBJECT: Response to Performance Audit of Equity in Recreation Programming

This memorandum serves as the management response to the Performance Audit of Equity in Recreation Programming. The report has five (5) findings with 16 recommendations. The Parks and Recreation Department (Department) appreciates the report prepared by the Office of the City Auditor and thanks the staff involved in preparing the audit. Please accept this memorandum as our response. Management agrees with the recommendations presented by the Office of the City Auditor in their report, and the management response highlights those recommendations that will need additional resources to implement.

Background

For several decades, the Department operated under a decentralized model of offering recreation programs and services within the City of San Diego (City). Historically, budgeting for the Department focused on a generally equal share of funding and resources between various parks from the City's General Fund. Each recreation center had a companion recreation council that advised the Department on its assigned parks and programs, and the recreation council managed the provision of recreation programs that could be fully cost recovered through user fees. While this model was well-established in the City, benchmarking revealed that the recreation council role was unique to the City and not replicated in other municipalities.

In 2017, the City Council approved changing the model of recreation program provision based on a finding that user fees collected for permits are considered City funds and must be expended in accordance with City policies and procedures. Program fees were placed into the recreation center funds rather than in the recreation councils. This approach to funding and contracting for recreation is more consistent with other municipalities and ensures proper controls are in place for the use of fees collected by the Department.

During the transition, staff compared revenues and expenses associated with each recreation center. That analysis revealed that some centers have significantly more pass-through revenue due to the number of cost-recoverable programs offered at those centers. Other centers relied more heavily on the funding provided by the General Fund and by extension the staff assigned to the site. A key finding was that some centers have more range in programming particularly where patrons can afford to pay for specialty programs, and the

Department needed to find ways to offer similar programs at low or no cost for areas of the City that could not afford to pay for these programs.

The Department hired a Recreation Services Program Manager and began the process to centralize the management of recreation service contracts. However, the Department's Recreation Services Program has not had the opportunity to further centralize recreation services and ensure consistently offered programs with an eye toward equity. In an equitable funding model, park planning and investments would address long-standing inequities in the City's park system, which create a burden to people who live in communities of concern and individuals who lack access to resources. The Department will focus on providing equitable access to ensure that the same benefits to parks and recreational programs is provided across the City's 59 recreation centers and 13 aquatic centers regardless of geographic location that make up the Community Parks I Division (CPI) and Community Parks II Division (CPII). To provide equal access, the Department's goal is to address inequitable distribution of programs to ensure that everyone in San Diego has access to programmatic resources.

Currently, under the leadership of Mayor Todd Gloria and the Performance and Analytics Department, staff are collaboratively developing a new Strategic Plan for the City. The Plan will call for resources to serve marginalized communities and create a more equitable City, including San Diego's park system.

Recreation Equity

Equity is a key component of the Department's plan for providing recreation services. On August 3, 2021, the City Council adopted the Parks Master Plan (PMP).¹ As noted in the audit report, the PMP is among the first documents to describe the inequitable park system that currently exists. As noted in Section 4.2 (Continual Park Acquisition Goal) Table 4 (Investment Prioritization Metrics) on page 75, equity can be evaluated and measured through "socio-economic characteristics of people living in an area as identified in the Sustainability Department's Climate Equity Index (CEI)."² In the Background section on page 8, the CEI was "developed to measure the level of access to opportunity residents have within a census tract, and assess the degree of potential impact from climate change to these areas." Factors incorporated into the calculation of the CEI include:

- Environmental (e.g., flood risk, tree canopy coverage, groundwater threats, etc.)
- Health (e.g., asthma rates, cancer fatalities, healthy food access, low infant birth weight, etc.)
- Housing (e.g., housing cost, overcrowding)
- Mobility (e.g., pedestrian access, street conditions, access to public transit, traffic density, bikeability, etc.)

¹ The 2021 Parks Master Plan is available at <https://www.sandiego.gov/sites/default/files/parks-master-plan-adopted-2021.pdf>.

² The 2019 Climate Equity Index is available at https://www.sandiego.gov/sites/default/files/2019_climate_equity_index_report.pdf.

- Socioeconomic (e.g. unemployment, education attainment, median income, poverty rate, digital access, etc.)

A total of 35 indicators are included within these five factors.³ The CEI is calculated by census tract, and each census tract that scores below average on these indicators is identified as a community of concern.⁴ Together, the PMP and CEI identify the locations of the City's park system that require additional investments, as noted on page 37:

Communities of concern are neighborhoods that have historically experienced lower levels of public and private investment in development and supporting infrastructure, including parks. Cities increasingly apply criteria, including existing park conditions, and neighborhood and demographic characteristics, to identify communities of concern and prioritize future park investments in those places with the biggest economic and social hurdles. Residents in communities of concern often rely more on public or nonprofit recreation facilities. In San Diego, the City's central and southern areas tend to have a greater need for additional recreational opportunities based on historical disinvestments.

Not surprisingly, many of the inequities related to recreational programming listed in the audit report are located within these communities of concern. They tend to have older park infrastructure per the findings of the recently completed Park Amenity Condition Assessment Cumulative Report (PCA),⁵ which staff presented to the Active Transportation and Infrastructure Committee on October 13, 2021. It is important to note that program offerings can only be as good as the suitability and size of the recreation center and athletic fields available to the community based on historical development patterns. In some cases, the quantity and quality of these amenities are lacking.

The PMP acknowledges this in Section 2.3 (page 37), which states:

Patterns and trends in development, community planning, and financing have influenced where parks were built in San Diego for decades. Rapid growth, particularly in an era before park standards, left some communities with fewer, well maintained, high quality recreational facilities and parks. The lack of funding tools and land constraints have widened park shortfalls in these typically older, more densely populated neighborhoods. Effective park planning and financing is essential to address the current realities of development in compact areas and the persistence of systemic gaps between communities in the availability and quality of recreational spaces. In addition, some areas of the City have historically received fewer park infrastructure improvements.

³ See Table 1, Climate Equity Index Indicators, on page 10 of the 2019 Climate Equity Index for a complete list of the 35 indicators (grouped by the five factors) and resources used to evaluate each census tract.

⁴ See Appendix A, City of San Diego's Climate Action Plan Identified Communities of Concern on page 19 of the 2019 Climate Equity Index, for a map of the identified communities that need additional investment.

⁵ The 2021 Park Amenity Condition Assessment is available on the City's webpage at <https://www.sandiego.gov/sites/default/files/pr-fy14-19-park-amenity-assessment-cumulative-report.pdf>.

Given the findings of the CEI and PMP, reinforced by data from the PCA, communities of concern are not receiving the level of investment needed today to increase recreational offerings at the recreation centers, parks, athletic fields, aquatic centers, and open space areas. In acknowledging this, the PMP makes clear that significant steps, including appropriate funding, is necessary to correct this. The PMP provides several recommendations, which appear in Section 4.10 Parks Master Plan Policies, pages 90–125. Some recommendations in the PMP relate to recreation equity and to the findings of this audit, including:

- A1: All residents should have access to a park within a safe and enjoyable 10-minute walk or roll. Investments should not only focus on providing new access, but improvements that increase the overall safety of an area so that the access has true purpose – prioritize these investments in Communities of Concern. Additionally, focus park and mobility investments to ensure 10-20-30-40-minute park access, meaning in addition to a 10-minute walk or stroll, ensure that additional recreational resources can be reached with a 20-minute bike ride and 30-minute transit ride to ensure greater access to a diverse range of recreational opportunities throughout the system. Parks being accessed should have sufficient recreational space and activity to be enjoyed for at least 40 minutes.
- AC2: Expand opportunities for culturally specific experiences to engage existing diverse communities and future recreation needs.
- AC12: Encourage the use of parks, recreation centers, and other Parks and Recreation Department assets for arts and culture public outreach and education.
- AV2: Promote positive activity in population-based parks by increasing recreational amenities, scheduled programming, pop-up and community events, festivals, farmer’s markets, interactive features, and space for shared activities.
- CB1: Provide opportunities for community experiences that promote local history, cultural awareness and celebrate diversity.
- E6: Prepare a report to examine equity and access within the City’s recreation centers, aquatic complexes, and programs.
- E10: Develop communication and outreach best practices which encourage the participation of marginalized populations and represent the local population.
- OM5: Partner with outside organizations to increase equitable park programming opportunities and result in safe and enjoyable park spaces for residents.
- OM7: Appropriately plan for an increased level of staffing and resources for new parks and expanded recreation facilities.
- OM8: Develop, train, and adequately supervise staff to utilize technology and innovation to provide quality recreational programming, park maintenance, and services throughout the City
- PP5: Promote public awareness and education of the City’s parks system and increase participation in program offerings through use of social media, multicultural public outreach, and development of a comprehensive communications plan.

- PP7: Develop a Parks Master Plan monitoring program and provide a report to the appropriate City Council Committee every two years to ensure successful implementation. Make monitoring results available to the public on the City website.

When the City Council approved the PMP in August 2021, the motion to approve the PMP included a request a report to the City Council on future implementation to include projected timelines and prioritized list of actions. The Planning and Parks and Recreation departments anticipate an update to be presented to the City Council or Committee as an informational item prior to the end of 2021.

Following that, the Parks and Recreation Department plans to bring its annual Equity Report along with the annual recreation center fund budgets in March 2022 to the Public Safety and Livable Neighborhoods Committee.

Come Play Outside

This past summer saw the return of recreation to many centers after a closure due to the COVID-19 pandemic. The Come Play Outside (CPO) program focused on expanded programming over the summer at 21 recreation centers and aquatic centers in San Diego’s most underserved communities, which are located in Council Districts 3, 4, 7, 8, and 9. It focused on providing funding for a variety of equitable programs and events connecting youth with the outdoors, promoting mental and physical health and wellness, and culturally relevant programs and activities. CPO included swim and lifeguard classes, recreational classes, adventure camps, teen night, movies in the park, the Fern Street Circus, and various other recreational programs.

Partnerships allowed for these programs to be offered at low or no cost to recreation centers located within the communities of concern. Specific funding allocations and in-kind contributions included:

- New Fiscal Year 2022 budget allocations:
 - \$400,000 for Come Play Outside
 - \$250,000 for Back to Work SD, a youth employment, internship, and mentorship program
- County of San Diego Health and Human Services Agency allocation: \$750,000
- Price Philanthropies Foundation
- San Diego Parks Foundation

Parks and Recreation Department staff intend to seek similar funding in Fiscal Year 2023 to continue these programs, which attracted approximately 16,680 attendees to the combined programs. The hosting recreation centers included:

| Site | Council District | Zip Code |
|--------------------------------|------------------|----------|
| Linda Vista Recreation Center | 7 | 92111 |
| Cesar Chavez Community Center | 8 | 92173 |
| City Heights Recreation Center | 9 | 92105 |

| Site | Council District | Zip Code |
|---|------------------|----------|
| Colina del Sol Pool | 9 | 92115 |
| Colina del Sol Recreation Center | 9 | 92115 |
| Dolores Magdeleno Memorial Recreation Center | 8 | 92113 |
| Encanto Recreation Center | 4 | 92114 |
| Golden Hill Recreation Center | 3 | 92102 |
| Kearny Mesa Pool | 7 | 92111 |
| Martin Luther King, Jr. Pool | 4 | 92114 |
| Martin Luther King, Jr. Recreation Center | 4 | 92114 |
| Memorial Pool | 8 | 92113 |
| Montgomery-Waller Recreation Center | 8 | 92154 |
| Mountain View Recreation Center | 9 | 92113 |
| Paradise Hill Recreation Center | 4 | 92139 |
| Robert Egger, Sr. – South Bay Recreation Center | 8 | 92154 |
| San Ysidro Colonel Salomon Activity Center | 8 | 92154 |
| Silver Wing Recreation Center | 8 | 92154 |
| Skyline Hills Recreation Center | 4 | 92114 |
| Southcrest Recreation Center | 9 | 92113 |
| Vista Terrace Pool | 8 | 92173 |

Many of the sites that participated in Come Play Outside are older facilities in need of repair and upgrade. As part of the PCA, a consultant evaluated these sites for deferred capital needs, and the cost to upgrade the recreation centers and pools is incorporated into the annual five-year capital outlook report.⁶ As these facilities are upgraded and improved, the Department anticipates being able to expand recreational offerings at these older facilities.

Short-Term Equity Goals

CPO is one of several steps currently underway to developing a more equitable park system for San Diegans. The Department submits the following goals in the coming year 2022 to further advance equity in San Diego’s Park System:

- Expansion of CPO into a year-round program while seeking resources in partnership with the San Diego Parks Foundation, Price Philanthropies, the County of San Diego

⁶ The 2021 Park Amenity Condition Assessment report contains facility/building deferred needs and is posted at <https://www.sandiego.gov/sites/default/files/pr-fy14-19-park-amenity-assessment-cumulative-report.pdf>. The latest Five-Year Capital Outlook is posted at <https://www.sandiego.gov/cip/reports> and <https://www.sandiego.gov/sites/default/files/fy22-26-five-year-capital-infrastructure-planning-outlook.pdf>.

Health and Human Services, and others to fund additional programs focused on the recreation centers, aquatic complexes, and parks that serve communities of concern

- Creation of robust job opportunities and development of youth workforce, including:
 - LEADER Academy – a 24-hour in-person course that teaches participants the basics of working in public service and developing quality recreational programs
 - Mentorships – a paid opportunity for people interested in a career in parks and recreation to learn about various jobs within the Department focusing on areas such as recreation, aquatics, natural resource management, park ranger activities, maintenance, and horticulture
 - Internships – a paid opportunity for college and graduate students to gain valuable experience in their chosen major or field of interest, focusing on natural resource management, park ranger activities, geographic information systems, therapeutic recreation, and specialized recreation
 - Virtual Hiring Halls – sessions conducted on Zoom or similar video conferencing software that teach youth how to apply for a job, what to expect when working, and what opportunities exist in various job classifications within the Department. Staff conducted a virtual hiring hall on September 9, 2021, focusing on South Bay, and a second virtual hiring hall focusing on Encanto, Chollas Valley, Skyline, Paradise Hills, Southcrest, Logan Heights, Mountain View, Mt. Hope, and other nearby neighborhoods is scheduled on November 17, 2021
 - Publicity to announce job opportunities, including outreach to partner nonprofit organizations and media outlets
 - Analysis of salaries and determination if any should be considered for special salary adjustments, such as pool guard, to bring salaries in line with nearby jurisdictions
- Update of the Department's Fee Schedule:
 - Currently being reviewed by the Park and Recreation Board, Area Committee, Balboa Park Committee, and Mission Bay Park Committee, the updated fee schedule will reach City Council in early 2022
 - The proposal includes development of an “opportunity fund” intended to help provide for recreational programs and activities in recreation centers that serve communities of concern
- Improvement of the low-income fee waiver process, including new contractual service with a vendor to automate application and approval of the low-income fee waiver so the application process does not occur at the recreation center counter in public view

- Application for grants for capital improvement projects to develop and improve projects, such as development of Beyer Community Park in San Ysidro, renovation of John F. Kennedy Park in Chollas Valley/Lincoln Park, and conversion of the former Copley YMCA into the Park de la Cruz Community Center
- Opening of the Old San Ysidro Library as a new recreation center focusing on teens, therapeutic recreation, and older adults with a target opening date in February 2022
- Consideration of ways to activate under-utilized spaces, such as the Performance Annex in City Heights and Marie Widman Park in Encanto in conjunction with the Commission for Arts and Culture

In summary, the Department hopes to continue its efforts to improve equity and access for all San Diegans to enjoy the City park system and its recreational program offerings. The recreation equity audit offers findings and recommendations that are complementary to those of the PMP and earlier equity reports. The Department looks forward to the opportunity to address these inequities and advance the park system.

Management Responses to Recommendations

Finding 1: Although the Parks and Recreation Department solicits participant feedback, it is likely not aware of broader community recreational needs and lacks a strategic plan to provide recreation programs more equitably.

Recommendation #1

To ensure a formalized approach for obtaining recreation programming feedback from the community at-large to address recreation programming equity, the Parks and Recreation Department should:

- Develop, document, and implement a process for conducting a community needs assessment that includes identifying the types of programs communities need, satisfaction levels, effectiveness, and recreation priorities, and demographic information such as race, income, education level, age, etc.
- Conduct this assessment at least every five years to re-evaluate the data and update strategic plan efforts. (Priority #1)

Management Response: Agree. Obtaining customer input and feedback is very important to the Parks and Recreation Department. Each summer, the Department offers an over-the-counter satisfaction survey at its recreation centers. Staff collects the survey responses and evaluates satisfaction, which is a part of the Department's Key Performance Indicators (KPIs). As part of the Come Play Outside initiative, the Performance and Analytics Department developed and administered a targeted survey to gauge participant feedback and evaluation for the various CPO program offerings.

However, this recommendation identifies a need for an assessment that identifies recreational preferences on a community-by-community basis. This change in approach would require surveying residents in a statistically valid way so as to receive input from all

demographics. The needs assessment and resultant survey would focus first on communities of concern.

As the Department does not have an analytics section, implementation of this recommendation would require additional resources. Currently, the Department is working with the Performance and Analytics Department to implement Get It Done, developing an in-house analytics team that understands how data can be used to maximize recreation programs and improve park maintenance is essential.

This is evidenced in a 2016 National Recreation and Parks Association (NRPA) analysis entitled “Using Data at Park and Recreation Agencies.”⁷ NRPA surveyed 58 park systems to examine data usage. Some of the key findings of the analysis outline how other municipalities with park systems use data:

- Park and recreation agencies are using data to support key areas, including master planning, facility usage, programming decisions, and funding requests
- Park and recreation agencies are using a mix of internally collected data and information from other agencies and other third-party resources
- Much of the data analysis is performed by department and program managers
- Park and recreation agencies lack time, resources, and internal analytical skills to conduct proper analysis

The Department needs to develop specific resources to create the desired data-driven organization. For this and other needs assessments and analytics (see also Management Responses to Recommendations # 4, 5, 6, 7, 8, 11, 12, and 15), the Department will request initial resources of 10.00 full-time equivalent positions, consultant support, and an ongoing allocation to fund recreational programs, to be added to the Recreation Services Program in an upcoming budget cycle. Details of this initial request are itemized below:

- 1.00 Program Coordinator to understand the needs of each community, identify areas of inequity, prioritize areas for the needs assessment, coordinate development and distribution of community surveys as well as the analysis of survey results
- 3.00 Analysts to review and synthesize the data, evaluate program efficacy, interact with survey participants, coordinate social media presence for 59 recreation centers and 13 aquatic complexes, and coordinate with recreation service providers
- 3.00 Recreation Specialists to identify suitable programs, link proposed recreation services with service providers, create marketing materials, and coordinate training to ensure consistency across all recreation centers throughout the City
- 2.00 Information Systems Analysts to manage the current online registration software, determine if a better online registration software should be implemented, and conduct analytics of data from the online registration software to aid with program development, marketing, and community needs; these positions would interact with various social media platforms to address any inaccuracies within those platforms

⁷ See NRPA’s 2016 report “Using Data at Park and Recreation Agencies” at <https://www.nrpa.org/contentassets/f768428a39aa4035ae55b2aaff372617/data-analysis-park-and-recreation.pdf>.

- 1.00 Administrative Aide to manage administrative duties associated with the proposed program
- Contract with an Analytics Consultant to develop the survey questions, identify the appropriate respondents, coordinate mailing and printing, create social media presence, and analyze data trends; Citywide implementation of Medallia could be a tool to assist with this effort as well (in coordination with the Performance and Analytics Department)
- Contract with a Marketing Consultant to develop a marketing program and to train staff on how to provide outreach to the community in coordination with the Communications Department
- Recreational program funding to help maximize program offerings that meet the needs established in the assessment

As the needs assessment will be recurring and likely conducted over the span of several years, these additional resources would be needed on an ongoing basis and could integrate the assessment with other source documentation such as the Park Condition Assessment, Unfunded Park Improvements List, and unfulfilled General Development Plans to identify suitable park projects and programs.⁸

Once these positions are hired, the Department will also enhance inclusive engagement in the following areas:

- Qualitative data collection: Conduct qualitative data collection mechanisms through focus groups and community roundtables to capture the perspectives on parks and recreational programs.
- Department staff inclusive engagement: Conduct focus groups with staff to identify opportunities to enhance parks and recreational programs.
- Leveraging staff talents and skills: Examine the administrative and programmatic distribution of staff time and expertise to ensure that each recreation center and aquatic complex is leveraging the skills of each employee.

Target Implementation Date: To be determined depending upon Fiscal Year 2023 budgeted resource allocations.

Recommendation #2: Once the Parks and Recreation Department completes a community needs assessment, it should develop a strategic plan for addressing recreational equity that:

- Defines Parks and Recreation Department's vision for equitable recreation programming
- Includes objectives and goals with performance measures to gauge progress
- Identifies resource needs to implement:
 - The goals and objectives of the strategic plan

⁸ The unfunded park improvements list is updated every other year and is available here: <https://www.sandiego.gov/park-and-recreation/general-info/documents> and https://www.sandiego.gov/sites/default/files/2018_unfunded_park_improvements_list.pdf. The General Development Plans are available here: <https://www.sandiego.gov/park-and-recreation/general-info/gdp>.

- The recommendations in this audit report
- Any other strategies Parks and Recreation Department plans to pursue to improve recreation programming equity.
- Requires Parks and Recreation Department to annually update progress on its performance measures
- Requires Parks and Recreation Department to update its objectives, goals, and performance measures every five years and incorporate findings from the community needs assessment

The Parks and Recreation Department should present the strategic plan to the City Council for approval. (Priority #1)

Management Response: Agree. Mayor Todd Gloria is developing a Strategic Plan for the City that incorporates equity as a focal area. Led by the Performance and Analytics Department, the Strategic Plan process is currently under development for all City departments. Given the development of the Strategic Plan may reach completion prior to the needs assessment, the Department can commit to completing this recommendation if it can be done prior to Recommendation #1.

The Department agrees that the City Council will consider the Strategic Plan, with its resultant vision, mission, goals, objectives, and performance measures. Selected measures can be added to the Key Performance Indicators listed in the annual budget document, and these measures can be updated annually as part of the budget development process. The Parks and Recreation Department plans to update its Strategic Plan along with the other City departments, but if there is a need to change it as a result of the needs assessment once completed, the Department can bring the changes forward as part of the annual budget development process.

Target Implementation Date: September 1, 2022

Finding 2: Parks and Recreation Department’s approach to resource allocation and program quality is incomplete and limits its ability to provide equitable recreation programming.

Recommendation #3: To fully recover taxpayer money spent on contracted recreation programs, the Parks and Recreation Department should include contracted recreation programs in its next User Fee Study and increase the program surcharge, if necessary, in order to reach 100 percent cost recovery on these programs. (Priority #1)

Management Response: Agree. In accordance with Council Policy 100-05, the Department plans to present its updated Fee Schedule to the Budget and Government Efficiency Committee in January 2022. In fall 2021, staff presented the draft Fee Schedule and its companion 2020 Cost of Service Study to the Park and Recreation Board, Area Committees, Balboa Park Committee, and Mission Bay Park Committee. This Fee Schedule update is intended to connect with the ongoing budget development process and integrate with the Mayor’s Proposed Fiscal Year 2023 Budget, which is planned for distribution to the City Council on or before April 15, 2022.

As a result of the status of the fee schedule update process for 2022, the Department agrees with evaluating all recreation contract service classes that are funded by user fees to ensure full cost recovery, but recommends this be accomplished through the 2023 Cost of Service Study. The 2023 Cost of Service Study will provide necessary baseline information for development of the next schedule Fee Schedule update, which is scheduled to come to City Council in 2025 in support of the Fiscal Year 2026 budget development process.

Based on generally accepted practices for recreation programs, the Department recommends that fees be set up to ensure paying participants will attend activities and events but not become a barrier to participation. It is notable that NRPA, in its 2018 Urban Agency Performance Review,⁹ noted that park agencies typically recover 20.7% of its operating expenditures through revenue recovery such as fees, and larger cities (serving a population of at least 500,000) have cost recovery of only 17%. The reason for this level of cost recovery is so that participant fees are low enough to ensure anyone interested in participating in an activity or program can do so regardless of income level.

Target Implementation Date: March 2025

Recommendation #4: To identify disparities in equitable funding, the Parks and Recreation Department should develop, document, and implement a resource allocation model that will evaluate resource equity between recreation facilities. The model should be based on:

- Community-specific criteria (e.g., health indicators, poverty, transportation access, etc.)
- Site-specific criteria (e.g., size, frequency of visitors, amenities, etc.) (Priority #1)

Management Response: Agree. For community-specific criteria, the 2019 Climate Equity Index provides much information about each community. To create an equity matrix based on this data, the Department would hire a consultant to develop a tool based on the various criteria with the CEI that can be applied to evaluate and compare parks and programs offered in all communities. Some site-specific criteria are available in park inventory spreadsheets, geographic information systems (such as ArcGIS), and the online registration program. A consultant would analyze these data and identify possible resource shortfalls for any given area within the City. The Department would incorporate these results into the annual Equity Report and budget request process. As this recommendation requires additional resources not currently available to the Department as noted in the response to Recommendation #1, this effort is currently unfunded.

Target Implementation Date: To be determined depending upon Fiscal Year 2023 budgeted resource allocations.

Recommendation #5: To monitor the quality of staff-run and contractual programs, the Parks and Recreation Department should develop, document, and implement a comprehensive method for measuring the quality of all recreation programs. This should

⁹ The 2018 NRPA Urban Agency Performance Review is available at <https://www.nrpa.org/siteassets/nrpa-agency-performance-review-urban.pdf>. Specific figures (10.7% and 17%) are cited from pages 2 and 13 of the report.

include training staff to conduct these program quality assessments in a way that is standardized and incorporates notes, observations, and interview data. (Priority #2)

Management Response: Agree. As noted in the response to Recommendation #1, the Department values input and feedback to improve recreation program offerings. Current surveys, such as the summer survey and the Come Play Outside survey, may not get the comprehensive data desired. However, it was evident through the nearly \$1 million in additional program funding provided by the County of San Diego and the City's budget for the Come Play Outside initiative that communities of concern are interested in a broad range of programming. In order to address this question, the Department recommends working with a consultant and the analytical team proposed in Recommendation #1, to create a formal surveying system available for all program participants that attaches to the on-line registration platform, the City's webpage, social media, and pen-and-paper comment cards. As this recommendation requires additional resources not currently available to the Department as noted in the response to Recommendation #1, this effort is currently unfunded.

Target Implementation Date: To be determined depending upon Fiscal Year 2023 budgeted resource allocations.

Recommendation #6: To address the resource disparities identified in Recommendation #4 and the disparities in program quality identified in Recommendation #5, the Parks and Recreation Department should develop, document, and implement a plan for directing resources, including any equity-based funding, toward specific steps to eliminate identified disparities. Steps taken to address disparities should:

- Consider using equity-based funding for scholarships that apply to contracted programs
- Incorporate community feedback
- Include measurable metrics
- Report on the effectiveness of the Opportunity Fund in addressing inequities
- Be included in any update to the strategic plan developed in response to Recommendation #2 (Priority #1)

Management Response: Agree. Disparities can be reported in the annual Equity Report, including efforts to promote inclusion for recreational programs and budgetary requests to address these areas to improve access. As this recommendation relies on completion of other recommendations that require additional resources not currently available to the Department as noted in the response to Recommendation #1, this effort is currently unfunded.

Target Implementation Date: To be determined depending upon Fiscal Year 2023 budgeted resource allocations.

Finding 3: The Parks and Recreation Department's approach to community engagement and marketing is decentralized and inconsistent and results in diminished access to programming

Recommendation 7: In order to increase and standardize marketing efforts, the Parks and Recreation Department should hire a marketing professional to:

- Manage online (e.g., social media, websites) and physical (e.g., flyers, banners) content
- Coordinate marketing efforts across the Parks and Recreation Department
- Lead strategic marketing initiatives for the department (e.g., public relations, educational campaigns, etc.) (Priority #3)

Management Response: Agree. Marketing is an area of development for the Department. However, as this recommendation requires additional resources not currently available to the Department as noted in the response to Recommendation #1, this effort is currently unfunded.

Target Implementation Date: To be determined depending upon Fiscal Year 2023 budgeted resource allocations.

Recommendation #8: In order to effectively market recreation programs to all residents, the Parks and Recreation Department should:

- Direct individual recreation centers to collect demographic information on participants and the surrounding community, including age, gender, race, and other demographics
- Use collected information to create a strategic marketing plan that:
 - Sets goals and objectives for marketing efforts
 - Creates steps for Citywide marketing plans
 - Develops policies for individual recreation center marketing plans
- Use demographic information to tailor marketing efforts towards specific segments of the population, with the goal of promoting engagement through awareness, access, and participation (Priority #2)

Management Response: Agree. Marketing is an area of development for the Department, and a strategic marketing plan could help train staff on how to reach out to San Diegans to help them learn about the many recreational opportunities that exist at the local recreation center. Implementing this recommendation includes some steps that Department staff can take prior to the end of the fiscal year, such as connecting with the San Diego Public Library to learn more about its marketing program which includes centralized efforts to deploy programming to all of its sites, but will also require additional resources not currently available to the Department as noted in the response to Recommendation #1. Therefore, this effort is currently unfunded.

Target Implementation Date: To be determined depending upon Fiscal Year 2023 budgeted resource allocations.

Finding 4: Parks and Recreation Department has made efforts to ensure certain communities can participate in recreation programs, but significant barriers remain that may preclude other groups from participating.

Sub-Finding 4-1: Parks and Recreation Department’s approach to low-income fee waivers is inconsistent and does not maximize their impact.

Recommendation #9: To ensure that eligible program participants can receive the fee waiver, the Parks and Recreation Department should develop, document, and implement procedures that allow residents to:

- Apply fee waivers to all eligible programs on an annual basis
- Register for classes online while using the fee waiver (Priority #3)

Management Response: Agree. The Department has recently issued a memorandum and form for the Low-Income Fee Waiver (LIFW) process and is currently developing a link on the City’s webpage for program participants to learn more about the LIFW. Opportunities for LIFW would include contract service classes. For those classes that are funded by participant fees, the fees charged would be sufficient to cover any funding gap created by a low-income participant not paying a fee. This will also tie into developing a recommendation on how to allocate the opportunity fund, which is proposed as part of the upcoming amendments to the Department’s Fee Schedule. Funding contract services will remain contingent on available grants, donations, and dedicated funding until the opportunity fund is established.

Target Implementation Date: July 1, 2022

Recommendation #10: To ensure recreation programs are accessible to people at all income levels, the Parks and Recreation Department should reevaluate its current practice of only allowing the fee waiver for Civic Dance and Aquatics programs and expand eligibility to other recreation programs. As part of this, the Parks and Recreation Department should:

- Analyze alternative agency fee waiver models—including higher income limits, tiered systems, and membership passes—and recommend adoption of a decided-upon model
- Develop, document, and implement guidelines that specify which programs and costs fee waivers can be applied to and the rationale for leaving other programs and costs ineligible for fee waivers and include them in the Parks and Recreation Department’s fee schedule (Priority #3)

Management Response: Agree. As noted in the Management Response to Recommendation #9, the Recreation Services Program Manager will evaluate opportunities for additional LIFW opportunities, including an analysis of other agencies. The Department can incorporate any new guidelines or other changes to the LIFW process into the LIFW memo, which is currently issued annually.

Target Implementation Date: July 1, 2022

Sub-Finding 4-2: Recreation program information is not equally accessible to people who do not speak English.

Recommendation #11: To gain insight into the languages spoken in each community, the Parks and Recreation Department should develop, document, and implement a plan to

identify recreation center service areas and the languages spoken by individuals or households in those areas. The Parks and Recreation Department should update and review the results of this analysis at least biannually to determine which translation and interpretation languages are necessary in the service areas. (Priority #2)

Management Response: Agree. Multilingual approaches to providing recreation services is an area of development for the Department, and a communication plan based on the various languages spoken in the City's diverse communities could help provide guidance for staff seeking to maximize input to develop responsive recreational programs to meet their needs. This effort should supply crucial insight to community needs and can be reviewed every other year to ensure no major demographic shifts in the City are overlooked. However, as this recommendation requires additional resources not currently available to the Department as noted in the response to Recommendation #1, this effort is currently unfunded.

Target Implementation Date: To be determined depending upon Fiscal Year 2023 budgeted resource allocations.

Recommendation #12: To ensure that the Parks and Recreation Department meets community language needs, the Parks and Recreation Department should:

- Develop, document, and implement a department-wide language access plan that includes at least the following elements:
 - Establish a threshold at which languages must be spoken in the service area to be considered a substantial number of customers
 - Policies for recreation center staff that specify which written materials need to be translated into the languages identified in Recommendation #11
 - Procedures for getting documents translated and approved by qualified bilingual staff or professional translators (Priority #2)

Management Response: Agree. As the Department provides inclusive programs, the Department is committed to assessing how to request budget allocations to address identified gaps in translation. This recommendation has the same considerations and process for execution as Recommendation #11, including that this recommendation requires additional resources not currently available to the Department as noted in the response to Recommendation #1, which makes this effort currently unfunded.

Target Implementation Date: To be determined depending upon Fiscal Year 2023 budgeted resource allocations.

Recommendation #13: To provide high-quality customer service to residents who speak languages other than English, the Parks and Recreation Department should:

- Work with the Communications Department to obtain access to a contract for over-the-phone interpretation services and written materials translation (Priority #2)

Management Response: Agree. The Communications Department is currently working to issue a Request for Proposals (RFP) for a vendor to provide verbal and written translation services. The goal is to have the Contractor in place by the end of Fiscal Year 2022. The Communications Department plans to request 1.00 Program Coordinator to manage this

contract and implement the services while working closely with Parks and Recreation Department staff. The Communications Department envisions this as a system where staff request either translation of materials or verbal interpretation services through a Public Information Officer or directly through the Contractor. The RFP requests a call-in feature that would allow Department staff direct access to live interpretation.

Target Implementation Date: October 1, 2022

Finding 5: Although Parks and Recreation Department tracks certain program information, current practices diminish its ability to implement a data-driven approach for resource allocation, monitoring, evaluation, and reporting.

Recommendation #14: To facilitate data analysis efforts, the Parks and Recreation Department should develop, document, and implement naming conventions for the same or similar recreation programs in its recreation program management software and train staff on these naming conventions as part of Recommendation #16. (Priority #3)

Management Response: Agree. The Department attempted to implement naming conventions at the time the online registration software was first implemented. However, lack of centralized coordination led to site-specific naming. The Department recently formed a super user committee under the guidance of the Recreation Services Program Manager, and naming can be an area of work for this committee.

Notably, centralized naming conventions can work for staff-led programs, but contract service providers often provide the name of their program to the Department and expect that name to be used in the online registration software. The Department can look at categorizing various types of programs and activities so that staff can retain flexibility and creativity when developing names for programs while still creating some level of centralized control over naming.

Target Implementation Date: May 1, 2022

Recommendation #15: To ensure the accuracy of key data fields in the Parks and Recreation Department's recreation program management software, the Parks and Recreation Department should:

- Develop automated controls, where possible, to ensure that recreation staff enter program information in the recreation program management software consistently and accurately
- Develop policies and procedures that require Area Managers to regularly review program information captured in Parks and Recreation Department's recreation program management software—such as dates, season, and class status, among others—for consistency and accuracy. These policies and procedures should specify how Area Managers should select data entries for review, require this review to be documented, and identify corrective actions where necessary. (Priority #2)

Management Response: Agree. The Department currently has procedures in place for Area Managers to regularly review ActiveNet entries, and the Department plans to formalize this into a procedural memorandum or department instruction. This material can be reinforced

through training. The Department also plans to utilize a portion of the positions identified in Recommendation #1 to evaluate ActiveNet and determine if that remains the best online registration program or if another option with additional data analytics tools would be preferable.

The Department also recently developed and implemented the automated Fee Calculator, which staff began using in March 2021. The Fee Calculator retains the factors used by staff in developing fees for various permits and reduces opportunities for fraud and abuse by accidentally miscalculating fees. Training for the online recreation system is offered to all new employees and is updated for existing employees. The recreation specialists and analysts in Recommendation #1 would create standards for data entry into the online registration system.

However, as this recommendation requires additional resources not currently available to the Department as noted in the response to Recommendation #1, this effort is currently unfunded.

Target Implementation Date: To be determined depending upon Fiscal Year 2023 budgeted resource allocations.

Recommendation #16: To ensure that staff are adequately trained on how to enter program information into its recreation program management software, the Parks and Recreation Department should:

- Provide an updated (current) training on its recreation program management software to all users that includes documenting the appropriate program name, primary program instructor, and noting the appropriate activity status
- Annually provide a recreation program management software refresher training to all users (Priority #3)

Management Response: Agree. The Department currently uses ActiveNet as its online registration software. Under the direction of the Recreation Services Program Manager and the Training/Employee Development Program Coordinator, the Department established a committee of proficient ActiveNet users. This committee represents the various areas of the Department currently using ActiveNet and has a goal of creating a comprehensive training program for staff to use ActiveNet. Once created, training offerings and topics are planned to include new user overview, annual refresher training, and trainings to address changes in procedures, policies, and software updates. The Department intends for this committee to continue meeting after the training program is created. It is intended to be a direct resource for Department staff to ask questions, troubleshoot issues, and review data entries related to the online registration program.

Target Implementation Date: April 1, 2022

Conclusion

We thank the Office of the City Auditor and its staff for their insightful look into recreation equity. The recommendations will ensure all San Diegans have access to much needed

recreational opportunities in the City's diverse communities. If you have any questions, please contact me at (619) 235-1110 or afield@sandiego.gov.



Andy Field
Director
Parks and Recreation Department

cc: Paola Avila, Chief of Staff, Office of the Mayor
Jay Goldstone, Chief Operating Officer
Matthew Vespi, Chief Financial Officer
Kristina Peralta, Deputy Chief Operating Officer
Jessica Lawrence, Director of Policy, Office of the Mayor
Matt Yagyagan, Deputy Director of Policy, Office of the Mayor
Andrea Tevlin, Independent Budget Analyst
Jane Boardman, Deputy City Attorney
Karen Li, Deputy City Attorney
Nicole Pedone, Deputy City Attorney
Kirby Brady, Director, Performance and Analytics Department
Rolando Charvel, Director and City Comptroller, Department of Finance
Nicole Darling, Director, Communications Department
Kim Desmond, Chief Officer of Race and Equity
Christiana Gauger, Chief Compliance Officer
Jonathon Glus, Executive Director, Commission for Arts and Culture
Mike Hansen, Director, Planning Department
Alyssa Muto, Director, Sustainability and Mobility Department
Karen Dennison, Assistant Director, Parks and Recreation Department
Tom Tomlinson, Assistant Director, Planning Department
Gina Dulay, Deputy Director, Parks and Recreation Department
Louis Merlin, Deputy Director, Parks and Recreation Department
Shelly Stowell, Deputy Director, Parks and Recreation Department
Michael Tully, Deputy Director, Parks and Recreation Department
Heidi Vonblum, Deputy Director, Planning Department
Sarah Erazo, Program Manager, Parks and Recreation Department
Jon Richards, Program Coordinator, Parks and Recreation Department
Tim Graham, Supervising Public Information Officer, Communications Department



PRE-QUALIFIED VENDORS INTEREST LIST GUIDELINE

QUALIFICATIONS MANUAL:

The Parks and Recreation Department Pre-Qualified Vendors Interest List is intended to serve as a guideline to streamline the qualification process for vendors interested in providing goods and services specific to community-based recreation programs and events with the Parks and Recreation Department.

For questions or comments on submitting the Pre-Qualified Vendors Interest List Application, please contact the Recreation Services Division at RecServContracts@san Diego.gov.

Table Of Contents

| Topic | Page |
|---|----------|
| A. Introduction..... | 2 |
| B. Scope of Service..... | 3 |
| C. Minimum Requirements..... | 3 |
| W-9 Form | |
| City of San Diego Business Tax Certificate | |
| Insurance Requirements | |
| Living Wage Certification | |
| Criminal History Background Check with Live Scan Fingerprints | |
| General Terms and Conditions | |
| D. Vendor Application Instructions..... | 6 |
| E. Electronic Funds Transfer (EFT)..... | 7 |
| F. Application Timeline..... | 7 |
| G. Standards of Conduct..... | 7 |
| H. Forms and Templates..... | 9 |
| Contractor Fingerprint Form | |
| Living Wage Ordinance (LWO) – Annual Certification for Compliance | |
| Living Wage Ordinance (LWO) – Application for Exemption | |
| Living Wage Ordinance (LWO) – Self-Attestation | |
| Certificate of Liability Insurance | |
| Waiver of Auto Insurance | |
| Waiver of Worker's Compensation | |
| Vendor Invoice | |
| Electronic Funds Transfer (EFT) | |

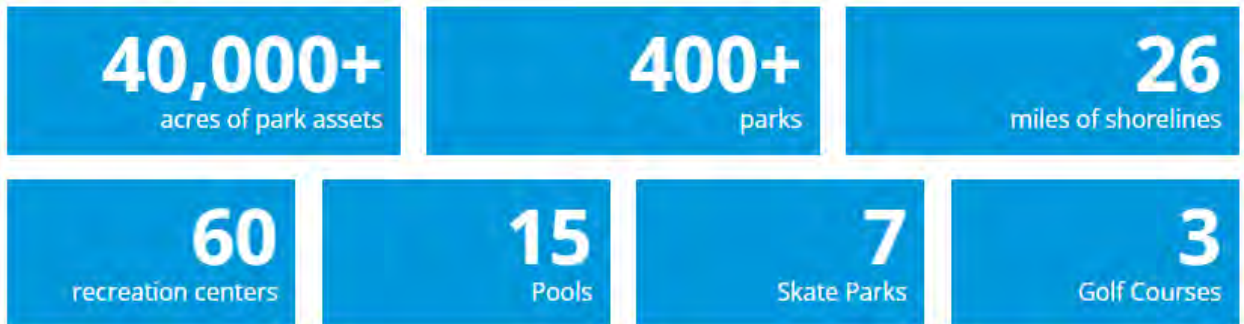
A. Introduction

The City of San Diego, Parks and Recreation Department operates sixty (60) recreation centers and seven (7) skate parks providing programs, events, leagues, and camps throughout the year that serve residents of San Diego of all ages, abilities, and income levels. The locations of the recreation center facilities can be found at <https://www.sandiego.gov/park-and-recreation/centers>

The Department is seeking qualified vendors to provide goods and services for youth, adults, and seniors which include, but are not limited to, class instruction, tiny tots programs, camps, performing arts, health and fitness, sports programs, sports officials, food catering vendors, special events equipment rentals, DJs, musicians, bands, dancers, crafts, storytellers, and other recreation services.

This qualified vendors process is issued for the purpose of creating an interest list of potential vendors to provide services for recreation programs and events. While not a requirement, Parks and Recreation department staff may use the Parks and Recreation Pre-Qualified Vendors Interest List to contact vendors to provide a quote for needed goods and services. The Parks and Recreation Department may only use this interest list to obtain quotes for goods and services.

Parks and Recreation Department Overview



B. Scope of Service

The scope of goods and services to be provided by Vendors includes the following requirements:

Qualified vendors may provide a variety of recreational, educational, and cultural services at one or more facilities depending on the vendor's interest, availability of facilities, and community interest. Services include but are not limited to:

1. Professional specialized food catering, special event equipment rentals, DJs, or program instruction services.
2. Professional specialized class or sports program instruction services.
3. Coordination of sports leagues, camps, clinics, or workshops.
4. Youth programs such as day camps, afterschool programs, and Science, Technology, Engineering, & Mathematics (STEM).
5. Performing arts such as musicians, bands, DJs, dancers, face painters, crafts, and storytellers.
6. Professional sports official services (referees).
7. Health and Fitness such as yoga, Zumba, and gymnastics.
8. Additional entertainment services such as jumpers, rock climbing walls, and bubbles and snow technology.

C. Minimum Requirements

The information provided in this notification summarizes the minimum requirements to provide goods and services in the City of San Diego. The following does not contain all requirements. This notification is intended to serve as a guide only. Vendors should review the San Diego Municipal Code, Chapter 3, Article 6, Division 1, to familiarize themselves with all the requirements. The San Diego Municipal Code is available on the City of San Diego's website at <https://www.sandiego.gov/city-clerk/officialdocs/municipal-code>. In addition, there are other City of San Diego policies and procedures that must be met when issuing contracts and paying vendors. In order to be considered to be added to the Vendor Interest List, vendors must meet certain minimum requirements which are summarized below:

In general, qualified service providers must adhere to the following guidelines:

- Demonstrate verifiable experience in providing the services that they propose to provide to the City of San Diego.

Parks and Recreation Department

- Ensure that all instructors and performers (i.e. musicians, face painters, dancers, etc.) have appropriate training and related experience required to provide professional program services.
- Ensure that all instructors, assistants, and volunteers have completed a criminal history background check and Live Scan fingerprint process through the City of San Diego Personnel Department at the time of entering into a service contract.
- Ensure compliance with the City of San Diego's insurance requirements at the time of entering into a service contract. Failure to obtain the required documents prior to the work beginning shall not waive vendor's obligation to provide them.
- All businesses operating in the City of San Diego must obtain a City of San Diego Business Tax Certificate. Business Taxes are due annually.
<https://www.sandiego.gov/treasurer/taxesfees/btax/btaxhow>
- Ensure compliance with the City of San Diego's Living Wage Ordinance.
- Vendor holds, and at all times maintains current, all Federal and State licenses to perform the required services in the State of California.
- Vendors selling food products must also have:
 - San Diego County Public Health Permit - All vendors who sell food items are required to obtain and display a San Diego County Public Health Permit at all times.
 - San Diego County Food Handler Card - All food handlers are required to acquire a San Diego County Food Handler Card.
- Interact with customers and the community in a professional highly ethical manner.

In addition to the requirements listed above, the supporting documents to meet City of San Diego requirements are as follows:

1. W-9 Form

<https://www.irs.gov/pub/irs-pdf/fw9.pdf>

2. City of San Diego Business Tax Certificate

<https://www.sandiego.gov/treasurer/taxesfees/btax/btaxhow>

3. Insurance Requirements

All service vendors (excludes goods) are required to provide General Liability insurance as summarized below.

<https://www.sandiego.gov/purchasing/vendor/insurance>

Commercial General Liability Insurance

- \$1 million each occurrence / \$2 million aggregate
- Additional insured endorsement is required (blanket endorsement form is acceptable). See examples on City of San Diego website. Endorsement form must include the policy number on the Acord.
- Primary & Non-Contributory endorsement is required (blanket endorsement form is acceptable). Endorsement form must include the policy number on the Acord.

Automobile Liability Insurance

- \$1 million combined single limit
- Auto insurance is not required if vendor does not use a vehicle for anything other than transporting themselves to and from the work site.
- Service providers that do not operate vehicles on City of San Diego property or utilize vehicles to provide the service, may complete the insurance waiver form in **Section H** of this application packet.

Worker's Compensation Insurance

- \$1 Million each accident
- Waiver of Subrogation endorsement is required (blanket endorsement form is acceptable).
- Endorsement form must include the policy number provided on the Acord and be applicable for the state of CA.
- Service providers that are a sole proprietorship and do not have any employees can fill out a Worker's Compensation waiver form in **Section H** of this application packet.

4. Living Wage Certification

- *Annual Certification of Compliance* - This will be for vendors when they choose to complete a Certification of Compliance for a Purchase Order and will certified them for the fiscal year.
- *Certification of Compliance* - This form will be used for on-time Purchase Order or formal solicitations such as RFP, ITB, etc.
- *LWO Application for Exemption*- This is the application for vendors to use that wish to apply for an exemption.
- *LWO Self-Attestation* - To be used by a business operating as a sole proprietorship without employees.

The relevant living wage forms are attached in **Section H** of this application packet. Rules implementing the Living Wage Ordinance are posted on the City of San Diego's website:

<http://www.sandiego.gov/purchasing/programs/livingwage/>

5. **Criminal History Background Check with Live Scan Fingerprints**
This is required for all vendors and subcontractors, one time and ongoing, that work with children, seniors, or developmental handicapped adults. This includes vendors at special events, providing classes, and officiating services. The fingerprint process must be completed with the City of San Diego Personnel Department and be cleared prior to providing services. Proof from other agencies is not accepted. Refer to the Contract Fingerprint Form in **Section H** of this application packet.
6. **General Terms and Conditions**
<https://www.sandiego.gov/purchasing/vendor>

IMPORTANT!!! The supporting documents to meet City of San Diego requirements must be sent to RecServContracts@sandiego.gov.

D. Vendor Application Instructions

The process for providing goods and services to the Parks and Recreation Department are as follows:

1. Provide the recreation center Supervisor a quote for goods and services on business letterhead.
2. Once quote is accepted you will submit a W-9, business tax certificate, insurance certificates, and all other required documents as listed in Section C. Refer to the forms in **Section H** of this application packet.
 - a. Valid insurance documents are required.
 - b. Background check with Live Scan fingerprints are required prior to services rendered.
3. Department staff will prepare a Purchase Requisition. Upon approval of all required documents noted above in Item No. 2, a Purchase Order will be generated.
4. Once goods and/or services are received, the vendor will submit an invoice to the recreation center staff and CC: the SDPR Accounts Payable inbox at RecAccountsPayable@sandiego.gov. Vendor's invoice must be on vendor's stationary with vendor's name, address, and remittance address if different. Vendor's invoice must have a date, an invoice number, a purchase order number, a description of the goods or services provide, and an amount due. Refer to the invoice template in **Section H** of this application packet.

5. Vendors with the City of San Diego are paid by either a check or direct deposit, Net 30. Payment terms can be negotiated with your quote, but payment will not be issued less than fifteen (15) days upon receipt of the invoice/service. This means you will not be paid in advance, or the day of, for the goods and services provided.

E. Electronic Funds Transfer (EFT)

Direct deposit is an option to all vendors. Please fill out a direct deposit request form and send back with a scan of a voided check. The address on the form and check must match the W-9 on file. A vendor website, with an address and phone number, is one of the EFT verification requirements. The set-up process can take a few weeks, depending on the Department of Finance and the vendor's financial institution. Invoice(s) will be paid by check or direct deposit per the terms of the Purchase Order. Refer to the Electronic Funds Transfer form in **Section H** of this application packet.

F. Application Timeline

Vendors interested in being added to the Parks and Recreation Department Vendors Interest List, must first complete the *Pre-Qualified Vendors Interest List Application*. The timeline to submit the Parks and Recreation application is as follows:

| SEASON | APPLICATION TIMELINE |
|--------|----------------------|
| SUMMER | March - April |
| FALL | July - August |
| WINTER | September - October |
| SPRING | December - January |

G. Standards of Conduct

Vendor is responsible for maintaining standards of employee competence, conduct, courtesy, appearance, honesty, and integrity satisfactory to the City of San Diego.

- Supervision
 - Vendor shall provide adequate and competent supervision at all times. Vendor shall be readily available to meet with the City of San Diego. Vendor shall provide the telephone numbers where its representative(s) can be reached.
- City Premises
 - Vendor's employees shall comply with all City of San Diego rules and regulations while on City premises.
- Removal of Employees
 - City of San Diego may request vendor immediately remove from assignment to the City of San Diego any employee found unfit to perform duties at the City. Vendor shall comply with all such requests.

Vendor's failure to satisfactorily perform any obligation required by the rendering of goods and/or services and as stated above constitutes a default. Examples of default include a determination by City that Vendor has: (1) failed to deliver goods and/or perform the services of the required quality or within the time specified; (2) failed to perform any of the obligations quoted for goods and/or services; and (3) failed to make sufficient progress in performance which may jeopardize full performance.

[Remainder of Page Intentionally Left Blank]

H. Forms & Templates

Contractor Fingerprint Form



CITY OF SAN DIEGO PARKS AND RECREATION DEPARTMENT
CONTRACTOR FINGERPRINT FORM

INSTRUCTIONS FOR THE SITE SUPERVISOR:

ALL CONTRACTORS WORKING WITH MINORS AND PEOPLE WITH DISABILITIES WILL NOT BE ALLOWED TO WORK (EVEN UNDER DIRECT SUPERVISION) UNTIL THEY HAVE BEEN CLEARED BY THE PERSONNEL DEPARTMENT.

1. Complete this form for each contractual employee (including minors 13-17 years of age) who will have "direct contact with minors and people with disabilities" or "supervisory or disciplinary authority over a minor and people with disabilities."
2. Instruct the contractor to make an appointment with Testing at (619) 236-1866. Appointments can be made between the hours of 8:30 a.m. and 4:00 p.m. Monday-Friday. Take this form to the appointment.

LOCATION: City of San Diego Personnel Department
Civic Center Plaza
1200 Third Ave., Suite 1010 San Diego, CA 92101

3. The contractor must take his/her valid U.S. government issued identification card with a photograph (such as a drivers license, military ID, DMV issued identification card or passport).
For Minors Only (13 to 17 years of age) if the contractor does not have a government issued identification card the following will be accepted: school identification card with a photograph and a social security card or an original or certified copy of a birth certificate.

Note: The social security number will be required at the time of appointment.

4. All contractors must pay \$70.00 for the fingerprint processing. Payment will be made to the Personnel Department by cash, check or money order payable to the City Treasurer.
5. The Personnel Department will notify the Parks and Recreation Contractor Coordinator on all contractual appointments. If you have any questions on a clearance status, contact the Background Administrator, Edgar Portilla at (619) 236-7137.

DATE: [Month] / [Day] / 2023

TO: PERSONNEL DEPARTMENT

FROM: [Site Supervisor] [Phone Number]
[Site & Division] [Fax Number]

BUSINESS NAME: [Business Name]

CONTRACTOR'S NAME: [Contractor's Name]

ADDRESS: [Address]

PHONE NUMBER: ([Area Code]) [Phone Number] WORK SITE: ([Area Code]) [Phone Number]

(PERSONNEL OFFICE USE ONLY)

- THIS PERSON HAS CLEARED THIS PERSON HAS NOT CLEARED

PERSONNEL STAFF _____ DATE _____ / _____ / _____

(REV. 06/22)

Living Wage Ordinance (LWO) ⇨ Annual Certification of Compliance



**LIVING WAGE ORDINANCE ANNUAL
CERTIFICATION OF COMPLIANCE FOR
PURCHASE ORDERS**

Fiscal Year _____ (July 20XX - June 20XX)
REQUIRED BY SAN DIEGO MUNICIPAL CODE §22.4,225(c)

COMPANY INFORMATION

Company Name: _____

Company Address: _____

Company Contact Name: _____ Contact Phone: _____

FISCAL YEAR INFORMATION

Start Date: _____

End Date: _____

Purpose/Type of Service Provided: _____

TERMS OF COMPLIANCE

A contractor or subcontractor working on or under the authority of a City of San Diego contract is subject to the Living Wage Ordinance [LWO] must comply with all applicable provisions unless specifically approved for an exemption. Basic requirements of the LWO are:

- (a) Pay covered employees the current fiscal year hourly minimum wage;
- (b) If any lesser amount is applied toward the health benefit, provide, at least, this difference to the hourly wage rate as cash;
- (c) Provide minimum of 80 compensated hours per year for illness, vacation, or personal need at the employee's request and permit 80 additional unpaid hours without pay for personal or family illness when accrued compensated leave hours have been used;
- (d) Annually distribute a notice on the first pay check as of July 1 to inform all covered employees of LWO requirements, their possible right to Federal Earned Income Tax Credit, and possible availability of health insurance coverage under the Affordable Care Act;
- (e) Prohibit retaliation against any contractor or employee who alleges noncompliance with the requirements of the LWO;
- (f) Permit access for authorized representatives to work sites and records to review compliance with the LWO; and
- (g) Maintain wage records for covered employees for 3 years after final payment.

If a subcontractor fails to submit this completed form, the prime contractor may be found in violation of the LWO for failure to ensure its subcontractor compliance. This may result in a withholding of payments or termination of the agreement.

CONTRACTOR CERTIFICATION

By signing, the contractor certifies under penalty of perjury under laws of the State of California to the following:

- (a) adhere to the terms of compliance for all covered contracts that fall under the Living Wage Ordinance for the fiscal year;
- (b) will perform at least fifty percent (50%) of the work with its own employees for each service contract that falls under the Living Wage Ordinance for the fiscal year; and
- (c) will be responsible for all the terms under the Living Wage Ordinance for the entire fiscal year.

Name of Signatory

Title of Signatory

Signature

Date

| FOR OFFICIAL CITY USE ONLY | | |
|----------------------------|--------------|--------------|
| Date of Receipt: | LWO Analyst: | Fiscal Year: |

LWP-002 (rev. 05/23/2023)

Living Wage Ordinance (LWO) ⇒ Application For Exemption

Complete this form and return via email
to: ContactLWO@sandiego.gov

**LIVING WAGE ORDINANCE
APPLICATION FOR EXEMPTION**

COMPANY INFORMATION

Company Name: _____

Company Address: _____

Company Contact Name: _____ Contact Phone: _____

CONTRACT INFORMATION

Contract Number (if no number, state location): _____ Start Date: _____

Contract Title (or description): _____ End Date: _____

Purpose/Service Provided: _____

EXEMPTION BASIS

Check one option and submit required supporting documentation:

- Business employs 12 or fewer employees, including parent and subsidiary entities, for each working day in each of 20 or more calendar weeks in current or preceding calendar year and, in the City's determination, will not need to retain more than a total of 12 employees (including subcontractors) to perform work related to the City contract. [SDMC §22.4215 (c)(1)]

Required documentation: Correspondence on company letterhead and signed by a legally authorized officer documenting number of employees and subcontractors AND copy of firm's State of California Employment Development Department Quarterly Contribution, Return and Report of Wages (Continuation) [form DE9C] for prior two quarters.

- Business operating as sole proprietorship with no employees and will not utilize subcontractors. [SDMC §22.4215 (c)(1)]

Required documentation: A completed Living Wage Ordinance Self-Attestation form for Business Operating as a Sole Proprietorship by the proprietor.

- Business organization under IRS section 501(c)(3) and highest officer's salary, when calculated on an hourly basis, is less than eight times the hourly wage of lowest paid covered employee. SDMC section 22.4215 (c)(2).

Required documentation: Copy of IRS letter recognizing status as non-profit organized under section 501(c)(3) AND statement of salary listing organization's highest paid officer and lowest paid worker, both computed on an hourly basis.

- Collective Bargaining Agreement specifically (in writing) supersedes the Living Wage Ordinance. SDMC section 22.4240.

Required documentation: Copy of collective bargaining agreement OR written confirmation from union representing employees working on the contract.

CONTRACTOR CERTIFICATION

By signing, the contractor certifies under penalty of perjury under laws of the State of California that information submitted in support of this application is true and correct to the best of the contractor's knowledge.

Name of Signatory Title of Signatory

Signature Date

Approval of this application exempts only the listed contractor from the LWO during performance of this contract. A subcontractor performing work on this contract is not exempt unless separate exemption is applied for and approved.

FOR OFFICIAL CITY USE ONLY

Not Approved – Reason: _____
 Approved LWO Analyst: _____ Date: _____

Living Wage Ordinance (LWO) ⇒ Self-Attestation



**LIVING WAGE ORDINANCE SELF-ATTESTATION
BUSINESS OPERATING AS A SOLE PROPRIETORSHIP**

| COMPANY INFORMATION | |
|--|--------------------|
| Company Name: | |
| Company Address: | |
| Company Contact Name: | Contact Phone: |
| CONTRACT INFORMATION | |
| Contract Number (if no number, state location): | Start Date: |
| Contract Title (or description): | End Date: |
| Purpose/Service Provided: | |
| REQUESTED EXEMPTION | |
| Business operating as sole proprietorship with no employees and will not utilize subcontractors. [SDMC §22.4215 (c)(1)]- This business certifies that they are a sole proprietor with no employees in the current or preceding calendar year and will perform the City of San Diego's contract services under this exemption category. | |
| CONTRACTOR CERTIFICATION | |
| By signing, the contractor certifies under penalty of perjury under the laws of the State of California that the statements above are true and correct to the best of the contractor's knowledge. | |
| Name of Signatory | Title of Signatory |
| | Date |
| <p>Applicability: The City of San Diego Living Wage Program may complete at random audits to review for compliance, including periodic reviews of appropriate records maintained by covered employers to verify compliance and to investigate claimed exemptions.</p> | |
| FOR OFFICIAL CITY USE ONLY | |
| LWO Analyst: | Date: |

LWF-001 (rev. 03/08/2023)

Certificate of Liability Insurance

| ACORD® | | CERTIFICATE OF LIABILITY INSURANCE | | DATE (MM/DD/YYYY) | | | | | | | | | | | | | | | | | | | | | |
|--|--|---|---|---|---|--|--------|------------|-----------------------------------|---------|------------|--|--|------------|--|--|------------|--|--|------------|--|--|------------|--|--|
| <p>THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.</p> <p>IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).</p> | | | | | | | | | | | | | | | | | | | | | | | | | |
| PRODUCER FULL NAME OF THE PRODUCER OR AGENCY MAILING ADDRESS OF THE PRODUCER CITY / STATE / ZIP CODE | | CONTACT NAME: PRIMARY CONTACT AT PRODUCER OR AGENCY PHONE (A/C, No, Ext): PROVIDE TELEPHONE NO. FAX (A/C, No): E-MAIL ADDRESS: PROVIDE EMAIL ADDRESS | | | | | | | | | | | | | | | | | | | | | | | |
| INSURED NAME OF CONTRACTOR MAILING ADDRESS OF CONTRACTOR CITY / STATE / ZIP CODE | | <table border="1"> <tr> <th colspan="2">INSURER(S) AFFORDING COVERAGE</th> <th>NAIC #</th> </tr> <tr> <td>INSURER A:</td> <td>INSURER'S FULL LEGAL COMPANY NAME</td> <td>ID CODE</td> </tr> <tr> <td>INSURER B:</td> <td></td> <td></td> </tr> <tr> <td>INSURER C:</td> <td></td> <td></td> </tr> <tr> <td>INSURER D:</td> <td></td> <td></td> </tr> <tr> <td>INSURER E:</td> <td></td> <td></td> </tr> <tr> <td>INSURER F:</td> <td></td> <td></td> </tr> </table> | | | INSURER(S) AFFORDING COVERAGE | | NAIC # | INSURER A: | INSURER'S FULL LEGAL COMPANY NAME | ID CODE | INSURER B: | | | INSURER C: | | | INSURER D: | | | INSURER E: | | | INSURER F: | | |
| INSURER(S) AFFORDING COVERAGE | | NAIC # | | | | | | | | | | | | | | | | | | | | | | | |
| INSURER A: | INSURER'S FULL LEGAL COMPANY NAME | ID CODE | | | | | | | | | | | | | | | | | | | | | | | |
| INSURER B: | | | | | | | | | | | | | | | | | | | | | | | | | |
| INSURER C: | | | | | | | | | | | | | | | | | | | | | | | | | |
| INSURER D: | | | | | | | | | | | | | | | | | | | | | | | | | |
| INSURER E: | | | | | | | | | | | | | | | | | | | | | | | | | |
| INSURER F: | | | | | | | | | | | | | | | | | | | | | | | | | |
| COVERAGES | | CERTIFICATE NUMBER: | | REVISION NUMBER: | | | | | | | | | | | | | | | | | | | | | |
| THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS. | | | | | | | | | | | | | | | | | | | | | | | | | |
| INSR LTR | TYPE OF INSURANCE | ADDL SUBR INSR WWR | POLICY NUMBER | POLICY EFF. DATE (MM/DD/YYYY) / POLICY EXP. DATE (MM/DD/YYYY) | LIMITS | | | | | | | | | | | | | | | | | | | | |
| A | GENERAL LIABILITY <input type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC | | CGL POLICY NUMBER | 12/01/2016 / 12/31/2017 | EACH OCCURRENCE \$ 1,000,000 DAMAGE TO RENTED PREMISES (Per occurrence) \$ MED EXP (Any one person) \$ PERSONAL & ADV INJURY \$ GENERAL AGGREGATE \$ 2,000,000 PRODUCTS - COMP/OP AGG \$ 1,000,000 | | | | | | | | | | | | | | | | | | | | |
| A | AUTOMOBILE LIABILITY <input checked="" type="checkbox"/> ANY AUTO <input checked="" type="checkbox"/> ALL OWNED AUTOS <input type="checkbox"/> HIRED AUTOS <input type="checkbox"/> SCHEDULED AUTOS <input checked="" type="checkbox"/> NON-OWNED AUTOS | | AUTO POLICY NUMBER | 12/01/2016 / 12/01/2017 | COMBINED SINGLE LIMIT (Per accident) \$ 1,000,000 BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ | | | | | | | | | | | | | | | | | | | | |
| | UMBRELLA LIAB EXCESS LIAB OCCUR CLAIMS-MADE DED RETENTION \$ | | | | EACH OCCURRENCE \$ AGGREGATE \$ | | | | | | | | | | | | | | | | | | | | |
| A | WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NR) If yes, describe under DESCRIPTION OF OPERATIONS below | | W.C. POLICY NUMBER | 12/01/2016 / 12/01/2017 | WC STATUTORY LIMITS OTHER E.L. EACH ACCIDENT \$ 1,000,000 E.L. DISEASE - EA EMPLOYEE \$ 1,000,000 E.L. DISEASE - POLICY LIMIT \$ 1,000,000 | | | | | | | | | | | | | | | | | | | | |
| DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (Attach ACORD 101, Additional Remarks Schedule, if more space is required) THE CITY, ITS OFFICERS, OFFICIALS, EMPLOYEES, AND VOLUNTEERS. | | | | | | | | | | | | | | | | | | | | | | | | | |
| CERTIFICATE HOLDER | | | CANCELLATION | | | | | | | | | | | | | | | | | | | | | | |
| CITY OF SAN DIEGO PURCHASING & CONTRACTING 1200 THIRD AVENUE, SUITE 200 SAN DIEGO, CA 92101-4195 | | | SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS. AUTHORIZED REPRESENTATIVE MUST BE SIGNED | | | | | | | | | | | | | | | | | | | | | | |

ACORD 25 (2010/05)

© 1989-2010 ACORD CORPORATION. All rights reserved.

Purchasing & Contracting
Insurance Checklist
Rev. January 06, 2017

The ACORD name and logo are registered marks of ACORD

Certificate of Liability Insurance (continued)

WORKERS COMPENSATION AND EMPLOYERS LIABILITY INSURANCE POLICY

WC 04 03 06

WAIVER OF OUR RIGHT TO RECOVER FROM OTHERS ENDORSEMENT - CALIFORNIA

We have the right to recover our payments from anyone liable for an injury covered by this policy. We will not enforce our right against the person or organization named in the Schedule. (This agreement applies only to the extent that you perform work under a written contract that requires you to obtain this agreement from us.)

You must maintain payroll records accurately segregating the remuneration of your employees while engaged in the work described in the Schedule.

The additional premium for this endorsement shall be -- % of the California workers compensation premium otherwise due on such remuneration.

SCHEDULE

PERSON OR ORGANIZATION

JOB DESCRIPTION

CITY OF SAN DIEGO, ITS RESPECTIVE ELECTED OFFICIALS, OFFICERS, EMPLOYEES, AGENTS, AND REPRESENTATIVES

ALL OPERATIONS

WAIVER OF SUBROGATION SAMPLE

This endorsement changes the policy to which it is attached and is effective on the date issued unless otherwise stated. **(The information below is required only when this endorsement is issued subsequent to preparation of the policy.)**

Endorsement Effective INCLUDE DATE Policy No. INCLUDE POLICY NUMBER Endorsement No. 00

Insured CONTRACTOR'S NAME Premium \$ ---

Insurance Company INCLUDE INSURANCE COMPANY

Countersigned By INCLUDE SIGNATURE

- 1998 by the Workers' Compensation Insurance Rating Bureau of California. All rights reserved.
From the WCIRB's California Workers' Compensation Insurance Forms Manual - 1999.

Waiver of Auto Insurance



**PURCHASING & CONTRACTING DEPARTMENT
DECLARATION OF CONTRACTOR RE: AUTOMOBILE INSURANCE COVERAGE**

Contractor: _____

Regarding the Agreement [Agreement] between the City of San Diego, a municipal corporation [City] and the above-referenced contractor [Contractor]

Contractor declares as follows:

1. Contractor does not currently own any vehicles;
2. Contractor has obtained, and shall maintain during the term of the Agreement, automobile insurance coverage for "hired autos" and "non-owned autos"; and
3. In the event Contractor subsequently acquires any vehicle(s) during the term of the Agreement, the Contractor shall immediately obtain, and provide to the City the required evidence of, automobile insurance coverage for "any auto," as required in Section 12.4 of the Agreement.

For the purpose of this Declaration, automobile insurance coverage for "any auto," "hired auto" and "non-owned autos" are defined as follows:

Any Auto: Coverage is provided for any auto, including autos owned by the insured, autos the named insured uses or borrows from others, and other non-owned autos used in the insured's business.

Hired Autos: Coverage is provided only for autos leased, hired, rented, or borrowed for use in the named insured's business.

Non-owned Autos: Coverage is provided only for autos not owned, leased, hired, or borrowed by the named insured. Coverage includes autos owned by the insured's employees or members of their households, but only while used in the named insured's business or personal affairs.

Authorized Signer Name: _____

Board Position: _____

Signature: _____

Date: _____

Waiver of Worker's Compensation



City of San Diego
Purchasing Division
1200 3rd Avenue, Suite 200
San Diego, CA 92101

DECLARATION AND ADDENDUM TO ALL BIDS AWARDED TO

I, _____ declare for the purpose of inducing the City of San Diego to go forward with any contracts or agreements awarded to _____.

I, _____, Owner, am an independent contractor for the purpose of the California Workers' Compensation and Labor laws. I will hire no employees other than my partner, spouse, or children for work required on the contracts awarded to _____.

All work required will be performed personally and solely by me, my partner, spouse or children. If, however, I shall ever be required to hire employees or subcontractors to perform this contract, I shall obtain Workers' Compensation Insurance and/or provide proof of Workers' Compensation Insurance coverage to the City of San Diego.

This document constitutes a declaration against my financial interest, relative to any claims I should assert under the California Workers' Compensation and/or Labor laws against the City of San Diego relating to any bid or contract awarded to _____.

I will defend, indemnify and hold harmless the City of San Diego from any and all claims and liability, including Workers' Compensation claims and liability that may be asserted or established by any party in the event I employ in violation of this addendum, and I will further indemnify the City of San Diego for all damages the City thereby suffers.

I agree that these declarations shall constitute an addendum to any agreement awarded to:

| |
|--|
| CITY OF SAN DIEGO A MUNICIPAL CORPORATION |
| BY: _____ |
| PRINT NAME _____ |
| DATE SIGNED _____ |

Vendor Invoice

Company
Street Address, City, ST ZIP Code
Phone phone Fax fax

←
Name, Address and Phone of Contractor

YOUR LOGO
HERE

INVOICE NO. 12345

DATE
Very important!

BILL TO
Park & Recreation Dept
Street Address
City, ST ZIP Code

P.O. NO
4000012345

| PROGRAM DESCRIPTION/# | DATES | LOCATION | # ENROLLED | CONTRACT RATE | TOTAL |
|--|----------------|------------|------------|---------------|------------|
| Tiny Tots #98765 | 1/1/18-3/15/18 | Canyonside | 10 | 90.00 | 900.00 |
| Tiny Tots #12345 | 1/1/18-3/15/17 | Canyonside | 10 | 90.00 | 900.00 |
| | | Canyonside | Subtotal: | | \$1,800.00 |
| Tiny Tots #56789 | 2/3/18-3/15/18 | Hilltop | 10 | 45.00 | 450.00 |
| | | Hilltop | Subtotal: | | 450.00 |
| Active Net Code for class If more than one location, invoice must be subtotaled by site | | | | | |

TOTAL \$2,200.00
TOTAL DUE BY DATE Net 15 days

Electronic Funds Transfer (EFT)

 **Department of Finance**
**ELECTRONIC FUNDS TRANSFER (EFT)
VENDOR ENROLLMENT PAYMENT FORM**

New Enrollment-ACH Change to Existing Enrollment

Payer's Information (to be completed by the City of San Diego)

City Department: _____ Vendor #: _____
Contact Name: _____ Contact Telephone #: _____

Payee/Company Information

Company Name: _____
Address: _____
Contact Name: _____ Contact Telephone #: _____
Contact Email Address: _____
Remittance Email Address: _____
Authorized Name: _____
Authorized Signature: _____
Tax ID #: _____ Date: _____

Financial Institution Information

Financial Institution: _____
ACH Routing #: _____ Bank Account #: _____

Checking Account Savings Account

Note: Attach a copy of a voided check or letter from the Financial Institution with the ACH routing number and account number on the bank letterhead.

COME PLAY OUTSIDE



A PROGRAM OF SUMMER FOR ALL OF US



2023

Table Of Contents

Background 03

Goals and Outcomes 04

Funding and Partnerships 05

Programs 06

Parks After Dark 08

Teen Nite / Movies in the Park 09

Enrichment Classes / Camps 10

Learn To Swim / Junior Pool Guard 11

Program Evaluations 12

Council District Participation 14

Conclusion 15

Attachment A
Come Play Outside Summer 2023 Annual Report

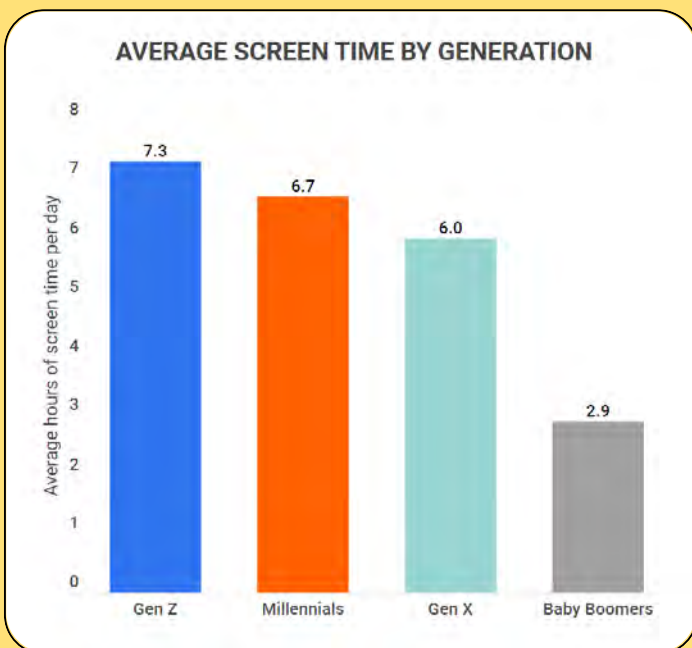
Attachment B
City of San Diego Parks After Dark Evaluation Report

Background

As part of Mayor Todd Gloria’s “Summer for All of Us” initiative, Come Play Outside (CPO) began as a response to the long-term COVID-19 pandemic closure when many public facing amenities such as parks, schools, recreational amenities, programs, and aquatic facilities in the City of San Diego saw temporary closure due to public health orders related to the pandemic. Park closures resulted in youth remaining indoors, which resulted in a significant decrease of physical and social activity.



CPO programs target youth in historically underserved communities, identified as Communities of Concern in the 2021 Climate Equity Index.¹ In a world where the average American spends 7 hours and 4 minutes looking at a screen each day,² CPO shifted the narrative for many San Diegans and provided equitable access to an abundance of quality recreational activities and events with the goal in mind of building strong and healthy communities. Since its inception in July 2021, CPO has positively impacted over 98,264 youth, adults, and seniors in underserved communities.



1. “Communities of concern” are defined in the Climate Equity Index (2019 and 2021), which is available at: <https://www.sandiego.gov/climateequity>.
2. 18 Average Screen Time Statistics [2023]: How much screen time is too much? Jack Flynn, March 10, 2023, www.zippia.com

Goals and Outcomes

The Department established a measurement of success for the CPO program, that in addition to the Department’s Tactical Equity Plan, provides an evaluation resource to identify goals and outcomes of this program. Table A provides an overview of the CPO goals, objectives and outcomes for 2023.



Table A.

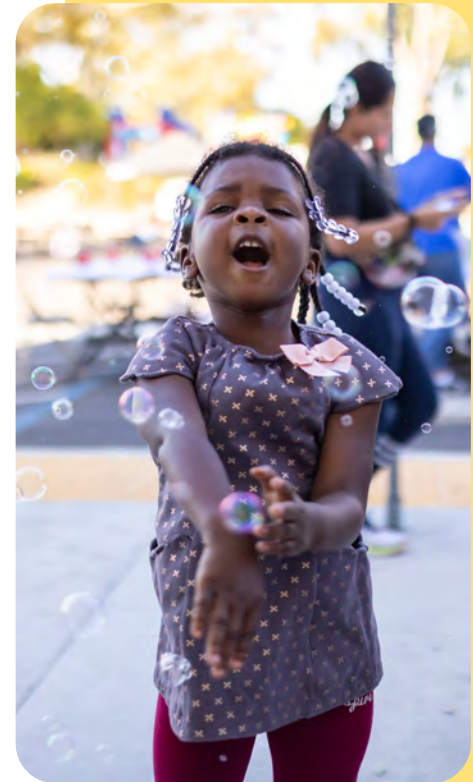
| Goals | Objectives | Outcomes |
|---|--|--|
| <p>Increase physical and social activity in youth and adults in Communities of Concern through expanded free to low-cost programs and events.</p> | <p>In 2022, the CPO program saw an increase of 14% in attendance over the inaugural year. With that in mind, the objective for 2023 was to increase attendance by 20% from 2022.</p> | <p>This year the CPO program brought in a staggering 27% increase in attendance from the prior, exceeding the 20% objective. There was a total of 48,728 participants, an incredible increase of 13,041 total program participants from 2022. Even with less available funding this year, the Department along with its partners were able to strategically implement and market programs and events to maximize awareness and attendance.</p> |
| <p>Increase funding to support the expansion of free to low-cost programs and events in Communities of Concern.</p> | <p>In 2022, the CPO program saw an increase of 3% in funding over the inaugural year. With that in mind, the objective for 2023 was to increase funding via grants, partnerships, and donations by 5% from 2022.</p> | <p>Unfortunately, in 2023, the program saw a reduction in funding by 16%. Even with this reduction in funding, the CPO program still saw a significant increase in attendance from 2022 as a result of strategic program placement and marketing.</p> |

Funding and Partnerships

CPO programs and events are possible because of dedicated city funding, grants and donations to support the free to low-cost activities. In 2023, the CPO program received \$1,566,766 in funding, 16% less than the year prior. While this reduction impacted some of the activities at programs and events, it did not impact the overall attendance, which saw a 27% increase from the year prior. Funding for CPO was provided through the following partnerships:

- *City of San Diego Parks and Recreation Department*
- *County of San Diego Health and Human Services Agency*
- *San Diego Parks Foundation*
- *San Diego Foundation for Level Up Camps*
- *Prevent Drowning Foundation of San Diego*

Through these partnerships, community-based organizations and service providers came together with the City and County to make CPO a success.



**SAN DIEGO PARKS
FOUNDATION**



Programs

The 2023, CPO program focused on expanded programming over the summer at twenty-four recreation centers and four aquatic centers in San Diego's most underserved communities, which are located in Council Districts 3, 4, 7, 8, and 9.

The initiative provided funding for variety of programs and events connecting youth with the outdoors, promoting mental and physical health, and improving wellness. CPO programs included summer day camps, movies in the park, deep sea fishing trips, SNAG Golf, nature camps, free swim lessons, Junior Pool Guard program, Teen Nite, specialty camps, enrichment classes and Parks After Dark. Goals of the planned events were to provide increased access to recreational programs and offer activities that were reflective of the communities' interests and requests.

In it's third year of implementation, the 2023 CPO program offered over **300** classes and **149** weekly summer camps to **24** recreation centers, as well as **80** Teen Nite events across **10** locations and **34** movies in the park. Year-after-year CPO programs continue to grow as shown in Table B on page 7.



Programs

Table B.

| Year | 2021 | | 2022 | | 2023 | |
|---------------------------------|---------------|---------------|---------------|---------------|---------------|---------------|
| Funding | \$1,810,000 | | \$1,862,600 | | \$1,566,766 | |
| | # of Programs | Attendance | # of Programs | Attendance | # of Programs | Attendance |
| Day Camps | 28 | 400 | 105 | 2,008 | 121 | 1,968 |
| Specialty Camps | 36 | 500 | 30 | 409 | 43 | 678 |
| Nature Camps | 17 | 334 | 17 | 288 | 16 | 281 |
| Teen Nite | 120 | 6,394 | 120 | 8,553 | 80 | 6,062 |
| Parks After Dark | 0 | 0 | 96 | 18,175 | 96 | 32,559 |
| Learn to Swim/Junior Pool Guard | 116 | 1,180 | 147 | 941 | 153 | 1,510 |
| Movies in the Park | 30 | 4,900 | 39 | 5,113 | 34 | 5,470 |
| Deep Sea Fishing Trips | 3 | 150 | 4 | 200 | 4 | 200 |
| Totals | 350 | 13,858 | 558 | 35,687 | 547 | 48,728 |

To ensure successful implementation of CPO programming, the Department needed to prepare and implement various measures:

- Robust outreach, coordination, and contracting efforts to onboard vendors and recreation service providers.
- Receipt and management of grants and other non-City funds to support the expanded free programs.
- Staff training on CPO programs, budget and accounting.

The following four pages will provide more details on each of the 2023 CPO programs.

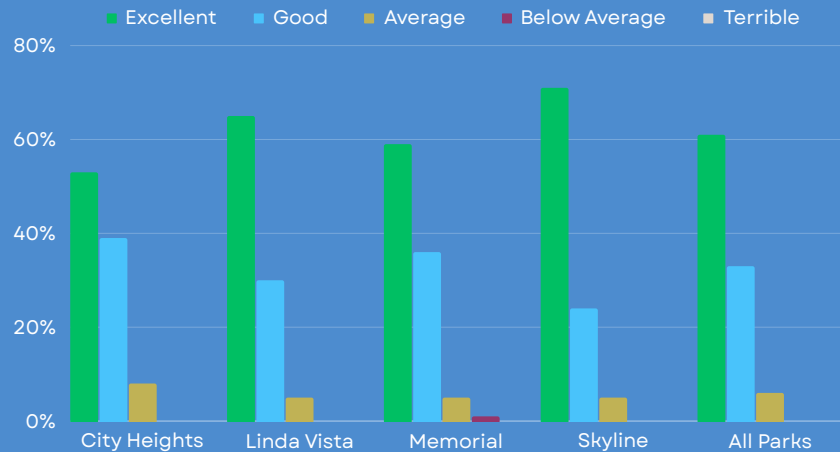
Parks After Dark

Parks After Dark is a San Diego County grant sponsored program in partnership with the San Diego Parks Foundation and Price Philanthropies. The objective of the program is to decrease crime rates while activating parks in the evening hours via multi-generational family engagement. Four recreation sites, located within Communities of Concern, were selected to host the program: City Heights, Memorial, Skyline and Linda Vista Recreation Centers.

On average across all parks, ratings were between good and excellent with only 1% rating below average (only at Memorial Park). This year's average of 4.5 is slightly lower than last year at 4.6.

In response to "Would you recommend PAD to friends and family?" 99% - 100% of people said yes (similar to last year).

See Attachment B.



"Keep up the great work. Our community needs these type of activities to keep our kids away from negative idle time."
-PAD Attendee (SOURCE: UCSD Evaluation Report)



In its second year, the Parks After Dark program provided a total of **96** events which occurred every Thursday, Friday, and Saturday over the course of eight weeks in the summer of 2023. A fun and exciting line-up of activities engaged more than **32,559** participants of all ages. Some of the activities included live music, cultural performances, circus acts, face painters, inflatables, game trucks, rock walls, yoga, crafts, dancing and so much more.

In an effort to reduce hunger in these four underserved communities, the Department, Foundation and Feeding San Diego distributed **17,000** meals, **14,000** desserts, **3,200** pre-packaged breakfast boxes and fresh produce to youth and adult participants. In addition, community resources were available at each event to assist families in gaining access to other necessities such as free health screenings, voter registration, CalFresh applications, mental health resources, pet food and backpacks.

Teen Nite

The Teen Nite program in partnership with the San Diego Police Department, provides a safe, fun and engaging place for teens to spend their Friday nights, free of drugs, violence and racism. While teen centers operate year-round in the Department, this enhanced program operated every Friday night at 10 recreation centers during the summer months and included free WIFI, food, crafts, games, sports, giant inflatables, video games, field trips, team building activities, and much more.



This year the Teen Nite program served **6,062** youth in our cities most underserved communities



Movies in the Park

The Summer Movies in the Park program offered families the perfect opportunity to relax and enjoy a movie at their neighborhood park! This program began in 2007 as a ‘take back our parks’ initiative, giving local residents a reason to visit their local county and city parks for a free and safe evening event. This well-attended community activity deterred inappropriate after-hours park use and loitering and gave residents an opportunity to feel safe in their local park, thus encouraging future visits. A total of **34** movies were screened at CPO locations and offered a variety of pre-show activities including crafts, face painters, inflatables, food vendors, and more!



With **5,470** people in attendance, Movies in the Park continues to be a highly successful and staple family activity for many!

Day Camps and Enrichment Classes



- **1,968** students participated in summer day camp at **20** sites. Day camp activities included weekly field trips, access to the free lunch program, and a variety of enrichment classes.
- **295** enrichment classes provided additional activities such as STEM, dance, art, science and engineering to recreation centers via contractual program providers. The goal of the classes is to not only expose youth to new programs but inspire them to pursue these programs beyond their summer camp experience.
- A total of **5,900** participants benefitted from enrichment classes during 2023.

Nature and Specialty Camps



Specialty camps give recreation centers the opportunity to provide unique and exciting programs that would not normally be offered due to financial barriers. Nature camps, skate camps, engineering programs and LEGO camps are a few examples of the low-cost or free specialty camps offered at recreation centers in 2023. There were **43** total weeks of specialty camps implemented with **678** total participants. In addition, **16** sites offered staff-led Nature Camps with **281** total participants.

Partnering with the San Diego Unified School District and the San Diego Parks Foundation, the Department was also able to provide Level Up camps with **398** in attendance.

Learn to Swim



The CPO sponsored swim lessons were provided at no cost for targeted individuals who have limited access to life-saving skills. This program is designed to teach children, teens and adults to swim in a positive, fun and safe environment, while also emphasizing logical skill progression, water safety awareness and endurance as well. In 2023, free swim lessons were provided at four aquatic facilities and reached **1,486** participants.

Total # of Participants:

257 - MLK Pool (CD 4)

150 - Kearny Mesa Pool (CD 7)

537 - Memorial Pool (CD 8)

542 - City Heights Pool (CD 9)



Junior Pool Guard



In addition to the free swim lesson, CPO provided another free opportunity for youth ages 7 to 17 to become a junior pool guard. This program allowed **24** participants to learn lifesaving skills from professional lifeguards as well as introduce and expand knowledge of the ocean and the coastal environment. The Junior Pool Guard program provides youth not only lifesaving skills, but an introduction to a career path with the City of San Diego.

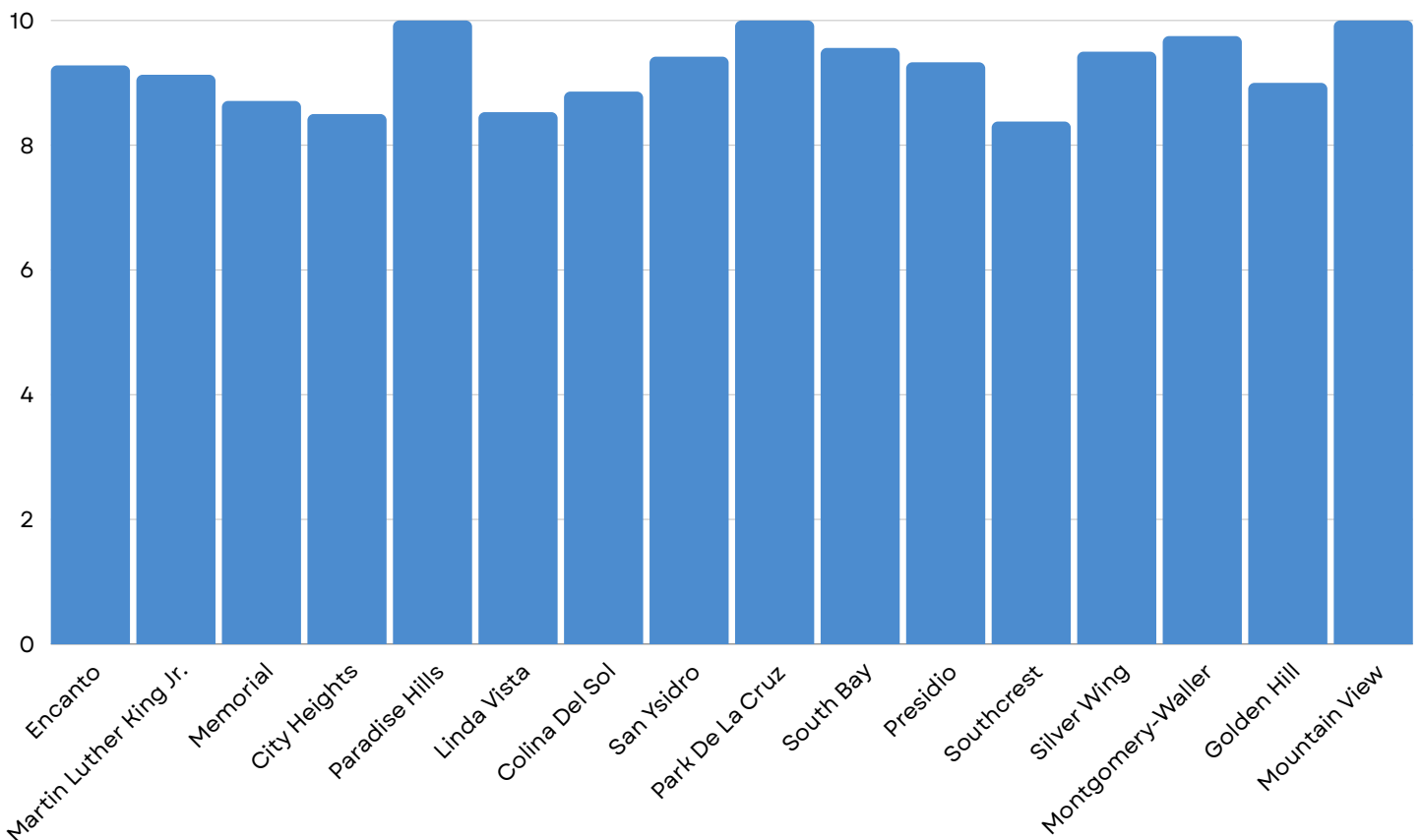
Program Evaluations

Department staff worked with the Performance and Analytics Department (Panda) to develop a report on the overall satisfaction of the CPO programs. Surveys were distributed to all participants through a QR code and an email via the online registration software. From the survey results, Panda was able to identify various demographic and enrollment data to measure the overall satisfaction (OSAT) level of the CPO programs (Attachment A). This year CPO programs accounted for a 27% increase in program attendance from 2022 and the OSAT for 2023 was 78%, consistent with year prior.



OSAT by Site

Overall Satisfaction, or OSAT, can be determined by asking a consumer the following question: “What was your overall satisfaction with the experience?” and asking them to rate their entire experience on a scale of 0-10.



Program Evaluations

For the second year, Price Philanthropies coordinated with the University of California at San Diego (UCSD) to evaluate the impacts of the Parks After Dark Program in the communities of Linda Vista, City Heights and Skyline Hills (Attachment B). Electronic surveys were conducted during most of the events in English, Spanish, Somali, and Vietnamese.

Results from the survey showed:

- More than half the attendees across all 4 sites were LatinX/Hispanic
- 86% of attendees had a household income of \$58,000 or less
- 95-98% felt that the events helped them get to know their community better
- 97-99% reported that the events made it easier to spend quality time with their family
- 86% agreed or strongly agreed that PAD events made it easier to get resources, helped them get to know their community, and improved relations with the police

Crime statistics reflect that police calls for service saw its lowest amount of calls per week during the PAD events of 2023.

Overall, CPO programs and events in 2023 proved to be well received by participants. In both program evaluations, it was reflected that participants want to see more activities, whether that be special event activities and food, or sports programs at their local recreation centers. CPO programs continue to provide a positive impact on the communities in which they are provided and should continue to expand to meet the needs of each community.



Council District Participation

| District | Programs | Total # of Community Members Served |
|----------|--|-------------------------------------|
| 3 | MOVIES IN THE PARK SUMMER DAY CAMP TEEN NITE DEEP SEA FISHING ENRICHMENT CLASSES NATURE CAMP SPECIALTY CAMPS | 3,076 |
| 4 | MOVIES IN THE PARK PARKS AFTER DARK SUMMER DAY CAMP TEEN NITE DEEP SEA FISHING ENRICHMENT CLASSES NATURE CAMP SPECIALTY CAMPS SNAG GOLF JUNIOR. POOL GUARD LEARN TO SWIM | 12,971 |
| 7 | MOVIES IN THE PARK PARKS AFTER DARK SUMMER DAY CAMP TEEN NITE DEEP SEA FISHING NATURE CAMP SPECIALTY CAMPS JUNIOR POOL GUARD LEARN TO SWIM | 12,059 |
| 8 | MOVIES IN THE PARK SUMMER DAY CAMP TEEN NITE DEEP SEA FISHING ENRICHMENT CLASSES NATURE CAMP SPECIALTY CAMPS JUNIOR POOL GUARD LEARN TO SWIM | 13,248 |
| 9 | MOVIES IN THE PARK PARKS AFTER DARK SUMMER DAY CAMP TEEN NITE DEEP SEA FISHING NATURE CAMP SPECIALTY CAMPS JUNIOR POOL GUARD LEARN TO SWIM | 8,883 |



Conclusion

The CPO program reached community members of all ages and encouraged them to activate our parks and connect with other families, neighbors and peers. With the support of Mayor Gloria, the City Council, the County of San Diego, the San Diego Parks Foundation, and Price Philanthropies, the Department was able to provide our most under-served communities a summer filled with equitable and impactful programming and events.

Looking ahead to 2024, CPO will continue to expand through new grants and the Opportunity Fund. Department supervisors are building out program and event schedules for the upcoming summer by utilizing the growing list of resources available to them to maximize facility operations in ways they have historically not been able to. As the Department continues to fill vacancies, programs will continue to expand. Working with other City departments such as Purchasing and Contracting, staff will continue hosting contractor recruitment fairs in Communities of Concern to obtain culturally relevant programs in each respective community.

The Department will continue to work with partners to establish a marketing and language access plan to bring more awareness to the CPO programs and events, including the utilization of social media, radio, and television to reach as many community members as possible.

With so much positive feedback from the community, the Department looks forward to developing an exciting line-up for the upcoming year that keeps each community feeling engaged and enriched.

COME PLAY OUTSIDE

Summer 2023 | Annual Report

PERFORMANCE & ANALYTICS DEPT.



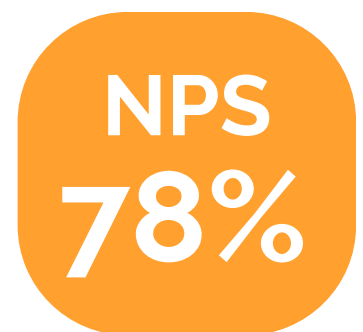
Executive Summary

In 2023, the City of San Diego's Parks & Recreation Department offered the third consecutive year of *Come Play Outside* programming under Mayor Todd Gloria's **Summer for All of Us** initiative. Summer for All of Us was designed to provide new summer opportunities for kids and their families to play safely outside in San Diego. Parks & Recreation served more than 51,000 youth and adult participants in Communities of Concern¹ with programs that included: swim lessons, junior lifeguard training, nature camps, Teen Nites, STEAM classes and camps, Movies in the Park, deep sea fishing trips, and the second year of Parks After Dark. Compared to 2022, the participants served in 2023 represent an increase of more than 27%. These incredible programs were held at 28 different community parks, recreation centers, and aquatic centers during summer 2023. Come Play Outside (CPO) was made possible through substantial funding by the San Diego Parks Foundation, Price Philanthropies, City of San Diego, County of San Diego Health and Human Services Agency, Safe Summers San Diego Foundation, Prevent Drowning Foundation of San Diego, Walmart, and the Level Up.

The Performance & Analytics (Panda) and Parks & Recreation Departments teamed up and conducted survey design, solicitation, and analysis to gauge programming and facility effectiveness, satisfaction, and demographic participation.

The total number of surveys completed in 2023 was 209.²

Overall satisfaction (OSAT), or those who scored a 9 or 10 for their level of satisfaction with the programming, was 78%. Net Promoter Score (NPS), which measures respondents who scored 9 or 10 regarding their likelihood to recommend Parks & Recreation programming, was also 78%. These scores remain high relative to industry standards.



Encanto had the highest response rate at 27%. Encanto also had the highest relative number of responses (41) and the highest OSAT (9.28 out of 10) for sites with a minimum of 25 responses. Most sites had an OSAT higher than 9. **Female enrollment, as a percentage of total enrollment, increased from 44% in 2022 to 45% in 2023.** This percentage has increased for two consecutive years.

Survey Administration ³

This year's survey was administered using the same methodology as last year; caregivers were emailed a survey after completion of the program their child attended. One change to the 2023 survey was that four questions were asked only if respondents indicated they had time to answer more questions. Flyers with QR codes were also developed in English and Spanish, and were distributed at recreation centers.

The total enrollment for Come Play Outside programming was **4,178 participants** under 18 years old (36,737 when including Parks After Dark programming); the sample size needed for the analysis to be statistically significant was **352 survey responses**.

Survey Participation

The Come Play Outside programming survey response rate for caregivers was **24%** (209 online surveys). The response rate was highest in June, at 29%. The following number of responses were recorded⁴ each month:

June: 13 | July: 91 | August: 102 | September: 3

The incentives to respondents this year changed from Legoland, San Diego Zoo, or Sea World passes to gift cards. This likely contributed to the lower response rate (24% in 2023 vs. 31% in 2022) as well as the decreased number of responses (209 in 2023 vs. 479 in 2022).

Twenty-two responses were received in Spanish, which matches last year's total. However, all twenty-two responses were completed online this year and – last year – only ten responses were completed online with the rest coming via paper surveys. Last year, recreation center supervisors were sent paper versions of the survey. This year, a QR code was developed that allowed respondents to take the survey on their phone. However, approximately 40 responses went unrecorded due to technical issues with the initial distribution of the QR code. Thus, the total number of responses via QR code was five.

Since the 2023 sample size is fewer than the 352 responses required for statistical significance, the observed results of the survey may have occurred by chance. However, the results can still offer us insights into program participant experience and satisfaction.

Participant Satisfaction

The OSAT for Come Play Outside program caregivers was **78%**. OSAT measures the percentage of respondents who rated their satisfaction as either 9 or a 10. For non-Come Play Outside programming, the OSAT was 82%.

The Net Promoter Score (NPS) for Come Play Outside program caregivers was **78%**. NPS measures how respondents answered the question regarding their likelihood to recommend Come Play Outside programming. For non-Come Play Outside programming, the total NPS was 79%. Last year, the difference in NPS for CPO and non-CPO programming was seven percentage points in favor of non-CPO. This year, the difference is minimal.

Program Participation

The chart below (Figure 1) shows the breakdown of gender by age for participants who registered for programming in ActiveNet.⁵ In 2022, male enrollment was 56% and female enrollment was 44%. Enrollment was 55% and 45%, respectively, in 2023. Closing the gender gap was an area that Parks & Recreation wanted to address following 2021 programming, and they showed progress towards this in both 2022 and 2023. The chart also shows that the highest enrollment by age was 8-year-olds. One participant left this question blank.

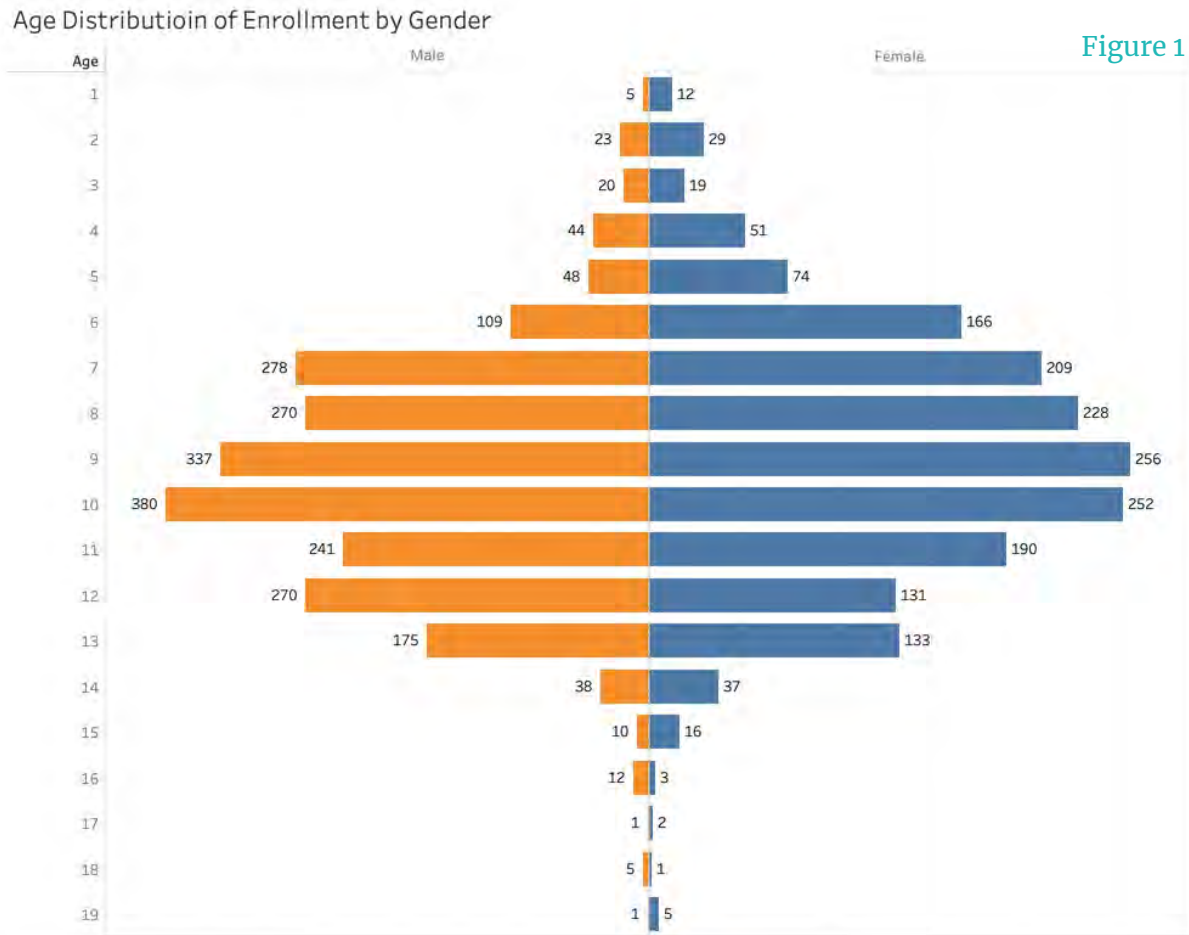


Figure 1

Figures 2 and 3 (below) show enrollment levels and breakdown of gender at each site for participants who registered for programming in ActiveNet. Most sites have a higher participation from male participants; however, there are a handful of sites where female enrollment is higher (Memorial Pool, MLK Jr. Pool, Paradise Hills, South Bay, Mountain View, Stockton, Golden Hill and Linda Vista).

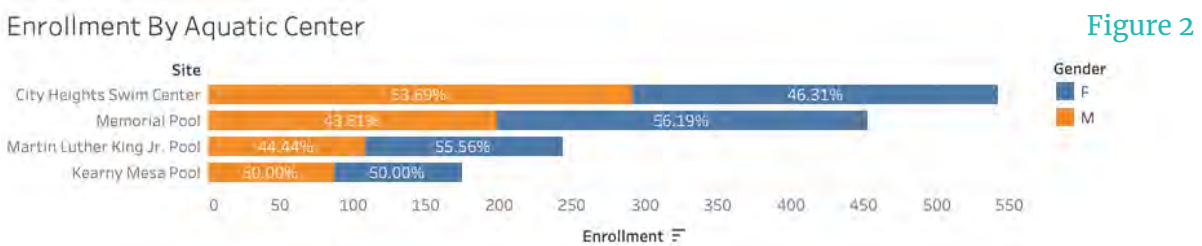


Figure 2

Enrollment By Site

Figure 3

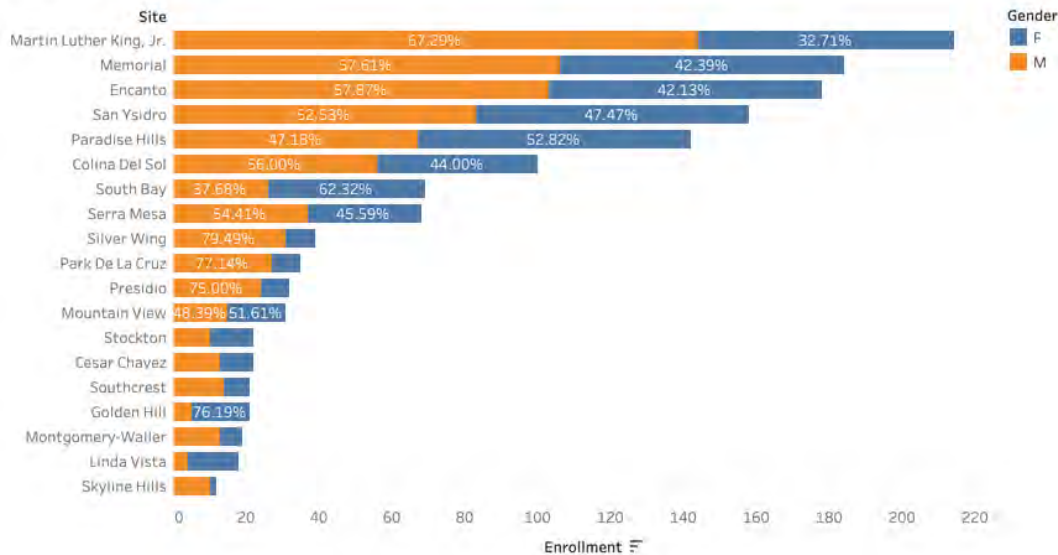
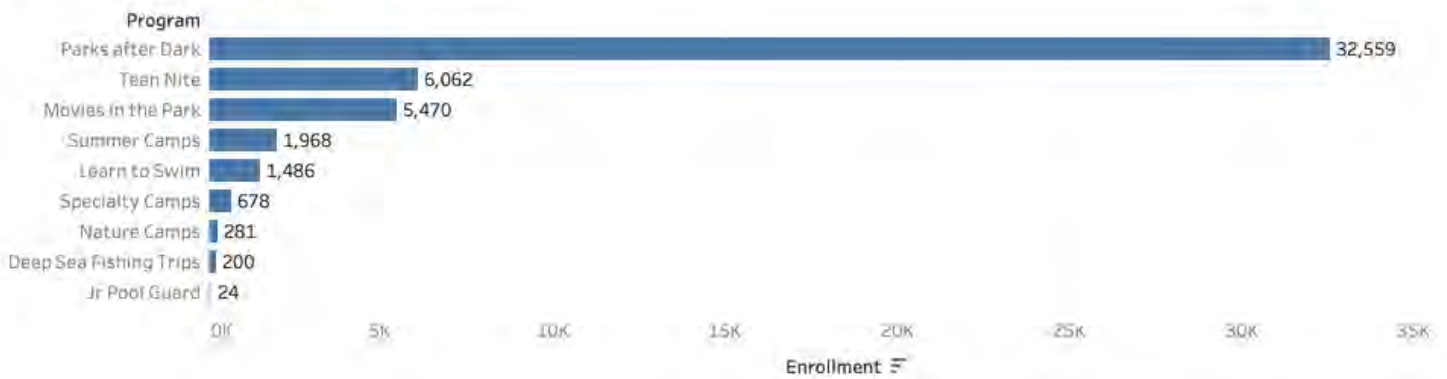


Figure 4 shows the enrollment level for all summer programs, including both programs that required registration in ActiveNet and drop-in programs such as Parks After Dark, Teen Nite and Movies in the Park. Parks after Dark, a program in its second year (held at Skyline, Linda Vista and City Heights) had the highest enrollment level for drop-in programming.

Enrollment By Program

Figure 4



Survey Response Demographics

Figure 5 shows the age of the children for whom caregivers completed a survey. Response rates for survey participants are mainly representative of the participants enrolled in programming. The largest number of respondents were between ages 7 and 9, which represents the largest number of program participants. However, parents for 12-year-olds accounted for the second largest share of the respondents this year (sixth last year).

Responses by Age

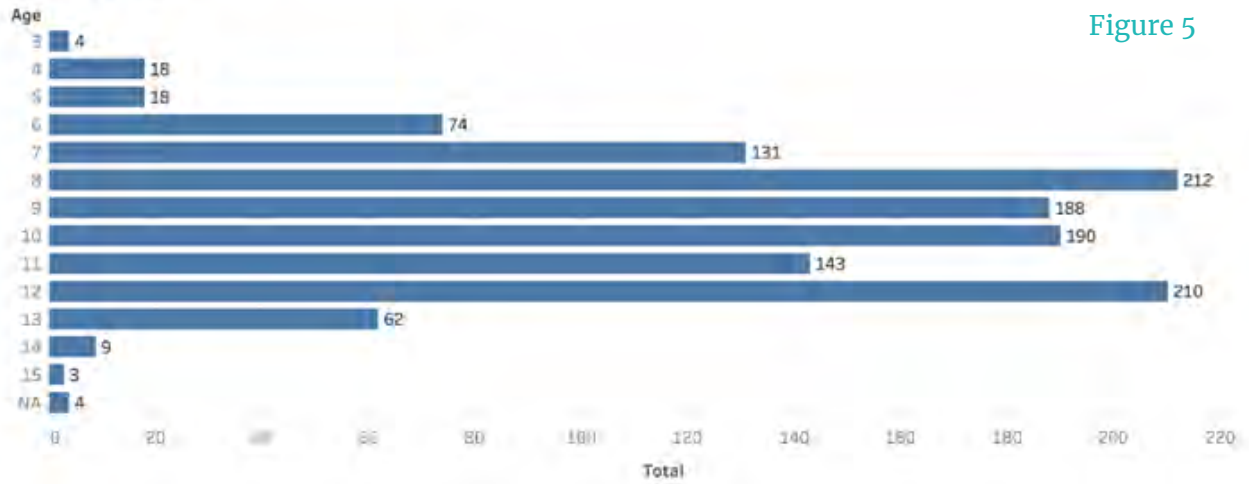


Figure 5

Figure 6 shows that more parents of male participants responded compared to parents of female participants. This is consistent with the higher enrollment for boys compared to girls and is similar to the ratio from last year. However, the ratio of respondents is not consistent with ratio of enrollment for this year. With the higher enrollment for girls this year, we would have liked to see higher representation from parents of female participants. Variances may be due to the overall decrease in responses compared to last year.

Responses by Gender

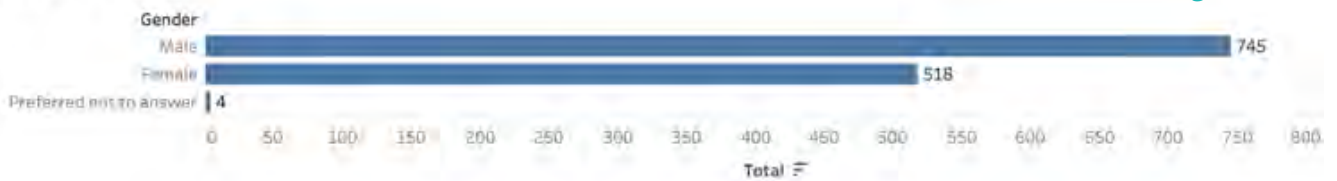


Figure 6

Figure 7 shows that Encanto had the highest number of survey responses (40),⁶ followed by Memorial, Martin Luther King Jr, and City Heights. Last year, the sites with the highest number of responses were Linda Vista, City Heights, and Paradise Hills. Mountain View had the fewest responses in both 2022 and 2023. This year, Golden Hill was second to last. In the past, Golden Hill response numbers have been near the top (42 responses last year). However, responses were lower overall, which may help explain the decrease in responses at this site.

Responses by Site

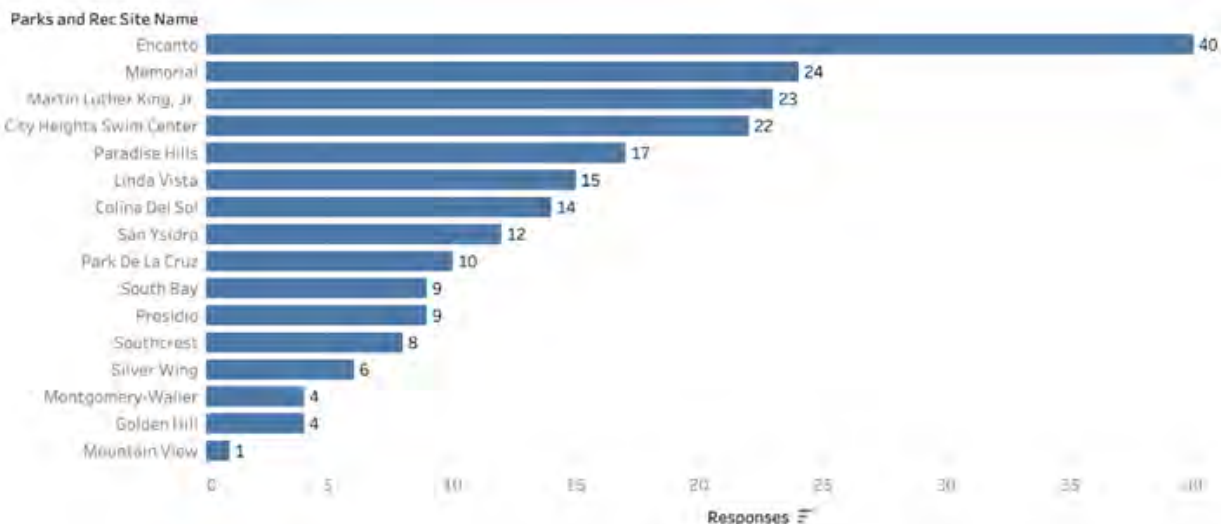


Figure 7

Figure 8

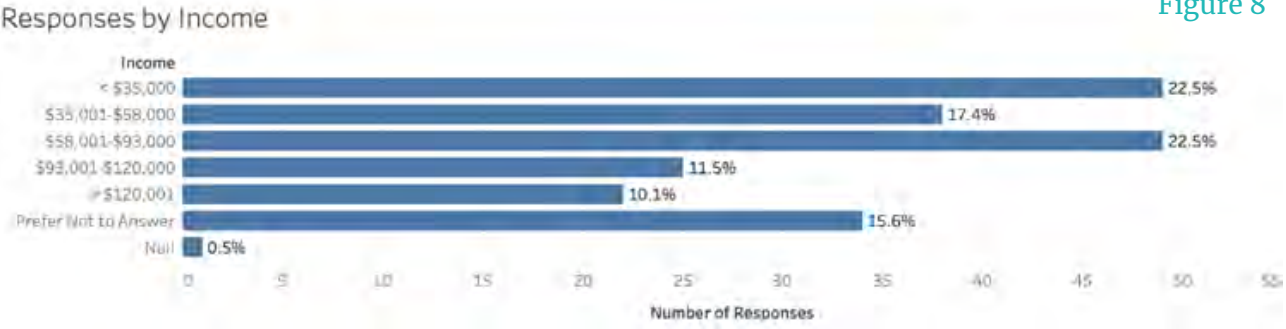
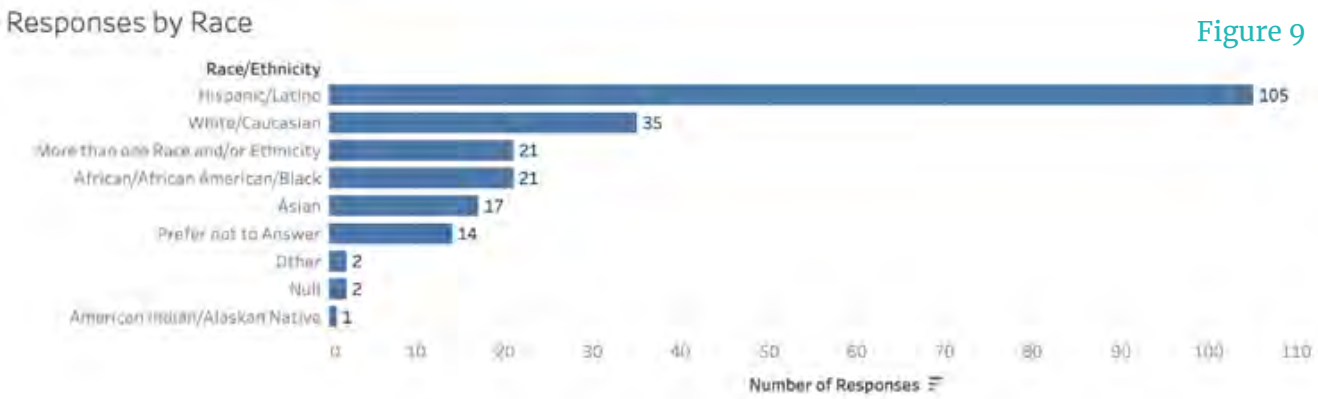


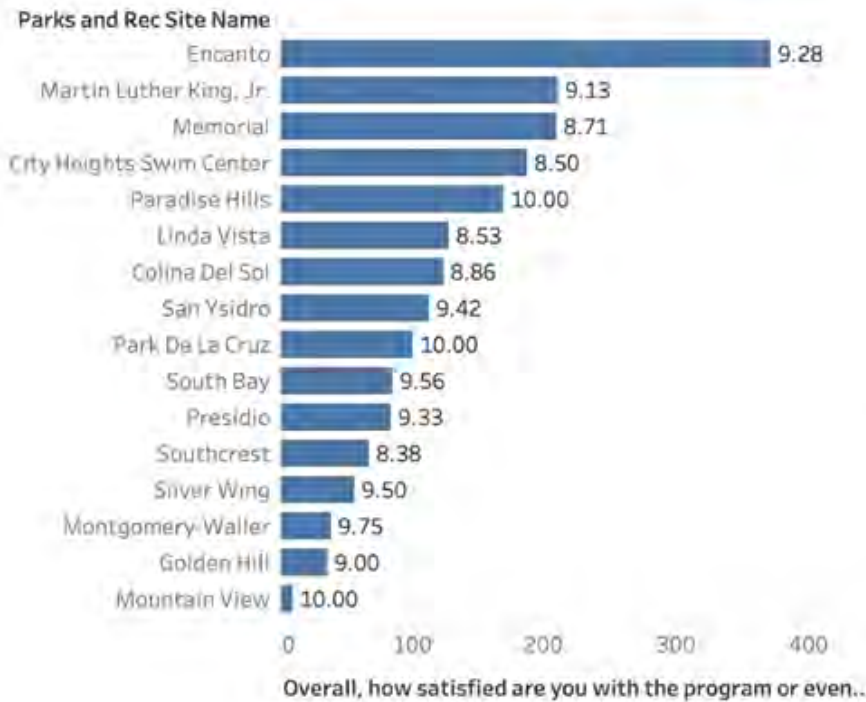
Figure 8 shows the breakdown of respondents by income. Most respondents reported being in either the less than \$35,000 or \$58,001-\$93,000 bracket. The percentage for both brackets was 22.48%. A little more than 15% of respondents preferred not to answer and nearly 17.5% reported being in the second lowest income bracket (\$35,001-\$58,000). More than half of respondents (62.39%) fell into the three lowest income brackets. Last year, the income distribution was similar; more than half of respondents fell into the three lowest income brackets (54.5%). This year, there was a decrease in the percentage of respondents who preferred not to answer, 15.6% in 2023 and 22.55% in 2022.

Figure 9



The breakdown by race in Figure 9 shows that, like last year, most respondents were Hispanic/Latino. The number of respondents who reported more than one race or ethnicity was third overall this year, compared to fifth last year. Of the five respondents who took the survey via QR code, three listed their race/ethnicity as Hispanic/Latino and the other two selected the “more than one race/ethnicity” option. This question will be revamped for next year to match the U.S. Census data collection categories for race and ethnicity.

OSAT by Site



Survey Responses

| Parks and Rec Site Name | Number of Responses |
|--------------------------|---------------------|
| Encanto | 40 |
| Martin Luther King, Jr. | 23 |
| Memorial | 24 |
| City Heights Swim Center | 22 |
| Paradise Hills | 17 |
| Linda Vista | 15 |
| Colina Del Sol | 14 |
| San Ysidro | 12 |
| Park De La Cruz | 10 |
| South Bay | 9 |
| Presidio | 9 |
| Southcrest | 8 |
| Silver Wing | 6 |
| Montgomery-Waller | 4 |
| Golden Hill | 4 |
| Mountain View | 1 |

Figure 10

Figure 10 shows overall satisfaction at each participating site. Most sites are above 9. Five sites are between 8 and 9. Last year, only one site that was below a 9. Sample sizes are low this year and, thus, decreases in OSAT could be the result of chance instead of actual issues with programming.

Comments regarding the types of classes or programs parents would like to see were mainly sports-related. The comments around sports were related to wanting more options for swimming, skateboarding, gymnastics, dance, and more. Cooking and ceramics classes were mentioned as well. Lastly, there were a few comments around specific types of classes not currently offered at a recreation center close to the respondent's home: classes such as skateboard camps or day camps.

There was a total of 15 comments from people who recorded a OSAT score less than 9. Their comments were centered around their desire to see more (or better) communication from staff related to changes in schedule and feedback about their child. There were 58 comments from respondents who scored their satisfaction as a 9 or 10. Their comments were mainly thanking staff, particularly staff at the MLK site and the Encanto site.

Conclusion

The highlights from this year are that satisfaction remained high (78%); responses from Encanto increased (+13); responses in Spanish increased (+12); the percentage of respondents in the lower three income categories increased (+14.47%); the number of people served increased (~70%); and the difference between male enrollment and female enrollment decreased (-1%).

Unlike last year (when delays caused survey distribution to begin in July 2022), surveys were launched in June 2023. However, we did have a delay in the launch of the QR code for the survey (due to technical difficulties regarding translating the survey into Spanish), as well as an error that led to more than 40 responses not being recorded. These errors were corrected and should not be an issue next year. Compared to last year, the total number of responses decreased by more than half in 2023. This is likely due, in part, to the change in incentive to take the survey. It is recommended that incentives for survey participation are determined earlier in the process, so that the email respondents receive is more specific on the incentive. For example, the email communication initially promoted “various gift cards” as the incentive. Emails sent later specified that the gift card could be for Target, gas, or something else. Another contributing factor was that some programs were not categorized as “Come Play Outside” in ActiveNet. Resulting in over 750 individuals missing from the initial Come Play Outside enrollment count. Therefore, any surveys sent and submitted for those classes did not get classified as being part of Come Play Outside. Thus, they are missing in the total survey count for Come Play Outside.

The response rate for Come Play Outside surveys dropped by approximately seven percentage points, which contributed to the decreased number of responses. Being able to bring back last year’s incentive of a family pack of tickets for Sea World, the San Diego Zoo, or Legoland would likely greatly contribute to increasing response numbers. Ensuring no technical issues with the QR code should also help increase the number of survey responses collected next year. The survey was shortened this year; four questions were moved so that individuals only saw them if they had time to answer more questions. We believe this shortening of the survey should increase participation in the long run.

Next year, there will be a change to the race and ethnicity question. We will update this question to capture race and ethnicity in manner that is aligned with the U.S. Census collection methodology. This change will take place at the start of 2024, so there are no alterations to the data collected in 2023.

Although the number of responses for Come Play Outside decreased, there have been nearly 1,900 responses for all parks programming (including Come Play Outside responses). This shows that the method of reaching out to individuals via email is effective, and we can gather many responses with less leg work as compared to paper surveys. We do not see this year as an indication of any long-term concerns in utilizing this method for survey distribution. Although the numbers are not statistically significant, the 200+ responses were overwhelmingly positive and this outcome should be recognized by all involved.

Appendix

| Site | Online Survey Responses | Enrollment | Medallia Online Response Rate | Responses Needed for Statistical Significance |
|--------------------------|-------------------------|------------|-------------------------------|---|
| Cesar Chavez | 0 | 58 | 0% | 51 |
| City Heights Swim Center | 22 | 542 | 40% | 226 |
| Colina Del Sol | 13 | 100 | 17.1% | 80 |
| Encanto | 41 | 178 | 27% | 122 |
| Golden Hill | 4 | 192 | 30.8% | 129 |
| Linda Vista | 6 | 90 | 40% | 74 |
| Martin Luther King Jr | 24 | 457 | 15.4% | 209 |
| Memorial | 24 | 636 | 20.2% | 240 |
| Montgomery-Waller | 4 | 39 | 36% | 36 |
| Mountain View | 1 | 46 | 20% | 42 |
| Paradise Hills | 13 | 358 | 24.1% | 186 |
| San Ysidro | 12 | 158 | 19.7% | 113 |
| Silver Wing | 6 | 95 | 18.8% | 77 |
| Skyline | 0 | 84 | 0% | 70 |
| South Bay | 11 | 69 | 23.7% | 59 |
| Southcrest | 8 | 132 | 62% | 99 |

Note: One survey was submitted via QR code for each of the following: Encanto, Golden Hill, Montgomery-Waller, South Bay, and San Ysidro. The enrollment listed for Linda Vista in this table does not include the Kearney Mesa Pool enrollment (178). The enrollment totals for the Martin Luther King Jr and Memorial recreation centers includes the enrollment total from their respective pools. The enrollment totals reflected in this table are the updated numbers after programs that had not been categorized as Come Play Outside were recategorized.

Footnotes

1. Urban Institute defines a Community of Concern as a geographic unit with a population of a people of color and/or a population experiencing poverty that is higher than a certain threshold.
2. Did not surpassed the 338 needed for statistical significance. Includes five responses via QR code.
3. Panda utilized a third-party platform, Medallia, to automatically send surveys to the email that was associated with each participant in ActiveNet. In 2021, surveys were administered through QR code signage that was posted at each participating site along with paper surveys. This year, in the email caregivers were sent, participants were made aware of gift cards that Parks & Recreation was raffling off for those who took the survey.
4. This count includes the five total QR code responses (one survey was submitted via QR code for each of the following: Encanto, Golden Hill, Montgomery-Waller, South Bay, and San Ysidro).
5. If a parent had multiple children in the same class, such as a Summer Camp, the default process was for them to receive one email for the oldest child. Ages were rounded up.
6. Figure 8 does not include the five total surveys that were collected via QR code.

CITY OF SAN DIEGO PARKS AFTER DARK

Evaluation Report

December 2023
Julie Wartell

UC San Diego

SCHOOL OF SOCIAL SCIENCES

Department of Urban Studies and Planning

Table of Contents

| | |
|---------------------------------------|----|
| Background..... | 3 |
| Survey | 3 |
| Crime Results | 11 |
| Summary | 19 |
| APPENDIX A: Survey Instrument | 20 |
| APPENDIX B: Comments/Suggestions..... | 33 |
| APPENDIX C: Park Maps | 35 |

Background

Price Philanthropies (Price) approached the Department of Urban Studies and Planning at University of California San Diego (UCSD) in 2022 about conducting an evaluation of Parks After Dark (PAD), a pilot program in the City of San Diego. In early 2023, we were asked to do an evaluation for the second year (Summer 2023) of PAD which included an additional park. Julie Wartell, a Continuing Lecturer and Staff Research Associate, was the lead researcher based on a background in analyzing crime and safety, including working for the San Diego Police Department in the 1990s.

Parks After Dark (PAD) was held from 5pm-8pm from July 6, 2023 through August 26, 2023 at the City Heights, Linda Vista, Memorial, and Skyline Hills Recreation Centers. PAD was a component of Mayor Todd Gloria's "Come Play Outside" initiative and is a partnership between the County and City of San Diego, the San Diego Parks Foundation, and Price who funded this evaluation.

The evaluation consists of two parts – a survey and an assessment of crime. These will be described in more detail in the remaining part of the report.

Survey

In 2022, Julie worked with Price, the City of San Diego Parks and Recreation Department (Deputy Director Sarah Erazo), the San Diego Parks Foundation (Nancy Maldonado), and a County of San Diego-funded UCSD Health Researcher to develop a survey that would be conducted at each event. Due to the County's Health Researcher requirements, the demographics that were collected extended beyond the necessary questions and responses for this evaluation. The survey was developed in a mobile application called Survey123 that feeds into a secure database maintained by UCSD. This same survey was used in 2023 with a few minor wording changes. In addition to English and Spanish, survey questions and responses were expanded this year to include Vietnamese and Somali. Screenshots of the survey are included as Appendix A.

We received a total of 1,325 responses. This included 423 (5.4% of attendance) for City Heights, 320 for Linda Vista (4.0% of attendance), 310 for Memorial (3.3% of attendance), and 272 for Skyline Hills (3.7% of attendance). The analyses of PAD-related questions and demographics of respondents are described below, delineated by park.

QUESTIONS RELATED TO PAD

Each of the tables below relate to the survey questions and are broken down by park name with highlights in text below each table.

| How you found out about event? | City Heights | Linda Vista | Memorial | Skyline | All Parks |
|--------------------------------|--------------|-------------|----------|---------|-----------|
| live in the area | 35% | 32% | 31% | 39% | 34% |
| flyer | 30% | 15% | 32% | 21% | 25% |
| someone told me | 20% | 33% | 18% | 22% | 23% |
| social media | 8% | 8% | 8% | 7% | 8% |
| other | 5% | 5% | 4% | 4% | 5% |
| website | 2% | 4% | 5% | 4% | 4% |
| media | 0% | 3% | 3% | 2% | 2% |

For all parks except Memorial, "live in the area" was the most frequent way of finding out about PAD with 34% across all parks (compared to 40% last year). The next most common was "flyer" with 25% (compared to "someone told me" last year with 25%).

| How often have you attended/plan to attend PAD? | City Heights | Linda Vista | Memorial | Skyline | All Parks |
|---|--------------|-------------|----------|---------|-----------|
| twice or more per week | 14% | 29% | 19% | 28% | 22% |
| once per week | 9% | 18% | 17% | 19% | 15% |
| 3 to 7 times | 52% | 30% | 43% | 27% | 39% |
| once or twice | 25% | 22% | 21% | 24% | 23% |
| not again | 1% | 1% | 1% | 1% | 1% |

Three-quarters or more of respondents across all parks either attended or planned on attending PAD at least three or more times over the summer. This is up from two-thirds in 2022.

| How often do you visit this park? | City Heights | Linda Vista | Memorial | Skyline | All Parks |
|-----------------------------------|--------------|-------------|----------|---------|-----------|
| first time | 6% | 8% | 8% | 3% | 6% |
| yearly | 5% | 5% | 3% | 2% | 4% |
| monthly | 17% | 15% | 12% | 21% | 16% |
| weekly | 49% | 51% | 51% | 61% | 53% |
| daily | 23% | 21% | 26% | 14% | 21% |

Similar to 2022, approximately half of respondents visited the parks weekly with another 14-26% visiting daily (versus last year where 19-24% were daily). For Linda Vista and Memorial, 8% of respondents said it was the first time.

| How safe do you feel at this event? | City Heights | Linda Vista | Memorial | Skyline | All Parks |
|-------------------------------------|--------------|-------------|----------|---------|-----------|
| very safe | 26% | 41% | 29% | 55% | 36% |
| somewhat safe | 31% | 40% | 37% | 38% | 36% |
| not safe or unsafe | 16% | 9% | 14% | 3% | 12% |
| somewhat unsafe | 9% | 7% | 5% | 3% | 6% |
| not safe | 17% | 3% | 15% | 1% | 10% |
| Avg feeling of safety (1-5) | 3.4 | 4.1 | 3.6 | 4.4 | 3.8 |

On average across all parks, people felt between “not safe or unsafe” and “somewhat safe,” although closer to somewhat safe with 3.8. This is slightly down from last year where the average was 4.0. Skyline reported the highest level of safety with 4.4, and City Heights the lowest level with 3.4 (which is still safer than not safe).

| How would you rate PAD? | City Heights | Linda Vista | Memorial | Skyline | All Parks |
|-------------------------|--------------|-------------|----------|---------|-----------|
| excellent | 53% | 65% | 59% | 71% | 61% |
| good | 39% | 30% | 36% | 24% | 33% |
| average | 8% | 5% | 5% | 5% | 6% |
| below average | 0% | 0% | 1% | 0% | 0% |
| terrible | 0% | 0% | 0% | 0% | 0% |
| Average rating | 4.5 | 4.6 | 4.5 | 4.7 | 4.5 |

On average across all parks, ratings were between good and excellent with only 1% rating below average (only at Memorial Park). This year’s average of 4.5 is slightly lower than last year of 4.6. In response to “Would you recommend PAD to friends and family?” 99%-100% of people said yes (similar to last year).

| Age of kids attending | City Heights | Linda Vista | Memorial | Skyline | All Parks |
|-----------------------|--------------|-------------|----------|---------|-----------|
| 0-5 | 18% | 20% | 18% | 24% | 20% |
| 6-12 | 42% | 28% | 42% | 28% | 36% |
| 13-17 | 6% | 4% | 5% | 3% | 5% |
| 0-5,6-12 | 18% | 23% | 18% | 24% | 20% |
| 0-5,13-17 | 2% | 1% | 1% | 1% | 1% |
| 6-12,13-17 | 6% | 8% | 5% | 9% | 7% |
| 0-5,6-12,13-17 | 4% | 12% | 5% | 10% | 7% |
| none | 6% | 3% | 6% | 2% | 5% |
| Total Respondents | 415 | 318 | 308 | 270 | 1311 |

Similar to 2022, the vast majority of people that responded to the survey attended PAD with kids, many with multiple kids of multiple ages. Also like last year, the largest number by age group was 6-12 years old across all parks, with 70% of respondents having at least one child aged 6-12. For the other age groups, 48% attended with a child 0-5, (down from 53% last year) and 20% with a child 13-17 (up from 15% last year).

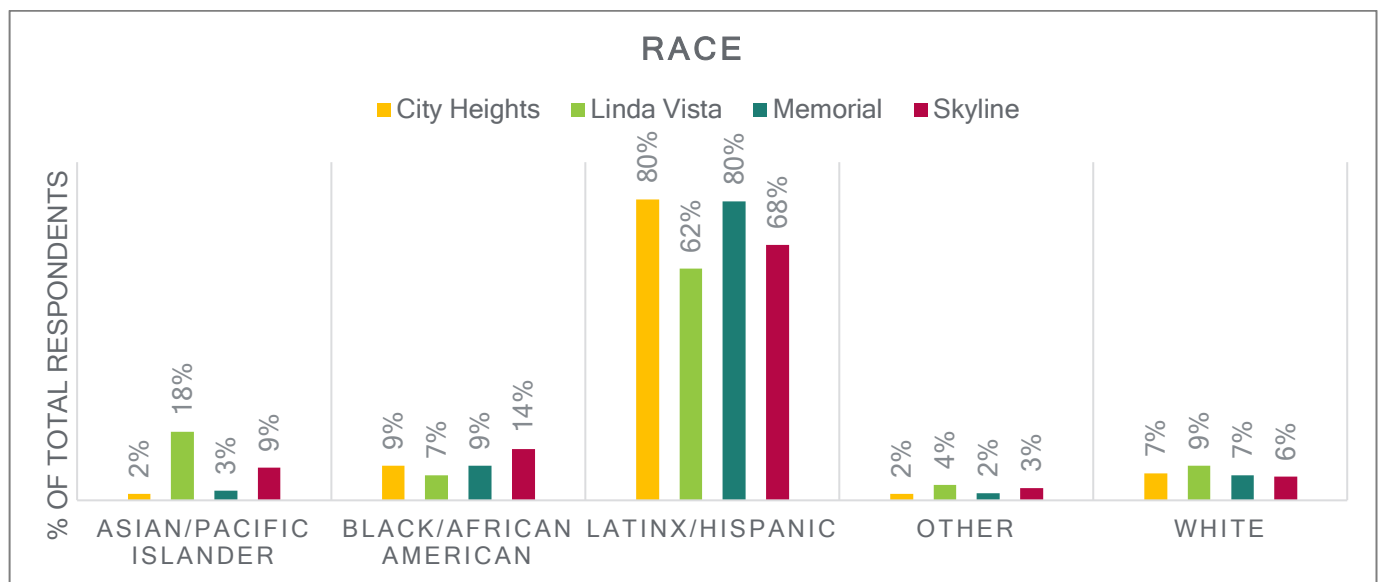
| | | | | | |
|--|--------------|-------------|----------|---------|-----------|
| ...helps me get to know my community better | City Heights | Linda Vista | Memorial | Skyline | All Parks |
| strongly agree | 55% | 58% | 59% | 61% | 58% |
| agree | 40% | 38% | 39% | 34% | 38% |
| neither | 4% | 3% | 2% | 5% | 4% |
| disagree | 0% | 0% | 0% | 0% | 0% |
| strongly disagree | 0% | 0% | 0% | 0% | 0% |
| ...makes it easier to get services I need | City Heights | Linda Vista | Memorial | Skyline | All Parks |
| strongly agree | 46% | 48% | 50% | 58% | 50% |
| agree | 42% | 42% | 43% | 33% | 40% |
| neither | 11% | 9% | 6% | 7% | 8% |
| disagree | 1% | 1% | 1% | 1% | 1% |
| strongly disagree | 0% | 0% | 0% | 0% | 0% |
| ...improves relationships between community & police | City Heights | Linda Vista | Memorial | Skyline | All Parks |
| strongly agree | 48% | 55% | 47% | 52% | 50% |
| agree | 35% | 35% | 41% | 34% | 36% |
| neither | 11% | 9% | 10% | 12% | 10% |
| disagree | 4% | 0% | 1% | 2% | 2% |
| strongly disagree | 2% | 1% | 1% | 0% | 1% |
| ...makes it easier to spend quality time w/ family | City Heights | Linda Vista | Memorial | Skyline | All Parks |
| strongly agree | 73% | 67% | 71% | 70% | 71% |
| agree | 24% | 32% | 27% | 28% | 27% |
| neither | 2% | 1% | 2% | 1% | 1% |
| disagree | 0% | 0% | 0% | 1% | 0% |
| strongly disagree | 1% | 0% | 0% | 0% | 0% |

Based on four questions asked about PAD's effect, overall, there were very favorable results with at least 86% agreeing or strongly agreeing (up 4% from 2022). Helping to get to know the community better ranged from 95% (City Heights and Skyline) to 98% (Memorial). Making it easier to get needed services ranged from 88% (City Heights) to 93% (Memorial). While these are both higher than 2022, Memorial was not a PAD site last year. Improving relationships between the community and police ranged from 83% (City Heights) to 90% (Linda Vista). Lastly, 97% to 99% agreed or strongly agreed that PAD made it easier to spend quality time with the family.

| Which activity were you participating in? | City Hts | Linda Vista | Memorial | Skyline | All Parks |
|---|----------|-------------|----------|---------|-----------|
| adult exercise | 2% | 1% | 3% | 0% | 1% |
| food | 5% | 7% | 5% | 6% | 6% |
| youth games/activities | 24% | 18% | 16% | 12% | 18% |
| adult exercise, youth games | 1% | 1% | 0% | 2% | 1% |
| food, adult exercise | 0% | 1% | 0% | 0% | 0% |
| food, youth games | 55% | 49% | 53% | 62% | 54% |
| adult exercise, food, youth games | 12% | 25% | 23% | 17% | 19% |
| Total Respondents | 405 | 317 | 293 | 263 | 1278 |

Almost all (92%) respondents participated in youth games and activities, and between 72% (City Heights) and 86% (Skyline) with food (all parks higher than 2022). While levels were much lower (16%-27%) for adult exercise, all parks were again higher than last year.

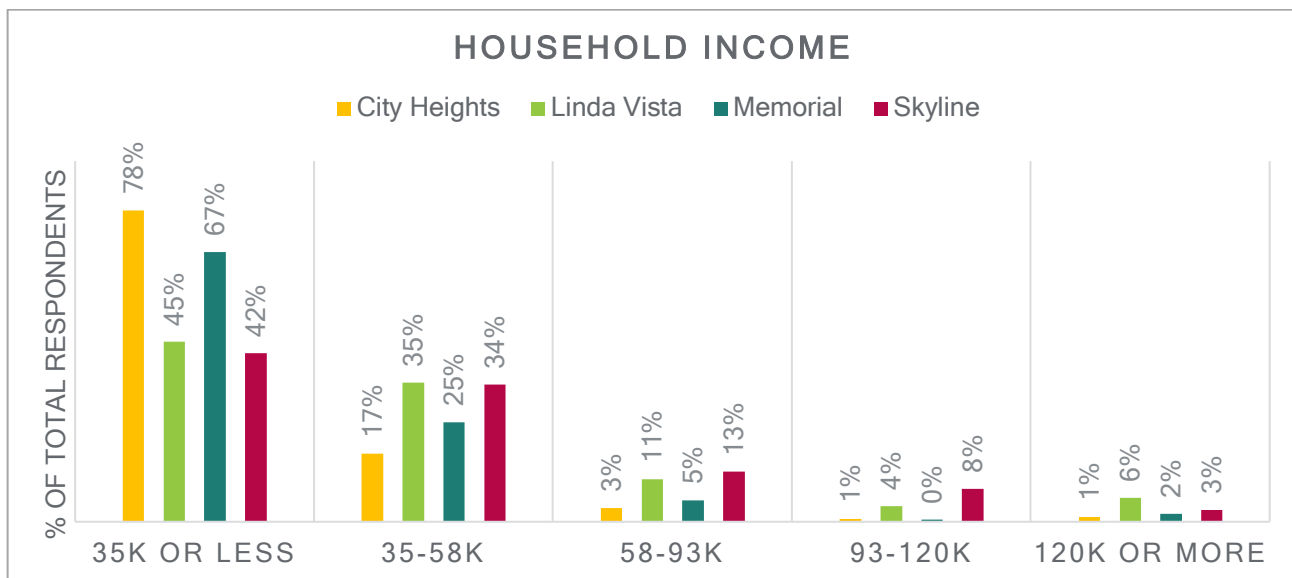
RESPONDENT DEMOGRAPHICS



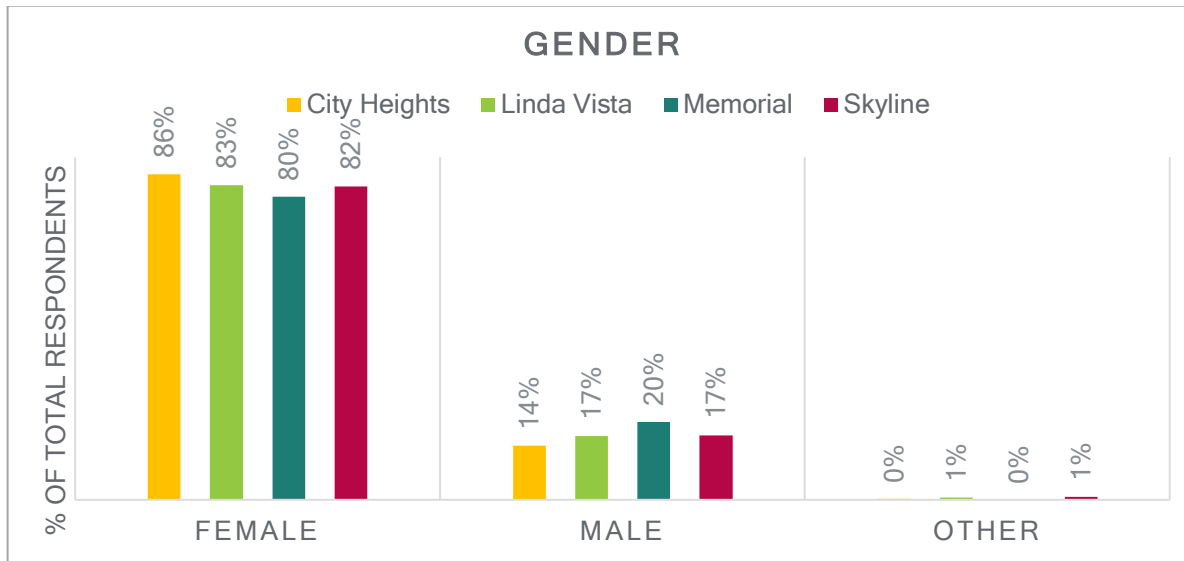
Approximately 82% of respondents provided their race. For all parks, LatinX/Hispanic were the largest percentage of race (ranging from 62% in Linda Vista to 80% in City Heights and Memorial). Interestingly, this differed most in Linda Vista where 48% of respondents in 2022 stated Latin X/Hispanic). Black/African American for all parks was the second most common with 10%, but Asian/Pacific Islander was the next most common in Linda Vista with 18% (versus 27% last year). These stats are reflective of the demographics of the parks' neighborhoods.

| Primary Language | City Heights | Linda Vista | Memorial | Skyline | All Parks |
|-------------------|--------------|-------------|----------|---------|-----------|
| Spanish | 68% | 46% | 62% | 40% | 55% |
| English | 26% | 43% | 34% | 56% | 38% |
| Somali | 2% | 2% | 2% | 0% | 2% |
| Arabic | 3% | 1% | 0% | 0% | 1% |
| Mandarin | 0% | 3% | 1% | 0% | 1% |
| Other | 2% | 5% | 1% | 4% | 3% |
| Total Respondents | 344 | 270 | 288 | 235 | 1137 |

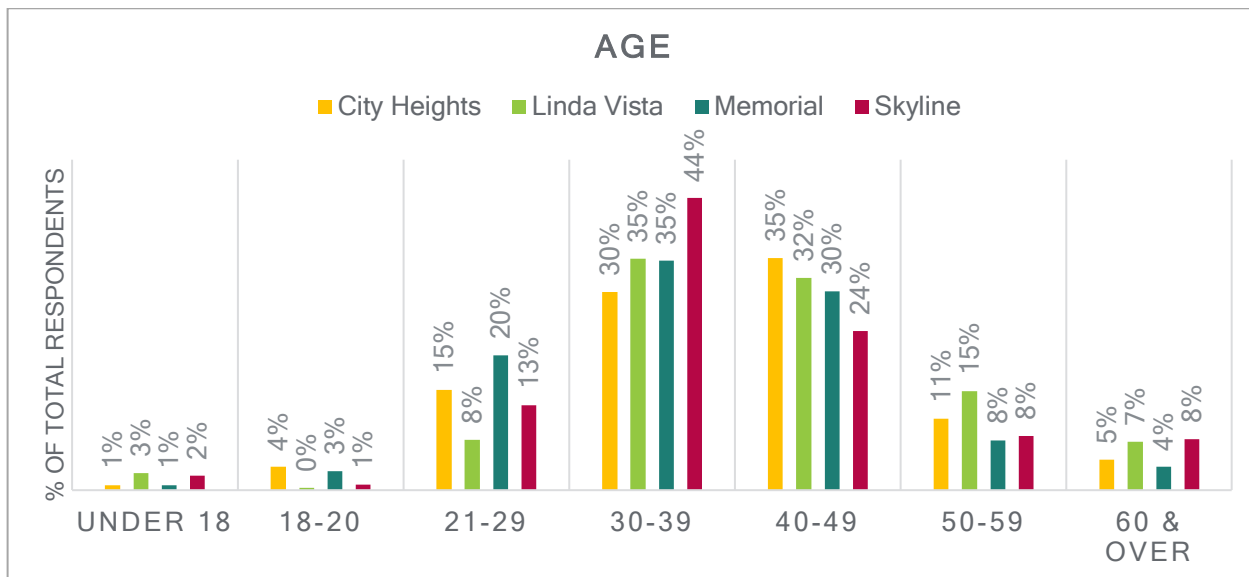
Overall, 55% of respondents stated that Spanish was their primary language. This was over two-thirds for City Heights and just under two-thirds for Memorial. Skyline was the only park with over 50% English as the primary language. All other languages listed accounted for less than 1% of the total for all parks. One exception was Japanese was 2% for Linda Vista.



Just over two-thirds of participants responded to this question. Ranging from less than half (Skyline) to just over three quarters (City Heights) of the respondents stated their household income was \$35,000 or less. Combining the next category (so less than \$58,000) increased the percentages to 95% for City Heights, 80% for Linda Vista, 92% for Memorial, and 76% for Skyline. These stats are similar to last year.



Ninety-six percent of respondents answered this question. The vast majority of attendee respondents were female, and Memorial had the most male with 20%. The percentage of male attendees went from 24% in Linda Vista in 2022 to 17% this year.



Nearly 90% of respondents provided their age. The predominant age group for all parks was 30-39 years old. Combining this with 40-49 years old, we see two-thirds for all parks: ranging from 65% in City Heights and Memorial to 68% in Skyline. The average age ranged from 37.9 years old for Memorial to 41.7 for Linda Vista.

In terms of home ZIP Code, the majority were from the same ZIP as the park where they attended PAD. The highest ZIPs were:

- City Heights: 71% were from 92105
- Linda Vista: 61% were from 92111
- Memorial: 66% were from 92113
- Skyline: 61% were from 92114

COMMENTS

Two questions on the survey included an open text field. These responses were combined for all 4 parks as many of them were similar but can be separated if desired. Responses were provided in both English and Spanish but were combined for this report.

There were hundreds of comments with versions of "perfecto," "all good," "change nothing," and "great event," several very positive comments stood out.

- "I just love parks after dark, it's my sanctuary."
- "It's such a fun family experience, wouldn't change anything, the staff are great."
- "Keep up the great work. Our community needs this these type of activities to keep our kids away from negative idle time."
- "Keep doing these special celebrations at the park."
- "Nothing everything is great!"
- "Nothing its perfect"

In addition to positive survey comments, many wonderful things were also noted on the "I love Parks after Dark because" cards. A few examples are below.

| | |
|---|--|
|  <p>I love Parks After Dark because:</p> <p>I love the bouncers and taking pictures of our family. I love the food and painting. We feel safe.</p> <p>Please support parks programming!</p> <p>Sincerely, <u>Analyah</u> Name and age</p> |  <p>I love Parks After Dark because:</p> <p>My kids have so many activities that they enjoy at parks after dark. They love it and look forward to it every weekend.</p> <p>Please support parks programming!</p> <p>Sincerely, <u>Maria 26</u> Name and age</p> |
|  <p>I love Parks After Dark because:</p> <p>I love seeing THE community together.</p> <p>Please support parks programming!</p> <p>Sincerely, <u>A.J. K.</u> Name and age</p> <p>Dad</p> | |

How would you improve Parks After Dark?

Any suggestions or comments relating to Parks After Dark...

The ten most frequent responses are listed below, and the longer list of any responses with 2 or more times mentioned is in Appendix B.

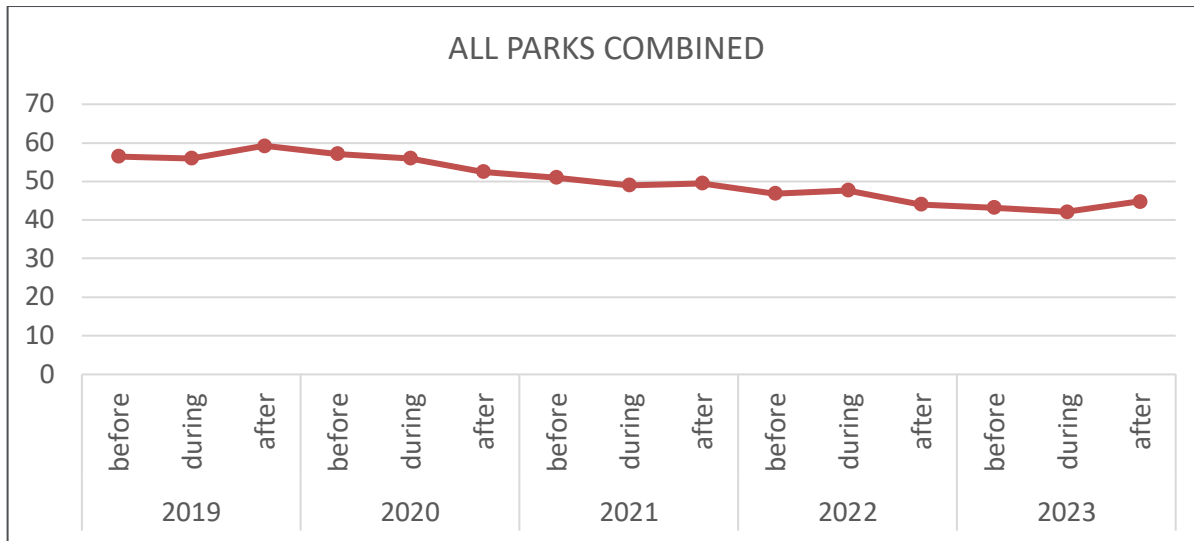
| IMPROVE PAD/SUGGESTIONS | COUNT |
|---|-------|
| More police/safety/security/surveillance | 148 |
| More activities/games | 132 |
| More food/food tickets/bracelets | 78 |
| More food for adults/parents/whole family - cheaper or free | 64 |
| More activities for children of all ages / all ages | 40 |
| More Art/Craft activities | 31 |
| More/Free water/drinks | 29 |
| Activities/games for adults/parents/families | 28 |
| More activities for teens/tweens/young people | 25 |
| Cleanliness of the bathrooms | 24 |

Crime Results

The data that were used for the analysis were provided by the San Diego Police Department (SDPD). The query was for one-quarter mile around each park (see maps in Appendix C). While SDPD provided crime cases and calls for service, only calls for service were used in the analysis. This is due partially to very low numbers of crime cases, but also calls for service are more indicative of community concerns and include many quality of life and disorder issues that are not captured in crime cases.

The data consisted of June to September for 2019 through 2023 (keeping in mind that Memorial only had PAD in 2023, not 2022). Because PAD took place for eight weeks from early-July through August 2023, our "before" consists of five weeks of data and "after" is five weeks. In 2022, PAD took place over 7 weeks, so dates were adjusted accordingly. Previous years were based on 7 comparable weeks to 2022. Due to the time frames being different, raw numbers are not comparable, so we created a "per week" rate to be able to examine trends accurately. Data for "before," "during," and "after" were for Thursday, Fridays, and Saturdays. Additionally, we analyzed numbers of crimes and calls for the days *and times* of PAD for the same weeks for each year (Thursday, Friday, Saturday, 6pm-9pm). Lastly, the types of calls for service for each park for the entire time frame were analyzed. Charts and tables are also shown below for each park.

CALLS FOR SERVICE PER WEEK, 2019 - 2023

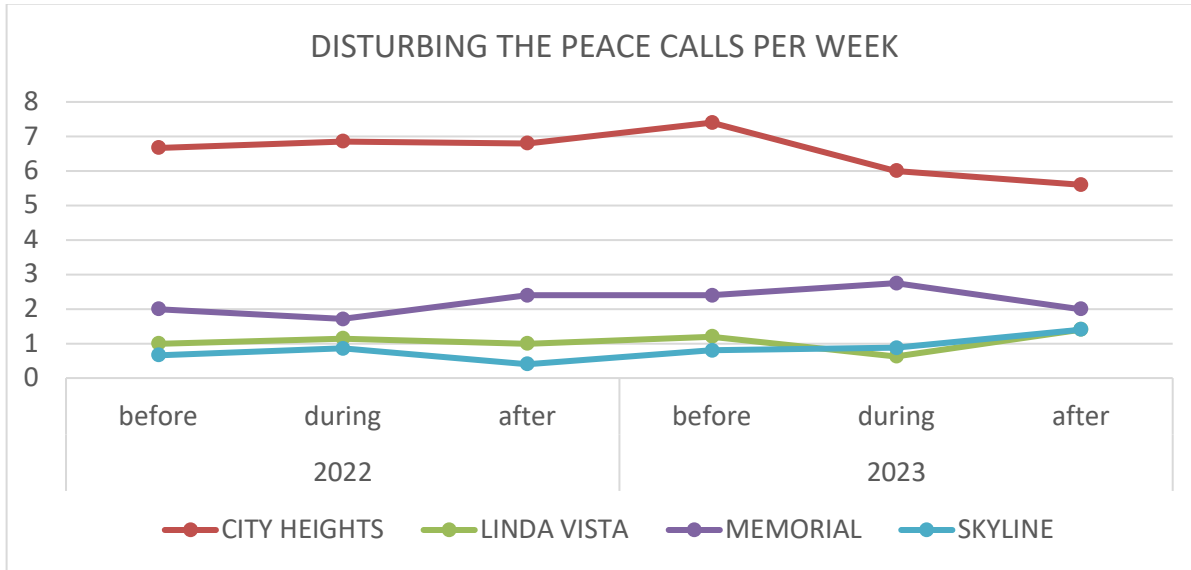


In the chart above looking at all four parks for the five-year period, we see an overall downward trend. In 2019, calls for service per week for Thursdays, Fridays, and Saturdays from June 1 – September 30 were a high of 59.3 after the PAD period and a low of 56 during PAD. This number stayed above 50 until the 7-week PAD-comparable period in 2021 when it dropped to 49.0. A caveat for 2022 is that Memorial did not have PAD and had a higher number of calls “during” than before and after. In 2023, the lowest number for the five years (42.1) occurred during PAD.

The table below reflects the individual park statistics for the five years (where B = Before, D = During, A = After). Each park will be highlighted individually in the next section.

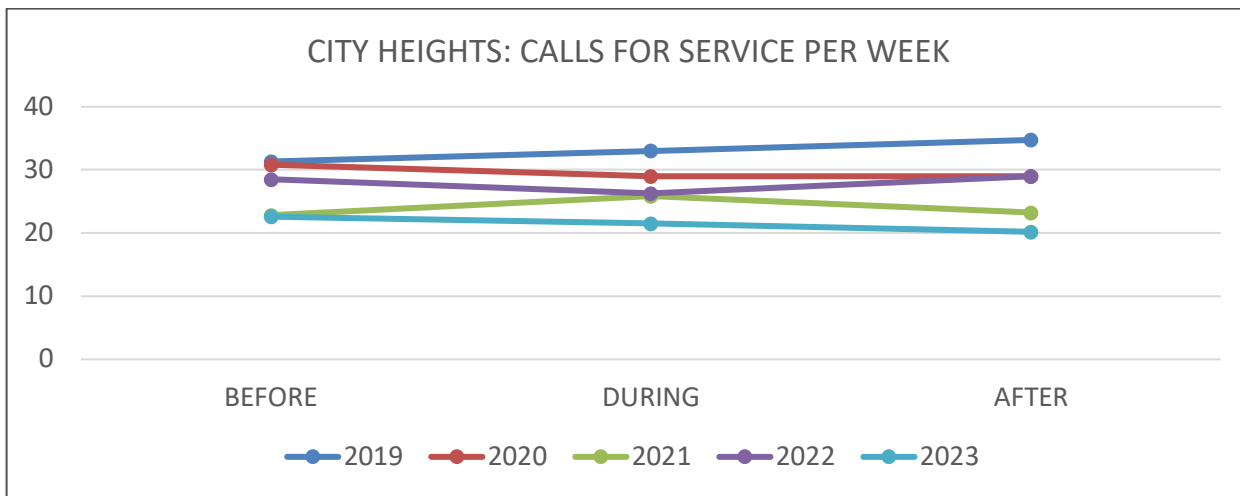
| PARK | 2019 | | | 2020 | | | 2021 | | | 2022 | | | 2023 | | |
|--------------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|
| | B | D | A | B | D | A | B | D | A | B | D | A | B | D | A |
| CITY HEIGHTS | 31.3 | 33.0 | 34.8 | 30.8 | 29.0 | 29.0 | 22.8 | 25.9 | 23.3 | 28.5 | 26.3 | 29.0 | 22.6 | 21.5 | 20.2 |
| LINDA VISTA | 5.7 | 5.0 | 6.3 | 5.2 | 5.0 | 6.0 | 5.5 | 6.0 | 5.0 | 3.7 | 5.1 | 4.6 | 6.0 | 4.5 | 7.8 |
| MEMORIAL | 14.5 | 15.1 | 13.8 | 17.8 | 18.6 | 13.8 | 17.8 | 14.0 | 17.3 | 12.2 | 13.6 | 9.0 | 12.4 | 13.4 | 11.8 |
| SKYLINE | 5.0 | 2.9 | 4.5 | 3.3 | 3.4 | 3.8 | 4.8 | 3.1 | 4.0 | 2.5 | 2.7 | 1.4 | 2.2 | 2.8 | 5.0 |

The most frequent call type for all parks was “disturbing the peace,” and we compared these for before, during, and after PAD for the last two years. The chart below shows the rate of disturbing the peace calls per week. There was no consistent pattern across all parks. City Heights in 2022 was relatively equal but went down during PAD in 2023 and continued to go down after. Linda Vista also saw a drop during PAD in 2023 but then after, rose higher than before. Memorial was up and down slightly, with lower during 2022 PAD time (although PAD did not exist at Memorial during 2022) but higher during 2023. Skyline’s numbers trended slightly up but nothing to be concerned about.



CITY HEIGHTS CALLS & CRIME

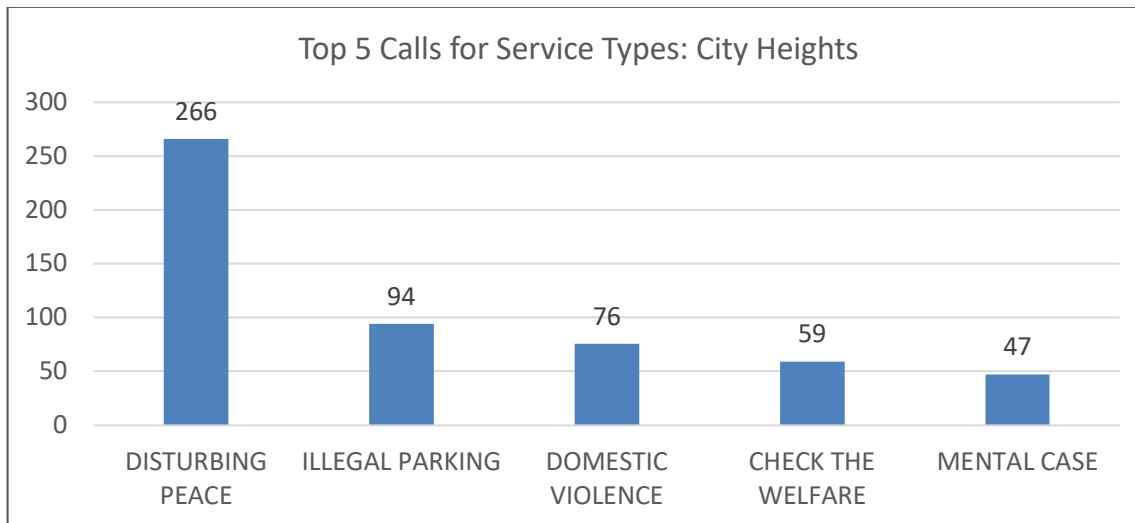
City Heights had the highest number of calls for service of the four parks, but trended down, and by the end of the summer of 2023, had on average, one-third the number of calls per week compared to 2019.



Similar to above, when looking at specific PAD days and times, we see calls for service far lower in 2022 and 2023 than the previous three years. Additionally, the number of crimes was halved from 2019 to 2023.

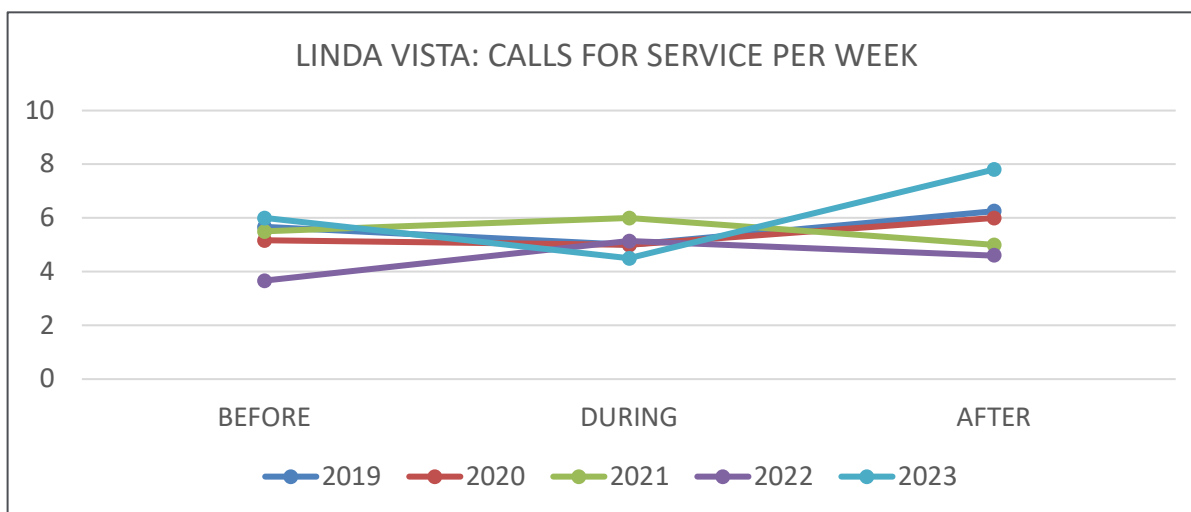
| City Heights, during PAD days & times | | |
|---------------------------------------|-------------------|--------|
| Year | Calls for Service | Crimes |
| 2019 | 86 | 28 |
| 2020 | 89 | 21 |
| 2021 | 76 | 23 |
| 2022 | 61 | 21 |
| 2023 | 67 | 14 |

The top five most frequent calls for service for City Heights *during* PAD days was disturbing the peace with nearly three times as many calls as the next type, illegal parking. Besides domestic violence which could range from verbal to serious assault, the remaining call types are all quality of life issues.



LINDA VISTA CALLS & CRIME

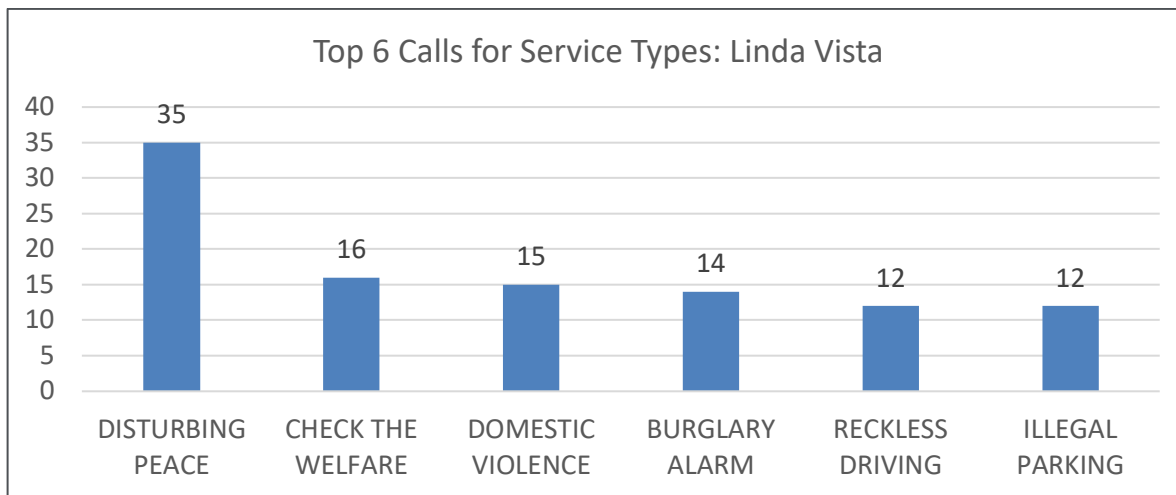
In Linda Vista, calls for service did not change greatly over the five years, hovering between 5 and 6 calls per week on Thursdays, Fridays and Saturdays. In 2022, calls went down in the 6 weeks prior to PAD and went down again after; whereas in 2023, calls went down during PAD but then rose quite a bit (from 4.5 to 7.8) in the 5 weeks after PAD. This upward spike may need to be investigated further as to the cause.



Differing from the above chart, when looking at specific PAD days *and* times, we see calls for service lower in 2022 than the previous three years but back up in 2023. Crime numbers were generally low, and in 2023 about 44% below the average of 5.8 over the previous 4 years.

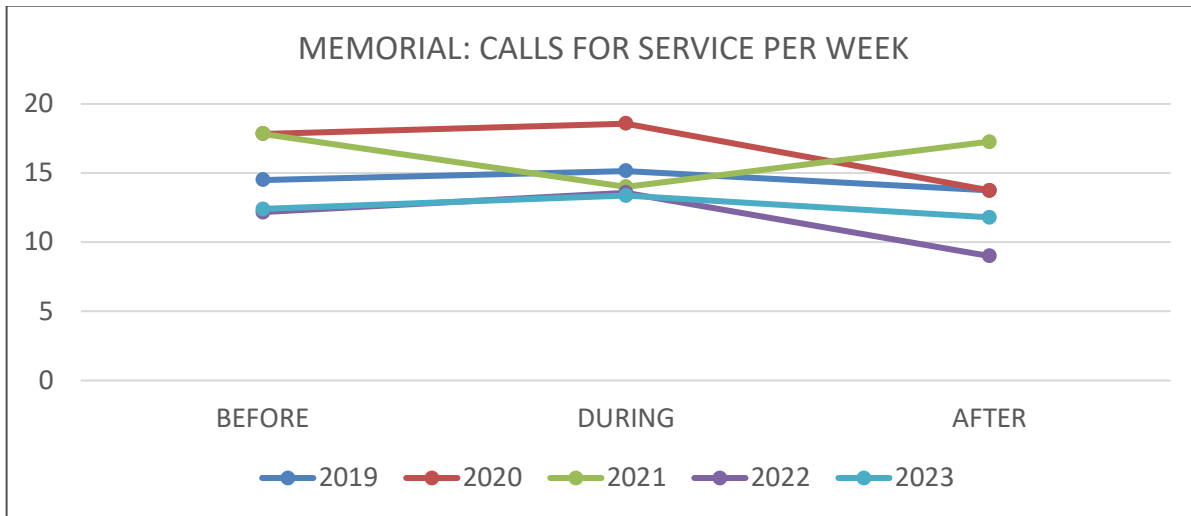
| Linda Vista, during PAD days & times | | |
|--------------------------------------|-------------------|--------|
| Year | Calls for Service | Crimes |
| 2019 | 14 | 6 |
| 2020 | 16 | 2 |
| 2021 | 18 | 7 |
| 2022 | 12 | 8 |
| 2023 | 18 | 4 |

Once again, “disturbing the peace” was the most frequent call type with more than twice as many as the next one, “check the welfare.” Also similar, one sees that of the top six call types, most are not instances with victims of crime but instead community concerns. Different than City Heights, we “mental case” calls are not in the top, and instead burglar alarm and reckless driving are high.



MEMORIAL CALLS & CRIME

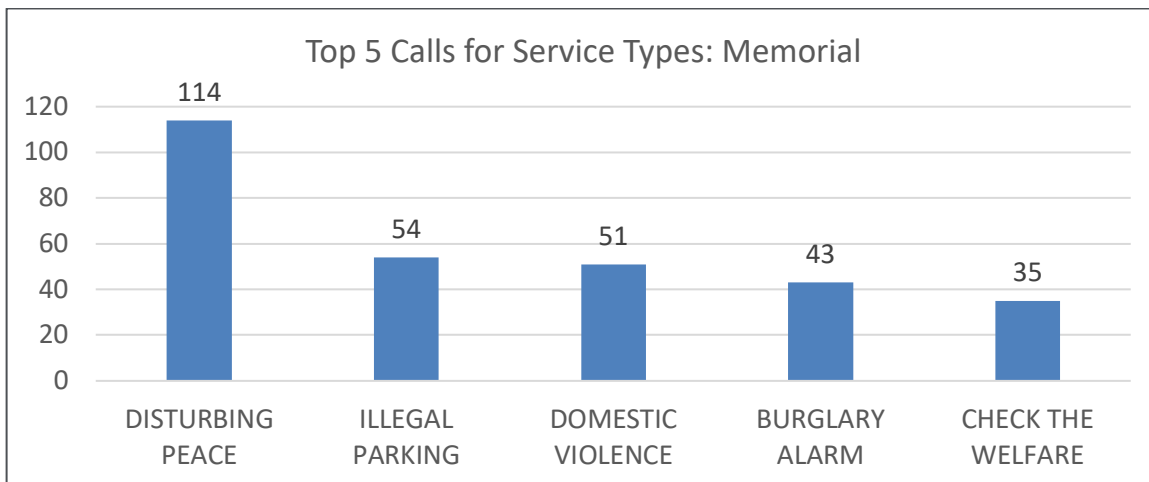
In Memorial Park, calls for service ranged greatly (from a low of 9.0 in the weeks post-PAD in 2022 to a high of 17.8 in the weeks before PAD in both 2020 and 2021) across the five years. Keeping in mind that 2023 was the first year of PAD for Memorial Park, we cannot say that PAD was related to the low number in 2022, although the next lowest call per week rate occurred post-PAD in 2023 with 11.8.



In terms of calls and crimes during PAD days *and* times, besides the low in 2019, 2023 had the next lowest calls for service. Crimes for PAD days and times were trending up for the first 3 years and then down in the most recent two years.

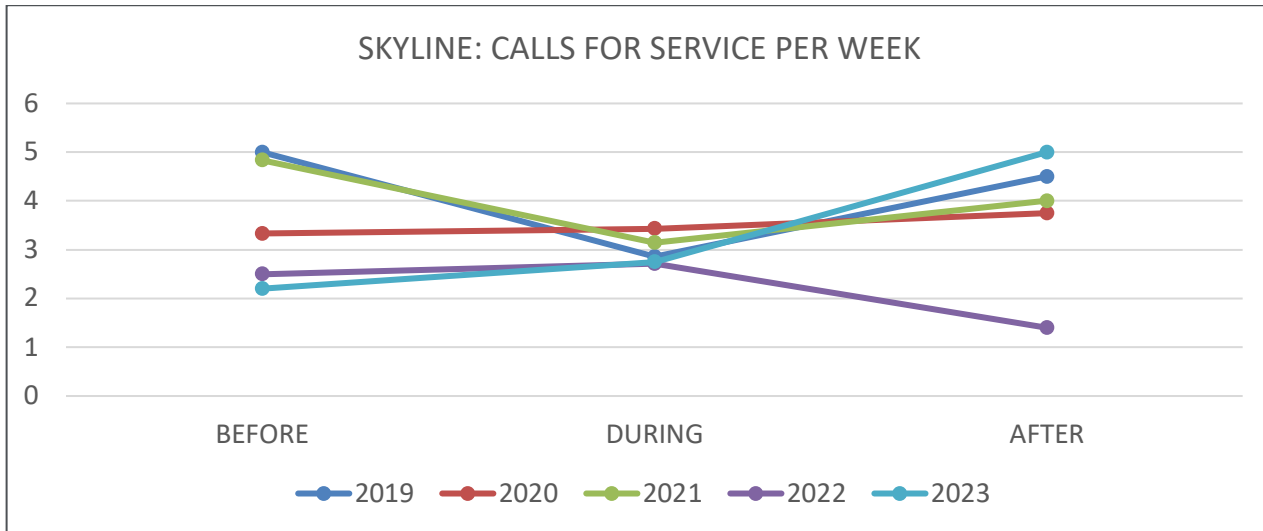
| Memorial, during PAD days & times | | |
|-----------------------------------|-------------------|--------|
| Year | Calls for Service | Crimes |
| 2019 | 28 | 7 |
| 2020 | 51 | 9 |
| 2021 | 47 | 19 |
| 2022 | 37 | 16 |
| 2023 | 35 | 14 |

Like the first three parks, “disturbing the peace” was the most frequent call type with more than twice as many as the second most common. Similarly, most of the calls were not serious crimes. Also, like Linda Vista, burglary alarm was more common than mental health to make the top 5.



SKYLINE CALLS & CRIME

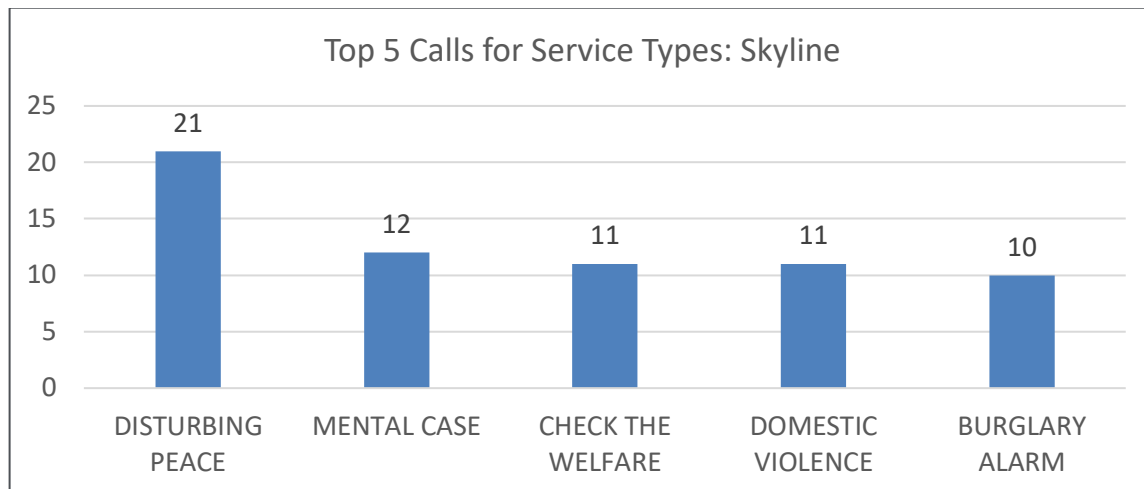
Skyline, like Linda Vista, had relatively low numbers. In 2022, during PAD, they were about the same during as before, but then dropped after; whereas in 2023, the numbers were relatively low before and during and then nearly doubled after. While lower numbers tend to show higher percentage change (versus actual number change), this trend should potentially be investigated.



We saw a big drop in calls for service during PAD days *and* times in 2022, but back up in 2023, even higher than the 2019-2021 average. Crimes also were quite a bit higher in 2023, but still relatively low numbers.

| Skyline, during PAD days & times | | |
|----------------------------------|-------------------|--------|
| Year | Calls for Service | Crimes |
| 2019 | 10 | 1 |
| 2020 | 8 | 3 |
| 2021 | 10 | 0 |
| 2022 | 4 | 1 |
| 2023 | 12 | 6 |

Once again, “disturbing the peace” was the most frequent call type but not extremely different than the remaining four most common types. For Skyline, “mental case” calls were number two, and the remaining three were the same as previous parks.



Summary

Like 2022, the survey results reveal that PAD was successful on several levels. A vast majority (three-quarters or more) of attendees attended or planned on attending PAD at least three or more times over the summer. Most people rated PAD between good and excellent (average of 4.5 on a scale of 1 to 5), and most people felt at least “somewhat safe” at the event (average of 3.8 on a scale of 1 to 5). This lower feeling of safety (down from 4.0 last year) could be related to less police presence at PAD (this lack of police was also noted repeatedly in the comments).

Relating to PAD’s effect on getting to know the community, making it easier to get services, improving relations with police, and spending quality time with the family, all had very favorable results with at least 86% agreeing or strongly agreeing (up from 82% in 2022). Most people attending PAD brought kids, many with multiple kids of multiple ages. Almost all attendees participated in youth games and activities, and about three-quarters experienced the food. In terms of demographics, LatinX/Hispanic were the largest percentage of race/ethnicity, with other races/ethnicities reflective of the demographics of each park’s neighborhood. Over half of respondents stated that Spanish was their primary language. For household income, 86% made less than \$58,000. The average age of respondents was 39 years old, and the majority lived in the same ZIP as the park they were attending PAD.

In addition to the survey results, based on the open text comments and suggestions, Parks After Dark was once again very well received. A few suggestions stood out that should be considered for future programming. The number one improvement that was asked for was more police/safety/security/surveillance. While PAD attendees did not just want police presence but also hoped for increased engagement from the police with the community (like last year). Regarding programming, there were many requests for more activities for all ages and more food, especially for adults. Logistically, cleaner restrooms and better site organization for participants in terms of food and bracelet distribution.

In terms of police calls for service, we saw the lowest amounts of calls per week *during* PAD 2023 for the five years that were analyzed. When looked at individually, not all parks had this same trend. Like 2022, “disturbing the peace” calls were the most frequent call type by far for each park. In the two years of PAD, 2 parks had reductions “during” PAD, 1 stayed the same and 1 increased. While the lower numbers can be an indicator of “success,” there is no definitive way to know whether crimes/calls in and immediately around each park are directly related to PAD.

After two years of evaluating PAD, one sees the positive effects on the community. Research has shown that activating parks is beneficial to community safety which is the intention of PAD. This evaluation adds to our knowledge and understanding of this type of programming and should be used as the City of San Diego plans into the future.

APPENDIX A: Survey Instrument

Date*

August 25

August 26

August 27

Parks After Dark Questions

1. How did you find out about this event?

live in the area/walking by

flyer

website

social media

someone told me

news or media

other

2. How often are you attending or plan to attend Parks After Dark this summer?

will not attend again

once or twice

3-7 times

once per week

twice or more each week

3. Are you attending Parks After Dark with people under 18? (Check all that apply)

children age 0-5

children age 6-12

children age 13-17

none

4. Which Parks After Dark activity have you/are you participated/ing in today? (Check all that apply)

Food

Youth Games & Activities

Adult Exercise

5. How safe do you feel at this event (Parks After Dark)?

5-very safe

4-somewhat safe

3-not safe or unsafe

2-somewhat unsafe

1-not at all safe

6. Would you recommend Parks After Dark to friends or family?

Yes

No

7. How would you rate Parks After Dark?

5-Excellent

4-Good

3-Average

2-Below Average

1-Terrible

8. How would you improve Parks After Dark?

How strongly do you agree or disagree that Parks After Dark... **9a. helps me get to know my community better** 5-strongly agree 4-agree 3-neither agree nor disagree 2-disagree 1-strongly disagree**9b. makes it easier to get services I need** 5-strongly agree 4-agree 3-neither agree nor disagree 2-disagree 1-strongly disagree

9c. improves relationships between community members and police 5-strongly agree 4-agree 3-neither agree nor disagree 2-disagree 1-strongly disagree**9d. makes it easier to spend quality time with my family** 5-strongly agree 4-agree 3-neither agree nor disagree 2-disagree 1-strongly disagree

9e. Any Suggestions/Comments?

General/Demographic Questions 

10. How often do you visit this park?

Daily

Weekly

Monthly

Yearly

First time

11. How safe do you feel coming to this park (outside of Parks After Dark)?

5-very safe

4-somewhat safe

3-not safe or unsafe

2-somewhat unsafe

1-not at all safe

12. What ZIP Code do you live in?

13. What is your annual household income? \$35,000 or less \$35,001-\$58,000 \$58,001-\$93,000 \$93,001-\$120,000 \$120,001 or more Prefer not to answer**14. What is your age?**

Leave blank for prefer not to answer.

15. What is your race/ethnicity?**15a. If multi or other race/ethnicity, please specify.**

16. What is your primary language?

16a. If other language, please specify.

17. What is your gender identity?

Female

Male

Transgender male

Transgender female

Genderqueer/gender non-conforming

Questioning/unsure of gender

I use another term

Prefer not to answer

17a. If other gender identity, please specify.

18. What sex were you assigned on your original birth certificate?

We know this question is odd, and we're sorry but we have to ask it

Female

Male

Other

Prefer not to answer

18a. If other sex, please specify.

19. What is your sexual orientation?

Select the one that best describes you.

Heterosexual or straight

Gay or lesbian

Bisexual/pansexual/sexually fluid

Queer

Questioning/unsure of sexual orientation

Other

Prefer not to answer

19a. If other sexual orientation, please specify.

20. Do you have a disability? (Check all that apply)

A disability is defined as a physical or mental impairment or medical condition lasting over 6 months that substantially limits a major life activity, which is not the result of a severe mental illness

No disabilities

Difficulty seeing

Difficulty hearing

Other communication

Learning

Developmental

Dementia

Other mental

Physical/Mobility

Chronic health condition/pain

Other

20a. If other disability, please specify.

21. Have you ever served in the military?

Yes, currently in military

Yes, previously in military

No

Prefer not to answer

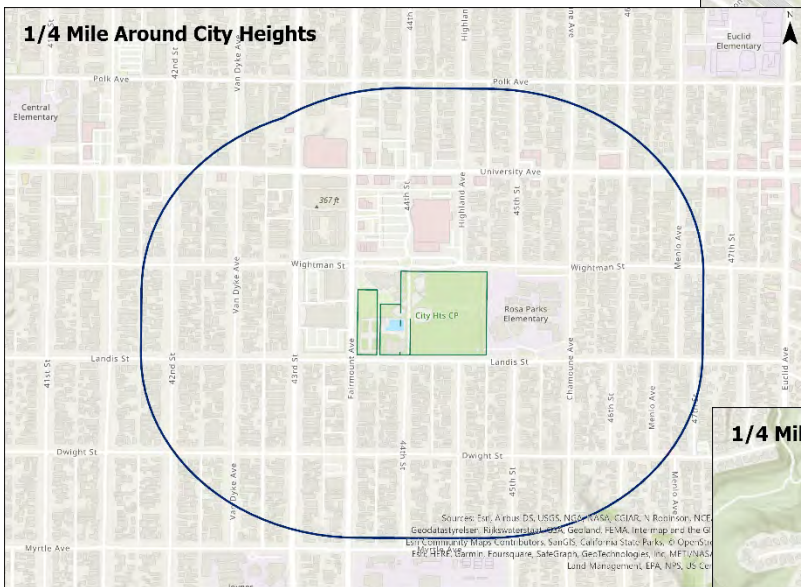
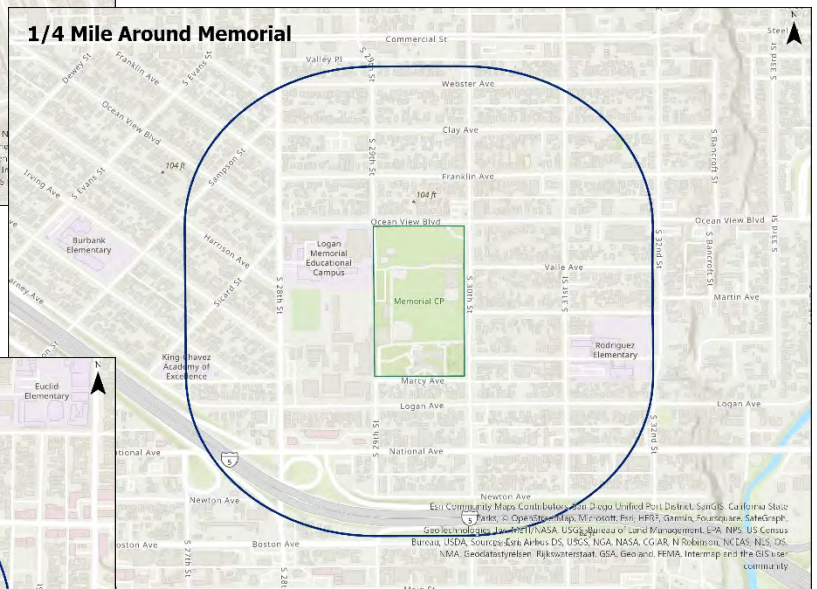
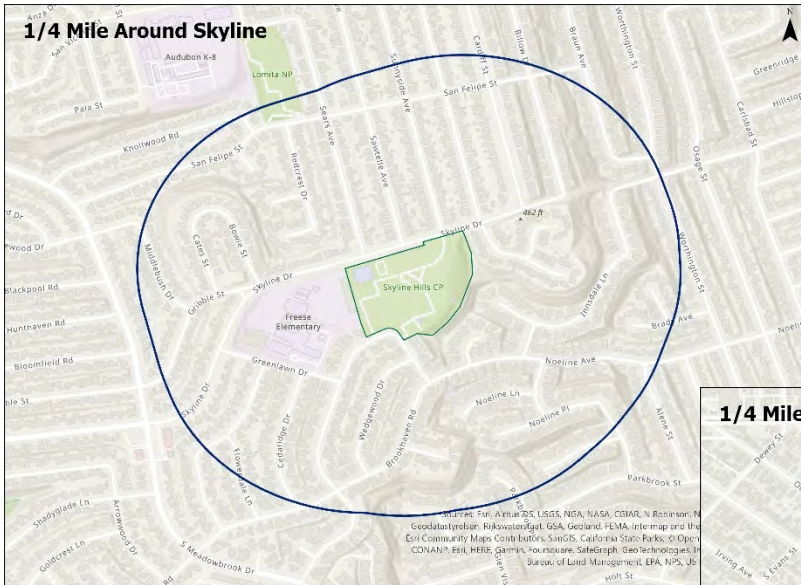
Submit

APPENDIX B: Comments/Suggestions

| IMPROVE PAD/SUGGESTIONS (2 or More) | COUNT |
|--|-------|
| More police/safety/security/surveillance | 148 |
| More activities/games | 132 |
| More food/food tickets/bracelets | 78 |
| More food for adults/parents/whole family - cheaper or free | 64 |
| More activities for children of all ages / all ages | 40 |
| More Art/Craft activities | 31 |
| More/Free water/drinks | 29 |
| Activities/games for adults/parents/families | 28 |
| More activities for teens/tweens/young people | 25 |
| Cleanliness of the bathrooms | 24 |
| Games/activities for toddlers | 23 |
| More games/activities for kids / all ages | 22 |
| Better/healthier/vegan/vegetarian food/More food options | 21 |
| Advertise more/Communicate better/advertise by mail | 18 |
| Have PAD for more days/longer time period/more often | 17 |
| Better organization, especially for tickets and food | 15 |
| Food Distribution (online options, resources for food pantry) | 14 |
| More bracelets | 13 |
| More resources / resource tables | 11 |
| Books/prizes/toys for teens | 10 |
| More tables and chairs | 10 |
| More Vigilance | 10 |
| More events | 8 |
| Cover/Shade for sun | 7 |
| Food/Cooking demonstrations (including vegan) | 7 |
| Shorter/faster lines | 7 |
| in the park/on the grass | 6 |
| more promotion | 5 |
| Sports games/Basketball games | 5 |
| Books for bilingual, Spanish, boys & babies | 4 |
| Children's Music (some songs had sexual content) | 4 |
| More educational activities | 4 |
| More entertainment | 4 |
| More lighting | 4 |
| More staff | 4 |
| More things | 4 |
| music too loud | 4 |
| Reading books and museum passes for families | 4 |
| Make the staff friendlier | 3 |
| More activities for special needs kids/allow parents to not wait in line | 3 |
| More food distribution | 3 |

| | |
|---------------------------------------|---|
| More fun | 3 |
| More people | 3 |
| Better registration process | 2 |
| Dance games | 2 |
| Different events/games | 2 |
| Less homeless | 2 |
| Mexican Music | 2 |
| More communication | 2 |
| More community organizations | 2 |
| More community outreach | 2 |
| More evening park activities for FALL | 2 |
| More game truck | 2 |
| More jumpies | 2 |
| More lights | 2 |
| More seating | 2 |
| More vendors | 2 |
| More/different activities | 2 |
| No music | 2 |
| Staff better control lines | 2 |

APPENDIX C: Park Maps



CITY OF SAN DIEGO, CALIFORNIA
COUNCIL POLICY

CURRENT

SUBJECT: PARKS AND RECREATION DEPARTMENT OPPORTUNITY
FUND POLICY
POLICY NO.: 700-48
EFFECTIVE DATE: April 14, 2023

BACKGROUND:

In response to the 2021 Parks Master Plan and the 2021 Audit of Equity in Recreation Programming, the Parks and Recreation Department (Department) developed a user fee, the *Opportunity Fund Fee*, as part of the 2022 Department Fee Schedule update. Per Council Resolution R-313898, a special fund, the Opportunity Fund (Fund), was established to collect the *Opportunity Fund Fees* (Fees). The Fund supports *Equitable Programs* and minor improvement projects in communities of concern, as defined by the 2019 Climate Equity Report.

PURPOSE:

Establish a transparent policy for the Department's use of the Fund that increases *Equitable Programs* and projects and formalizes procedures for evaluation and distribution of the Fees.

DEFINITIONS:

Equitable Programs – Recreation programs that benefit all individuals and communities.

Objective Scoring System – A data driven tool that scores a set collection of data by means of a formula so that different scorers will arrive at the same score for the same set of data.

Opportunity Fund Fees – Fees derived from permitted activities in parks such as events, facility use by sports leagues, room and pool rentals, and ongoing recreation-based business operations by commercial and non-profit entities.

Recreation Center Fund – A special revenue fund that collects revenue from programs and permits at a recreation center and within its service area. Funds are budgeted annually with community input and are used to support recreation programs, events, and services in the *Recreation Service Area*.

CITY OF SAN DIEGO, CALIFORNIA
COUNCIL POLICY

CURRENT

Recreation Service Area – A defined geographic area of parks, recreation centers, and pools that provide services to the surrounding community.

Special Fund – A non-general fund account that receives revenue for specifically identified purposes.

POLICY:

- I. The City Council wishes to establish a special fund to collect Fees that the Mayor or designee may allocate and disburse in accordance with this policy for Department programs, equipment, supplies, projects, or other purposes beneficial to the Department.
 - A. Appropriation of the Fees shall comply with Council Policy 000-02.
 - B. Fees shall be distributed throughout the Department as follows:
 1. 100% of the projected available Fees will be allocated on an annual basis to support *Equitable Programs* and services in the Department.
 2. Each fiscal year distribution of Fees is determined according to the *Objective Scoring System*, or at the discretion of the Director of the Parks and Recreation Department (Director). Fees will be distributed into that year's approved *Recreation Center Funds* during the first quarter of the subsequent fiscal year.
 3. Distribution of Fees may be reassessed as conditions change, or at the discretion of the Director.
 4. The Director will provide an annual report to Council on the disbursement and use of the Fees.
- II. Guidelines for distribution of the Fund:
 - A. Each Recreation Center Director (RCD), with community input, will identify funding needs for the recreation center and neighborhood parks. Funding needs will be based on multiple factors, including analysis of data for individual recreation center priorities and geographic service areas. Based on results of the analysis, the RCD will submit a preliminary budget proposal to the Director, or designated appointing authority, for use of the Fees.

CITY OF SAN DIEGO, CALIFORNIA
COUNCIL POLICY

CURRENT

- B. The Department will create an Evaluation Committee responsible for evaluating all Fund budget proposals using an *Objective Scoring System*. The Evaluation Committee will provide recommendations regarding Fund allocations to the Parks and Recreation Board for public comment and review and then to the Director or designated appointing authority.
- C. To maintain and further develop the *Objective Scoring System*, the Department will update current and historical information for all *Recreation Service Areas* and may consider information from:
1. United States Census Bureau
 2. San Diego Association of Governments (SANDAG)
 3. GALE - Analytics on Demand
 4. Other resources deemed relevant by the Director

HISTORY:

“Procedures for Distribution and Use of Opportunity Fund Fees”
Adopted by Resolution R-314733 – 4/14/2023