

## COUNCILMEMBER LORIE ZAPF CITY OF SAN DIEGO

PRESS RELEASE

For Immediate Release April 6, 2015 Contact: Alex Bell 619-235-5282

**City Council Approves Belmont Park Lease** 

Lease agreement allows for renovations and reopening of the historic Plunge Pool

San Diego, CA – Today the San Diego City Council voted 7-2 to approve an amended lease agreement with Symphony Asset Pool XVI, LLC (Symphony), for operations and maintenance of Belmont Park and the historic Mission Beach rollercoaster. The City Council last saw this item in September, when it was returned to staff to for further negotiations.

Since the September meeting, Councilmember Lorie Zapf has worked closely with Cybele Thompson, the City's Director of Real Estate Assets, and Symphony to negotiate a better deal for taxpayers. In this new deal, Symphony has agreed to Councilmember Zapf's request to increase capital improvements from \$10 million to \$18 million, with the potential for \$5 million more if the lease is renewed in the future.

In addition, Pacifica will spend \$5.9 million to fix the city-owned Plunge pool and will also be responsible for all the repairs and maintenance of the Plunge going forward for the remainder of the lease term. Without this new provision, the Plunge would have been closed for years, and added to the City's multi-billion dollar deferred maintenance backlog.

"Symphony took over Belmont Park a few years ago after the previous operator went bankrupt. In that time they have invested millions to bring new life to the once dilapidated amusement park, turning it into a world-class, family-friendly destination," said Councilmember Zapf. "Their investment has had a positive ripple effect on the entire Mission Beach neighborhood. There are more customers visiting nearby businesses, crime

## is down significantly, and with this new agreement, the historic Plunge pool will open far sooner than had been possible if the City was funding repairs."

Attached is a spreadsheet outlining the differences between the old lease, the proposed September lease, and the final lease which was approved by the Council today.

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THE CITY OF SAN DIEGO REPORT TO THE CITY COUNCIL

| DATE ISSUED: | March 19, 2015   | REPORT NO: 15-001 (Rev) |  |
|--------------|--|-------------------------|--|
| ATTENTION:   | Honorable Council President and Members of the City Council  |                         |  |
| SUBJECT:     | Amended and Restated Percentage Lease Between the City and Symphony<br>Asset Pool XVI, LLC, a Delaware Limited Liability Company |                         |  |

REFERENCE: N/A

<u>REQUESTED ACTION</u>: Authorize the Mayor or his designee to enter into an Amended and Restated Percentage Lease with Symphony Asset Pool XVI, LLC, a Delaware Limited Liability Company, for the lease of certain City-owned property located in Belmont Park, at 3146 Mission Boulevard, San Diego, CA 92109, which includes the Mission Beach Roller Coaster property.

Authorize the Mayor or his designee to enter into the Lease Suspension and Termination Agreement with San Diego Coaster Company, to suspend and hold in abeyance the lease of certain City-owned property located at 3190 Mission Boulevard, San Diego, California, 92109, and for the termination of the lease.

Determine that the approval of the Amended and Restated Percentage Lease with Symphony Asset Pool XVI, LLC, a Delaware Limited Liability Company, is categorically exempt from CEQA pursuant to CEQA Guidelines Section 15301, and

Declare that the Symphony Assets Pool XVI – Amended and Restated Lease Agreement is categorically exempt from the California Environmental Quality Act (CEQA), pursuant to State CEQA Guidelines Sections 15301, as it involves the operation and leasing of an existing public or private facility, with negligible or no expansion of use.

Declare that the Council of the City of San Diego has determined that an exception to the exemption as set forth in CEQA Guidelines Section 15300.2 does not apply.

STAFF RECOMMENDATION: Adopt the resolution(s).

EXECUTIVE SUMMARY OF ITEM BACKGROUND: The Amended and Restated Percentage Lease with Symphony Asset Pool XVI, LLL, a Delaware Limited Liability Company ("SYMPHONY") was presented to the City Council for approval on September 22, 2014. At that time, Council requested staff to bring a plan to address repairs at the Plunge and resubmit the lease within 60 days. On November 10, 2014, the lease agreement and Plunge repairs were heard in closed session of the City Council. Staff was requested to negotiate a new deal to address additional City Council comments and to bring the revised lease agreement to City Council for approval.

Since September 22, 2014, staff and SYMPHONY representatives had met regularly to address Plunge repairs and other major terms of the lease. A revised deal has been agreed upon by both parties and is presented to the City Council for approval.

The table below is a comparison of the existing lease, the amended lease that was denied by the City Council on September 22, 2014, and the proposed amended lease that is presented to City Council for approval:

| LEASE<br>PROVISIONS      | EXISTING LEASE  | AMENDED AND RESTATED<br>PERCENTAGE LEASE PRESENTED TO<br>THE CITY COUNCIL ON SEPTEMBER<br>22, 2014  | PROPOSED AMENDED AND<br>RESTATED LEASE   |
|--------------------------|---|---|--|
| Lessee                   | Symphony Asset Pool XVI<br>LLC  | No change<br>(Symphony Asset Pool XVI LLC)  | No change<br>(Symphony Asset Pool XVI LLC)   |
| Permitted Use            | Park/visitor-oriented<br>commercial and<br>recreational center.   | No change. Park/visitor-oriented commercial and recreational center.  | No change. Park/visitor-oriented commercial and recreational center.   |
| Leased Area              | 7.2079 acres.   | 7.241 acres.  | 7.241 acres.   |
| Lease Term<br>Expiration | June 30, 2038 (23 years,<br>and 2 months).  | No change. June 30, 2038 (23 years, and 2 months).  | No change. June 30, 2038 (23 years, and 2 months).   |
| Option to<br>Extend Term | <ul> <li>No option to extend,<br/>but Lessee has right of<br/>first refusal to enter<br/>new lease at<br/>expiration upon terms<br/>agreed between City<br/>and Lessee, if City<br/>continues to use the<br/>land for the permitted<br/>uses</li> <li>City may not lease to<br/>anyone on terms more<br/>favorable than offered<br/>to Lessee for the<br/>permitted uses</li> </ul> | <ul> <li>Option to extend, but must be exercised within 5 years of Lease effective date <u>and only valid if</u>:         <ul> <li>(i) Lessee within 3 years spends \$10M in capital improvements and upgrades per Exhibit G; AND</li> <li>(ii) Lessee pays City a lump sum of \$500,000</li> </ul> </li> <li>If Lessee validly exercises Option then lease term is extended so that the remaining term is 50 years. By way of example, if the Option was validly exercised on January 1, 2020, the lease term would expire on December 30, 2069 rather than June 30, 2038, resulting in a 31 year and 6 months extension.</li> </ul> | <ul> <li>Option to extend, but must be exercised within 5 years of Lease effective date <u>and only valid if</u>:         <ul> <li>(i) Lessee within 3 years spends \$18M in capital improvements and upgrades per Exhibit G; AND</li> <li>(ii) Lessee pays City a lump sum of \$500,000</li> </ul> </li> <li>If Lessee validly exercises Option then lease term is extended so that the remaining term is 40 years.</li> <li>If after the 30<sup>th</sup> lease year, Lessee obtains City approval for additional \$5M of capital obligations, and complete improvements by end of 40<sup>th</sup> lease year, the term will be extended for additional 10 years.</li> <li>By way of example, if the Option was validly exercised on January 1, 2020, the lease term would expire on December 31, 2059 rather than June 30, 2038, resulting in a 21year and 6 month extension and on December 31, 2069 if the term is extended for additional 10 years, resulting in 31 year and 6 months extension.</li> </ul> |
| Minimum<br>Annual Rent   | \$863,300   | <ul> <li>\$900,000 if Option to extend <i>not</i> exercised.</li> </ul>   | <ul> <li>\$900,000 if Option to extend <i>not</i> exercised.</li> </ul>  |

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| ,   |  | • \$1,100,000 if Option to extend <i>is</i> exercised.   | • \$1,100,000 if Option to extend <i>is</i> exercised.   |
|---|--|--|--|
| Minimum Rent<br>Upward<br>Adjustment                      | <ul> <li>No guaranteed<br/>upward adjustment,<br/>and only adjusted, if at<br/>all, every 3 years</li> <li>Adjusted every 3 years<br/>to 80% of actual rents<br/>paid during the<br/>preceding 3-year<br/>period. No decrease is<br/>allowed.</li> </ul>   | Guaranteed upward adjustment every<br>year by 2.5%.  | Guaranteed upward adjustment every<br>year by 2.5%.  |
| Percentage<br>Rent  | Currently fixed at 5% of<br>gross revenue from all<br>operations.  | <ul> <li>Varies according to the use from 3% to 50% of gross revenue from all operations.</li> <li>As applied to 2013 gross revenue equates to approximately a 5.3% blended rate.</li> </ul>   | <ul> <li>Varies according to the use from 3% to 50% of gross revenue from all operations.</li> <li>New rent category3% on any mandatory gratuity/service charges, including service charges from a Use and Occupancy Permit.</li> <li>As applied to 2013 gross revenue equates to approximately a 5.3% blended rate.</li> </ul>  |
| Percentage<br>Rent<br>Upward<br>Adjustment                | <ul> <li>Percentage rent is<br/>eligible for upward<br/>adjustment every 10<br/>years</li> <li>Adjustment is by<br/>mutual agreement of<br/>Lessee and City</li> <li>If no agreement is<br/>reached, then<br/>percentage rent<br/>remains the same,<br/>unless City elects to go<br/>to appraisal, which<br/>appraisal shall<br/>establish the<br/>percentage rent for<br/>the next 10-year<br/>period.</li> </ul> | <ul> <li>Percentage rent is eligible for<br/>upward adjustment every 10 years<br/>at the option of City</li> <li>Adjustment is by mutual<br/>agreement of the Lessee and City.<br/>If no agreement is reached, then<br/>percentage rent is established by<br/>appraisal, which appraisal shall<br/>establish the percentage rent for<br/>the next 10-year period.</li> </ul> | <ul> <li>Percentage rent is eligible for<br/>upward adjustment every 10 years<br/>at the option of City</li> <li>Adjustment is by mutual agreement<br/>of the Lessee and City. If no<br/>agreement is reached, then<br/>percentage rent is established by<br/>appraisal, which appraisal shall<br/>establish the percentage rent for<br/>the next 10-year period.</li> </ul> |
| Invalidation of<br>the lease                              | No provisions  | • No provisions.   | • Allows "corrective measures" if future development and/or current and future uses and/or lease term are determined to be invalid in whole or in part by a final judgment of a court of competent jurisdiction and any appeals.   |
| Suspension<br>and<br>Supersession<br>of Existing<br>Lease | • No provisions.   | • No provisions.   | <ul> <li>Existing lease will be suspended<br/>and held in abeyance (but not<br/>terminated). The lease will be<br/>terminated on the earlier to occur<br/>of the following conditions:         <ul> <li>The effective date of<br/>termination the new lease<br/>if pursuant to default by<br/>Symphony.</li> <li>Expiration of the original</li> </ul> </li> </ul>           |

|   |   |   | lease (i.e. the 1987 lease).  |
|---|---|---|---|
| Coaster<br>Acquisition<br>Provisions              | <ul> <li>No provisions relating to ownership of the San Diego Coaster Company, but Lessee has right of first refusal to enter new lease for the Coaster premises at expiration of the existing Coaster Lease upon terms agreed between City and Lessee, if City continues to use the land for the permitted uses</li> <li>City may not lease to anyone on terms more favorable than offered to Lessee for the permitted uses</li> </ul> | <ul> <li>If Lessee within 180 days of City<br/>Council approval of this Lease<br/>acquires complete ownership of<br/>the San Diego Coaster Company<br/>(current holder of the Coaster<br/>Lease), then upon notice from<br/>Lessee:         <ul> <li>(i) the premises of the<br/>Coaster Lease will<br/>become part of Lessee's<br/>premises</li> <li>(ii) minimum rent will<br/>increase to \$1,024,000<br/>adjusted 2.5% upward<br/>annually; AND</li> <li>(iii) percentage rent for<br/>the Coaster Ride will<br/>increase to 10%</li> </ul> </li> <li>In addition, if Lessee exercises its<br/>Option to extend the Lease, then:         <ul> <li>(i) minimum rent will<br/>increase to \$1,300,000<br/>adjusted 2.5% upward<br/>annually; AND</li> <li>(ii) Lessee will be<br/>required to expend<br/>\$2,500,000 on<br/>improvements to the<br/>coaster premises (in<br/>addition to the prior<br/>\$10,000,000<br/>improvement obligation).</li> </ul> </li> </ul> | <ul> <li>lease (i.e. the 1987 lease).</li> <li>Lessee acquired complete<br/>ownership of the San Diego Coaster<br/>Company (current holder of the<br/>Coaster Lease), on November 7,<br/>2014. The percentage rent is<br/>increased to 10% as of date of<br/>acquisition. Upon approval of the<br/>lease by City Council:         <ul> <li>(i) SD Coaster lease will be<br/>suspended and hold in<br/>abeyance (but not<br/>terminate).</li> <li>(ii) SD Coaster Lease will<br/>be terminated under<br/>certain condition, but no<br/>later than its original<br/>expiration date.</li> <li>(iii) the premises of the<br/>Coaster Lease will become<br/>part of Lessee's premises</li> <li>(iv) minimum rent will<br/>increase to \$1,024,000<br/>adjusted 2.5% upward<br/>annually; AND</li> </ul> </li> <li>In addition, if Lessee exercises its<br/>Option to extend the Lease, then:         <ul> <li>(i) minimum rent will<br/>increase to \$1,300,000<br/>adjusted 2.5% upward<br/>annually; AND</li> <li>(ii) Lessee will be required<br/>to expend \$2,500,000 on<br/>improvements to the<br/>coaster premises within<br/>first 5 years (in addition to<br/>the prior \$18,000,000</li> </ul> </li> </ul> |
| Capital<br>Expenditures                           | No initial capital<br>investment.<br>Lessee is required every 4<br>years to spend 2.5% of<br>gross sales on capital<br>expenditures, but in turn<br>receives a dollar-for-dollar<br>credit against gross sales  | <ul> <li>Initial minimum investment<br/>\$10,000,000.</li> <li>Lessee receives <i>no credit</i> against<br/>gross sales, regardless of the dollar<br/>amount spent on capital<br/>expenditures</li> </ul>   | <ul> <li>improvement obligation).</li> <li>Initial minimum investment<br/>\$18,000,000.</li> <li>Lessee receives <i>no credit</i> against<br/>gross sales, regardless of the dollar<br/>amount spent on capital<br/>expenditures</li> <li>After 30 years, Lessee is obligated<br/>to spend an additional \$5,000,000</li> </ul>   |
| Rent Credit for<br>Original Lease<br>Improvements | <ul> <li>thereby reducing<br/>percentage rent.</li> <li>Lessee has<br/>approximately<br/>\$2,368,474 of rent<br/>credit from Public<br/>Improvements<br/>constructed<br/>previously and may be<br/>applied to 50% of rent</li> </ul>  | No change.<br>(Lessee has approximately \$2,368,474<br>of existing rent credit from Public<br>Improvements constructed previously<br>and may be applied to 50% of rent<br>owing above \$70,000. This rent credit<br>will be exhausted in approximately 5-6  | in capital improvements, if<br>additional option is exercised.<br>No change.<br>(Lessee has approximately \$2,368,474<br>of existing rent credit from Public<br>Improvements constructed previously<br>and may be applied to 50% of rent<br>owing above \$70,000. This rent credit<br>will be exhausted in approximately 5-6  |

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|   | This rent credit will be<br>exhausted in<br>approximately 5-6<br>years   |  |   |
| Plunge<br>Improvement/<br>Repair Rent<br>Credit | If Lessee desires<br>redevelopment or adaptive<br>reuse of the Plunge<br>building, Lessee may<br>request additional rent<br>credit to be issued in City's<br>discretion  | <ul> <li>Upon completion of Plunge<br/>repairs, Lessee shall receive an<br/>additional rent credit not to<br/>exceed the lesser of \$5,200,000 or<br/>the actual cost of the Plunge<br/>repairs, which will be added to the<br/>existing rent credit and applied<br/>identically.</li> <li>Lessee is obligated, at Lessee's<br/>expense, to pay for any costs over<br/>and above \$5,200,000 (not to be<br/>off-set by any rent credit).</li> <li>Lessee shall establish and<br/>implement a regular Plunge pool<br/>and building maintenance<br/>program.</li> </ul>                      | <ul> <li>Upon completion of Plunge repairs,<br/>Lessee shall receive an additional<br/>rent credit not to exceed the lesser<br/>of \$5,200,000 or the actual cost of<br/>the Plunge repairs, which will be<br/>added to the existing rent credit<br/>and applied identically.</li> <li>Lessee is obligated, at Lessee's<br/>expense, to pay for any costs over<br/>and above \$5,200,000 (not to be<br/>off-set by any rent credit).</li> <li>Lessee shall establish and<br/>implement a regular Plunge pool<br/>and building maintenance program.</li> <li>5-year facilities assessment reports<br/>shall be prepared at Lessee's<br/>expense by an engineer, selected by<br/>Lessee is responsible to correct all<br/>repairs and maintenance items.</li> </ul> |
| General<br>Parking                              | <ul> <li>Lessee shall maintain<br/>public parking<br/>facilities on the<br/>Premises with no less<br/>than 325 public<br/>parking spaces</li> <li>Subject to City Council,<br/>and any other<br/>required approvals,<br/>Lessee may charge a<br/>parking fee in the east<br/>lot, subject to payment<br/>of percentage rent</li> </ul> | No change.<br>(Lessee shall maintain public parking<br>facilities on the Premises with no less<br>than 325 public parking spaces.<br>Subject to City Council, and any other<br>required approvals, Lessee may charge<br>a parking fee in the east lot, subject to<br>payment of percentage rent).  | No change.<br>(Lessee shall maintain public parking<br>facilities on the Premises with no less<br>than 325 public parking spaces. Subject<br>to City Council, and any other required<br>approvals, Lessee may charge a parking<br>fee in the east lot, subject to payment of<br>percentage rent).   |
| Valet Parking                                   | <ul> <li>Lessee, subject to<br/>annual City approval,<br/>may establish a 9-stall<br/>valet parking drop-off<br/>zone in the north lot.</li> <li>Valet parking revenue<br/>is subject to<br/>percentage rent.</li> </ul>   | <ul> <li>Lessee, subject to annual City<br/>approval, may establish a 9-stall<br/>valet parking drop-off zone in the<br/>north lot.</li> <li>Valet parking revenue is subject to<br/>percentage rent.</li> <li>Lessee will invest \$2,500,000 to<br/>reconfigure City-owned adjacent<br/>parking lot (South Parking) to<br/>create 90-valet parking spaces and<br/>18 free parking spaces within first<br/>3 years of the term.</li> <li>Valet parking will be approved<br/>under a separate permit.</li> <li>Valet parking revenue is subject to<br/>5% of gross revenue rent.</li> </ul> | Same as in the existing lease.  |
| Community<br>Meeting Room                       | Lessee must provide<br>access for the general<br>public to a community<br>meeting room for public  | No fundamental change.<br>For meetings 15 person or less – 10<br>day advance notice.<br>For meetings 16 person or more – 90  | No fundamental change<br>For meetings 15 person or less – 10 day<br>advance notice.<br>For meetings 16 person or more – 90  |

|                                     | service use.  | days' advance notice.<br>(Lessee must provide access for the<br>general public to a community meeting<br>room for public service use).  | days' advance notice.<br>(Lessee must provide access for the<br>general public to a community meeting<br>room for public service use).  |
|-------------------------------------|---|---|---|
| Accessory Use<br>Permit             | <ul> <li>City, subject to annual<br/>renewal, shall grant a<br/>separate Accessory<br/>Use Permit allowing<br/>beach concessions and<br/>service of food on the<br/>beach (but no alcohol)<br/>on the western<br/>boundary of the<br/>premises</li> <li>Lessee shall pay<br/>minimum and<br/>percentage rent</li> </ul> | <ul> <li>City, subject to up to 3-year<br/>renewal periods, shall grant a<br/>separate Accessory Use Permit<br/>allowing beach concessions and<br/>service of food on the beach (but<br/>no alcohol) on the western<br/>boundary of the premises (specific<br/>boundaries to be approved)</li> <li>Lessee shall pay minimum and<br/>percentage rent.</li> <li>Lessee must obtain all required<br/>permits and approvals.</li> </ul> | <ul> <li>City, subject to up to 2-year renewal periods, shall grant a separate Accessory Use Permit allowing beach concessions and service of food on the beach (but no alcohol) on the western boundary of the premises (specific boundaries to be approved)</li> <li>Lessee shall pay minimum and percentage rent.</li> <li>Lessee must obtain all required permits and approvals.</li> </ul> |
| Assignments                         | Assignments are subject to consent of City.   | <ul> <li>Assignments are subject to consent of City.</li> <li>In addition, on assignment or a majority sublease, Lessee must pay City 2% of the gross amount paid to Lessee for the assignment or majority subleases.</li> </ul>  | <ul> <li>Assignments are subject to consent<br/>of City.</li> <li>In addition, on assignment or a<br/>majority sublease, Lessee must pay<br/>City 2% of the gross amount paid to<br/>Lessee for the assignment or<br/>majority subleases.</li> </ul>  |
| Subleases                           | City only to approve<br>subleases of more than<br>5,000 square feet.  | City must approve all subleases.  | City must approve all subleases.  |
| Prevailing<br>Wage                  | No provisions.  | Extensive language requiring payment<br>by Lessee of prevailing wage and<br>compliance with prevailing wage law.  | Extensive language requiring payment<br>by Lessee of prevailing wage and<br>compliance with prevailing wage law.  |
| Hazardous<br>Substances             | No provisions.  | Extensive language requiring the<br>removal and remediation of any<br>hazardous substances by Lessee, as<br>well as indemnification of City.  | Extensive language requiring the<br>removal and remediation of any<br>hazardous substances by Lessee, as well<br>as indemnification of City.  |
| Disabled<br>Access<br>Compliance    | No provisions.  | Extensive language requiring ADA compliance by Lessee.  | Extensive language requiring ADA compliance by Lessee.  |
| Equal Benefits                      | No provisions.  | Payment of equal benefits to spouses with domestic partners required.   | Payment of equal benefits to spouses with domestic partners required.   |
| Drug-Free<br>Workplace              | No provisions.  | Must adopt and enforce a policy to maintain a drug-free workplace.  | Must adopt and enforce a policy to maintain a drug-free workplace.  |
| Water Quality<br>Assurance          | No provisions.  | Must comply with all applicable laws<br>and regulations regarding water<br>quality assurance and storm water<br>management.   | Must comply with all applicable laws<br>and regulations regarding water quality<br>assurance and storm water<br>management.   |
| Local Business<br>and<br>Employment | No provisions.  | Must use reasonable efforts to contract<br>and employ local firms and residents<br>for work associated with Lease.  | Must use reasonable efforts to contract<br>and employ local firms and residents for<br>work associated with Lease.  |

SYMPHONY is required to operate and maintain the Plunge per the terms of the existing lease. If a new lease proposal which includes full capital repairs of the Plunge is not approved, SYMPHONY will make all repairs as required per the terms of its existing lease at the Plunge and in compliance with all applicable laws. Repairs will commence upon receiving all applicable City permits and approvals and will be completed approximately 6 months from the commencement date. However, as a long term solution, the Plunge will require refurbishment and upgrades to its structure including the pool, which SYMPHONY is not obligated to complete under the terms of the current lease. If a new amended and restated lease, which will require SYMPHONY to make repairs in exchange for rent credits, is not approved, the Plunge will need to be placed in the City's Capital Improvement Project (CIP) queue for future repair and get prioritized along with all the City's other CIP projects.

FISCAL CONSIDERATIONS: If the proposed amended and restated lease is approved, at least \$415,000 of rent will be deposited into General Fund 100000 annually. In addition, the City will continue to deposit \$70,000 annually into a special fund to be used for amelioration of traffic problems in the Mission Beach community and for enhancing community landscaping.

EQUAL OPPORTUNITY CONTRACTING INFORMATION (IF APPLICABLE): Work Force Report and Equal Benefit Ordinance Certificate of Compliance are attached.

PREVIOUS COUNCIL and/or COMMITTEE ACTION: This action was heard in Closed Session on July 23, 2013 and at the City Council meeting on September 22, 2014 and in Closed Session on November 10, 2014.

COMMUNITY PARTICIPATION AND PUBLIC OUTREACH EFFORTS: Letters of support for valet parking received from the Mission Beach Town Council and Mission Beach Precise Planning Board are attached. On October 21, 2014, the proposed lease was docketed as information item on the agenda of the Mission Beach Precise Planning Board. Community voiced its strong support of the proposed lease.

KEY STAKEHOLDERS AND PROJECTED IMPACTS: Local community, other City lessees in Mission Beach and Mission Bay Park, City Park and Recreation Department.

Originating Department

Deputy Chief/Chief Operating Officer