



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

2023

# RECREATION EQUITY REPORT



**PARKS**  
AFTER DARK



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Parks and Recreation Department

5/1/2023

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- B. Come Play Outside 2022 Report – Feb 2023
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- D. Pre-qualified Vendor Guidelines
- E. Opportunity Fund Council Policy 700-48

## COMMITMENT TO EQUITY

Equity is a cornerstone operating principle of the City of San Diego Strategic Plan (adopted January 2022).<sup>1</sup> 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.”

**Mission:**

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

**Vision:**

**To connect all to the City’s diverse, world-class park system**

The Parks Master Plan (adopted August 2021) 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) 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).<sup>2</sup> Based on both the City of San Diego Strategic Plan and the Parks Master Plan, the Parks and Recreation Department (Department) developed a Tactical Equity Plan<sup>3</sup> in early 2023 to expand on its commitment to equitable parks, recreational programming, and job opportunities.

Living near parks, recreational programs, and green space encourages greater physical activity and positive health benefits, strengthens community engagement, expands economic opportunity, and improves 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. This was emphasized in City Auditor Report 22-005,<sup>4</sup> which identified several

<sup>1</sup> The City of San Diego Strategic Plan (January 2022) is available at: <https://performance.sandiego.gov/>.

<sup>2</sup> Parks Master Plan (August 2021) is available at: <https://www.sandiego.gov/sites/default/files/parks-master-plan-adopted-2021.pdf>. “Communities of concern” are defined in the Climate Equity Index (2019 and 2021), which is available at: <https://www.sandiego.gov/climateequity>.

<sup>3</sup> The Department Tactical Equity Plan can be found at: <https://www.sandiego.gov/park-and-recreation/general-info>.

<sup>4</sup> City Auditor Report 22-005, “Performance Audit of Equity in Recreation Programming” is available at: [https://www.sandiego.gov/sites/default/files/22-005\\_equity\\_recreation\\_programming.pdf](https://www.sandiego.gov/sites/default/files/22-005_equity_recreation_programming.pdf).

key recommendations to identify community recreational needs focusing on communities of concern, expand marketing and social media communications, offer fee waivers, translate materials, and improve the process to register for recreational programs.

One of several recommendations from the Parks Master Plan to address the City's equity goals includes Recommendation E6, which states "Prepare a report to examine equity and access within the City's recreation centers, aquatic complexes, and programs." The Department produced the first annual equity report in 2018. The report produced in 2022 was the first to meet the requirements of Recommendation E6. The Department intends to update this report annually with the latest efforts undertaken by the Department and its many partners to provide equitable access to quality parks and recreational programs for all.

## IDENTIFICATION OF INEQUITIES

The City Strategic Plan, Parks Master Plan, Recreation Equity Audit, Tactical Equity Plan, and Annual Equity Report brought attention to significant inequities across the Department.

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.

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. Annual review of the RCF budgets starting in 2018 exposed the inequitable distribution of resources for recreation services, and the Department began annual presentation of an equity report.

In 2018, the Department 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 council districts and park operating divisions. The 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 specialize skill sets. Funds from these programs make up over 76% of Recreation Center Funds (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.

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 Equity in Recreation Programming Audit Report 22-005 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. Attachment A contains a copy of the Audit Report 22-005 and a memorandum dated May 3, 2023, outlining the status of implementing the various recommendations.

## 2022-2023 ACCOMPLISHMENTS

Since the findings of an inequitable park system, the Department began actively seeking opportunities to build resources to support equitable programming and reduce barriers to program participation in communities of concern. In light of the COVID-19 pandemic that shut down most recreation operations for over 15 months, the Department began to build relationships with non-

profit organizations and other stakeholders to identify community needs and develop strategies to reduce barriers and providing access to enhanced programming and free wireless internet (wi-fi).

This section reviews the Department's core accomplishments for fiscal year 2023, which include the development of the Tactical Equity Plan, expansion of the Come Play Outside and Back to Work SD programs as part of the Summer for all of Us initiative, the creation of the Opportunity Fund Council Policy 700-48, development of the Pre-qualified Vendors Guideline and establishment of Citywide translations services. In addition, the Department continues to work towards achieving several Recreation Programming recommendations in the Performance Audit of Equity as outlined in the Status Update on the Equity in Recreation Programming Audit.

## TACTICAL EQUITY PLAN

In response to the City of San Diego's Strategic Plan released in June 2022, the Department re-evaluated the Tactical Equity Plan with an emphasis on achieving an equitable park system. The Department identified five goals and objectives focused on park maintenance, recreation opportunities, customer service, employees, diversity and inclusion, and the Climate Action Plan.

### Goals and Objectives

*Goal 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

*Goal 2: Access to enjoyable fulfilling recreational opportunities to all*

- Serve areas in and around Climate Equity Index communities of concern ("service area") by reducing impediments to program participation
- Serve areas in and around Climate Equity Index communities of concern ("service area") by marketing programs to San Diegans
- Serve areas in and around Climate Equity Index communities of concern ("service area") 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

*Goal 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

*Goal 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

*Goal 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

## SUMMER FOR ALL OF US

### Come Play Outside

Come Play Outside (CPO) began as a response to the long-term COVID-19 pandemic closure that started in March 2020 and continued into the first half of 2021. During this time, 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. Recognizing this impact, and the need to help reopen parks to welcome the community back to the City's recreational programs.

Mayor Todd Gloria created the "Summer for All of Us" initiative in 2021, which included CPO and Back to Work SD. This program targeted youth in historically underserved communities, identified as communities of concern in the Climate Equity Index. CPO has continued annually since its inception in 2021 and is looking forward to a robust season in 2023.

The Department operated the numerous CPO programs, serving over 31,000 youth and adults in communities of concern in the past year. CPO programs include swim classes, junior lifeguard training, nature camps, teen nite events, STEAM classes and camps, movies in the park, deep sea fishing trips, and Parks After Dark.

### Funding and Partnerships

Funding for CPO 2022 totaled \$1,862,600. Specific funding allocations and in-kind contributions included:

- Fiscal Year 2022 budget allocations of \$416,000 for CPO and \$250,000 for Back to Work SD, a youth employment, internship, and mentorship program
- County of San Diego Health and Human Services Agency (HHSA) in the amount of \$500,000 to launch the Parks After Dark program



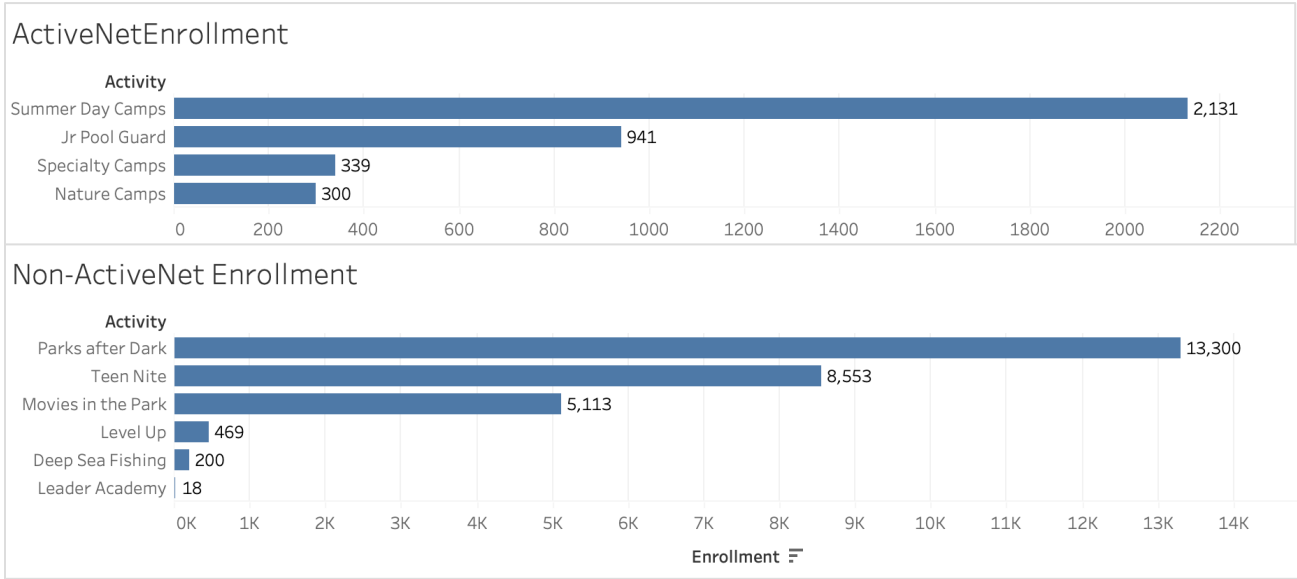
- San Diego Parks Foundation in the amount of \$548,900 to support enhanced classes and camps, movies in the park, Level Up Camps, Parks Ambassador LEADER Academy, and Parks After Dark
- Prevent Drowning Foundation of San Diego in the amount of \$150,000 to fund free swim lesson for youth across the city

Through these partnerships, community-based organizations and service providers came together with the City and County to make CPO an even bigger success this second year than the first year.

Programs and Events

CPO 2022 expanded programs and events from twenty-one sites in 2021 to twenty-seven locations in 2022 across community parks, recreation centers and aquatic centers in San Diego’s most underserved communities located in Council District 4,7,8, and 9. Programs included:

- 144 weeks of summer day camps with enhanced STEAM activities
- 16 nature camps with field trips to Sea World and the San Diego Zoo
- 53 specialty camps such as engineering, art, skate boarding, tennis, robotics, gymnastics, and theater
- 120 teen nite events
- 4 deep sea fishing trips
- 27 movie in the park events
- 9 free Level Up Adventure Camps for families within San Diego Unified School District



CPO attendance by program reported via Performance and Analytics Department Come Play Outside 2022 Report.

Program Evaluation

As part of the CPO programs, Department staff worked with the Performance and Analytics Department (PandA) to develop a report on the overall satisfaction of the CPO programs. This is the second year the Department has partnered with PandA to conduct program surveys for CPO.



Surveys were provided to participants through a QR code and an email via the ActiveNet registration software. Through the registration platform, Medallia and the surveys, PandA was able to identify various demographic and enrollment data to measure the overall satisfaction level of the CPO programs (Attachment B).

### Parks After Dark

The Department was awarded \$500,000 in funding from the County of San Diego to launch the Parks After Dark program last summer as an additional element to CPO. This new and innovative program brought outdoor community events during the evening hours of the summer months to three underserved communities: Linda Vista, City Heights, and Skyline Hills. The events operated every Thursday, Friday, and Saturday from 6:00 p.m. to 9:00 p.m. for seven weeks in July and August offering a wide variety of free multigenerational activities such as concerts, dancing, interactive music, arts and crafts, jumpers, game trucks, sports clinics, face painting, free meals, and community resources.

The program recommendation came from Price Philanthropies after having seen a similar program in the County of Los Angeles. The Los Angeles County program, which has been taking place for 12 years, was studied by a research team at the University of California at Los Angeles (UCLA)<sup>5</sup>. Their study found that the program resulted in various benefits to the residents of Los Angeles, include a decrease in community violence and crime rates, gang activity and chronic disease risk and an increase in community collaboration, perception of safety, physical activity, social cohesion and family bonding.

In its inaugural year, the Department was able to execute 63 events at three locations in seven weeks. With the help of partners like the San Diego Parks Foundation and Price Philanthropies, the program was stood up in five weeks and quickly gained interest from the local communities. Program attendance ranged from 100 to 400 a night, totaling 13,300 over the seven-week period.

### Program Evaluation

Similar to Los Angeles County, Price Philanthropies coordinated a study of the program 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. Electronic surveys were conducted during most of the events in both English and Spanish. Results from the survey showed that families would not have normally come to the park during the events hours had the event not been present, 63.5% felt that the events helped them get to know their community better and 71.3% reported that the events made it easier to spend quality time with their family (Attachment C).

Funding for the Parks After Dark program is secured for four additional years. In Summer 2023, the Department will host 96 events across four locations, Linda Vista, Skyline Hills, City Heights, and Memorial (Logan Heights) for eight weeks in July and August. The Department continues to work

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<sup>5</sup> Pourat N, Martinez AE, Haley LA, and Chen X. 2018. Parks After Dark Evaluation Report, July 2018. Los Angeles, CA: UCLA Center for Health Policy Research.

closely with partners and stakeholders to build resources to further enhance program offerings at each event.

### Vendor Recruitment Fairs

In an effort to expand access to vendors to accommodate the increase in programs and special events, a series of vendor fairs were scheduled throughout the Department to assist with the recruitment process. A Pre-Qualified Vendors Guideline was developed as an informational resource and a fillable application was created to expedite the process of on-boarding new vendors (Attachment D). Staff actively advertise the vendor fairs via flyers, banners, email, QR codes, social media posts, and at local events and farmers markets. Additionally, staff researched businesses within the service area of each event to extend the invitation to attend and/or provide vendors information on the opportunity. At each fair, staff is 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. There are three remaining events through June 2023; however, events will continue to be hosted throughout the year to meet the growing programmatic needs of the Department.

## BACK TO WORK SD

### 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 two-year period in an effort to expose and train youth and young adults on San Diego civics and job opportunities. 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 Parks Ambassador LEADER Academy and the Pool Guard Academy.

### Career Fairs

Over the course of the fiscal year the Department partnered with the Human Resources Department, the San Diego Parks Foundation, and many other non-profit community organizations

to develop, publicize, and execute three in-person career fairs (June 2022, November 2022, and March 2023). Two of the career fairs were Department specific, while the third was a Citywide career fair showcasing jobs from departments all over the city. The career fairs included booths representing all facets of the department with staff present to answer questions and highlight job functions. Attendees were able to share resumes and apply for jobs on the spot using Chromebooks provided by the Department. At the Citywide career fair, attendees were also invited to interview on the spot for a variety of entry level positions. In total, the Department welcomed over 500 attendees to both departmental career fairs, and over 2300 attendees at the Citywide career fair. As a result of the career fairs and on-going hiring halls, in Fiscal Year 2023, the Department hired 47 interns, 15 pool guards, 96 recreation aides/leaders, and 60 grounds maintenance workers.

In addition, the Department participated in the recent San Diego State University (SDSU) and Promise Zone career fairs, and the Department plans to participate in several other career fairs later this year. These career fairs were marketed to opportunity youth and students ages 16 to 24 years of age in communities of concern.

### Parks Ambassador LEADER Academy

In partnership with the San Diego Parks Foundation, the Department offers a Parks Ambassador LEADER Academy which is an acronym for "Leadership, Education, and Development for Employment in Recreation." The academy provides paid internship opportunities through a 12-week course where attendees learn about various aspects of Parks and Recreation job opportunities including: recreation programs, leagues, and special events; Age Well and Therapeutic Services; park rangers, regional parks, and natural resources management; City governance; employment opportunities in other City departments, the City budget development process; food handling protocols; and Cardio Pulmonary Resuscitation (CPR) and Automatic External Defibrillator (AED) training.

Through the Parks Ambassador LEADER Academy, interns gain experience in a number of 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 or Recreation Leader I position. There are 27 participants currently enrolled in the spring academy with graduation slated for mid-June 2023. Upon graduation, those Employ and Empower interns that complete the 12-week course, will continue on with the City supporting recreation programs, such as Parks After Dark, during the Department's busiest time of the year.

## RECREATION PROGRAM EQUITY AUDIT

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 (Fee), as part of the 2022 Department Fee Schedule update. Per Council Resolution R-313898 the Opportunity Fund, was established to collect the Fees. 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.

A Communication Plan was presented to Parks and Recreation Board in July 2022 outlining the public input workshop timeline for the development of the Opportunity Fund Council Policy. In October 2022, the Department distributed a letter to all Community Recreation Groups, Community Planning Groups, non-profit organizations (including community and town councils, neighborhood associations, and community partners), and various other stakeholders with an invitation to participate in several Opportunity Fund Council Policy development workshops. Eleven (11) workshops were held across the City, including one (1) in each Council District, a Joint Area Committee meeting, and a meeting with Groundwork San Diego-Chollas Lake Coalition and the San Diego Parks Foundation. Members of the public were welcomed to participate in the workshops by attending in-person or virtually to view the presentation, ask questions and provide recommendations. Spanish translation was available at each meeting.

#### Overview of Proposed Policy and Matrix

Council Policy 700-48,<sup>6</sup> "Parks and Recreation Department Opportunity Fund Policy," effective April 14, 2023, provides authority for the Mayor, or designee, to allocate and disburse the Fees in accordance with the policy for programs, equipment, supplies, projects, and other purposes beneficial to the City (Attachment E). The policy ensures compliance with Council Policy 000-02 related to budget policies and acknowledges that 100% of the projected available Fees will be allocated annually to support equitable programs and services in the Department.

As part of the allocation process, each fiscal year distribution of the Fees will be determined according to the Objective Scoring System (OSS), 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 (RCF) during the first quarter of the subsequent fiscal year.

Furthermore, the policy provides guidelines for distribution of the Fees which will include an OSS to identify which recreation center funds are eligible for consideration. The scoring system applies 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 each year are prioritized for Fee allocations. Fee funding each year will be allocated to RCFs up to the annual average for RCF balances across the Department until all funds are exhausted.

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<sup>6</sup> Council Policy 700-48, "Parks and Recreation Department Opportunity Fund Policy" is available at [https://docs.sandiego.gov/councilpolicies/cpd\\_700-48.pdf](https://docs.sandiego.gov/councilpolicies/cpd_700-48.pdf).

In developing the Opportunity Fund budget proposal, Recreation Center Directors (RCD) will seek input on programs and services at public meetings and through surveying community members. Opportunity Fund budget proposals will be unique to meet each community’s needs while still achieving the minimum program standards previously identified. Proposals may include services such as culturally relevant programming, special events, maintenance of fields and courts, facility furnishings, and other services desired by the community. Due to the limited amount of Fees available, Capital Improvement Projects will not be considered as an approved use of the Fees and will continue to be supported through the Parks Master Plan, Development Impact Fees, and other appropriate funding sources.

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 be asked to submit a preliminary budget proposal to the Director for use of the Fees. The Department will create an evaluation committee responsible for reviewing all Opportunity Fund proposals using the OSS and will provide recommendations of allocations to the Director or designated appointing authority. Special considerations will be reviewed by the evaluation committee when reviewing the OSS results such as projects impacting RCF budgets and changes to RCF accounts, such as merging or splitting funds. Upon distribution of the Opportunity Fund, along with projected General Fund budget, grants, and donations, the Department is working toward having each recreation center fund balance meet the minimum average balance across the Department. This would allow each recreation center to allocate funds toward programs and services.

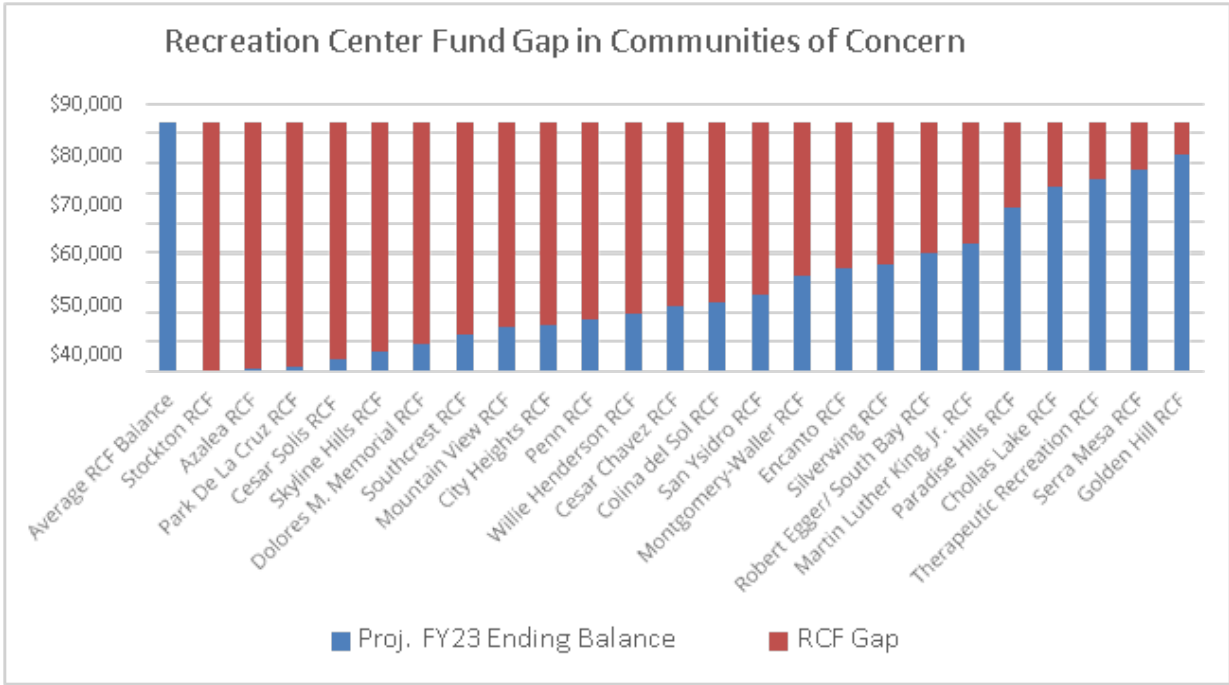


Chart reflect the \$1.4 million funding gap in Fiscal Year 2023 that exists in recreation centers located in Communities of Concern.

To maintain and further develop the OSS, the Department will update current and historical information for all Recreation Center service areas, and may 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

This fiscal year, 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 document translation, over the phone instant translations and live interpreters at in-person and virtual events. Over 75 languages are available for translation. Communications Department provided an overview of these services to parks staff in February 2023, along with training on how to request services. Posters were provided for staff to post at facilities to bring awareness to the new translation program. 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. Further details on the status of implementing this recommendation are available in Attachment A.

#### 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 last fall 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.

#### Low-Income Fee Waiver Program

The fee waiver program is provided at <https://www.sandiego.gov/sites/default/files/prfeewaiver.pdf>. While the program offers discounted or free recreation, aquatic, and dance programs for income-qualified participants if those programs are staff-led, it does not provide for full waiver of fees for qualifying participants.

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.

Through the next scheduled cost-of-service study, the Department will 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 2023, the Department has not requested funding to cover the fees of low-income participants of contract service classes via the budget process.

## REQUIRED RESOURCES

### Centralized Recreation and Maintenance Divisions

The Department recognizes through its Tactical Equity Plan (TEP) that the park system as currently configured is inequitable and has 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 proposes to restructure its base budget, and is recommending creation of two new divisions, Citywide Recreation Services and Citywide Maintenance Services in 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. The changes recommended in the base budget would:

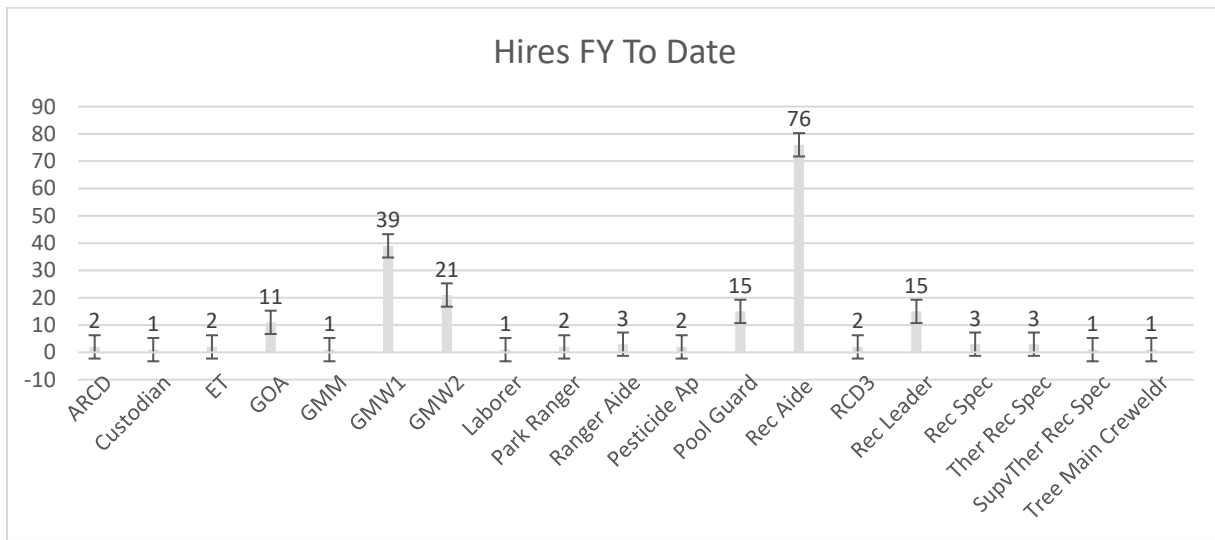
- Improve service delivery
- Increase customer service
- Reduce differences between geographic areas of the City
- Expand low/no-cost programming and events in communities of concern
- Create pathways for employees to cross-train
- Provide opportunities for mentorship, inspection, and career development

### Recruitment and Retention

The Department continues to experience significant attrition with a current vacancy rate of 20% which is especially grave with entry level, hourly positions. While the Department successfully hired 232 full-time equivalent positions this fiscal year, the Department also saw 150 employees leave for a number of reasons, including: changing to other jobs, relocating to another community or city, retiring from City employment, and addressing family and personal concerns. Significant strides have been made by streamlining the hiring process and expediting new hire on-boarding. The Department worked closely with Personnel to refine the interview process for entry level positions, providing the ability to make on-the-spot job offers to qualified candidates during the recent Citywide career fair. This has assisted the Department tremendously in retaining interested candidates for positions like grounds maintenance worker and recreation aide.



Filling these vacancies is a critical component to the Department's ability to achieve equity. Hourly and part-time positions such as recreation aides, recreation leaders, and pool guards keep recreation centers and aquatic facilities open to the public providing valuable programs to youth, adults, and seniors. Maintenance workers are critical in our ability to keep parks and recreations centers clean, safe, and well maintained. They provide daily visual inspections of park grounds, equipment, and facilities to ensure safety or maintenance issues are reported, secured, and repaired in a timely manner.



*This chart shows Parks and Recreation Department new hires by classification for Fiscal Year 2023, totaling 201 employees, excluding those that are still pending background clearance.*

The Department continues to work tirelessly to explore new ways to attract new employees. Some of these efforts include:

- Developed an attractive and informative Parks and Recreation Recruitment webpage<sup>7</sup>
- Continuous active recruitments for jobs
- Monthly hiring halls for recreation aide and recreation leader
- Converted hourly positions to half-time benefited
- Maximize salary offerings in an effort to be competitive with the current labor market
- Launched an 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.
- Provide remote work-laptops, e-signature, electronic storage of files and use of Microsoft TEAMS and Zoom to collaborate to allow for Onsite, Remote, and Hybrid work
- Hire Pool Guard I's without prior training and certifications then train and certify them on the job upon successful demonstrating of meeting minimum job requirements.
- Develop hiring halls in partnership with Personnel that include interviews, on-the-spot job offers, backgrounding, and appointments for medical clearance

<sup>7</sup> The Parks and Recreation recruitment webpage is located at: <https://www.sandiego.gov/parks-and-recreation-employment>

- Attend more career fairs throughout the city including community colleges, universities, high schools, and in the Promise Zone

### 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 are not currently funded. As noted in Attachment A, not having 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 Dance Specialist to increase the geographic range of the Civic Dance Arts Program and add \$1 million to increase program offerings and further reduce the disparities RCFs located in CoCs.

This funding is vital to furthering the city's efforts in achieving equity for all and would support a variety of enhanced services which include:

- 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 24 Recreation Centers

## CONCLUSION

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.



THE CITY OF SAN DIEGO

M E M O R A N D U M

DATE: May 3, 2023

TO: Andy Hanau, City Auditor, Office of the City Auditor

FROM: Andy Field, Director, Parks and Recreation Department

SUBJECT: Status Update on the Equity in Recreation Programming Audit (Report 22-005)

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This memorandum serves as a status update by the Parks and Recreation Department (Department) to the Performance Audit of Equity in Recreation Programming Report 22-005, which was released by the Office of the City Auditor (OCA) on November 21, 2022.

**Background**

The OCA investigated inherent inequities found in recreation programming offered by the Department. The audit focused on historically underserved communities and resulted in five core findings and 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
- Provide programs that meet the needs of each community
- Market and publicize recreation program opportunities, especially through social media
- Ensure materials are available in appropriate languages
- Reduce financial barriers to access

The audit found that these limitations impact the Department's ability to effectively provide recreation programs equitably across the City.

**Budgetary Support to Address OCA Recommendations**

The Department agreed with the findings and agreed to implement all recommendations contingent upon receiving needed resources (positions and non-personnel expenses). In Fiscal Year 2023, the Department's budget was increased to begin to address these initiatives. The added 5.00 full-time equivalent positions included:

- 1.00 Program Manager – oversight of recreation equity program (including Come Play Outside, Parks After Dark, lunch program, movies in the park, vendor outreach, etc.),

coordination with partner nonprofit organizations, and response to all recommendations of audit (filled)

1.00 Associate Management Analyst – data analytics for program evaluation surveys, recreation needs assessment, and social media efficacy as well as procurement process including vendor outreach (pending hire)

1.00 Information Systems Analyst – social media, marketing, oversight of online recreation management software (pending hire)

2.00 Recreation Specialists – program development, vendor assignment to recreation centers, marketing materials, training for recreation center staff, online recreation management software program naming conventions and listed program details, event coordination and delivery, program evaluations (one filled, one pending hire)

Together, these positions and non-personnel expenses amount to an approximately \$555,000 budgetary increase that was carried forward in the proposed budget for Fiscal Year 2024. As of April 2023, the Department has on-boarded two of the five positions, with the remaining three scheduled for recruitment and interviews in May 2023.

However, per the management response memo contained within OCA Report 22-005, additional needed resources have not yet been added. These include another 5.00 positions, including:

1.00 Supervising Management Analyst – contract coordinator for services, oversight of data analytics for program evaluation surveys, recreation needs assessment, and social media efficacy as well as procurement process including vendor outreach

1.00 Associate Management Analyst- data analytics for program evaluation surveys, recreation needs assessment, and social media efficacy as well as procurement process including vendor outreach

1.00 Information Systems Analyst – social media, marketing, oversight of online recreation management software

1.00 Administrative Aide – program and event budgetary support, vendor support, invoice payments, purchase requisitions

1.00 Recreation Specialist – program development, vendor assignment to recreation centers, marketing materials, training for recreation center staff, online recreation management software program naming conventions and listed program details, event coordination and delivery, program evaluations

An additional \$50,000 over the next several years is needed for consultant expenses related to the needs assessment and marketing plan. Together with the additional personnel expenses, the total additional cost to fully fund the team needed to address the recommendations is approximately \$557,000. Until these additional resources are located, the timeframe to complete recommendations will be slowed.

### **Status Update of Recommendations**

Based on available resources, staff has identified key milestones for each recommendation as outlined below:

- 1. Community Needs Assessment (CNA) – completion December 2024**
  - Step 1: Request budget for consultants and positions to develop and implement community survey (*complete*)
  - Step 2: Acquire a consultant to develop, implement, and summarize community needs assessment
  - Step 3: Analyze community needs data and implement programming to meet community needs in two phases
- 2. Strategic Plan for Programs – completion March 2025**
  - Step 1: Develop Strategic Plan for City (*complete*)
  - Step 2: Develop Tactical Equity Plan for Department that includes goals, objectives, and performance metrics (*complete*)
  - Step 3: Present Department Tactical Equity Plan to City Council - Community and Neighborhood Services Committee
  - Step 4: Track performance metrics in Tactical Equity Plan
  - Step 5: Update Strategic Plan with Community Needs data needed
- 3. Cost of Service Study for Program Surcharges – July 2025**
  - Step 1: Acquire consultant for Cost-of-Service Study
  - Step 2: Update Fee Schedule to capture cost-of-service recommendations
  - Step 3: Present updated Fee Schedule to City Council
  - Step 4: Update registration and permitting software with new fees
  - Step 5: Implement updated Fee Schedule
- 4. Resource Allocation Model – June 2025**
  - Step 1: Request budget for consultants and positions to develop and implement community survey (*complete*)
  - Step 2: Acquire a consultant to develop, implement and summarize community needs assessment
  - Step 3: Analyze community needs data and implement programming to meet community needs in two phases
  - Step 4: Analyze findings of CNA, compare recreation centers across City, and develop resource allocation model based on the comparison

- Step 5: Incorporate resource allocation findings into annual Equity Report and present via budget request process
5. Program Evaluation – November 2023
    - Step 1: Request budget for consultants and staff positions to develop a comprehensive program evaluation (*complete*)
    - Step 2: Develop, recruit, hire new positions to support this action
    - Step 3: Conduct surveys and analyze results to determine success of programs
    - Step 4: Train Department staff on new survey and evaluation system
    - Step 5: Document procedures to create, distribute, and analyze surveys for recreational programs in a Department Instruction (DI) or Process Narrative (PN)
  6. Opportunity Fund (Council Policy 700-48) – August 2025
    - Step 1: Develop a council policy to direct resources for equitable recreational programming to communities of concern (*complete*)
    - Step 2: Train Department staff on fee calculations and use of the Opportunity Fund (*complete*)
    - Step 3: Allocate Opportunity Fund to the Recreation Center Funds for the communities of concern
    - Step 4: Update annual Equity Report and Tactical Equity Plan to encompass equitable funding allocations.
    - Step 5: Report on the effectiveness of the Opportunity Fund in addressing inequities
  7. Marketing Plan – March 2025
    - Step 1: Request budget for consultants and staff positions to support a more robust marketing plan
    - Step 2: Acquire a consultant to develop and implement a marketing plan for the department
    - Step 3: Finalize the marketing plan
  8. Collect and Analyze Demographics – June 2025
    - Step 1: Conduct surveys and analyze results to determine success of programs
    - Step 2: Request budget for consultants and staff positions to support a more robust marketing plan based on the information received from the surveys



- Step 3: Acquire a consultant to develop and implement a marketing plan for the department
  - Step 4: Finalize the marketing plan
  - Step 5: Utilize demographic information to tailor marketing efforts in accordance with the marketing plan
9. Annual Fee Waiver and Online Fee Waiver Registration – March 2024
- Step 1: Update fee waiver process to allow applicants to apply once annually for entire family (*complete*)
  - Step 2: Ability for few waiver approved families to enroll for programs online
10. Fee Waiver Analysis and Guidelines – June 2025
- Step 1: Conduct comprehensive review of the fee waiver program and corresponding fees in the fee schedule
  - Step 2: Develop report outlining findings and recommendations for new fee waiver program
11. Develop Communication Plan – June 2025
- Step 1: Acquire consultant to develop communication plan
  - Step 2: Implement communication plan
12. Develop Language Access Plan – June 2025
- Step 1: Acquire contract for translation services (*complete*)
  - Step 2: Establish a threshold of which languages should be included in a communication plan for each service area
  - Step 3: Develop a department-wide language access plan
13. Translation Services – August 2024
- Step 1: Acquire translation services (*complete*)
  - Step 2: Develop, recruit, hire new positions to support this action
  - Step 3: Acquire consultant to develop and implement communication plan
  - Step 4: Develop and implement training on communication plan for department staff
14. Program Naming Conventions – October 2022 (*complete*)
- Step 1: Develop procedures for categorizing and naming programs in the online registration software

- Step 2: Train department supervisors on procedures for naming conventions and categorizing of programs as part of routine online software trainings
15. Formalize ActiveNet trainings into Department Instructions – June 2023
    - Step 1: Evaluate online registration software that best meets the departments goals and objectives
    - Step 2: Formalize online registration and permitting software trainings into Department Instructions
  16. ActiveNet annual refresher and new user training – October 2022 (*complete*)
    - Step 1: ActiveNet annual refresher and new user training
    - Step 2: ActiveNet annual refresher and new user training

This information is summarized in Attachment A and detailed in Attachments B and C.

### **Completed Recommendations**

As noted in the above chart, the Department has completed two of the 16 recommendations. Recommendations 14 and 16, which call for establishing naming conventions for department-wide programs and annual new user and refresher ActiveNet trainings for employees, was implemented in October 2022. This training will continue annually for new users and reoccurring user to ensure staff compliance with registration and permitting policies and procedures.

Additionally, the department established a Super User committee as an on-going resource for staff. The Super User committee is comprised of staff across the department who are highly experienced users of ActiveNet and available to assist department staff with day-to-day questions and issues.

### **On-Schedule Recommendations**

There are three recommendations on schedule for completion by the anticipated target date; recommendations 3, 6, and 15. This includes conducting a cost of service study to evaluate the program surcharge, formalizing ActiveNet trainings into Department Instructions, and most notably, the development and implementation of the Opportunity Fund.

### **Delayed Recommendations**

Eleven recommendations will be delayed due to staffing and budget limitations. As outlined in OCA Report 22-005, Recommendation 1, which outlines the need to conduct a community needs assessment to better identify the programmatic needs of each community, was delayed because of limited staffing resources in Fiscal Year 2023 and the unanticipated addition of the Parks After Dark program. A timeline for implementing the needs assessment is provided in Attachment B.

After further development of the community needs assessment implementation goals, the Department anticipates a phased roll-out of the assessment. This phased implementation

Andy Hanau, City Auditor  
May 3, 2023  
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will focus its efforts in underserved communities first, followed by the remaining areas of the City. The assessment will involve a two-year phased implementation plan, breaking up the study into two phases. As each phase is completed, the Department will develop an action plan to implement the identified community program needs.

Ten recommendations rely on additional resources -- both staffing and consultants -- to identify community needs, develop resource allocation models, marketing plan, and a communication plan. The Proposed Fiscal Year 2024 Budget does not include an allocation for the remaining five positions and funding to support consultants; however, the Department will endeavor to continue efforts in working toward completing the remaining recommendations with existing resources and will continue to seek additional resources when they are available.

The Department remains committed to meeting all the audit recommendations in a timely manner provided necessary on-going resources. Ensuring all San Diegans have access to recreational opportunities in the diverse communities of the City is a top priority for the Department.

If you have any questions, please contact Deputy Director Sarah Erazo at [SErazo@sandiego.gov](mailto:SErazo@sandiego.gov) or me at [AField@sandiego.gov](mailto:AField@sandiego.gov).

Sincerely,

Andy Field  
Director  
Parks and Recreation Department

cc: Honorable City Council President and Members of the City Council  
Paola Avila, Chief of Staff, Office of Mayor Todd Gloria  
Christopher Ackerman-Avila, Policy Advisor, Office of Mayor Todd Gloria  
Eric Dargan, Chief Operating Officer  
Kristina Peralta, Deputy Chief Operating Officer  
Matthew Vespi, Chief Financial Officer  
Kim Desmond, Chief of Race and Equity  
Christiana Gauger, Chief Compliance Officer  
Rolando Charvel, Director and City Comptroller, Department of Finance  
Charles Modica, Independent Budget Analyst  
Tom Tomlinson, Assistant Director, Parks and Recreation Department  
Gina Dulay, Deputy Director, Parks and Recreation Department  
Steve Palle, Deputy Director, Parks and Recreation Department  
Louis Merlin, Deputy Director, Parks and Recreation Department  
Sarah Erazo, Deputy Director, Parks and Recreation Department  
Michele Kelley, Program Manager, Parks and Recreation Department

Andy Hanau, City Auditor

May 3, 2023

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**Attachments:**

- A. Audit of Equity in Recreation – Summary of Updates**
- B. Community Needs Assessment Timeline**
- C. Recreation Equity Audit Recommendation Due Dates and Status Updates**

**ATTACHMENT A**

**Audit of Equity in Recreation: Summary of Programming Status**

<b>Recommendation</b>	<b>Topic</b>	<b>Target Completion</b>	<b>Status</b>
#1	Community Needs Assessment	December 2024	Delayed
#2	Strategic Plan for Programs	March 2025	Delayed
#3	Cost of Service Study for program surcharges	July 2025	On Schedule
#4	Resource Allocation Model	November 2025	Delayed
#5	Program Evaluation	November 2024	Delayed
#6	Opportunity Fund	August 2025	On Schedule
#7	Marketing Plan	March 2025	Delayed
#8	Collect/Analyze Demographics	June 2025	Delayed
#9	Annual Fee Waiver & Online Fee Waiver Registration	March 2024	Delayed
#10	Fee Waiver analysis & guidelines	November 2025	Delayed
#11	Develop Communication Plan	June 2025	Delayed
#12	Develop Language Access Plan	June 2025	Delayed
#13	Translation Services	August 2024	Delayed
#14	Program Naming Conventions	October 2022	Complete
#15	Formalize ActiveNet trainings into Department Instructions	June 2023	On Schedule
#16	ActiveNet annual refresher and new user training	October 2022	Complete

**ATTACHMENT B**

# Community Needs Assessment (CNA)

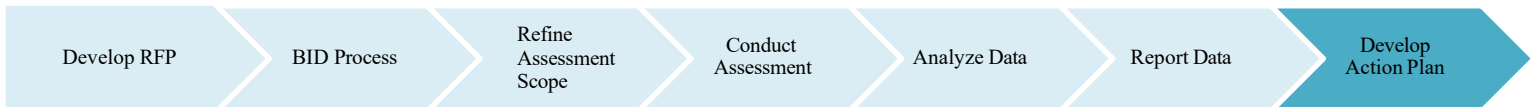


Develop, document, and implement a process for conducting a community needs assessment that includes identifying the types of programs communities need, satisfaction levels, effectiveness, and recreation priorities, and demographic information.

## Major Components to Community Needs Assessment (CNA)

- ✓ Hire Consultant
- ✓ Conduct Assessment
- ✓ Develop Action Plan

**Due Date (all components):** December 2024



	Complete by	Action
<input type="checkbox"/>	July 2023	Issue Request for Proposal (RFP) to hire CNA consultant
<input type="checkbox"/>	August 2023	Close RFP solicitation and open proposals
<input type="checkbox"/>	October 2023	Complete evaluation of proposals
<input type="checkbox"/>	November 2023	Select winning consultant, negotiate contract, and issue award
<input type="checkbox"/>	December 2023	Begin CNA Phase 1, including public feedback via multiple input tools
<input type="checkbox"/>	March 2024	Receive and analyze Phase 1 data
<input type="checkbox"/>	May 2024	Create, develop, and implement Phase 1 action plan
<input type="checkbox"/>	June 2024	Begin CNA Phase 2, including public feedback via multiple input tools
<input type="checkbox"/>	October 2024	Receive and analyze Phase 2 data
<input type="checkbox"/>	November 2024	Create, develop, and implement Phase 2 action plan

# ATTACHMENT C

## Recreation Equity Audit Recommendation Due Dates and Status Update May 2023

Target Implementation Date: December 2024

Recommendation #1	Action Steps <i>What Will Be Done?</i>	Completion Date		Notes
		By when? (month and year) Planned	Actual	
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 (CNA) 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)	Step 1: Request budget for consultants and positions to develop and implement community survey	April 2023	April 2023	Cost is estimated at \$50k annually (recurring cost) but may need additional resources depending on type of outreach (more in-person outreach may increase cost to \$150k annually); an initial allocation was received, but more funds will be needed starting in Fiscal Year 2024.
	Step 2: Acquire a consultant to develop, implement and summarize community needs assessment	November 2023		Consultant cost will be absorbed into Fiscal Year 2024 budget; additional funds may be needed depending on level and type of outreach as noted above; divide work into at least two phases for outreach to communities of concern/historically disadvantaged communities
	Step 3: Analyze community needs data and implement programming to meet community needs			
	Phase 1 - sites to be determined	May 2024		Selection of the communities of concern for each phase will be determined in coordination with the selected consultant.
	Phase 2 - sites to be determined	December 2024		
	Step 4: Conduct follow up community needs assessment in 2029	July 2029		Assume five years after completion of CNA to conduct follow up needs assessment

Target Implementation Date: March 2025

Recommendation #2	Action Steps <i>What Will Be Done?</i>	Completion Date		Notes
		By when? (month and year) Planned	Actual	
Once a community needs assessment is complete, a strategic plan needs to be developed 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: 1) The goals and objectives of the strategic plan; 2) The recommendations in this audit report; and 3) 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.	Step 1: Develop Strategic Plan for City	July 2022	January 2022	Mayor Todd Whitman issued this strategic plan for the city, and each department developed a tactical plan based on his strategic plan, which is available at <a href="https://www.sandiego.gov/sites/default/files/2023/03/16a-item202.pdf">https://www.sandiego.gov/sites/default/files/2023/03/16a-item202.pdf</a>
	Step 2: Develop Tactical Equity Plan for Department that includes goals, objectives, and performance metrics	February 2023	March 2023	Parks and Recreation Tactical Equity Plan is available at <a href="https://www.sandiego.gov/park-and-recreation/general-info">https://www.sandiego.gov/park-and-recreation/general-info</a> , and complete list of objectives and activities are at <a href="https://www.sandiego.gov/sites/default/files/pbr/20230316a-item202.pdf">https://www.sandiego.gov/sites/default/files/pbr/20230316a-item202.pdf</a>
	Step 3: Present Department Tactical Equity Plan to City Council/Community and Neighborhood Services Committee	December 2023		Parks and Recreation Tactical Equity Plan will be grouped with other departments for presentation to City Council. Parks and Recreation Board heard the TEP in March 2023 (Item 202).
	Step 4: Track performance metrics in Tactical Equity Plan	July 2025		Review of the Tactical Equity Plan will be conducted annually, and some metrics will be considered for inclusion in the Key Performance Indicators in the annual budget document. This process will occur over several years.
	Step 5: Update Strategic Plan with Community Needs data needed	March 2025		Implementation will occur after the Department completes the CNA in Recommendation 1. The CNA will inform whether the selected performance metrics are appropriate to reduce inequities and assure continuity of high-quality recreational programming across all communities of the City.



Target Implementation Date: July 2025

<p><b>Recommendation #3</b></p> <p>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)</p>	<p><b>Action Steps</b> <i>What Will Be Done?</i></p>	<p><b>Completion Date</b> <i>By when? (month and year)</i></p>	<p><b>Planned</b></p>	<p><b>Actual</b></p>	<p><b>Notes</b></p>
	<p>Step 1: Acquire consultant for Cost-of-Service Study</p>	<p>July 2023</p>			<p>The last Cost of Service Study was conducted in 2019 to support the last update to the Department fee schedule in July 2023. According Council Policy 100-05 (<a href="https://docs.sandiego.gov/councilpolicies/cpd_100-05.pdf">https://docs.sandiego.gov/councilpolicies/cpd_100-05.pdf</a>), the next required update to the fee schedule is in five years, or in 2028. In order to address this recommendation, staff will consider when to conduct the necessary steps for a new cost of service study and fee update.</p>
	<p>Step 2: Update Fee Schedule to capture cost-of-service recommendations</p>	<p>November 2024</p>			
	<p>Step 3: Present updated Fee Schedule to City Council</p>	<p>February 2025</p>			
	<p>Step 4: Update registration and permitting software with new fees</p>	<p>June 2025</p>			
	<p>Step 5: Implement updated Fee Schedule</p>	<p>July 2025</p>			
<p><b>Target Implementation Date: November 2025</b></p>					

<p><b>Recommendation #4</b></p> <p>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:</p>	<p><b>Action Steps</b> <i>What Will Be Done?</i></p>	<p><b>Completion Date</b> <i>By when? (month and year)</i></p>	<p><b>Planned</b></p>	<p><b>Actual</b></p>	<p><b>Notes</b></p>
	<p>Step 1: Request budget for consultants and positions to develop and implement community survey</p>	<p>April 2023</p>	<p>April 2023</p>		<p><b>STATUS: Delayed</b></p> <p>COSTS ESTIMATED AT 250K ANNUALLY INCLUDING COSTY OUTREACH need additional resources depending on type of outreach (more in-person outreach may increase cost to \$150K annually); this will be the same as the CNA consultant in Recommendation #1</p> <p>Consultant cost will be absorbed into Fiscal Year 2024 budget; additional funds may be needed depending on level and type of outreach as noted above; divide work into at least two phases for outreach to communities of concern/historically disadvantaged communities</p> <p>Selection of the communities of concern for each phase will be determined in coordination with the selected consultant.</p> <p>Resource allocation model will compare recreation center fund budgets across all sites. Communities of concern will have fee income as well as opportunity fund, general fund, grant funds, and nonprofit donations.</p> <p>Annual equity report is released each spring, usually in April or May. Budget requests are developed and submitted by the Department each fall.</p>
	<p>Step 2: Acquire a consultant to develop, implement and summarize community needs assessment</p>	<p>November 2023</p>			
	<p>Step 3: Analyze community needs data and implement programming to meet community needs</p>				
	<p>Phase 1 - sites to be determined</p>	<p>May 2024</p>			
	<p>Phase 2 - sites to be determined</p>	<p>November 2024</p>			
<p>Step 4: Analyze findings of CNA, compare recreation centers across City, and develop resource allocation model based on the comparison</p>	<p>March 2025</p>				
<p>Step 5: Incorporate resource allocation findings into annual Equity Report and present via budget request process</p>	<p>November 2025</p>				

Target Implementation Date: November 2024

<b>Recommendation #5</b>		<b>Completion Date</b>		<b>Notes</b>
<i>What Will Be Done?</i>		<i>By when? (month and year)</i>	<i>Actual</i>	
Step 1: Request budget for consultants and staff positions to develop a comprehensive program evaluation		April 2023	April 2023	Additional analytical staff is crucial to measure the quality of all recreation programs. Some of these positions were added in Fiscal Year 2023 budget and will be hired by May-June 2023. Others remain unfunded.  Performance and Analytics Department (Panda) has been assisting with conducting Come Play Outside surveys and providing analytics associated with the survey results. These results will be included in the Equity Report of May 2023.  First training was conducted in summer 2022 for all staff participating in Come Play Outside. This training will be repeated in summer 2023.  This DI or PN will be written in winter 2023-2024. The approval process will follow.
Step 2: Develop, recruit, hire new positions to support this action		May 2023		
Step 3: Conduct surveys and analyze results to determine success of programs		May 2023		
Step 4: Train Department staff on new survey and evaluation system		June 2023		
Step 5: Document procedures to create, distribute, and analyze surveys for recreational programs in a Department Instruction (DI) or Process Narrative (PN)		November 2024		

Target Implementation Date: August 2025

<b>Recommendation #6</b>		<b>Completion Date</b>		<b>Notes</b>
<i>What Will Be Done?</i>		<i>By when? (month and year)</i>	<i>Actual</i>	
Step 1: Develop a council policy to direct resources for equitable recreational programming to communities of concern		April 2023	April 2023	Council Policy 700-48 on the Opportunity Fund ( <a href="https://docs.sandiego.gov/council/policies/cpd_700-48.pdf">https://docs.sandiego.gov/council/policies/cpd_700-48.pdf</a> ) was adopted by the City Council on April 14, 2023. The fee schedule adopted on February 14, 2022 included the Opportunity Fund fee for permittees utilizing park space across the City. Those fees, collected in the Opportunity Fund, are to be utilized in communities of concern.  Training was conducted on April 11, 2023.  Allocations will be presented in the annual recreation center fund budgets for Fiscal Year 2024 and referenced in the annual equity report.  The current TEP was created in winter 2023 and will be updated as needed in winter/spring 2024.  This step will take time as the Opportunity Fund needs to be approved, time to generate funds to allocate for programming and at least one year to evaluate allocation of funds.
Step 2: Train Department staff on fee calculations and use of the Opportunity Fund		April 2023	April 2023	
Step 3: Allocate Opportunity Fund to the Recreation Center Funds for the communities of concern		July 2023		
Step 4: Update annual Equity Report and Tactical Equity Plan to encompass equitable funding allocations		July 2024		
Step 5: Report on the effectiveness of the Opportunity Fund in addressing inequities		August 2025		

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)

Target Implementation Date: March 2025

Recommendation #7	Action Steps <i>What Will Be Done?</i>	Completion Date <i>By when? (month and year)</i>	Actual	Notes
<p>In order to increase and standardize marketing efforts, the Parks and Recreation Department should hire a marketing professional to:</p> <ol style="list-style-type: none"> <li>1) Manage online (e.g., social media, websites) and physical (e.g., flyers, banners) content;</li> <li>2) Coordinate marketing efforts across Parks &amp; Rec;</li> <li>3) Lead strategic marketing initiatives for Parks &amp; Rec (e.g., public relations, educational campaigns, etc.). (Priority #3)</li> </ol>	<p><b>Step 1: Request budget for consultants and staff positions to support a more robust marketing plan</b></p> <p><b>Step 2: Acquire a consultant to develop and implement a marketing plan for the department</b></p> <p><b>Step 3: Finalize the marketing plan</b></p>	<p>Planned</p> <p>July 2024</p> <p>December 2024</p> <p>March 2025</p>		<p><b>STATUS: Delayed</b></p> <p>Of the two requested Information Systems Analyst positions, one was funded and is currently in recruitment. The other is unfunded. One of the unfunded recreation specialists is also integral to successful implementation of a marketing and social media program for communities of concern. <del>The proposed marketing consultant was not requested in fiscal year 2024 but will be requested in Fiscal Year 2025. The delay in request is due to need to finish CNA and fill ISA and recreation specialist positions first. Estimated cost is around \$250k.</del></p> <p>Of the two requested Information Systems Analyst positions, one was funded and is currently in recruitment. The other is unfunded. One of the unfunded recreation specialists is also integral to successful implementation of a marketing and social media program for communities of concern.</p>

Target Implementation Date: June 2025

Recommendation #8	Action Steps <i>What Will Be Done?</i>	Completion Date <i>By when? (month and year)</i>	Actual	Notes
<p>In order to effectively market recreation programs to all residents, the Parks and Recreation Department should:</p> <p>Direct individual recreation centers to collect demographic information on participants and the surrounding community, including age, gender, race, and other demographics:</p> <p>Use collected information to create a strategic marketing plan that:</p> <ol style="list-style-type: none"> <li>1) Sets goals and objectives for marketing efforts;</li> <li>2) Creates steps for Citywide marketing plans; and</li> <li>3) Develops policies for individual recreation center marketing plans; and</li> </ol> <p>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)</p>	<p><b>Step 1: Conduct surveys and analyze results to determine success of programs</b></p> <p><b>Step 2: Request budget for consultants and staff positions to support a more robust marketing plan based on the information received from the surveys</b></p> <p><b>Step 3: Acquire a consultant to develop and implement a marketing plan for the department</b></p> <p><b>Step 4: Finalize the marketing plan</b></p> <p><b>Step 5: Utilize demographic information to tailor marketing efforts in accordance with the marketing plan</b></p>	<p>Planned</p> <p>May 2023</p> <p>July 2024</p> <p>December 2024</p> <p>March 2025</p> <p>June 2025</p>		<p><b>STATUS: Delayed</b></p> <p>Performance and Analytics Department (Panda) has been assisting with conducting Come Play Outside surveys and providing analytics associated with the survey results. Demographic information is included in this effort. These results will be included in the Equity Report of May 2023. Another survey will be conducted during summer programming in 2023, with results provided in early 2024.</p> <p>Of the two requested Information Systems Analyst positions, one was funded and is currently in recruitment. The other is unfunded. One of the unfunded recreation specialists is also integral to successful implementation of a marketing and social media program for communities of concern. (Same as R7.)</p> <p>The proposed marketing consultant was not requested in Fiscal Year 2024 but will be requested in Fiscal Year 2025. The delay in request is due to need to finish CNA and fill ISA and recreation specialist positions first. Estimated cost is around \$250k. (Same as R7.)</p> <p>Of the two requested Information Systems Analyst positions, one was funded and is currently in recruitment. The other is unfunded. One of the unfunded recreation specialists is also integral to successful implementation of a marketing and social media program for communities of concern. (Same as R7.)</p> <p>Staff will be trained on the marketing plan, and Information Systems Analysts and Recreation Specialists will use the demographic information to tailor outreach in accordance with the marketing plan in time for summer 2025.</p>

Target Implementation Date: March 2024

<p><b>Recommendation #9</b></p>	<p><b>Action Steps</b> What Will Be Done?</p>	<p><b>Completion Date</b> By when? (month and year)</p>	<p><b>Actual</b></p>	<p><b>STATUS: Delayed</b> <b>Notes</b></p>
<p>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)</p>	<p><b>Step 1: Update fee waiver process to allow applicants to apply once annually for entire family</b></p> <p><b>Step 2: Ability for few waiver approved families to enroll for programs online</b></p>	<p>Planned</p> <p>December 2021</p> <p>March 2024</p>	<p>Actual</p> <p>December 2021</p>	<p>The fee waiver program is provided at <a href="https://www.sandiego.gov/sites/default/files/prefee waiver.pdf">https://www.sandiego.gov/sites/default/files/prefee waiver.pdf</a>. The program offers discounted or free recreation, aquatic, and dance programs for income-qualified participants if those programs are staffed. While this program can reduce or eliminate the overhead rate applied to contract service classes, it does not extend to waive the entire cost of the contract service class fee that is fully cost-recoverable. This is because the Department lacks the budget to pay the contract service class instructors for any fee waivers issued for their cost-recovery/recreational programs. Currently, the Department estimates that this would cost \$350k-500k annually, and the Department has not requested this via the budget process.</p> <p>The Department is working on this with the on-line registration software provider. This will be the priority for the soon-to-be-hired Information Systems Analyst position.</p>

Target Implementation Date: November 2025

<p><b>Recommendation #10</b></p>	<p><b>Action Steps</b> What Will Be Done?</p>	<p><b>Completion Date</b> By when? (month and year)</p>	<p><b>Actual</b></p>	<p><b>STATUS: On Schedule</b> <b>Notes</b></p>
<p>To ensure recreation programs are accessible to people at all income levels, the Parks and Recreation Department (Parks &amp; 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 &amp; 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 &amp; Rec's fee schedule. (Priority #3)</p>	<p><b>Step 1: Conduct comprehensive review of the fee waiver program and corresponding fees in the fee schedule</b></p> <p><b>Step 2: Develop report outlining findings and recommendations for new fee waiver program</b></p>	<p>Planned</p> <p>March 2023</p> <p>November 2025</p>	<p>Actual</p> <p>March 2023</p>	<p>As noted in R9, the fee waiver forms have been updated, and opportunities to participate have been expanded to include all staffed programs.</p> <p>The timeline for this step will correspond with the timing for R4 and R6. It will also be reviewed again depending on the timing for R3 for a cost of service study and fee schedule update. Through the cost of service study, the consultant can 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.</p>

Target Implementation Date: June 2025

<p><b>Recommendation #11</b></p>	<p><b>Action Steps</b> What Will Be Done?</p>	<p><b>Completion Date</b> By when? (month and year)</p>	<p><b>Actual</b></p>	<p><b>STATUS: Delayed</b> <b>Notes</b></p>
<p>To gain insight into the languages spoken in each community, the Parks and Recreation Department (Parks &amp; 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 &amp; 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)</p>	<p><b>Step 1: Acquire consultant to develop communication plan</b></p> <p><b>Step 2: Implement communication plan</b></p>	<p>Planned</p> <p>June 2024</p> <p>June 2025</p>	<p>Actual</p>	<p>This effort will begin with the recreation specialist and analytical staff, a portion of which were funded in the Fiscal Year 2023 budget.</p> <p>This plan should be done in connection with the requirements of R1, R2, R8, and R12.</p>

Target Implementation Date: June 2025

Recommendation #12	Action Steps <i>What Will Be Done?</i>	Completion Date		Notes
		By when? (month and year) Planned	Actual	
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: 1) Establishment of a threshold at which languages must be spoken in the service area to be considered a substantial number of customers; 2) Policies for recreation center staff that specify which written materials need to be translated into the languages identified in Recommendation # 11; and 3) Procedures for getting documents translated and approved by qualified bilingual staff or professional translators. (Priority #2)	Step 1: Acquire contract for translation services	July 2022	November 2022	Communications Department hired a translation service in late 2022 that has helped with written translation, and P&R has increased the number of bilingual staff to help ensure onsite staff can assist with translation needs at recreation centers and pools.
	Step 2: Establish a threshold of which languages should be included in a communication plan for each service area.	March 2024		This effort will begin with the recreation specialist and analytical staff, a portion of which were funded in the Fiscal Year 2023 budget.
	Step 3: Develop a department-wide language access plan.	June 2025		This plan should be done in connection with the requirements of R1, R2, R8, R11, and R13.

Target Implementation Date: August 2024

Recommendation #13	Action Steps <i>What Will Be Done?</i>	Completion Date		Notes
		By when? (month and year) Planned	Actual	
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)	Step 1: Acquire translation services	November 2022	November 2022	Communications Department hired a translation service in late 2022 that has helped with written translation, and P&R has increased the number of bilingual staff to help ensure onsite staff can assist with translation needs at recreation centers and pools.
	Step 2: Develop, recruit, hire new positions to support this action	March 2024		Of the two requested Information Systems Analyst positions, one was funded and is currently in recruitment. The other is unfunded. One of the unfunded recreation specialists is also integral to successful implementation of a marketing and social media program for communities of concern. (Same as R7.)
	Step 3: Acquire consultant to develop and implement communication plan	June 2024		This plan should be done in connection with the requirements of R1, R2, R8, R12, and R13.
	Step 4: Develop and implement training on communication plan for department staff	August 2024		Training would follow after the communication plan is established.

Target Implementation Date: October 2022

<p><b>Recommendation #14</b></p> <p>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)</p>	<p><b>Action Steps</b> <i>What Will Be Done?</i></p> <p><b>Step 1: Develop procedures for categorizing and naming programs in the online registration software</b></p>	<p><b>Completion Date</b> <i>By when? (month and year)</i></p> <p>Planned</p>	<p><b>Actual</b></p> <p>October 2022</p>	<p><b>STATUS: Complete</b></p> <p><b>Notes</b></p> <p>Recommendations 14 and 16, which call for establishing naming conventions for department-wide programs and annual new user and refresher ActiveNet trainings for employees, was implemented in October 2022. This training will continue annually for new users and reoccurring user to ensure staff compliance with registration and permitting policies and procedures. the department established a Super User committee as an on-going resource for staff. The Super User committee is comprised of staff across the department who are highly experienced users of ActiveNet and available to assist department staff with day-to-day questions and issues.</p>
	<p><b>Step 2: Train department supervisors on procedures for naming conventions and categorizing of programs as part of routine online software trainings</b></p>	<p>Planned</p>	<p>Actual</p> <p>October 2022</p>	

Target Implementation Date: June 2023

<p><b>Recommendation #15</b></p> <p>To ensure the accuracy of key data fields in the Parks and Recreation Department's (Parks &amp; Rec) recreation program management software, Parks &amp; Rec should:</p> <p>Develop automated controls, where possible, to ensure that recreation staff enter program information in the recreation program management software consistently and accurately; and</p> <p>Develop policies and procedures that require Area Managers to regularly review program information captured in Parks &amp; 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)</p>	<p><b>Action Steps</b> <i>What Will Be Done?</i></p> <p><b>Step 1: Evaluate online registration software that best meets the departments goals and objectives</b></p>	<p><b>Completion Date</b> <i>By when? (month and year)</i></p> <p>Planned</p>	<p><b>Actual</b></p> <p>June 2023</p>	<p><b>STATUS: On Schedule</b></p> <p><b>Notes</b></p> <p>Staff is analyzing the online registration software provider currently as part of Step 1. Staff has provided training on the current online registration software and will continue to provide training as noted in Step 2 (most recent recreation training classes were held in April 2023). However, there is a possibility that staff will determine that the online registration software provider needs to change. If that is the recommendation, the completion date will be extended approximately one to two years, which would be the time necessary to issue a request for proposals, identify a winning proposer, and negotiate a contract. If that occurs, updated training materials would be created to address new procedures with a new online registration service provider.</p>
	<p><b>Step 2: Formalize online registration and permitting software trainings into Department Instructions</b></p>	<p>Planned</p>	<p>Actual</p> <p>June 2023</p>	

Target Implementation Date: October 2022

<p><b>Recommendation #16</b></p> <p>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:</p> <p>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</p> <p>Annually provide a recreation program management software refresher training to all users. (Priority #3)</p>	<p><b>Action Steps</b> <i>What Will Be Done?</i></p> <p><b>Step 1: ActiveNet annual refresher and new user training</b></p> <p><b>Step 2: ActiveNet annual refresher and new user training</b></p>	<p><b>Completion Date</b> <i>By when? (month and year)</i></p> <p>Planned</p>	<p><b>Actual</b></p> <p>October 2022</p>	<p><b>STATUS: Complete</b></p> <p><b>Notes</b></p> <p>Recommendations 14 and 16, which call for establishing naming conventions for department-wide programs and annual new user and refresher ActiveNet trainings for employees, was implemented in October 2022. This training will continue annually for new users and reoccurring user to ensure staff compliance with registration and permitting policies and procedures. the department established a Super User committee as an on-going resource for staff. The Super User committee is comprised of staff across the department who are highly experienced users of ActiveNet and available to assist department staff with day-to-day questions and issues.</p>
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## Executive Summary

In 2022, the City of San Diego's Parks & Recreation Department offered the second year of Come Play Outside programming under Mayor Todd Gloria's **Summer for All of Us** initiative, which was designed to provide new summer opportunities for kids and their families to play safely outside in San Diego. Parks & Recreation was able to serve more than 30,000 youth and adult participants in Communities of Concern. Programs included: swim lessons, junior lifeguard training, nature camps, "Teen Nites," STEAM classes and camps, "Movies in the Park," deep sea fishing trips, and the newest program, "Parks After Dark."<sup>1</sup> These incredible programs were held at 27 different community parks, recreation centers, and aquatic centers during summer 2022. 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, San Diego Foundation, Prevent Drowning Foundation of San Diego, Albertsons, and the JEM Project.

The Performance & Analytics (PandA) and Parks & Recreation Departments teamed up to conduct survey design, solicitation, and analysis - and to gauge programming and facilities effectiveness, satisfaction, and demographic participation.

**The total number of surveys completed was 513.<sup>2</sup>**

**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 **83%**. These scores are high relative to what is normally seen on these types of questions for a wide range of products or services.

**City Heights had the highest response rate** (minimum 25 responses) at **45%**. The highest relative number of responses came from Linda Vista with 61. **Paradise Hills had the highest OSAT at 9.91** (out of 10). Most sites had an OSAT higher than 9. Female enrollment, as a percentage of total enrollment, increased from **42% to 44%** this year.

## Survey Administration<sup>3</sup>

The 2022 survey was administered differently from 2021. PandA utilized a third-party platform in Medallia to automate the survey administration process. Instead of physically visiting each site to survey, relying on QR code signage, or asking staff to administer paper surveys, a survey was sent to the email associated with each registered participant. Four additional participating recreation centers (sites) were added this year: North Park, Chollas Lake Park, Adams, and Azalea.



Parks & Recreation incentivized survey participation for "Come Play Outside" programming, by raffling off tickets to local attractions (Legoland, Sea World, and the San Diego Zoo). In addition, the survey was modified to increase efficacy. Likert Scale questions were adjusted to a 1-to-10 scale, instead of 1-to-5 scale, to increase accuracy. With the help of Parks & Recreation, the survey was shortened from 19 questions to 13 questions. Finally, there was no separate survey for caregivers and participants, just one survey for caregivers.

The **total enrollment** for "Come Play Outside" programming was **18,064**. The sample size needed for the analysis to be statistically significant was **370**. When including Parks After Dark enrollment, the total enrollment increases to **31,364**.

## Survey Participation

**The survey response rate for caregivers in Come Play Outside programming was 31%** (479 online surveys and 34 paper surveys). The number of responses by month were:

- July - 162
- August - 251
- September - 66

The incentives provided by Parks & Recreation undoubtedly assisted with this participation rate, as the survey participation rate for non-Come Play Outside programs was significantly lower (20%).

Recreation center supervisors were emailed a printable version of the survey to distribute as needed. Ten online responses were received in Spanish and three paper responses, for a total of 13 Spanish responses.<sup>4</sup> In 2021, 22 responses were submitted from caregivers, with 16 of them coming via paper format - highlighting the need to utilize more paper surveys in locations with a higher proportion of non-native speakers or promoting the benefits of registering with an email account to those caregivers. The average number of responses per week was 53.<sup>5</sup>

## Participant Satisfaction<sup>6</sup>

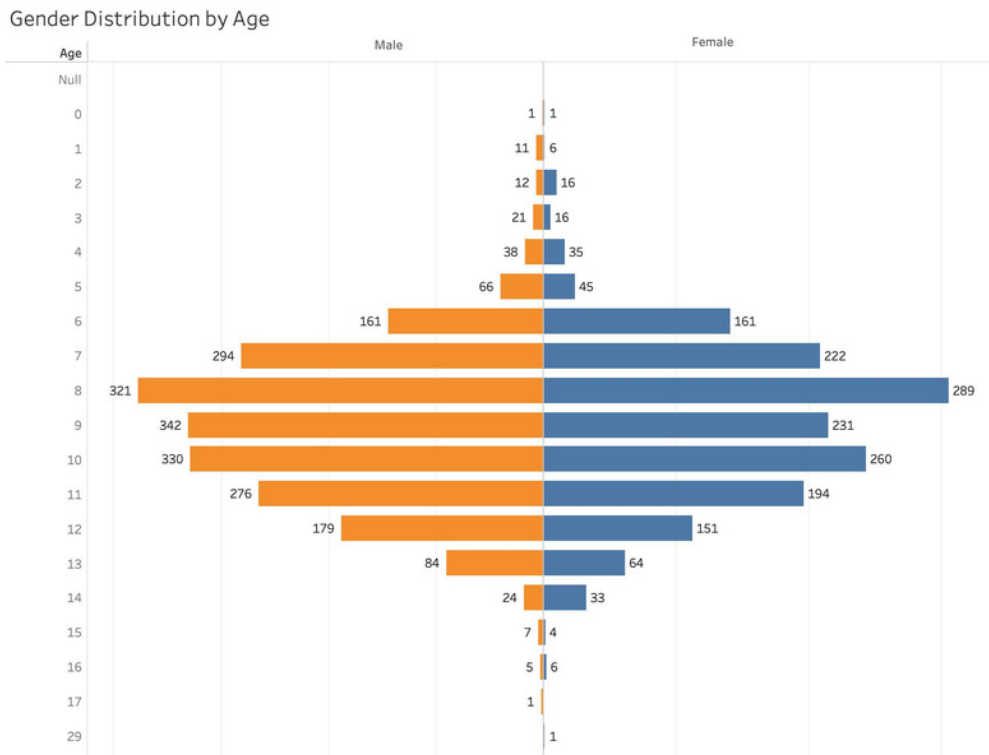
**The OSAT for Come Play Outside program caregivers was 78%**. OSAT measures the percentage of respondents who rated their satisfaction as either 9 or a 10. For non-Come Play Outside programming, the OSAT was 87%.

**The Net Promoter Score (NPS) for Come Play Outside program caregivers was 83%**. 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 82%.

## Program Participation

The below chart (Figure 1) shows the breakdown of gender by age for participants who registered for programming in ActiveNet. In 2021, male enrollment was 58% and female enrollment was 42%; in 2022, it was 56% and 44%, respectively. Closing the gender gap was an area that Parks & Recreation wanted to address following 2021 programming, and they showed progress towards this in 2022. The chart also shows that the highest enrollment by age was 8-year-olds. One participant left this question blank.

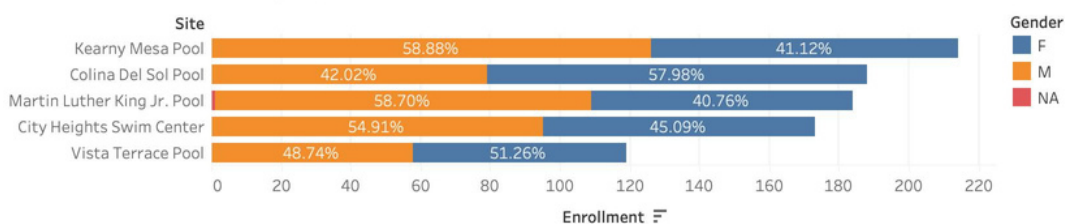
**Figure 1**



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 enrollment from male participants; however, there are a handful of a sites where female enrollment is higher (Colina Del Sol Aquatic Center, South Bay Recreation Center, San Ysidro Recreation Center, Azalea Recreation Center).

**Figure 2**

Gender Distribution by Aquatic Center



**Figure 3**

Gender Distribution by Rec Center

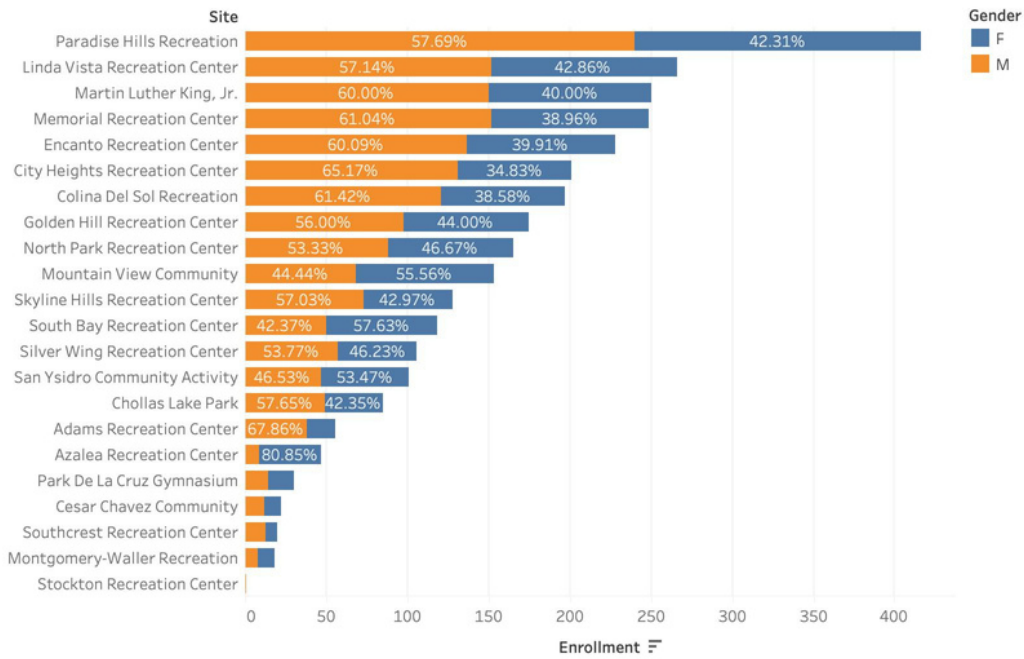
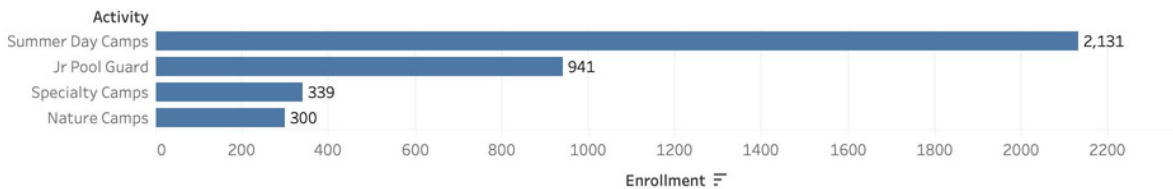


Figure 4 shows the enrollment level for Come Play Outside program participants who registered in ActiveNet. Figure 5 shows the enrollment for drop-in Come Play Outside programming. A new program, "Parks after Dark", was held at Skyline, Linda Vista, and City Heights, and had the highest enrollment level for drop-in programming.

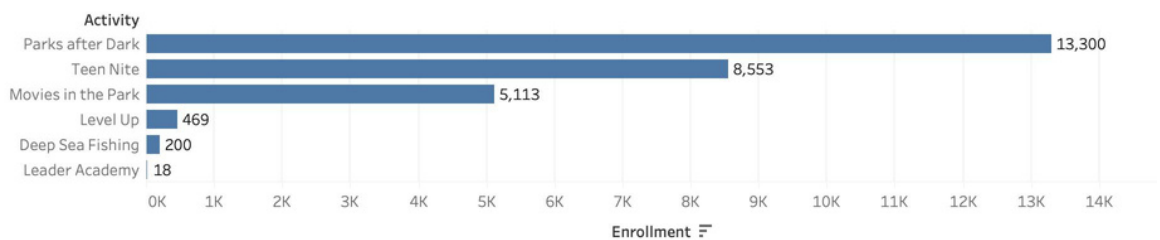
**Figure 4**

ActiveNet Enrollment



**Figure 5**

Non-ActiveNet Enrollment



## Survey Response Demographics

Figure 6 shows the age of the children for whom caregivers completed a survey. Response rates for survey participants are 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.<sup>7</sup>

**Figure 6**

Responses by Age

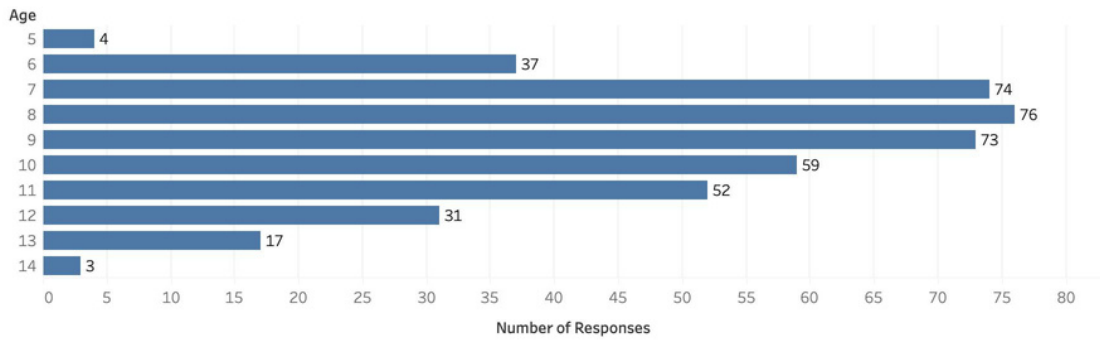


Figure 7 shows that 70 more responses were submitted from caregivers of male participants than female participants, which is consistent with a higher number of male participants enrolled in programming.

**Figure 7**

Responses by Gender

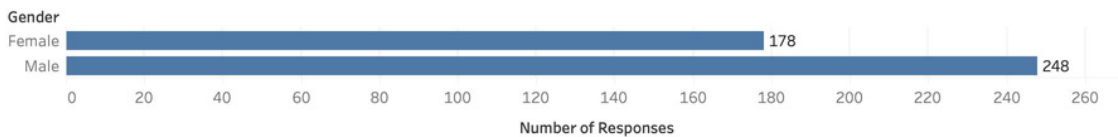
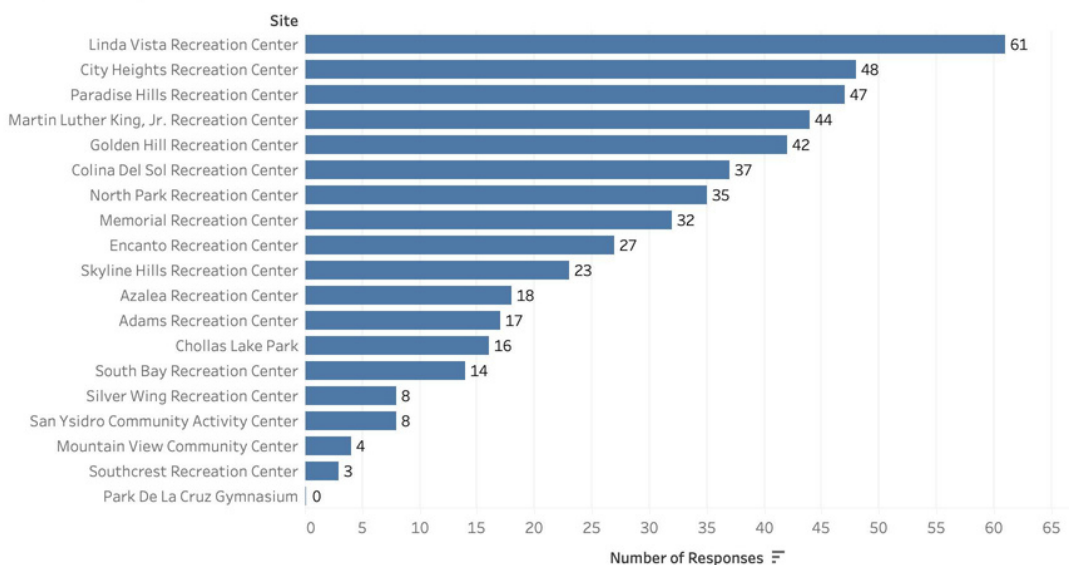


Figure 8 shows that Linda Vista had the highest number of survey responses (61), followed by City Heights and Paradise Hills. In 2021, the sites with the highest number of responses were Memorial, Linda Vista, and City Heights. Southcrest and Mountain View had low response rates in both 2021 and 2022.

**Figure 8**

Responses by Site

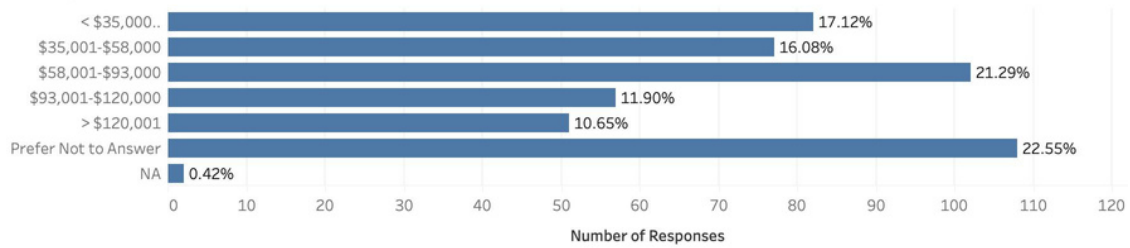


Out of the new participating sites, North Park finished in the top half for survey responses, but Azalea, Adams, and Chollas Lake were in the bottom half. <sup>8</sup>

Shown in figure 9, the highest percentage of 2022 respondents fell into the "Prefer Not to Answer" category, followed by "\$58,001 - \$93,000." In 2021, the highest percentage of respondents were in the "less than \$35,000" and "\$35,001- \$58,000" household income categories. This could highlight a disparity, where individuals in the lower income bracket are less likely to have used an email when enrolling their child, or perhaps are less likely to have an email. Perhaps fewer people were willing to provide their income on an online survey compared to last year's methods where they were either handed a paper survey by staff, used a QR code posted at the recreation center, or were engaged by City staff to take the survey.

**Figure 9**

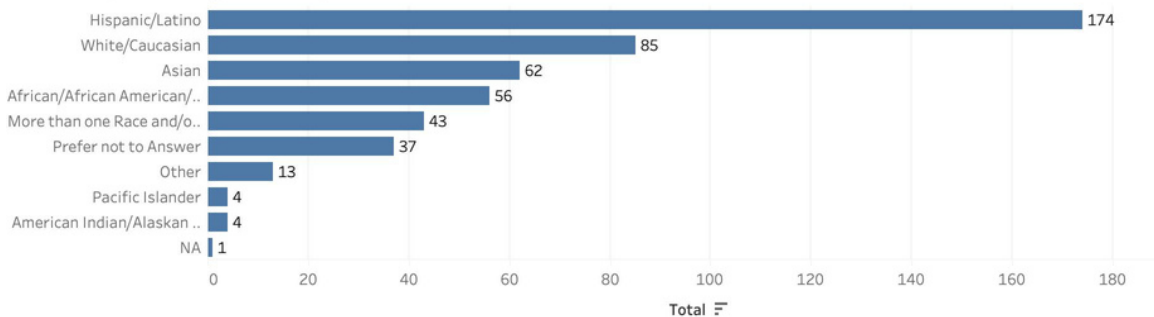
What is your household income?



As shown in Figure 10, most respondents identified as Hispanic/Latino, followed by White/Caucasian. In 2021, respondents were asked about languages spoken in the home to try and gauge information regarding race and ethnicity. However, this year, we asked about race and ethnicity explicitly. <sup>9</sup>

**Figure 10**

What is your race/ethnicity?



**Figure 11**

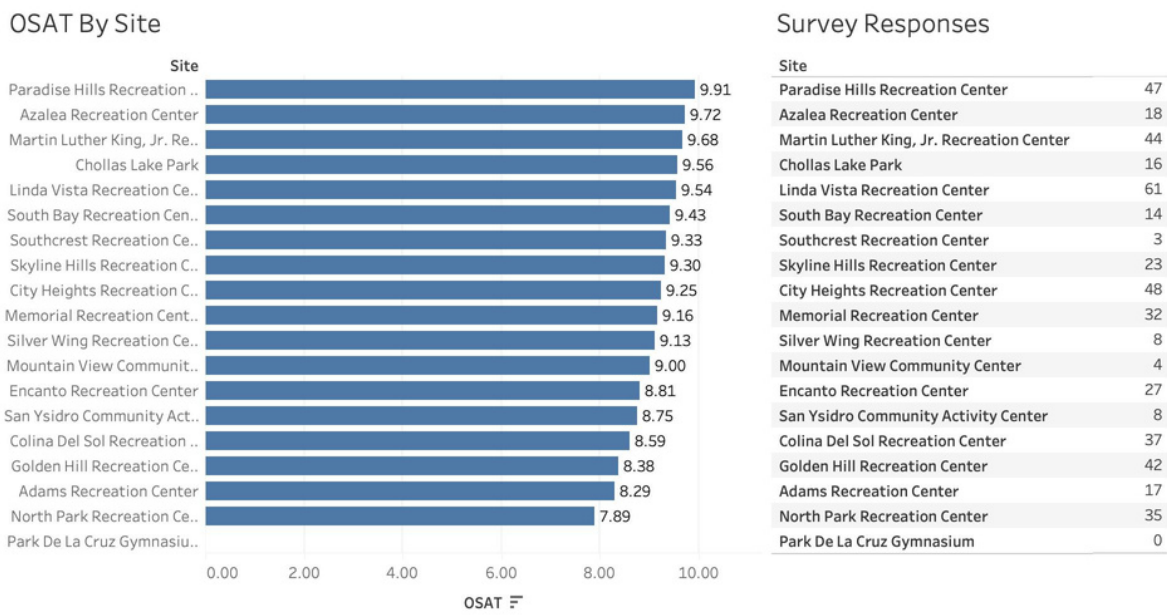


Figure 11 shows that the OSAT for nearly all sites is greater than 9, and only one site had an OSAT below 8, which was a new Come Play Outside site (North Park). This figure highlights caregivers' satisfaction with staff, as well as with facilities.

In 2022, more detailed comments were collected regarding people's experiences and what changes they would like to see in future programming. Respondents had very positive comments regarding staff (mentioning staff by name); appreciation for the programs that were available; and how much their children enjoyed the program(s). Negative comments were mainly around unhealthy food options, and some related to cost. Caregivers also indicated they would like to see: after school programs; yoga and mindfulness programs; more programs designed for girls (soccer, dance); and camps for different ages.

## Conclusion

There are a handful of highlights from the 2022 survey worth noting. Caregivers were able to be surveyed more efficiently. OSAT and NPS were high at 78% and 83%, respectively. The number of participants nearly doubled, and female participation (as a percentage of total participation) increased. All but one site had an OSAT above 8. Integrating the ActiveNet enrollment platform with Medallia, the City's surveying platform, will yield future benefits. These benefits include the following abilities: to scale surveying without increasing cost; to centralize survey data that can be analyzed and reported on; to observe long-term trends; to collect detailed comments and concerns; and to maintain consistency in surveying and data collection. Better advertising of the survey participation incentive (e.g., raffle for Sea World tickets) could help encourage more people to register their email addresses in ActiveNet and, therefore, increase survey distribution. Allowing people to take the survey on their own time (as opposed to stopping them while they are dropping off or picking up their children) could have attributed to the much more detailed comments received in 2022 as well.

Medallia also provides the ability to more efficiently monitor long-term trends, such as increases or decreases in OSAT by each site. For example, if survey responses indicated that a certain site did not have enough female-specific programming, and additional programming was added to meet that need, Parks & Recreation could demonstrate an improvement in programming at that site by a correlated increase in OSAT.

In 2023, incorporating a QR code for survey distribution - along with the automatic email distribution at the start of Come Play Outside programming - should result in surpassing the total survey responses in 2021 (585). A QR code serves as another avenue by which connections can be made with users of Parks & Recreation services and ensure that users who do not have an email in ActiveNet are still able to participate.

Going forward, a participation target should be set for all sites; by providing a target, sites can take the necessary steps to reach that target. The minimum target should be the minimum number needed for statistical significance, which can be determined once we know the enrollment numbers at each site.

## Appendix

### Overview of Surveys by Location

Site	Online Surveys	Enrollment	Response Rate	Number of Responses Needed for Statistical Significance
Adams	17	56	34.7%	49
Azalea	18	47	51.4%	42
Chollas Lake Park	16	85	30.2%	70
Cesar Chavez	0	22	0%	21
City Heights	48	374	45.3%	190
Colina Del Sol	37	385	28.7%	193
Encanto	27	228	15.9%	144
Golden Hill	42	175	38.2%	121
Linda Vista	61	266	38.8%	158
Martin Luther King	44	471	28.9%	212
Memorial	32	249	24.1%	152
Montgomery Waller	0	18	0%	18
Mountain View	4	153	14.8%	110
North Park	35	165	27.6%	116
Paradise Hills	47	416	30.9%	200
San Ysidro	8	101	28.6%	81
Silver Wing	8	106	22.9%	84
Skyline	23	128	33.8%	97
South Bay	14	157	51.9%	112
Southcrest	3	20	100%	20

Note: The following number of paper surveys were collected at these sites: Cesar Chavez - 2; Memorial - 10; San Ysidro - 6; Skyline - 1; Southcrest - 12; Stockton - 3



Caregivers indicated a desire for after-school programs. We analyzed how many schools were within one mile of a recreation center, and thus good options for after school programs. We then analyzed how many programs at these sites (in 2022) had a start time between 2:00 p.m. and 6:00 p.m., as well as the number of programs that started before 4:00 p.m. Branding current programs that are after school hours, as well as potentially adding additional programming, could be a great opportunity to address participant feedback. However, further analysis is needed.

Site Name	Number of Schools within one mile	Number of Programs between 2:00-6:00 p.m.	Number of Programs before 4:00 p.m.
Golden Hill	15	28	0
Memorial	11	44	0
San Ysidro	6	49	1
Skyline	4	17	3
South Bay	8	35	3
Southcrest	8	15	1

## 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. Surpassed the 370 needed for statistical significance
3. This year, 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. In the email caregivers were sent, they were made aware of family 4-pack of tickets that Parks & Recreation was raffling off for those who participated, as well. A few additional paper surveys were completed as well. Compared to last year, there were only caregiver surveys this year, no participant surveys.
4. Response rates in 2021 were calculated using the total amount of surveys completed over the total enrollment. Response rates in 2022 were calculated using the total number of surveys completed over the total surveys distributed.
5. The survey was set up so that individuals had the option to choose whether to take the survey in English or Spanish. However, this may have caused a conflict between their phone settings. Where their phone settings were in Spanish, and thus automatically translating the survey to Spanish even though the survey was set to English. Lastly, due to translation needing to be uploaded manually, which was delayed, surveys taken in Spanish were more than likely undercounted. Steps and testing will be done to remedy this next year.
6. The survey launch was delayed by connection issues between the Medallia survey platform and ActiveNet registration portal. Had surveys been distributed in June, there would be an estimated additional 212 surveys. This would have put the total at 725, surpassing last year's total of 585. In 2021, 92% of caregivers rated their overall satisfaction as either 4 or 5 (out of 5).
7. 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.
8. Montgomery-Waller only had one Come Play Outside specific program this year, which started on June 13, 2022
9. When including paper survey responses, there are 22 additional respondents who identified as Hispanic/Latino. No other category added more than three respondents.



# CITY OF SAN DIEGO PARKS AFTER DARK

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## Evaluation Report

February 2023

Julie Wartell  
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**UC San Diego**

**SCHOOL OF SOCIAL SCIENCES**

Department of Urban Studies and Planning

## Background

In June 2022, Price Philanthropies (Price) approached Isaac Martin, Chair of the Department of Urban Studies and Planning at University of California-San Diego (UCSD) about conducting an evaluation of a new pilot program for the City of San Diego. Parks After Dark (PAD), which was modeled after a program in Los Angeles, was to be run for seven weeks during the summer in three parks. Isaac asked Julie Wartell, a Continuing Lecturer and Staff Research Associate, to be 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 6pm-9pm from July 14, 2022 through August 27, 2022 at the City Heights, Linda Vista, and Skyline Hills Recreation Centers. PAD was a component of Mayor Todd Gloria's "Come Play Outside" initiative and was 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

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 needed questions and responses for this evaluation. The survey was created in a mobile application called Survey123 that feeds into a secure database maintained by UCSD. The survey allowed the user to see the questions and response options in English or Spanish. Screenshots of the survey are included as Appendix A.

We received a total of 901 responses. This included 449 from City Heights, 284 for Skyline, 164 for Linda Vista, and 4 with no park listed. 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.

<b>How did you find out about this event?</b>	<b>City Heights</b>	<b>Linda Vista</b>	<b>Skyline</b>	<b>Blank</b>	<b>All Parks</b>
live in area	37%	39%	44%	75%	40%
someone told me	27%	25%	20%	25%	25%
flyer	21%	14%	10%	0%	16%
social media	7%	14%	12%	0%	10%
other	4%	4%	8%	0%	5%
website	3%	1%	3%	0%	3%
news or media	0%	2%	3%	0%	2%

For all three parks, 64% of respondents found out about PAD because they live in the area, or someone told them. "Living in the area" may mean that they were walking or driving by and happened upon it.

<b>How often are you attending/plan to attend PAD this summer?</b>	<b>City Heights</b>	<b>Linda Vista</b>	<b>Skyline</b>	<b>Unnamed</b>	<b>All Parks</b>
not again	1%	0%	1%	0%	1%
once or twice	32%	34%	31%	0%	32%
3-7 times	35%	20%	26%	50%	30%
once per week	14%	15%	17%	0%	15%
twice or more per week	18%	31%	25%	50%	23%

Two-thirds or more of respondents in each park attended or planned on attending PAD at least three or more times over the summer.

<b>How often do you visit this park?</b>	<b>City Heights</b>	<b>Linda Vista</b>	<b>Skyline</b>	<b>Unnamed</b>	<b>All Parks</b>
daily	19%	24%	20%	50%	21%
weekly	52%	52%	54%	50%	53%
monthly	21%	12%	14%	0%	17%
yearly	3%	6%	1%	0%	3%
first time	4%	7%	11%	0%	7%

Approximately half of respondents visited the park weekly with another 19-24% visiting daily. For Skyline, 11% was the first time.

<b>How safe do you feel at this event?</b>	<b>City Heights</b>	<b>Linda Vista</b>	<b>Skyline</b>	<b>Unnamed</b>	<b>All Parks</b>
Not Safe (1)	12%	3%	0%	0%	7%
Somewhat Unsafe (2)	6%	5%	0%	0%	4%
Not safe or unsafe (3)	14%	13%	2%	50%	10%
Somewhat Safe (4)	39%	49%	27%	25%	37%
Very Safe (5)	28%	31%	71%	25%	42%
<b>Avg feeling of safety (1-5)</b>	<b>3.6</b>	<b>4</b>	<b>4.7</b>	<b>3.8</b>	<b>4</b>

On average across all parks, people felt “somewhat safe,” although City Heights was the lowest with 3.6 (between not safe or unsafe and somewhat safe) and Skyline the highest with 4.7, very close to “very safe” (only 2% of respondents did not feel somewhat or very safe, nor did any feel unsafe).

<b>How would you rate PAD?</b>	<b>City Heights</b>	<b>Linda Vista</b>	<b>Skyline</b>	<b>Unnamed</b>	<b>All Parks</b>
below average (2)	1%	0%	0%	0%	1%
average (3)	7%	3%	1%	25%	4%
good (4)	29%	27%	18%	0%	25%
excellent (5)	64%	70%	81%	75%	70%
<b>Avg rating of PAD (1-5)</b>	<b>4.6</b>	<b>4.7</b>	<b>4.8</b>	<b>4.5</b>	<b>4.6</b>

On average across all parks, ratings were between good and excellent with only 1% rating below average. In response to “Would you participate in PAD again?” 100% of people responding said “yes”; although there were small numbers of respondents: 31 for City Heights, 18 for Skyline, and 0 responses for Linda Vista.

<b>Are you attending PAD with kids?</b>	<b>City Heights</b>	<b>Linda Vista</b>	<b>Skyline</b>	<b>All Parks</b>
none	5%	2%	3%	4%
Ages 0-5	53%	52%	54%	53%
Ages 6-12	71%	73%	64%	69%
Ages 13-17	17%	14%	14%	15%
<b>Total People Responding</b>	<b>448</b>	<b>162</b>	<b>284</b>	<b>894</b>
*Percentages total over 100% as people checked all that apply				

The vast majority of people that responded to the survey attended PAD with kids, many with multiple kids. The largest number by age group was 6-12 years old for all parks ranging from just under two-thirds (Skyline) to just under three-quarters (Linda Vista).

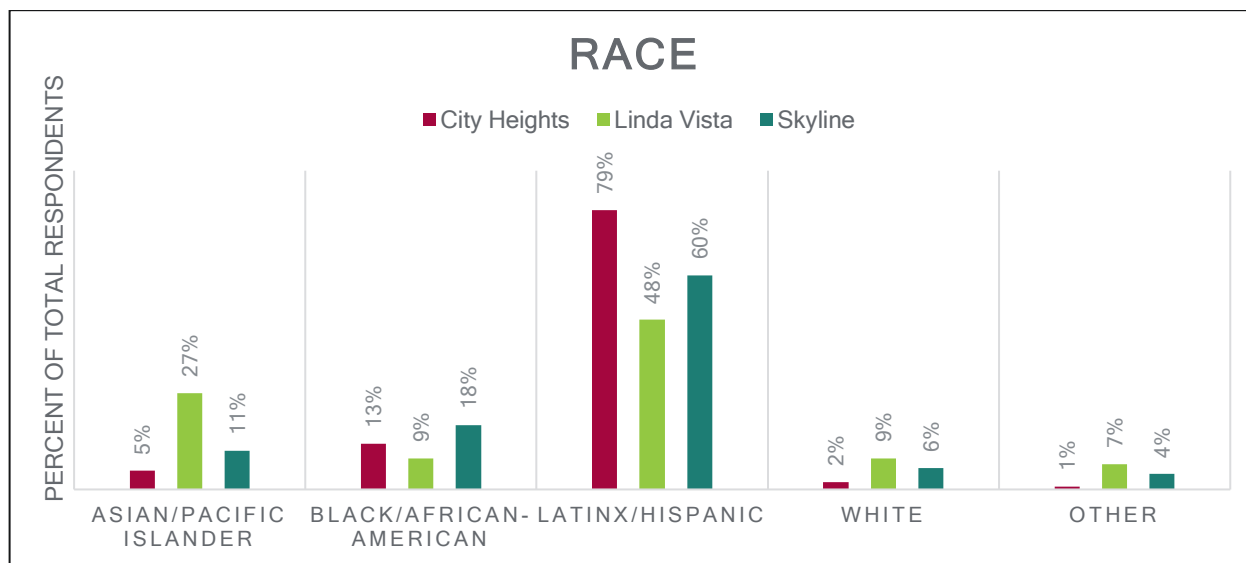
<b>PAD...helps me get to know my community better</b>	<b>City Heights</b>	<b>Linda Vista</b>	<b>Skyline</b>	<b>Unnamed</b>	<b>All Parks</b>
strongly agree	54%	64%	82%	75%	65%
agree	43%	31%	14%	0%	32%
neither	2%	4%	3%	25%	3%
disagree	0%	1%	0%	0%	0%
strongly disagree	0%	0%	0%	0%	0%
<b>PAD...makes it easier to get services I need</b>	<b>City Heights</b>	<b>Linda Vista</b>	<b>Skyline</b>	<b>Unnamed</b>	<b>All Parks</b>
strongly agree	31%	45%	66%	75%	45%
agree	57%	43%	23%	25%	43%
neither	10%	9%	8%	0%	9%
disagree	2%	3%	0%	0%	2%
strongly disagree	0%	0%	3%	0%	1%
<b>PAD...improves relationships bt community &amp; police</b>	<b>City Heights</b>	<b>Linda Vista</b>	<b>Skyline</b>	<b>Unnamed</b>	<b>All Parks</b>
strongly agree	36%	49%	70%	75%	49%
agree	46%	41%	22%	0%	38%
neither	12%	9%	6%	25%	10%
disagree	3%	0%	1%	0%	2%
strongly disagree	2%	1%	1%	0%	1%
<b>PAD...makes it easier to spend quality time w/family</b>	<b>City Heights</b>	<b>Linda Vista</b>	<b>Skyline</b>	<b>Unnamed</b>	<b>All Parks</b>
strongly agree	65%	73%	84%	75%	73%
agree	34%	24%	15%	0%	26%
neither	1%	3%	1%	25%	1%
disagree	0%	0%	0%	0%	0%

Of the four questions relating to PAD's effect, all had very favorable results with at least 82% agreeing or strongly agreeing. Regarding helping to get to know the community better, this ranged from 95% in Linda Vista to 97% in City Heights. As for making it easier to get needed services, this was 88% or 89%. Improving relationships between the community and police ranged from 82% in City Heights to 92% in Skyline. 97% or 99% agreed or strongly agreed PAD made it easier to spend quality time with the family.

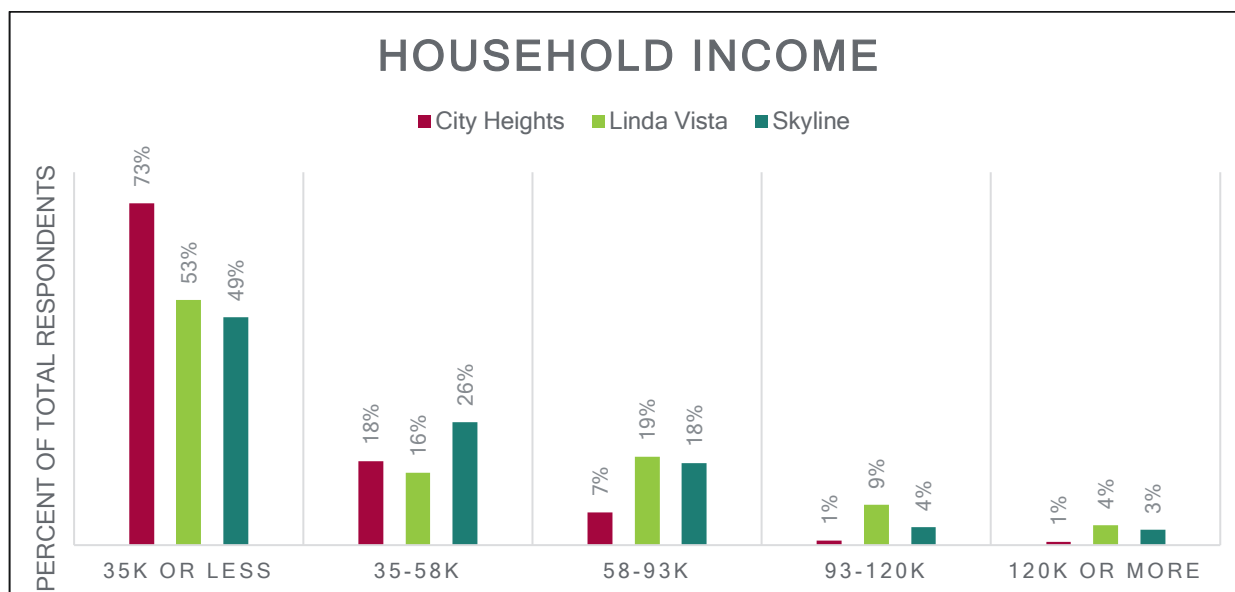
<b>Which activity are you participating in?</b>	<b>City Hts</b>	<b>L Vista</b>	<b>Skyline</b>	<b>All</b>
adult exercise	27%	20%	11%	20%
food	71%	65%	73%	70%
youth games	94%	92%	90%	92%
<b>Total People Responding</b>	<b>434</b>	<b>160</b>	<b>282</b>	<b>879</b>
* Percents total over 100% due to all that apply				

Almost all respondents participated in youth games and 65% (Linda Vista) to 73% (Skyline) with food, but levels were much lower (11%-20%) for adult exercise.

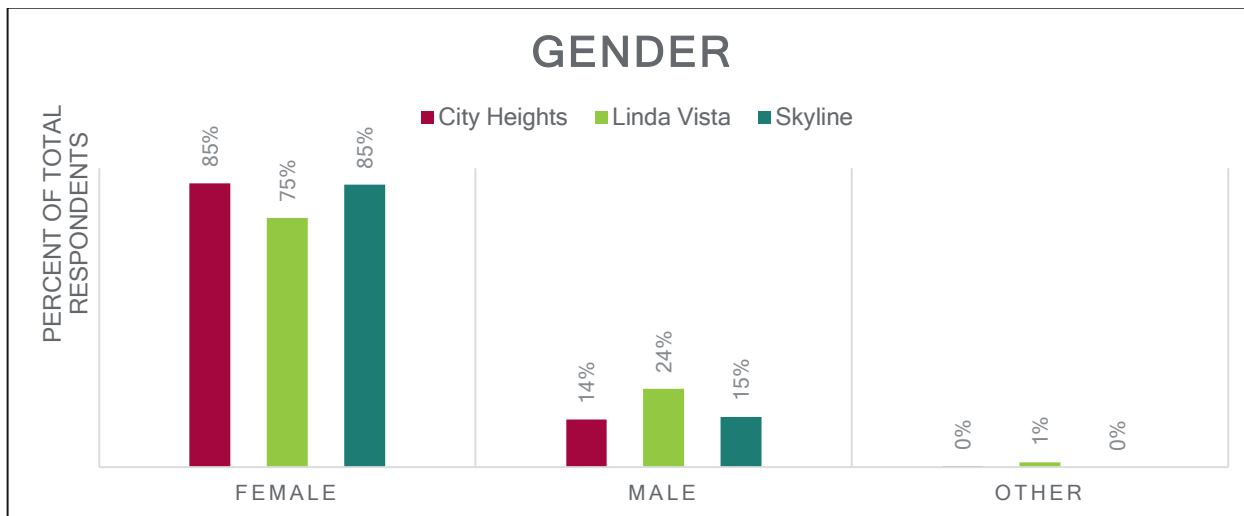
## RESPONDENT DEMOGRAPHICS



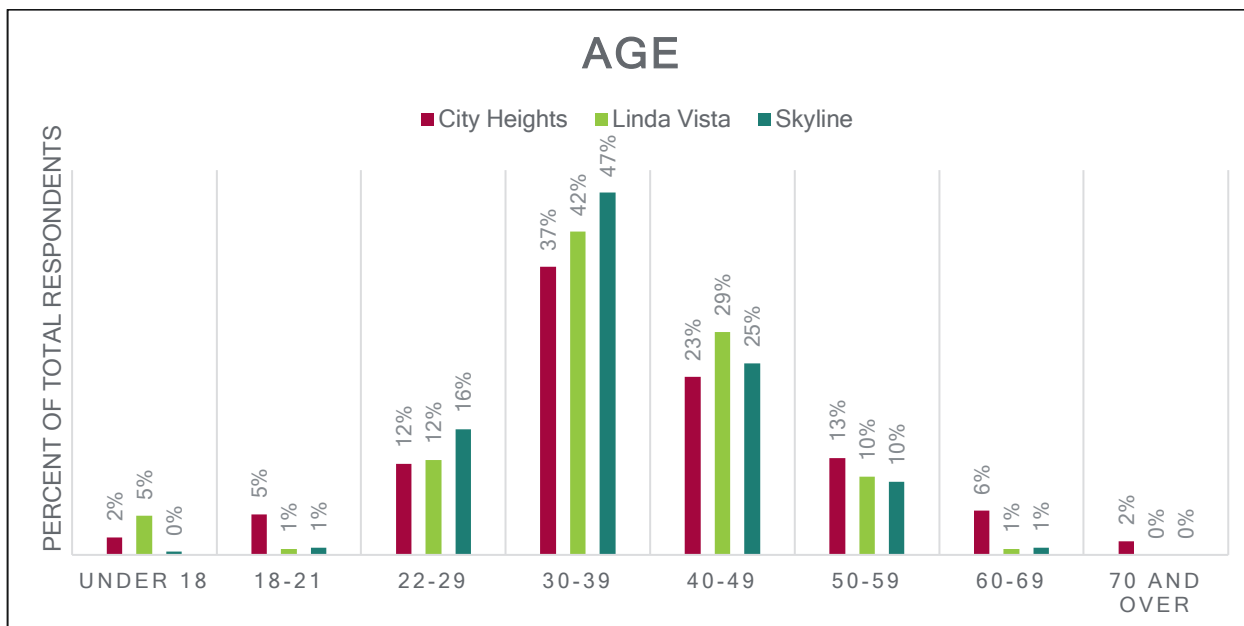
For all parks, LatinX/Hispanic were the largest percentage of race (ranging from 48% in Linda Vista to 79% in City Heights). Just over one-quarter of participants in Linda Vista were Asian/Pacific Islander. These stats are reflective of the park neighborhoods.



Nearly half (Skyline) to three quarters (City Heights) of the participants stated their household income was \$35,000 or less. Combining the next category (so less than \$58,000) increased the percentages to 91% for City Heights, 69% for Linda Vista, and 75% for Skyline.



The vast majority of attendee respondents were female, although Linda Vista had nearly one-quarter that were male.



The predominant age group for all parks was 30-39 years old. Combining this with 40-49 years old, we see more than two-thirds for all parks: 60% in City Heights, 71% in Linda Vista, and 72% in Skyline.

## COMMENTS

There were two questions that included an open text field. These responses were combined for all 3 parks but can be separated if desired.

*How strongly do you agree or disagree that Parks After Dark... (followed by any suggestions or comments).*

We received 380 responses which have been summarized and combined (so not exact wording). There were 110 responses that stated a version of “no suggestions, all good, very fun, brings community and family together, etc.”

The most frequent suggestions (with 15 or more responses) are listed below:

- 47 - more games, toys and activities
- 42 - more security and/or surveillance such as lighting and cameras
- 31 - would like it to continue and more often
- 28 - more food and drinks
- 28 - have the police here and engaging with the community
- 15 - more prizes/raffles
- 15 - cleaner bathrooms & hand sanitizing areas

*How would you improve Parks After Dark?*

We received 565 responses with 90 stating “nothing/all good.” The most frequent improvements are summarized below:

- 155 - more games, toys, activities for all ages
- 65 - more security (cameras, surveillance, lighting)
- 51 - more food/drinks and more options (halal, healthy, etc.)
- 35 - better advertising/promotion to the community
- 22 - include adults more (food and activities)
- 22 - better on-site organization/clearer directions
- 19 - do it more often, more days/hours and more events like this
- 18 - keeping cleaner (restrooms, handwashing)
- 16 - police should be present



## Crime Results

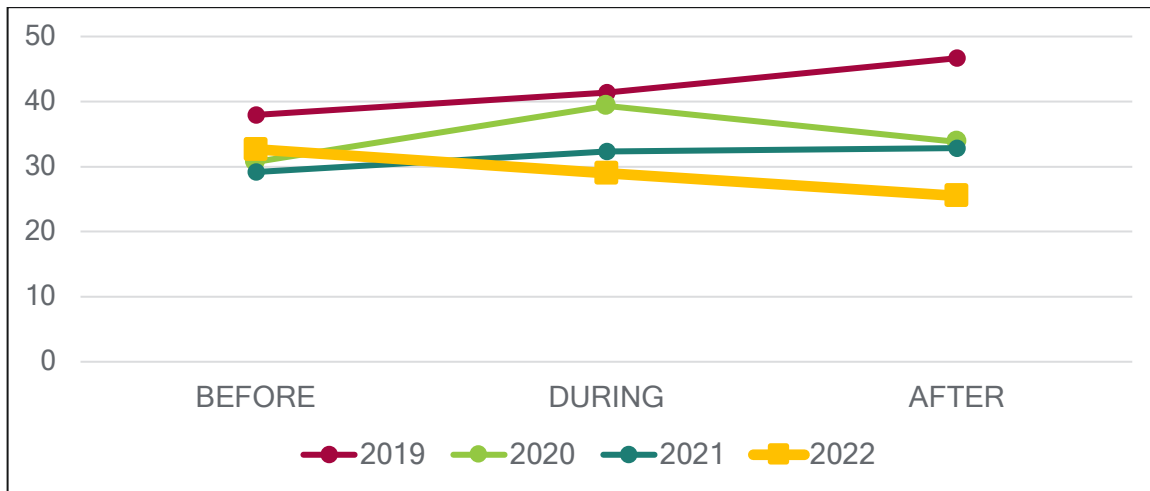
The data that were used for the analysis were provided by the San Diego Police Department (SDPD). The query was for one-quarter mile around each park's Recreation Center address. While SDPD provided crime cases and calls for service, only calls for service were used in the analysis. This is due partially 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, 2020, 2021, and 2022. Because PAD took place for seven weeks from mid-July through August 2022, our "before" consists of six weeks of data and "after" is four weeks. Due to the time frames being different, raw numbers are not comparable, so we created a "per week" rate to be able to look at trends accurately. Additionally, we analyzed numbers of crimes and calls for the specific days and times of PAD for the same seven 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. These charts and tables are shown below under each park's sub-heading.

The most frequent call type for all parks was "disturbing the peace," and we compared these for before, during and after PAD. The table below shows the rate of disturbing the peace calls per week. For all three parks, they were down, especially for Skyline which decreased almost 50%. After PAD, the rate for all parks for disturbing the peace calls was higher than before PAD.

<b>DISTURBING THE PEACE CALLS PER WEEK (Total for 4 Years)</b>			
<b>PARK</b>	<b>BEFORE</b>	<b>DURING</b>	<b>AFTER</b>
CITY HEIGHTS	34.0	32.7	39.0
LINDA VISTA	7.5	7.4	8.3
SKYLINE	6.0	3.1	3.8

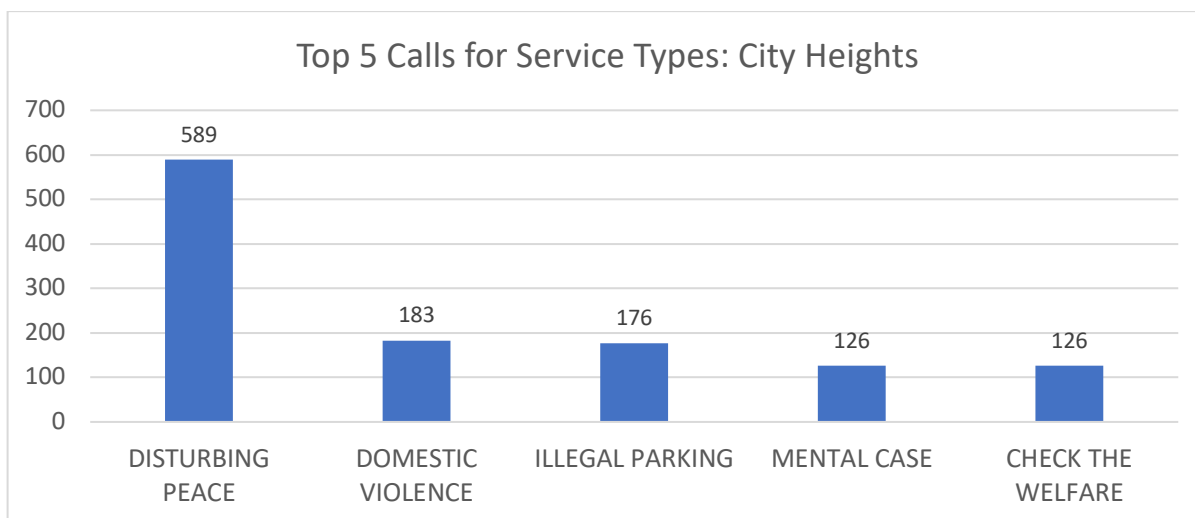
## CITY HEIGHTS – ALL CALLS FOR SERVICE



In City Heights, the weekly rates of calls were trending up over the four years except for 2022. Calls were not only lower during PAD but continued down in the four weeks after PAD. Additionally, calls were lowest of all four years for the seven weeks during PAD.

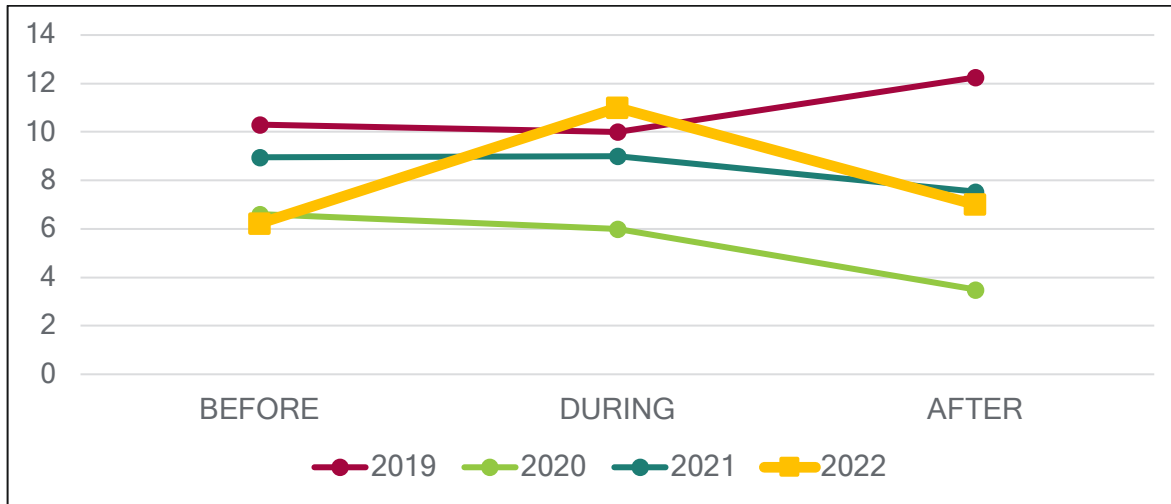
City Heights, during PAD days & times		
Year	Calls for Service	Crimes
2019	18	4
2020	19	3
2021	16	2
2022	12	2

Similar to above, when looking at specific PAD days and times, we see calls for service far lower in 2022 than the previous three years.



As noted above, for all parks, "disturbing the peace" was the most frequent call type by far. One also sees that of the top five call types, most are not instances with victims of crime but instead community concerns.

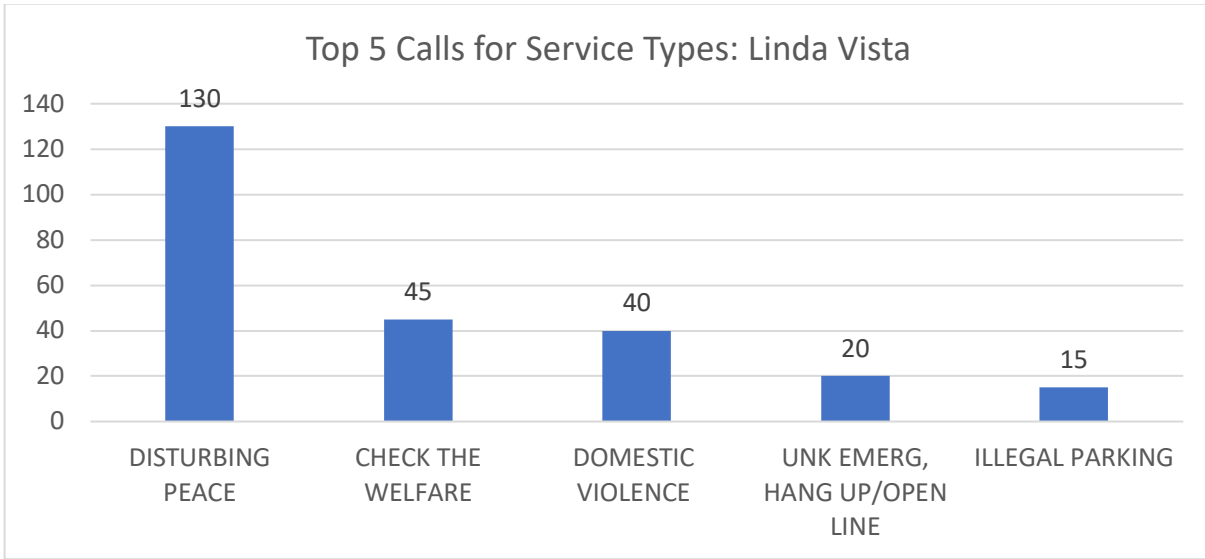
## LINDA VISTA – ALL CALLS FOR SERVICE



In Linda Vista, calls for service varied greatly across the four years. Interestingly, during PAD, they were at nearly the highest rate for all time periods (with 2019 “after” rate slightly higher). One might explain this through more people out in the park and engaging with police leads to more people calling with their concerns.

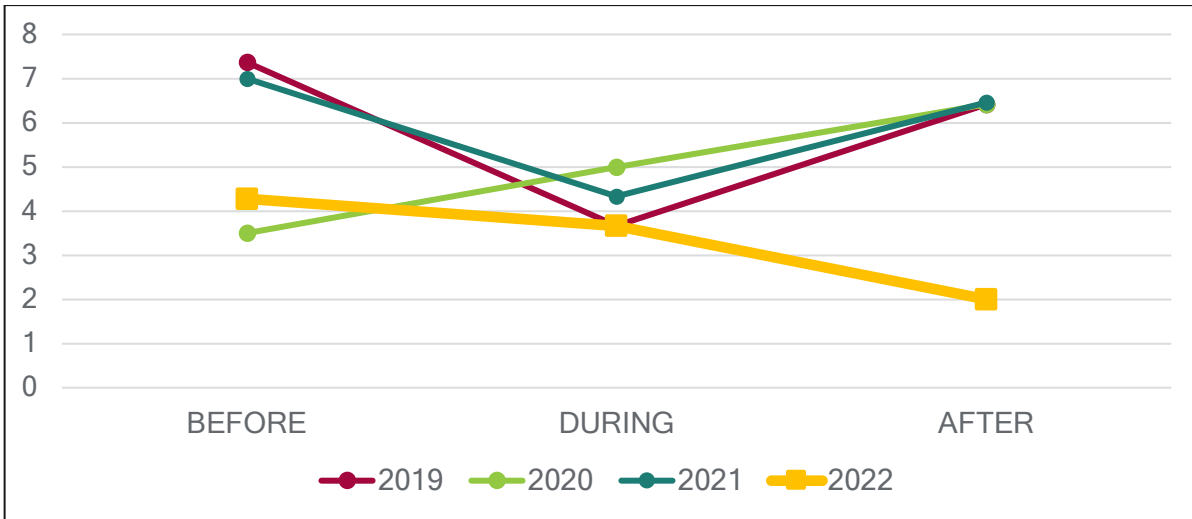
Linda Vista, during PAD days & times		
Year	Calls for Service	Crimes
2019	7	4
2020	5	0
2021	6	3
2022	4	2

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, although all had small numbers.



Once again, “disturbing the peace” was the most frequent call type by far. Also similar, one sees that of the top five call types, most are not instances with victims of crime but instead community concerns. Different than City Heights, “mental case” calls are not in the top 5, and instead hang up/open line are.

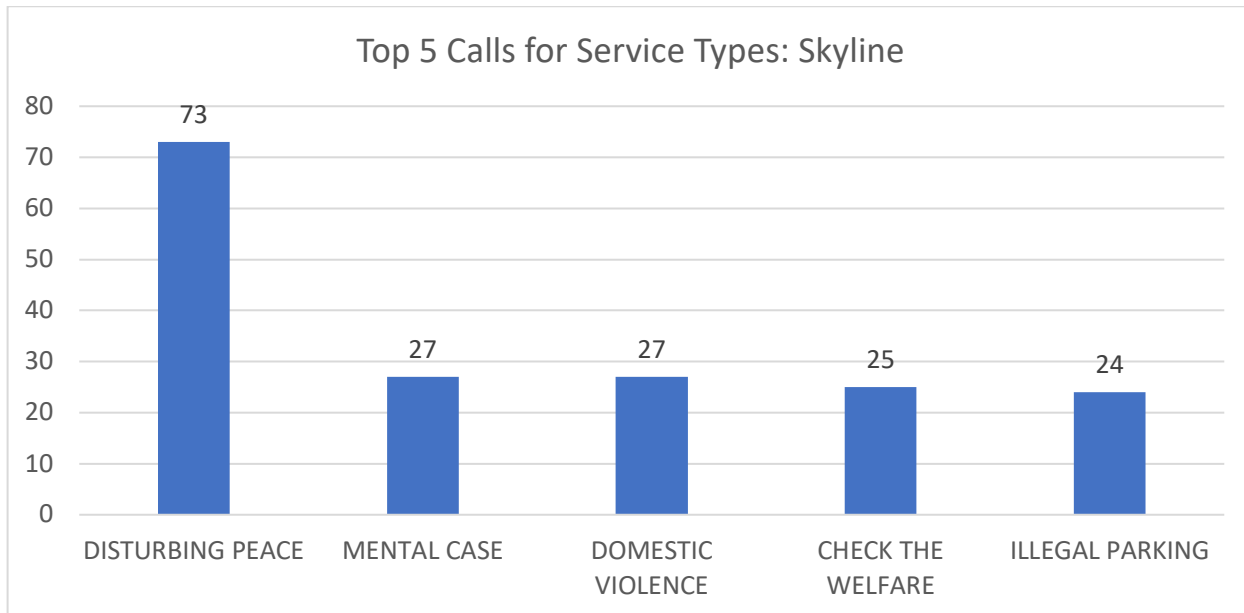
### SKYLINE – ALL CALLS FOR SERVICE



In Skyline, similar to City Heights, calls for service trended down in 2022, differing from the previous three years.

Skyline, during PAD days & times		
Year	Calls for Service	Crimes
2019	2	0
2020	2	0
2021	1	0
2022	2	1

The numbers are so small and similar that nothing can be gleaned from the above table.



Like the first two parks, "disturbing the peace" was the most frequent call type by far. In this case, the same top five call types exist as City Heights, just in a slightly different order.

## Summary

Based on the survey responses, PAD was successful on several levels. A majority 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, and most people felt at least "somewhat safe" at the event. 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 82% agreeing or strongly agreeing.

In addition to the survey results, based on the open text comments and suggestions, Parks After Dark was very well received. A few suggestions stood out that should be considered for future programming. These included safety-related such as security through lighting and cameras but overlapping with police. While PAD attendees did not just want police presence but also hoped for increased engagement from the police with the community. On the programming level, there were many requests for food for adults and more activities for all ages. Logistically, cleaner restroom facilities and better site organization for participants in terms of line management and signage.

In terms of police calls for service, during the seven weeks that PAD was in place saw lower amounts of calls, specifically "disturbing the peace" which was the most frequent call type by far. A word of caution, while this crime reduction can be an indicator of "success," there is no definitive way to know whether crimes/calls in and immediately around the Park's Recreation Center are directly related to PAD or park activity.

While time and resources did not allow for a more rigorous evaluation design, this could be possible in a future evaluation. There have been numerous studies about parks and their role in safety and crime prevention. This evaluation of PAD 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

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.**



**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

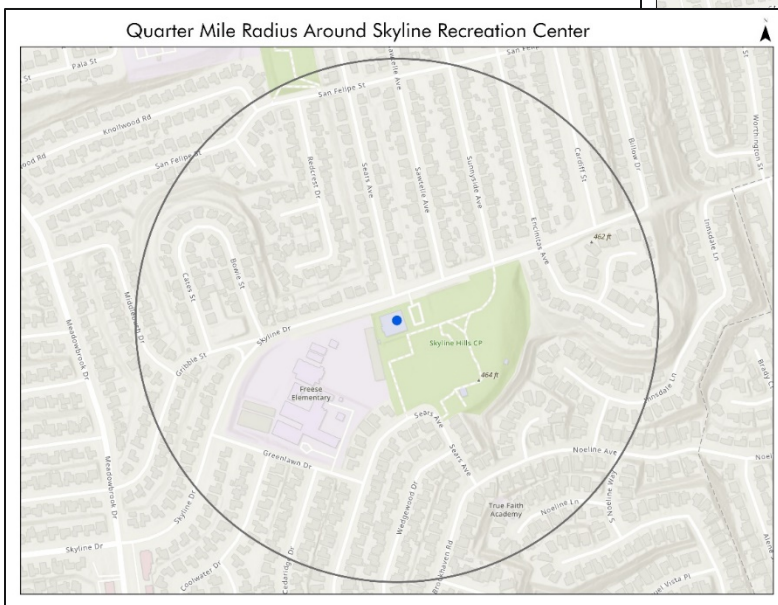
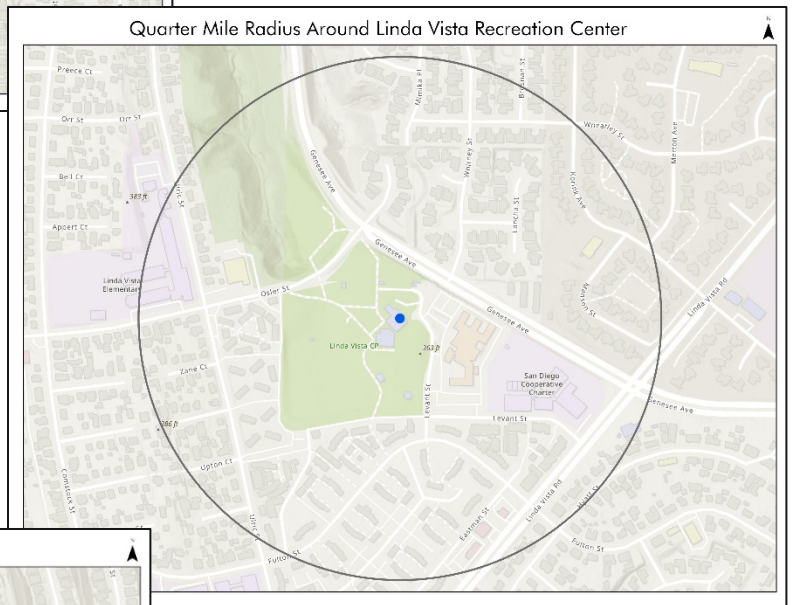
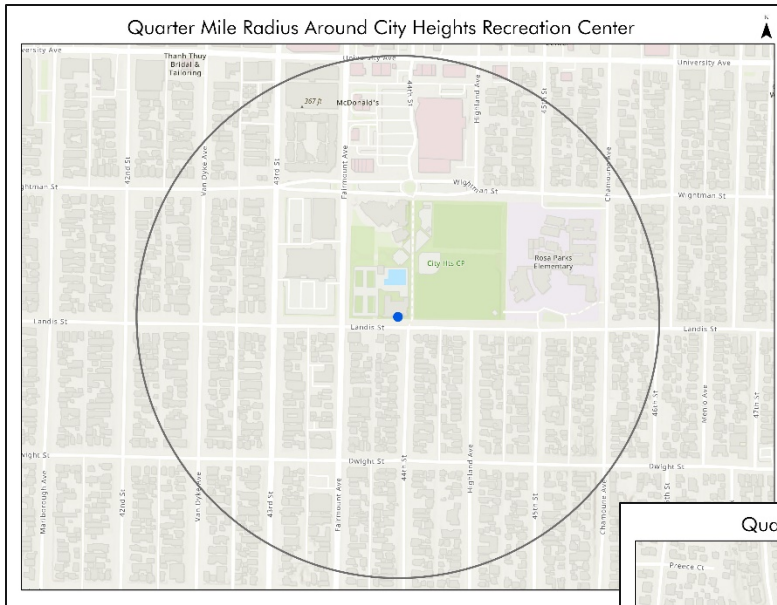
Yes, previously in military

No

Prefer not to answer

Submit

# APPENDIX B: Park Maps





**PARKS AND RECREATION 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](mailto:RecServContracts@san Diego.gov).

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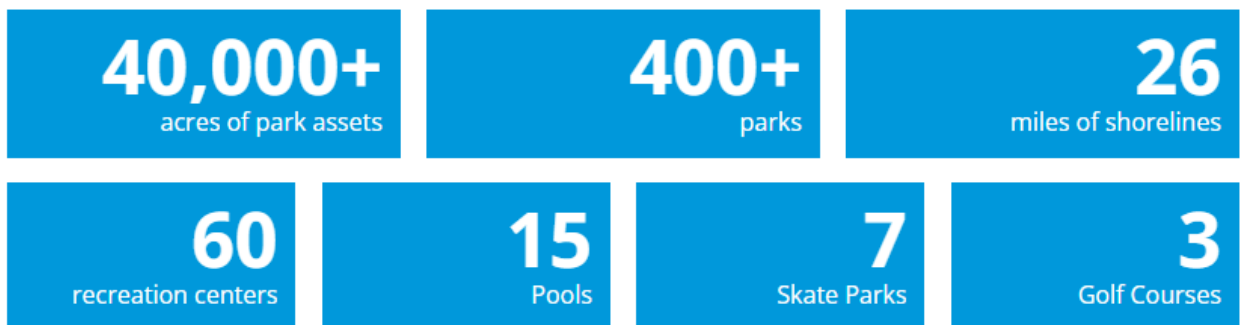
## **A. Introduction**

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** (businesses with less than 12 employees may request an exemption)

The Certification for Compliance and the Request for Exemption forms are attached in **Section H** of this application packet. One of the two forms must be complete and submitted with requested documentation.

**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](mailto: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](mailto: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. 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) 236-6137. 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 101 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):** In the event the contractor does not have a government issued identification card the following will be accepted: School 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 clearances. If you have a question on clearance status, contact the Background Administrator, Edgar Portilla at (619) 236-7137.

DATE:  /  /

TO: PERSONNEL DEPARTMENT

FROM:

Site Supervisor

Site Fax Number

MAIL STATION:  DIVISION:

CONTRACTOR'S NAME:

ADDRESS:

PHONE NUMBER: ()   WORK SITE: ()

(PERSONNEL OFFICE USE ONLY)



**Living Wage Ordinance – Certification of Compliance**

**LIVING WAGE ORDINANCE  
CERTIFICATION OF COMPLIANCE**

REQUIRED BY SAN DIEGO MUNICIPAL CODE §22.4225(c)

**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: \_\_\_\_\_

**TERMS OF COMPLIANCE**

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

- (a) Pay covered employees the current fiscal year hourly wage rate;
- (b) If any lesser amount is applied toward the health benefits rate, add this difference to the hourly wage rate as cash;
- (c) Provide minimum of 80 compensated leave hours per year for illness, vacation, or personal need at the employee's request and permit 80 additional unpaid leave hours for personal or family illness when accrued compensated leave hours have been used;
- (d) Annually distribute a notice with the first paycheck after 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 covered employee who alleges noncompliance with the requirements of the LWO;
- (f) Permit access for authorized City representatives to work sites and records to review compliance with the LWO;
- (g) Maintain wage and benefit records for covered employees for 3 years after final payment;
- (h) Perform at least fifty percent (50%) of the work with its own employees; and
- (i) File a Living Wage Ordinance Certification of Compliance with the City within 30 days of becoming a covered employer.

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's 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 comply with the requirements of the Living Wage Ordinance.

\_\_\_\_\_  
Name of Signatory Title of Signatory

\_\_\_\_\_  
Signature Date

**FOR OFFICIAL CITY USE ONLY**

Date of Receipt: \_\_\_\_\_ LWO Analyst: \_\_\_\_\_ Contract Number: \_\_\_\_\_

LWP-001 (07/01/2017)

**Living Wage Ordinance – Application For Exemption**

**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 section 22.4215 (c)(1).  
Required documentation: Correspondence on company letterhead and signed by a legally authorized officer documenting number of employees and listing 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 **AND** list of subcontractors **AND** copy of Purchase Agreement or Purchase Order.
  - Business organized 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 rate of the 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 corporation's highest paid officer and lowest paid worker, both computed on an hourly basis **AND** copy of Purchase Agreement or Purchase Order.
  - 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 **AND** copy of Purchase Agreement or Purchase Order.
  - Other – Cite LWO Municipal Code section:** \_\_\_\_\_
- (a) Required documentation: Correspondence with explanation of basis for exemption request **AND** copy of Purchase Agreement or Purchase Order.

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	
<input type="checkbox"/> Not Approved – Reason:	
<input type="checkbox"/> Approved	LWO Analyst: _____ Date: _____

LWP-001 (07/10/2017)



**Certificate of Liability Insurance**

		<b>CERTIFICATE OF LIABILITY INSURANCE</b>		DATE (MM/DD/YYYY)	
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.					
<b>IMPORTANT:</b> 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).					
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		INSURER(S) AFFORDING COVERAGE INSURER A: INSURER'S FULL LEGAL COMPANY NAME INSURER B: INSURER C: INSURER D: INSURER E: INSURER F:		NAIC # ID CODE	
<b>COVERAGES</b>		<b>CERTIFICATE NUMBER:</b>		<b>REVISION NUMBER:</b>	
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 WVR	POLICY NUMBER	POLICY EFF (MM/DD/YYYY) - POLICY EXP (MM/DD/YYYY)	LIMITS
A	GENERAL LIABILITY COMMERCIAL GENERAL LIABILITY CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR  GEN'L AGGREGATE LIMIT APPLIES PER: POLICY <input type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC <input type="checkbox"/>		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 ANY AUTO <input checked="" type="checkbox"/> ALL OWNED AUTOS <input checked="" type="checkbox"/> HIRED AUTOS <input type="checkbox"/> SCHEDULED AUTOS <input type="checkbox"/> NON-OWNED AUTOS <input type="checkbox"/>		AUTO 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 <input type="checkbox"/> OCCUR EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE DED <input type="checkbox"/> 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		WV POLICY NUMBER	12/01/2016 - 12/01/2017	WC STATUTORY LIMITS <input type="checkbox"/> OTHER <input type="checkbox"/> 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.					
<b>CERTIFICATE HOLDER</b> CITY OF SAN DIEGO PURCHASING & CONTRACTING 1200 THIRD AVENUE, SUITE 200 SAN DIEGO, CA 92101-4195			<b>CANCELLATION</b> 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)

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Purchasing & Contracting  
 Insurance Checklist  
 Rev. January 06, 2017

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**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 autos," 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 hires 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 3<sup>rd</sup> 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 purposes of the California Workers' Compensation and Labor laws. I will hire no employees other than my parents, spouse, or children for work required on the contracts awarded to \_\_\_\_\_.

All work required will be performed personally and solely by me, my parents, 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 by me against our 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 hire an employee 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:

<b>CITY OF SAN DIEGO A MUNICIPAL CORPORATION</b>
<b>BY:</b> _____
<b>PRINT NAME</b> _____
<b>DATE SIGNED</b> _____

**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
				If more than one location, invoice must be subtotaled by site	

↑  
Active  
Net  
Code  
for  
class

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: \_\_\_\_\_

Taxpayer 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.



# PRE-QUALIFIED VENDORS INTEREST LIST APPLICATION

The application is specific to those interested in conducting vendor business activities with the City of San Diego, Parks and Recreation Department. To be considered, vendor must provide all information and supporting documentation requested in this application **Sections A to E**, as requested, on or before the application timeline noted in **Section F** of the *Pre-Qualified Vendors Interest List Guideline*.

## A. Vendor Information

<b>Vendor Name</b>	
<b>Business Name (if applicable)</b>	
<b>Business Address</b>	
<b>Telephone No.</b>	
<b>Email</b>	
<b>Business Tax Certificate No.</b>	
<b>Website</b>	

## B. Minimum Requirements

Vendor shall respond “Yes”, “No” or “Not Applicable” to the questions below. The answer must be “Yes” to each question in this section for vendor to be considered qualified. Vendor should provide additional information as needed or requested.

**Parks and Recreation Department**

1. How many years of verifiable experience providing the proposed recreation service(s) do all instructors, referees or performers have?

**Please explain:**

2. Have the instructors, referees or performers completed a criminal history background check with Live Scan fingerprint through the City of San Diego Personnel Department at the time of entering into a service contract? Proof from other agencies is not accepted.

Yes     No

**Please explain (optional):**

3. Do all instructors, referees or performers have appropriate training and related experience required to provide professional recreation programs or performing arts services?

Yes     No     Not Applicable

**Please explain (optional):**

4. Does vendor confirm compliance with the City of San Diego's insurance requirements? <https://www.sandiego.gov/purchasing/vendor/insurance>

Yes     No

**Please explain (optional):**

5. Does vendor confirm compliance with the City of San Diego's Living Wage requirements? <https://www.sandiego.gov/compliance/living-wage/>

Yes     No



Please explain (optional):

6. Does vendor have a valid City business license, a Taxpayer identification number, and a permanent place of business located in the San Diego region?

Yes     No

Please explain (optional):

### **C. Qualifications and Experience**

In the open sections provided below, vendor shall provide responses to each of the items listed below. Vendor shall provide supporting documentation with their submittal, as appropriate. Vendor may use additional sheet(s), as needed, to expand on responses.

1. Describe the type of service vendor is interested in providing and indicate the applicable category as listed below:
  - A. Professional specialized class or sports program instruction services.
  - B. Coordination of sports leagues, camp, or clinics.
  - C. Other youth programs such as day camps, tiny tots or after school, and Science, Technology, Engineering, & Mathematics (STEM).
  - D. Performing arts such as musicians, bands, DJs, face painters, crafts, dancers, and storytellers.
  - E. Health and Fitness such as yoga, Zumba, and gymnastics.
  - F. Professional sports official services (referees).
  - G. Catering services including but not limited to food, desserts, and snacks.
  - H. Additional entertainment services such as jumpers, rock climbing walls, bubbles and snow technology, and special events equipment rentals.

**Please explain:**

2. Describe vendor's qualifications and ability to perform the desired service(s). Include any applicable education degrees, certifications, and/or specialized licenses.

**Please explain:**

3. Does the vendor currently offer service(s) or provided service(s) in the past at City of San Diego facilities? If yes, please list the facilities where these service(s) are/were provided, and the number of years service(s) have been provided.

**Please explain:**

**Parks and Recreation Department**

4. List the specific recreation center facility(ies) or District(s) vendor proposes to provide service(s). The locations of the facilities can be found at <https://www.sandiego.gov/park-and-recreation/centers> A Parks and Recreation Facilities map with location and contact information can be accessed at <https://www.sandiego.gov/park-and-recreation/centers/map>. Refer to **Exhibit A** for facility locations and a map of the various Districts.

**Please explain:**

**D. Application Format and Content**

To be placed on the interest list, vendor’s application must address all questions and provide all requested information. Additionally, the contents of the application must be clear, concise, and complete.

**E. Acceptance of Application**

Vendors will be notified by the Department within ten (10) business days of the status of their application. Once applicant is approved, they will be added to the Pre-Qualified Vendors Interest List for Department use for programs and services. Recreation Center Supervisors will contact vendors for a quote as needed for goods or services. The application shall be for a period of one (1) year effective on the date it is executed by the last Party to sign the application. After one (1) year, each vendor will have the opportunity to continue on the Pre-Qualified Vendors Interest List by submitting updated vendor documents. Unless otherwise terminated, this application shall be effective until completion of the service.

**VENDOR**

Print Name and Title:

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Signature:

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Date Signed:

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**CITY OF SAN DIEGO**

Print Name:

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Signature:

---

Date Signed:

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**For questions or comments,  
please contact the Recreation Services Division  
at: [RecServContracts@saniego.gov](mailto:RecServContracts@saniego.gov).**

*[Remainder of Page Intentionally Left Blank]*

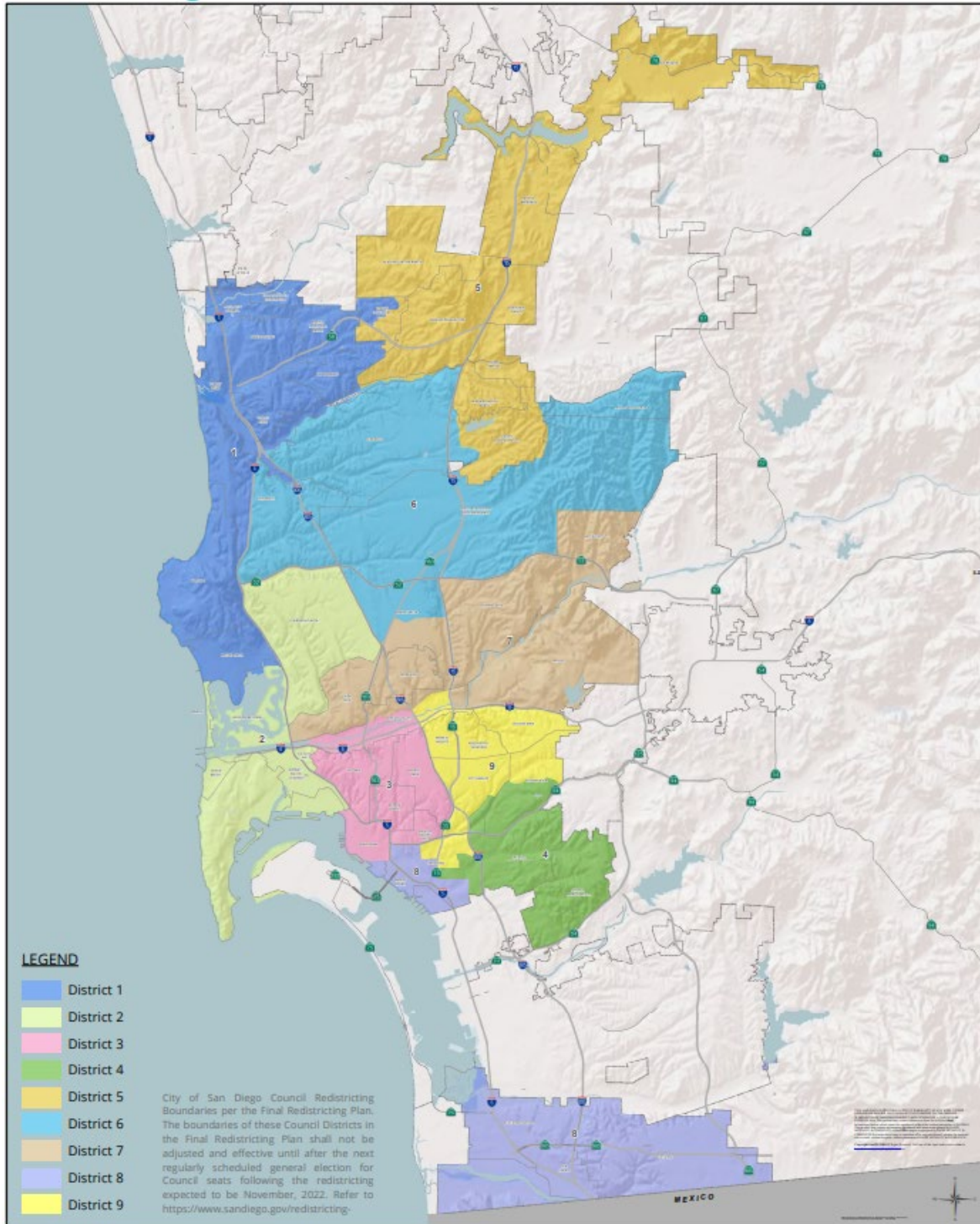
**Exhibit A**

CITY OF SAN DIEGO RECREATION CENTERS

<b>Central Region</b>		
Adams	3491 Adams Avenue	92116
Azalea	2596 Violet Street	92105
Balboa Park Activity Center	2145 Park Blvd.	92101
Chollas Lake	6350 College Grove Drive	92105
City Heights	4380 Landis Street	92105
Colina Del Sol	5319 Orange Avenue	92115
Golden Hill	2600 Golf Course Drive	92102
Morley Field Sports	2221 Morley Field Drive	92104
Municipal Gym	2111 Pan-American Plaza	92101
North Park	4044 Idaho Street	92104
Presidio	2811 Jackson Street	92110
<b>Southern Region</b>		
Cesar Chavez	455 Sycamore Road	92173
Montgomery Waller	3020 Coronado Avenue	92154
Robert Egger, Sr.-South Bay	1885 Coronado Avenue	92154
San Ysidro Com. Activity Center	179 Diza Road	92173
Silver Wing	3737 Arey Drive	92154
<b>Southeastern Region</b>		
Encanto	6508 Wunderlin Avenue	92114
Martin Luther King, Jr.	6401 Skyline Drive	92114
Memorial	2902 Marcy Avenue	92113
Mountain View	641 So. Boundary Street	92113
Mt. Hope Cemetery	3751 Market Street	92102
Paradise Hills	6610 Potomac Street	92139
Penn Athletic Field	2550 Dusk Drive	92139
Skyline Hills	8285 Skyline Drive	92114
Southcrest	4149 Newton Avenue	92113
Stockton	330 32nd Street	92102
Willie Henderson Sports Complex	1035 S. 45th Street	92113
<b>Therapeutic &amp; Senior Recreation Services</b>		
War Memorial Building	3325 Zoo Drive	92101
Balboa Park Senior Lounge	1800 El Prado	92101
City Administration Building	202 C Street	92101

<b>Northeastern Region</b>		
Allied Gardens	5155 Greenbrier Avenue	92120
Kearny Mesa	3170 Armstrong Street	92111
Linda Vista	7064 Levant Street	92111
San Carlos	6445 Lake Badin Avenue	92119
Serra Mesa	9020 Village Glen Drive	92123
Tierrasanta	11220 Clairemont Mesa Blvd.	92124
<b>Northwest Region</b>		
Carmel Valley	3777 Townsgate Drive	92130
Ocean Air	4770 Fairport Way	92130
<b>Clairemont Region</b>		
Cadman	4280 Avati Drive	92117
North Clairemont	4421 Bannock Avenue	92117
South Clairemont	3605 Clairemont Drive	92117
Tecolote	4675 Tecolote Road	92110
<b>Coastal Region</b>		
Cabrillo	3051 Canon Street	92106
Doyle	8175 Regents Road	92122
La Jolla	615 Prospect Street	92037
Nobel	8810 Judicial Drive	92122
Ocean Beach	4726 Santa Monica Avenue	92107
Pacific Beach	1405 Diamond Street	92109
Robb Field	2525 Bacon Street	92107
Santa Clara	1008 Santa Clara Place	92109
Standley	3585 Governor Drive	92122
<b>Northern Region</b>		
Black Mountain Gym	9353 Oviedo Street	92129
Canyonside	12350 Black Mountain Road	92129
Carmel Mountain Ranch	10152 Rancho Carmel Drive	92128
Hilltop	9711 Oviedo Way	92129
Hourglass	10440 Black Mtn Rd	92126
Lopez Ridge	7245 Calle Cristobal	92126
Mira Mesa	8575 New Salem Street	92126
Rancho Bernardo	18448 West Bernardo Drive	92127

## Council Boundaries by District



## COUNCIL POLICY

CLEAN

SUBJECT: PARKS AND RECREATION DEPARTMENT OPPORTUNITY  
FUND POLICY  
POLICY NO.: 700-48  
EFFECTIVE DATE: TBD

### 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*.

*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.



CITY OF SAN DIEGO, CALIFORNIA  
COUNCIL POLICY

CLEAN

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.
  - 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:



CITY OF SAN DIEGO, CALIFORNIA  
**COUNCIL POLICY**

**CLEAN**

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:**

Council Policy 000-02, Budget Policies

Council Policy 100-05, User Fee Policy

Council Resolution R-313898

Performance Audit of Equity in Recreation Programming

Parks Master Plan

2019 Climate Equity Index