

2024

Recreation Equity REPORT



PARKS
AFTER DARK

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Parks and Recreation Department
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ATTACHMENTS:

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

B. Pre-Qualified Vendors
Guidelines

C. Come Play Outside
2023 Report – Feb 2024

D. Parks After Dark Evaluation
Report - Feb 2024

E. Opportunity Fund Council
Policy 700-48

COMMITMENT TO EQUITY



RECREATION EQUITY REPORT

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

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

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



COMMITMENT TO EQUITY



RECREATION EQUITY REPORT



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



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

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

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

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

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

Goals and Objectives

1

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

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

2

Access to enjoyable fulfilling recreational opportunities to all

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

3

Foster employee-centric sustainable growth and development

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

4

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

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

5

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

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



IDENTIFICATION OF INEQUITIES



RECREATION EQUITY REPORT

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

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

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

Mission:

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



IDENTIFICATION OF INEQUITIES



RECREATION EQUITY REPORT

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

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

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

Vision:

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



IDENTIFICATION OF INEQUITIES



RECREATION EQUITY REPORT

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

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



IDENTIFICATION OF INEQUITIES



RECREATION EQUITY REPORT

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

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

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

*“I just love
seeing the
community
together.”*

-PAD Attendee

(SOURCE: UCSD Evaluation
Report)



2023 - 2024 ACCOMPLISHMENTS



RECREATION EQUITY REPORT

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

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

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



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

-PAD Attendee
(SOURCE: UCSD Evaluation Report)



SUMMER FOR ALL OF US



RECREATION EQUITY REPORT

Come Play Outside

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



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

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

SUMMER FOR ALL OF US



RECREATION EQUITY REPORT

Funding and Partnerships

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



Funding for CPO was provided through the following partnerships:

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

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



**SAN DIEGO PARKS
FOUNDATION**

The City of
SAN DIEGO
Parks and Recreation Department



Programs and Events

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

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

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



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

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

Year-after-year CPO programs continue to grow.

SUMMER FOR ALL OF US



RECREATION EQUITY REPORT

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

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

SUMMER FOR ALL OF US



RECREATION EQUITY REPORT

Parks After Dark

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



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

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

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

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



SUMMER FOR ALL OF US



RECREATION EQUITY REPORT

Teen Nite

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

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



Teen Nite Totals

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

SUMMER FOR ALL OF US



RECREATION EQUITY REPORT

SUMMER MOVIES IN THE PARK

Locations:

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

Movies in the Park

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

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



Day Camps and Enrichment Classes

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

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

Nature and Specialty Camps

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

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

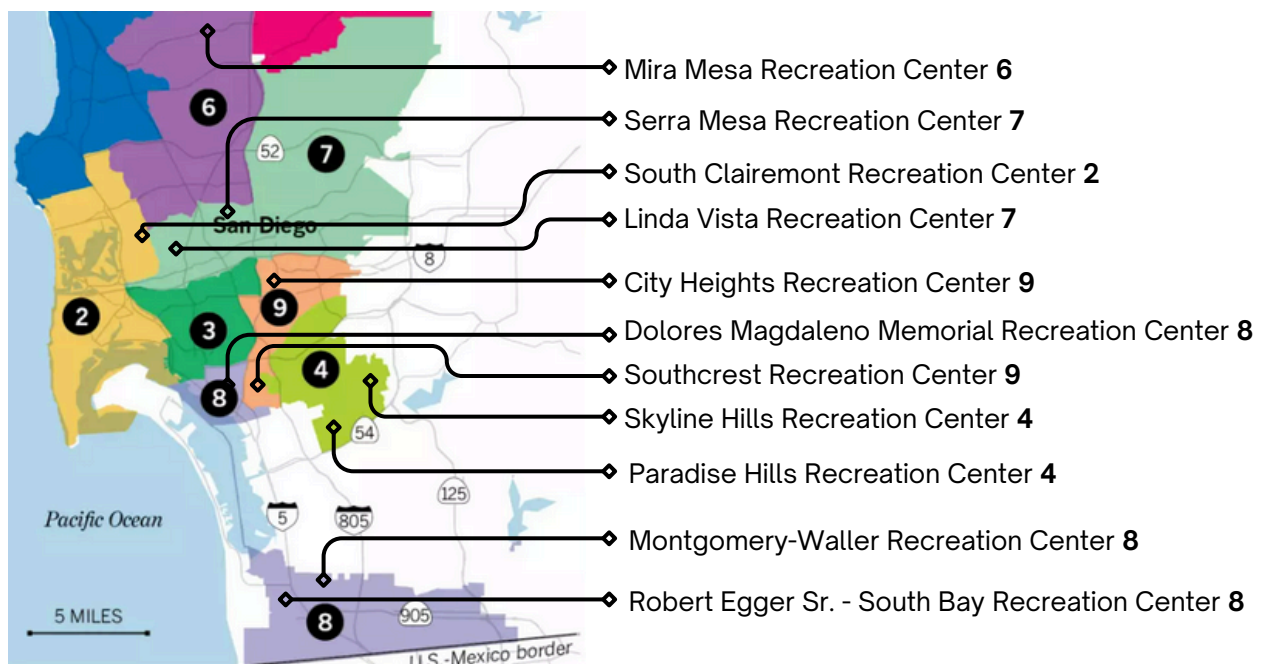
SITE	NATURE CAMP	DAY CAMP	SPECIALTY CAMP	ENRICHMENT CLASSES
Adams Recreation Center		✓		✓
Azalea Recreation Center		✓		✓
Bay Terraces Community Center		✓		
Cesar Chavez Recreation Center	✓	✓		
Cesar Solis Community Park			✓	
Chollas Lake		✓		
City Heights Recreation Center	✓	✓		✓
Colina Del Sol Recreation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

Vendor Recruitment Fairs

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

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

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

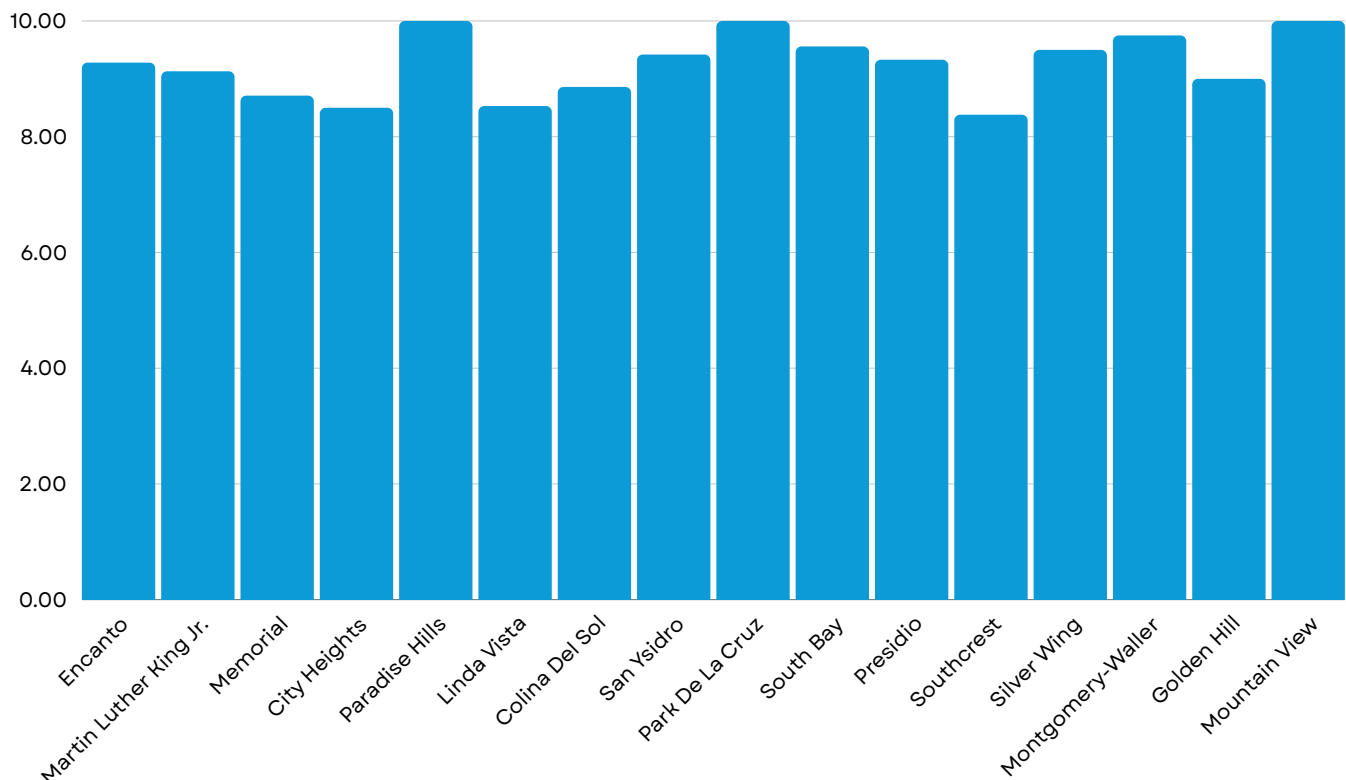


Come Play Outside Program Evaluation

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

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

Overall Satisfaction Levels for 2023



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

Parks After Dark Program Evaluation

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

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



Results from the survey showed:

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



SUMMER FOR ALL OF US



RECREATION EQUITY REPORT

Aquatics

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

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

The Department Aquatics District received the 2023 California Park and Recreation Society Award of Excellence in the Social Equity Category for its programs, initiatives and services specifically designed to better engage disadvantaged populations. The Department provides aquatic opportunities for all ages and abilities at each of the 15 municipal swimming pools, and most significantly in the Promise Zone, to learn lifesaving swim skills, participate in swim and water polo teams, and prepare for a career in aquatics. The San Diego Promise Zone covers a 6.4-square-mile targeted area that spans East Village and Barrio Logan east to Encanto and is home to the City’s most culturally rich and ethnically diverse neighborhoods, but also some of the City’s most under-resourced communities. More than 80,000 San Diegans live in the Promise Zone, an area historically burdened by the City’s highest concentrated poverty and unemployment rates⁶.

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

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



SD PromiseZone

SUMMER FOR ALL OF US



RECREATION EQUITY REPORT

Aquatics - Learn to Swim

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

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

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

Learn to Swim
hosted
5,013 children

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



Aquatics - Portable Pool Program

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

Aquatics - Schools to Pools Program

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

The 17 schools served within Communities of Concern included:

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

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

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



SUMMER FOR ALL OF US



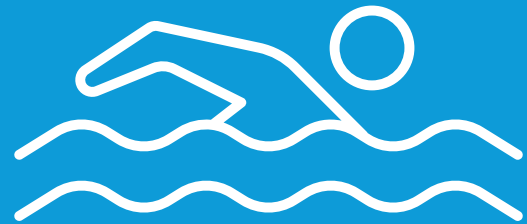
RECREATION EQUITY REPORT

Aquatics - Recruitment

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

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

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



Additional improvements included:

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



ADDITIONAL EQUITABLE PROGRAMMING



RECREATION EQUITY REPORT

Adaptive Golf Tournament

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

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

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



ADDITIONAL EQUITABLE PROGRAMMING



RECREATION EQUITY REPORT

Summer Lunch Program

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

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

Adams Recreation Center

Linda Vista
Recreation Center

Paradise Hills
Recreation Center

Silverwing
Recreation Center

Cesar Chavez
Community Center

Martin Luther King Jr.
Recreation Center

Park De La Cruz
Gymnasium

Skyline Recreation Center

City Heights
Recreation Center

Memorial Recreation Center

Penn Athletic Field

Southcrest
Recreation Center

Colina Del Sol
Recreation Center

Montgomery Waller
Recreation Center

RE South Bay
Recreation Center

Stockton Recreation Center

Encanto Recreation Center

Mountain View
Recreation Center

San Ysidro Recreation Center

Willie Henderson
Recreation Center

Golden Hill Recreation Center

North Park
Recreation Center

Serra Mesa
Recreation Center



Employ and Empower

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

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

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

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



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

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

Career Fairs

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

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

Goals and Objectives at each fair:

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



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

Park Ambassador LEADER Academy

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



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

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



CITYWIDE PARK DIF

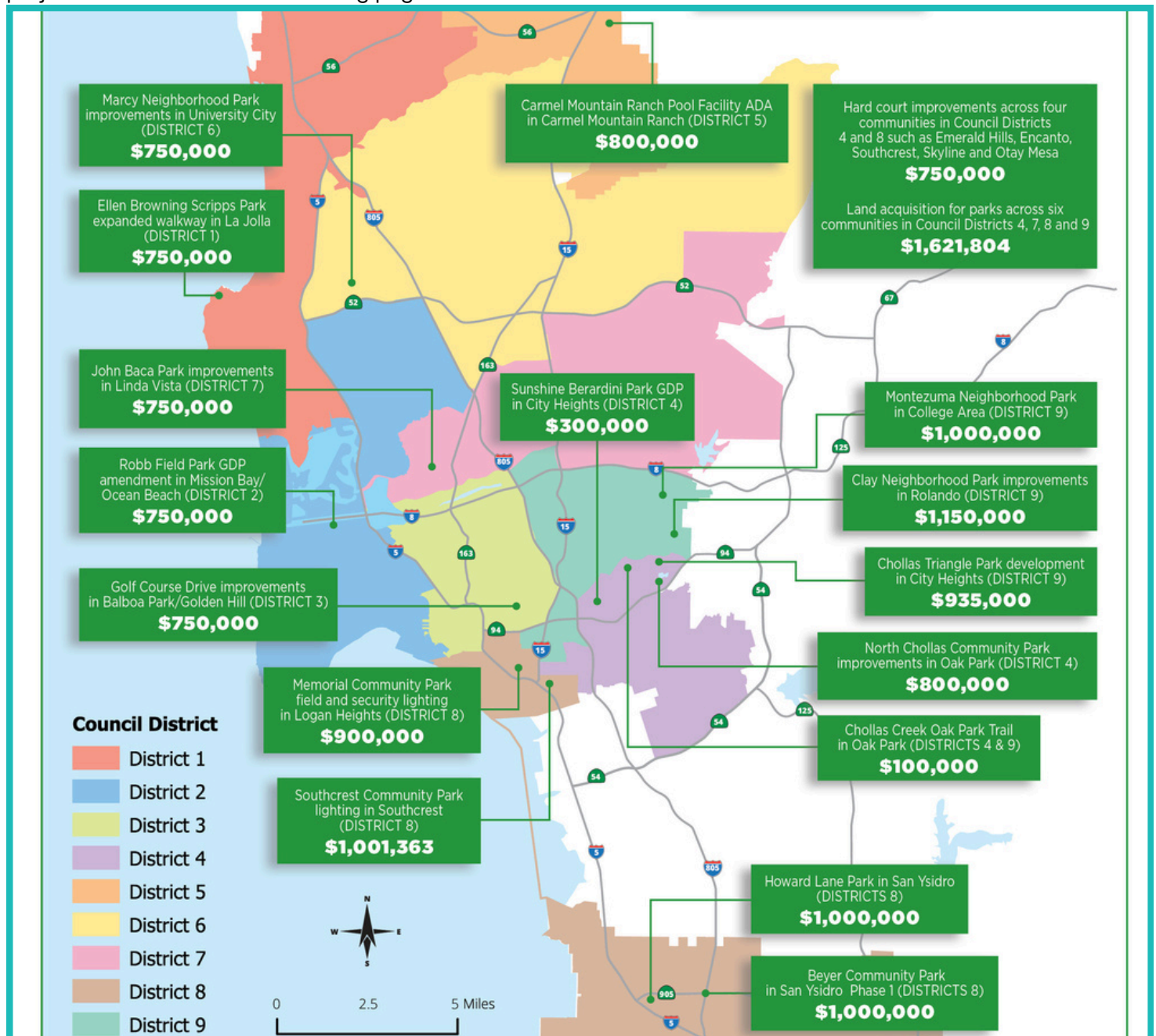


RECREATION EQUITY REPORT

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

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

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



RECREATION PROGRAM EQUITY AUDIT



RECREATION EQUITY REPORT

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

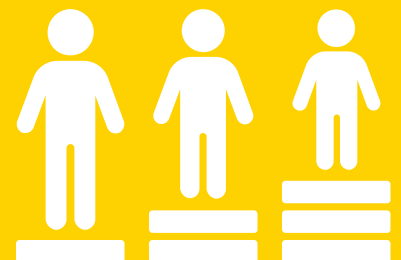
Opportunity Fund

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

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

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

- Caroline Belden, a writer for *The Inclusion Solution*

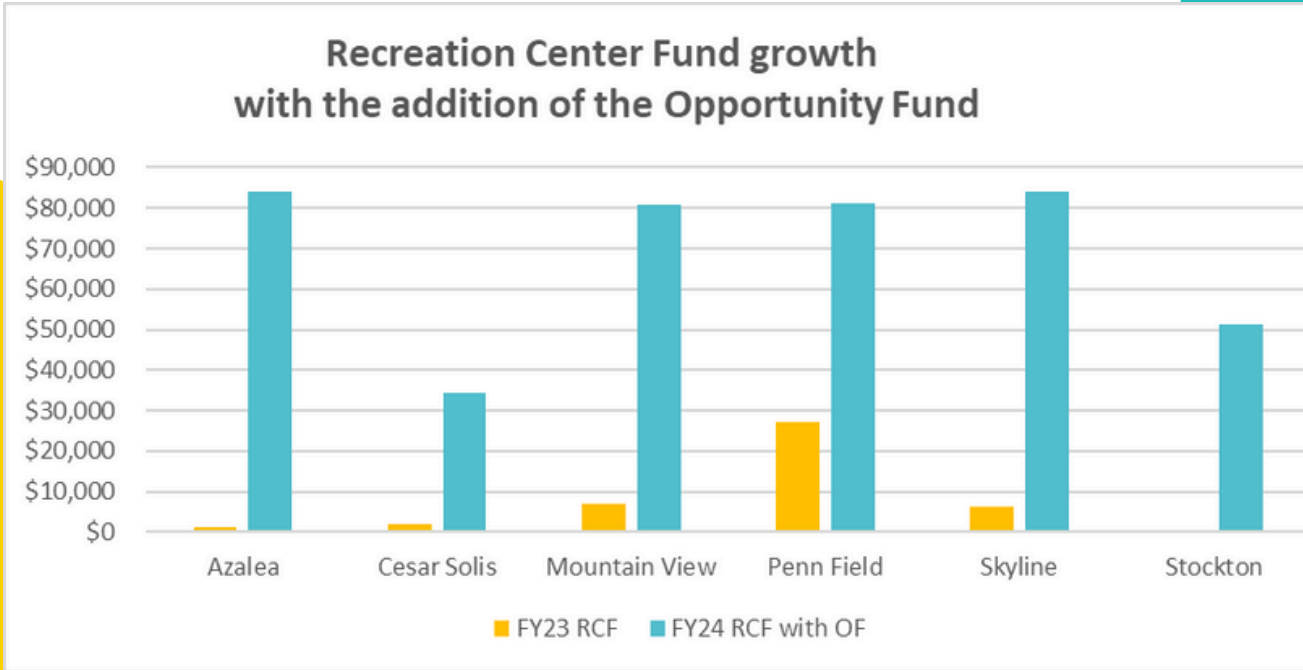


RECREATION PROGRAM EQUITY AUDIT



RECREATION EQUITY REPORT

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

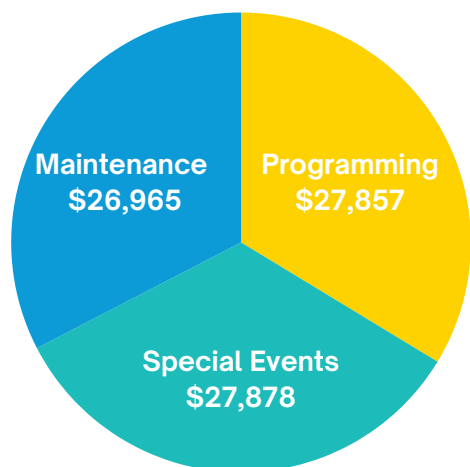


RECREATION PROGRAM EQUITY AUDIT



RECREATION EQUITY REPORT

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

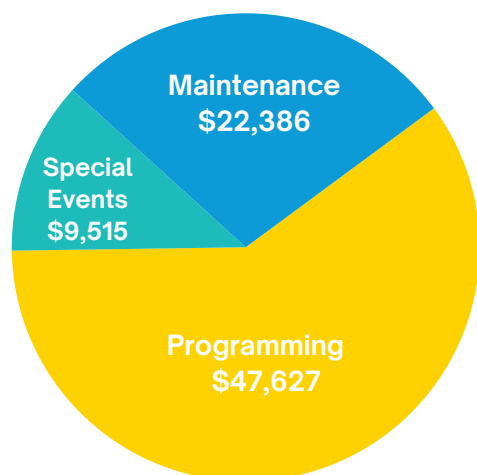
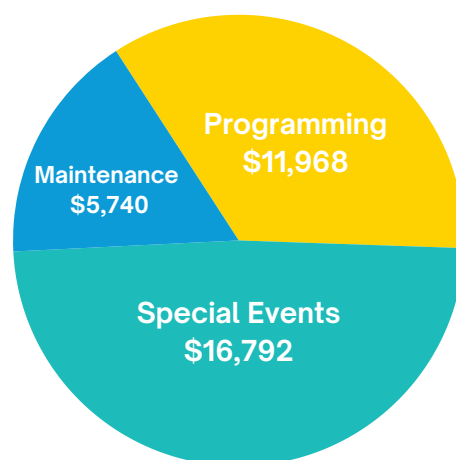


Azalea Recreation Center - \$82,700

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

Cesar Solis Community Park - \$34,500

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



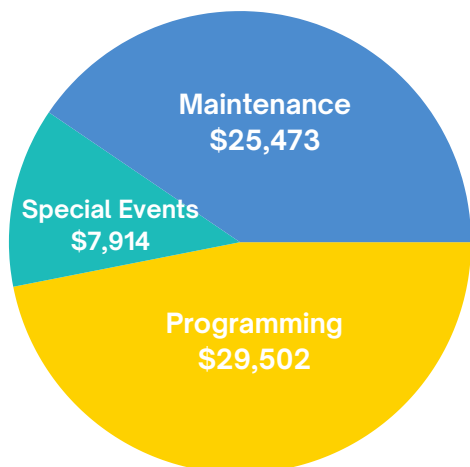
Mountain View Recreation Center - \$80,700

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

RECREATION PROGRAM EQUITY AUDIT



RECREATION EQUITY REPORT

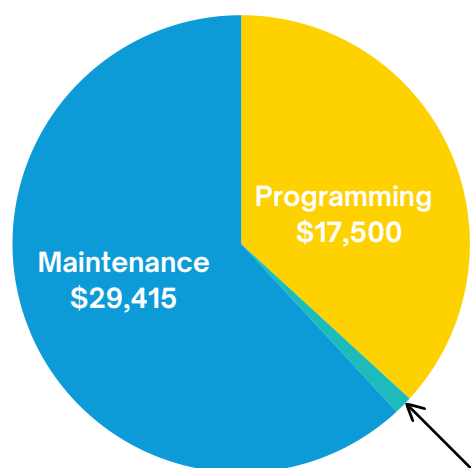
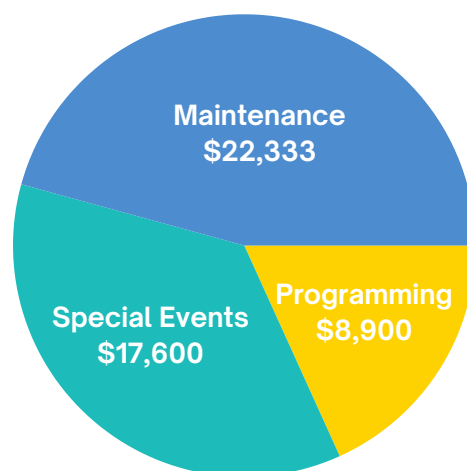


Penn Athletic Field - \$74,700

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

Skyline Hills Recreation Center - \$76,400

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



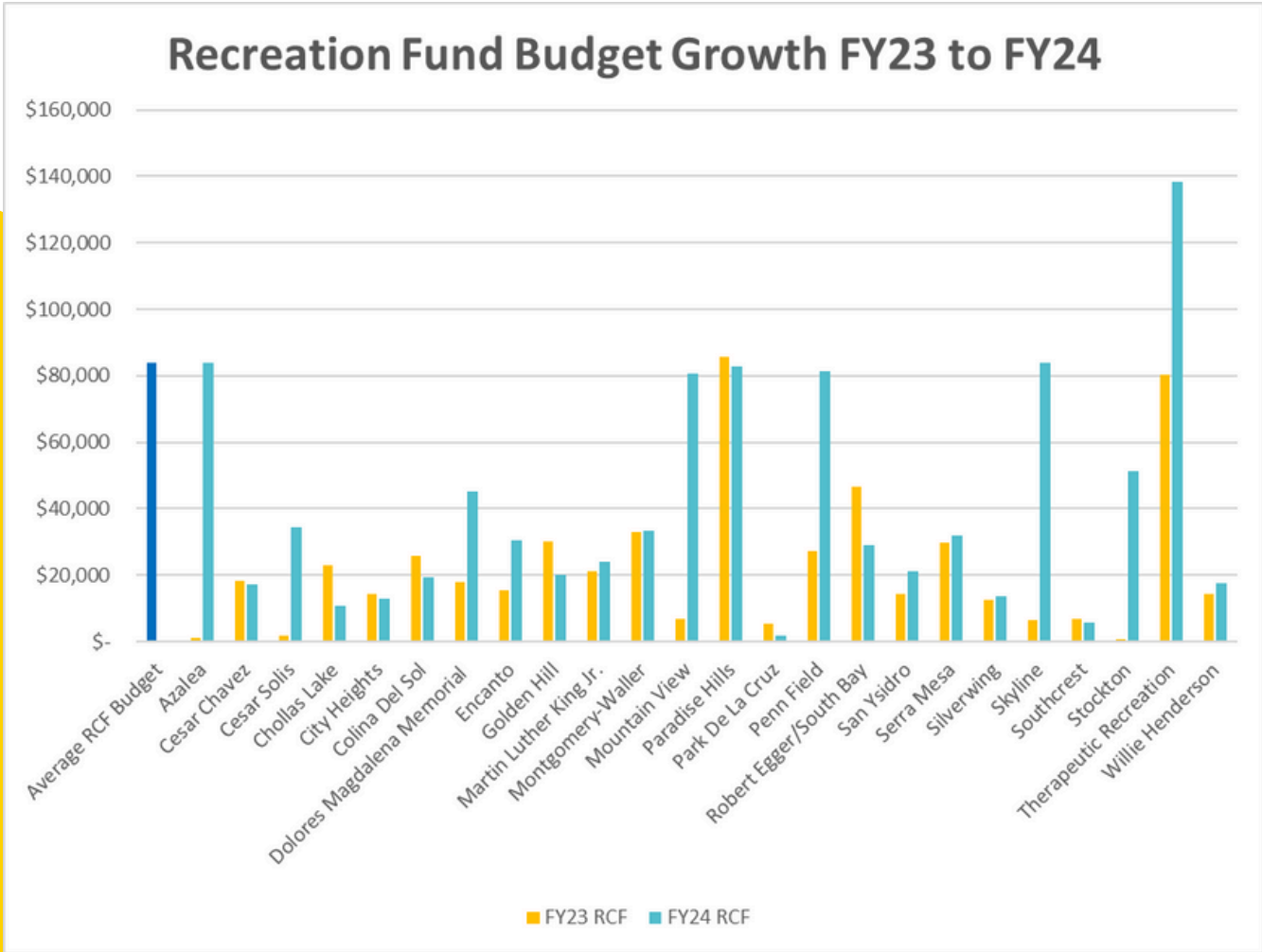
Stockton Recreation Center - \$51,000

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

RECREATION PROGRAM EQUITY AUDIT



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



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

RECREATION PROGRAM EQUITY AUDIT



RECREATION EQUITY REPORT

Translation Services

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



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

Online Recreation Management Software Trainings



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

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

RECREATION PROGRAM EQUITY AUDIT



RECREATION EQUITY REPORT

Marketing and Social Media

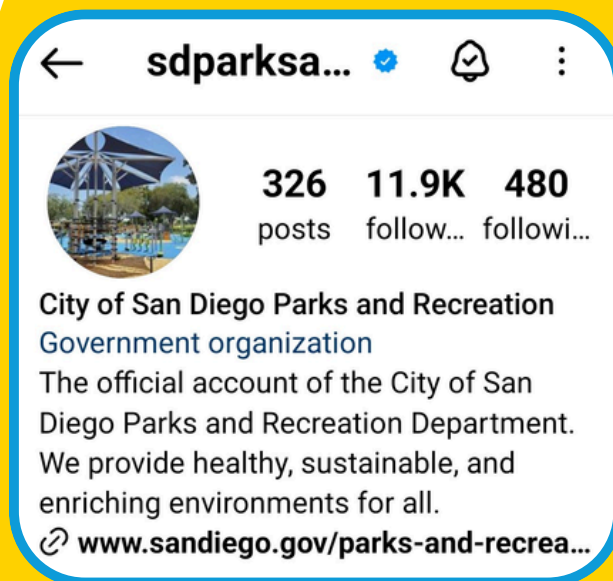
As part of recommendation #7, the Department has worked in collaboration with the Communications Department to expand its marketing and social media footprint. The Department set a goal of 10,000 Instagram followers by December 31, 2023. That goal was reached on December 12, 2023. As of today, we are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

In the first quarter of calendar year 2024:

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

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

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

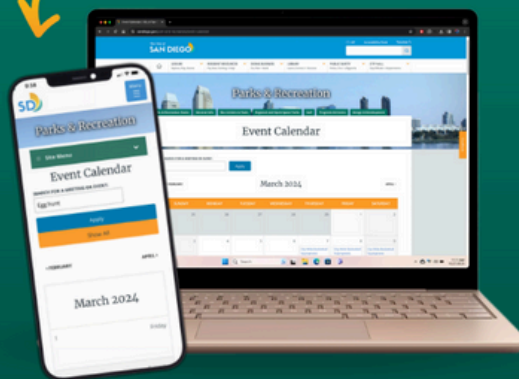


Introducing the EVENT CALENDAR



Search events at
your local recreation
center, parks or pool.

Keep up with the latest events!



RECREATION PROGRAM EQUITY AUDIT



RECREATION EQUITY REPORT

Low-Income Fee Waiver Program

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

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

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

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

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



RECREATION PROGRAM EQUITY AUDIT



RECREATION EQUITY REPORT

Department Restructure

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

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

The restructure has helped improve the following:

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

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



Recruitment and Retention

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

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

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

Recruitment and Retention

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

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

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

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

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

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

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



Equity Centric Budget

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



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

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

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

